
Contents

Introduction and Challenges	1
1 Significance of Strategic Sales Structuring.	1
2 Research Interest and Structure of the Book.	2
3 Structure, Logic, and Layout of Individual Chapters	5
References.	6
Step 1: The Market—Building a Detailed Understanding of the Market and Competition	9
1 Chapter Overview	10
2 Basics of Market Penetration	10
3 Market and Competitive Analysis.	16
4 Market Planning	35
5 Implementation—Checklist and Management Implications	48
References.	50
Step 2: The Customer—Building a Detailed Understanding of the Buyer and Customer	53
1 Chapter Overview	54
2 Fundamentals of Customer Understanding.	54
3 Customer Analysis	61
4 Customer Planning	87
5 Implementation—Checklist and Management Implications	110
References.	112
Step 3: The Sales Channel—Determining and Structuring Sales Channels	117
1 Chapter Overview	118
2 Fundamentals of Distribution Channel Selection	118
3 Sales Channel Analysis.	128
4 Sales Channel Planning.	141
5 Implementation—Checklist and Management Implications	158
References.	160

Step 4: The Organization—Integration and Coordination of Sales Channels	163
1 Chapter Overview	164
2 Fundamentals of Sales Organization	164
3 Sales Organization Analysis	172
4 Sales Organization Planning	181
5 Implementation: Checklist and Management Implications	209
References	212
Step 5: The Employee—Determining the Number and Distribution of Employees	215
1 Chapter Overview	216
2 Basics of Sales Size Determination	216
3 Analysis of the Sales Team Size	226
4 Planning the Size of the Sales Team	249
5 Implementation: Checklist and Management Implications	258
References	260
Step 6: The Control—Setting Strategic Sales Goals and Their Control	263
1 Chapter Overview	264
2 Basics of Strategic Sales Control	264
3 Analysis of Strategic Sales Control	266
4 Planning of Strategic Sales Control	273
5 Implementation: Checklist and Management Implications	284
References	285
Final Considerations and Outlook	287