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'We all are salespeople, because we all try to achieve something from others or make them do what we want. Learn to sell yourself and you will be able to sell everything.' S. Johnson *The one minute sales person,*

The marketing – finance interface in sales strategy.

Abstract. The article indicates a methods of analysis sale in different phases to support the design sales of enterprises. The article includes a depiction putting together the literature studies concern marketing-finance interface in portfolio analysis. This depiction is based on author – own marketing research. However the research on putting this interface in practise cannot be run here, because it would exceed the frames of this article.

In this paper the attempt to put together different sales analysis was made. These analysis are used in the assortment portfolio sales planning, realization and controlling. Because of that I assumed that it was worthwhile to present a diagram with the description of sales closing process, since the management always wants to assess the results of every salesperson work.

. **Key words**: marketing analysis of sales, portfolio matrices, customer portfolio, process of personal sales with a specially sales process-resources and close percentages.

The sales profession is one of the most exciting fields in the business world! Most companies exist for one reason - to make a profit. Because profit can be generated only when revenue is produced, the sales function is usually linked more closely to corporate profitability than any other part of the business. This linkage leads many top managers to perceive good salespeople as their most critical asset. This function is connected with different analytical methods in planning and realization of a process of marketing function and activities.

Ph. Kotler defined one of different business focus as the selling concept. The selling concept holds that consumers, if left alone, will ordinarily not buy enough of the organization's products. The organization must therefore undertake an aggressive selling and promotion effort.[1]

In this period, the role of marketing was to make selling effort more aggressive. The selling concept takes an inside-out perspective, and, in contrast, the marketing concept takes an outside-in perspective. It starts with a well-defined market, focuses on consumer needs, coordinates all the activities that will affect customers and produces profits through creating customer satisfaction.[2]

It is worth paying attention that at companies brand managers develop and estimate the cost of different marketing strategies using computer programs in searching for the best plan. These programs utilize simple sales-and-profit equations and make assumptions on how sales and profits would respond to different marketing-mix expenditures.

Generally manager wants to find a marketing-mix that will maximize profits in the next period. They will use the term sales-response function and its estimation and analysis relationship between sales volume, marketing expenditures and profits. This function shown here is S shaped, although the same analysis applies to any shape.[3]

In the beginning of marketing analysis marketing managers need to use forecasting methods. Companies use a three stage procedure to prepare a sales forecast. They make an environmental forecast, followed by an industry forecast, and a company sales forecast. The results of environmental stage is a forecast of gross national product, which is then used along with other indicators, to forecast industry sales. Then the company derives its sales forecast by assuming that it will win a certain market share. During Product Life Cycle management needs to estimate first-time sales, replacement sales and repeat sales. Sales-estimation

[1] P. Kotler, Marketing Management, Prentice-Hall, Inc, 1991, p. 15, 16
[2] Ibid.
[3] Ibid, p. 82 - 85

methods depend on these situations. In the phases of planning and realization companies used different methods, analytical applications in marketing strategy.[4] They are used marketing portfolio analysis for example BCG, GE/McKinsey Matrix are connected with value consumer, Pfeiffer's or ADL matrices are rather resource strategies basing on technological portfolio. In these classical matrices different numbers which are the derivatives of sales volume and value, market share and customer value were expressed.[5]

MATRICES					
Type	**BCG**	**GE**	**ADL**	**Hoffer**	**MA**
Main element	Market growth rate Relative market share	1. Market attractive-ness (high, medium, low) 2. Competitive position (weak, medium, strong)	Competitive position (weak, medium, strong) Product Life Cycle Phases	Industry development phases Competitive position	ROE Sale growth rate
First derivative	Sale value, profit amount, own costs, unit price, rentability, quantity, share	1. Overall market size, annual market growth rate, historical profit margin, competitive intensity, technological requirements, inflationary vulnerability, energy requirements, environmental impact 2. Market share, share growth, product quality,	1. Dominating, strong, favourable, unfavourable, weak 2. Market origin, increase, maturity, decrease	1. In embryo, market incoming, increase and shakes, maturity, decrease 2. Strong, medium, weak	1. Profi-table Business Unit, own capital cost of BU, unprofi-table BU 2. Branch demand growth rate, BU increasing market share

[4] Ibid, p. 328
[5] G. Golik-Górecka, The interface between marketing and finance analysis supporting marketing strategy in enterprises management of today, edited by J. Lewandowski, I. Jałmużna, M. Sekieta, Technical University of Lodz, Lodz 2009, p. 173

		brand reputation, distribution network, promotional effectiveness, productive capacity and efficiency, unit costs, material supplies, R&D performance, managerial staff			
Second derivative	Dogs, cash-cows, question marks, stars	Strategic undevelopmen-tal area, avarade development strategic area, strategic developmental area	Natural development, selective development, restructuring, resignation		Profitabili-ty (+), cash flow (+), market share (-) Profitabi-lity (+), cash flow (+), market share (+) Profitabi-lity (+), cash flow (-), market share (+) Profitabi-lity (-), cash flow (+), market share (-) Profitabi-lity (-), cash flow (-), market share (-) Profitabi-lity (-), cash flow (-), market share (+)

Table 1. Breakdown of matrices and derivatives
Source: Own research, Matrix Position And Marketing, Finance Interface – Main Role In Marketing Analytics, Polish Marketing Departments Conference, Olsztyn 2010

The most of evaluation's indexes and measures is used in sale and distribution. It is so because the sale generates income and profit and because the conception of managing through targets is the best when applied to regional sales teams.[6] One of the reasons for using indexes is that they show values and the ROI. However, to my mind indexes measure the activities which create value. They help to understand the complicated nature of marketing but, on their own, they have no value. Behind them there has to be strategy for moving in good direction.

It should be mentioned that strategic thinking about solving the problems of planning and controlling processes of production makes one to remember one thing. From H. I. Ansoff the strategies are made from product – market side. According to Hutt and Spech, marketing strategies are allocation and coordination strategies if it comes to resources and activities in a given system.

Referring to value measures, the P. Doyle's values marketing conception has to be reminded.

The changing role of marketing shows this definition: marketing is a management process that seeks to maximize returns to shareholders by developing relationship with valued customers and creating a competitive advantage. Marketing has lost influence in business because marketing strategies are not effectively linked to shareholder value creation. Growth of sales or market share are not reliable measures of operating performance. The real role of marketing is to create and utilise marketing assets to create future cash flows with a positive net present value.[7]

Another aspect focuses on customer value management. First, customer value can be treated either as the connection between product portfolio and customer portfolio, or as the product portfolio's derivative. Second, it is the change of where company's actions are concentrated – from product portfolio to customer's attitude portfolio. It is worth comparing to first and

[6] R. Kozielski, M. Dziekoński, Wskaźniki marketingowe, Kraków 2008)

[7] P. Doyle, Value-Based Marketing, J. Wiley & Sons, Chichester 2000, p. 29

second derivative indicating marketing-finance interface. And here, along with customer portfolio, financial derivatives concerned customer value exist. This attitude leads to the synergy of these factors. One can also conclude that in BCG matrix of sales value, market increase value is also a sales volume and value's derivative. Third, it is possible to use that methodology for customer value evaluation, also in the case of a mass customer because it is possible to calculate the measure of sell point – maybe according to Kaplan's and Norton's method or the ABC method.

However in the light of these considerations, one should go back to the elements of the personal sale process basing on developing lasting partnership.

Although the salesperson-consumer interaction is essential to personal selling, much of a salesperson's work occurs before this meeting and continues after sale itself. The selling process consists of six stages : 1. prospecting, 2. pre-approach, 3. approach, 4. presentation, 5.close and 6. follow-up.[8]

Sales people are employed by companies that sell industrial products, consumer goods, and services. The exact nature of the task varies from industry to industry (B2B) and company to company. Salespeople who work for industrial products companies are usually responsible for a variety of task. These tasks include finding prospects, identifying and analyzing the prospects' needs, presenting their company's products and services as a solution to those needs, closing the sale, and following-up the sale to ensure that the consumer's needs have been fulfilled. From the point of view of effects, the most interesting stage is sales closing.

In pursuing sales, the salesperson is interested in closing sales as quickly as possible and with maximum benefit.

There are several variations on the typical sales cycle process, including AICP (awareness, interest, conviction, purchase) and AICTR (awareness, interest, conviction, trial, repeat).

[8] E. Berkowitz, R. A. Kerin, W. Rudelius, Marketing, R. D. Irwin, 1989, p. 496

Figure1 Sales process-resources and close percentages

	Target 0%	Qualify 16%	Meet & Greet 25%	Present 50%	Proposal 60%	Due Diligence 80%	Pending Sale 95%	Close 100%
INTEREST	Brochures, Data sheets, Web-Site, Internet research	ROI needs analysis, Survey, White paper, Case studies	ROI needs analysis, Survey, Competitor analysis, Partner profiles	ROI needs analysis, Survey, Pre-Sales, Engineers, Manager visit	ROI needs analysis, Survey, Financial dashboard, Proposal dept.	Impact study, Market reference checklist, 360 degree ROI statistics	Legal dept.	

TIME

The chart portrays common steps in the sales process. The percentage accompanying each step indicates the likelihood of the sale concluded at that stage. The bell curve illustrates the intensity of effort put in sale. Assuming the customer remains interested, the sales effort shifts towards conclusion. Note that the chart is not meant to imply that the salesperson loses interest as the sale approaches the close phase. It merely reflects the changing intensity of effort.Another aspect of the sale is the selection of target sales model, but this article's framework does not let for the wider view of all elements of sales management.

Summarizing, one should add that contemporary sales manager is better and better prepared for planning, organizing and controlling the sales strategy, having the possibility of using IT devices and software. If it was not for it, it would be more difficult to plan, control, manage staff and process and evaluate customer's satisfaction.

'People don't buy our service, products or ideas.

They buy their image of their feelings using them' S.Johnson.