

## SALES TRAINING DETERMINING FACTORS ON SALESPERSON ACHIEVEMENT

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### Abstract

Especially researchers had made various studies about the measurement of the activity of sales representative and sales achievement. In this article we will list these investigates and then introduce the changes in world and Turkish economy that affect the firms which decided advertising selling. Next, we will give a short historical account of the media firm that is affected by the sales training given to the advertising sales representatives and the training given to the advertising sales managers. By showing the numbers and percentage changes over tables that reflect how sales and management training in two year period affected the sales results in 24 different areas in this firm, we will explain how sales and sales management training increases the sales as a controllable variant.

**Keywords:** Advertising sales training, sales results, sales measurement, marketing.

### SATIŞ TEMSİLCİSİ BAŞARISI ÜZERİNDEKİ SATIŞ EĞİTİMİ ETKENLERİNİN BELİRLENMESİ

### Özet

Araştırmacılar özellikle satış temsilcisinin faaliyetleri ve satış başarısının ölçülmesi ile ilgili çeşitli çalışmalar yapmıştır. Bu makalede önce bu incelemeler sıralanacak, sonra işletmelerin reklam satış kararını etkileyen dünyadaki değişikliklere ve Türkiye ekonomisine değinilecektir. Daha sonra, reklam satış temsilcileri ve reklam satış yöneticilerine eğitim verilen, satış eğitimi ile etkilenen basın firmasının kısa bir tarihi verilecektir. Bu firmada iki yıllık süre içinde 24 farklı alanda yapılan satış, yönetim eğitiminin satış sonuçlarını nasıl etkilediğini yansıtan tablolar üzerinde numaraları ve yüzde değişimleri göstererek, satış ve satış yönetimi eğitiminin bir kontrol değişkeni olarak satışları nasıl yükselttiği açıklanacaktır.

**Anahtar Kelimeler:** Reklam satış eğitimi, satış sonuçları, satış ölçümü, pazarlama

### 1. Literature Overview

There have been many researchers conducted in the following fields of sales training: product knowledge, sales experience and sales experienced knowledge, interpersonal and situational factors, factors in sales success, sales territory achievement, personnel selling process, satisfaction of salespersons, performance to sales force turnover, sales force productivity, impression management, ability of the salesperson, increasing sales productivity, motivation and performance, understanding the customer, and effectiveness in sales interactions. Among these articles, the research made by Baier and Dugan (1957) in the field of life insurance is the first conspicuous research in the literature, but in general, these researches had condensed in recent thirty years. Among these researches the ones related to our subject are: the articles written by Pruden(1969), Cravens, Woodruff and Stamper(1972), Pruden and Reese(1972), Frey(1975), Hall(1975), Walker and Parasuraman(1975), Futrell, Swan and Todd (1976), Churchil and Ford(1977), Bagozzi(1978), Cocanougher and Ivancevich (1978), Weitz(1978), Dubinsky (1980-81), Dubinsky and Rudelius (1980-81), Watson(1981), Weitz (1981), Dreher (1982), Douglas and Perreault(1984), Futrell and Parasuraman(1984), Churchill, Ford, Hartley and Walker (1985), King and Booze (1986), Leigh (1987), Sujan, Weitz and MitaSujan (1988), Predmore and Bonnice (1994) are the ones that come foreground. In recent years with the influence of the economic situation, the measurement of sales training influence and salespersons achievement are among the most spoken and important subjects of executive managers, CEO, general managers, human resources, sales directors, training managers, field sales managers and sales trainers in Turkey (Taşkın, 2008).

Drugs and petrol firms are the first examples of conducting regular sales training to the enterprises that made investments in Istanbul and Anatolia by the *6224 Numbered Article of Supporting the Foreign Capital Law* passed in 1954 in Turkey. According to the *Law of*

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*Supporting the Foreign Capital*, foreign enterprises can be either a company established according to Turkish Trade Law or a Turkish branch office of a company established according to its own country's laws and it can transfer the profit before tax abroad automatically without permission. Sales achievement has been particularly affected by social, economic, political, and technological changes in Turkey. Although these four economic factors are presented separately in the discussion that follows, they will be also presented under the next title.

## 2. Turkish Media History

Historically advertising in press in Turkey was first seen in the *Tercüman-ı Ahval* published in 1864. One of these advertisements announced the imported products of a glassware store in the garden of New Mosque for Ramadan. However, real advertising started when the independent Turkish Republic was established on October 29, 1923 under the leadership of Mustafa Kemal Atatürk. First, Ford and Bayer advertisements were published in 1924 and Turkish companies' advertisements followed these advertisements. By 1928, the replacement of the Arabic alphabet with the Latin alphabet, created a real learning reform and because of the literacy rate increased, the total sales of newspapers increased from 50 000 to 500 000 till after II World War. This situation had also affected the number of newspaper advertisements positively. Today there are newspapers that pass this circulation number on their own (Ünsal, 1990).

In fact, high-circulated journalism in Turkey started in 1948 with *Hürriyet*. *Hürriyet* had increased its sales when it announced the 1948 London Olympics to Turkish readers. *Milliyet* and *Yeni Sabah* followed *Hürriyet*. Circulation stayed among these three newspapers until 1955. In 1955, *Tercüman* started to be published and competition was high among the four newspapers. Aegean Part's newspaper *Yeni Asır* was also competing with national newspapers. In the late 1950s, *Akşam* also participated this in the competition. In those years, newspapers were set up with Lino typesetting machines. These machines print melted lead letters to form lines and then these lines are put in steel plates as columns to establish a newspaper page style. The greatest problem in Turkey during those years was the inadequacy of energy. It was taking too much time to start typesetting when the lead molds are cooled. In this period, lead crucibles were being heated again by a primus lamp in all newspapers. Rotary machines were again working by lead molds. By May 27, 1960 the Military Regime, communicated with the public by radio. However, the newspapers were reporting the Yassıada trials and revolution news neutrally to their readers. Revolution brought a great newness to press. Until 1960, newspapers were published daily only in İstanbul. In the other cities, newspapers could only be read one or two days later and in East Anatolia three days later. In that year, for the first time *Akşam* started to print at 3 a.m. in the morning and the cities around İstanbul could read the news daily. *Akşam* provided to transmit the page molds named matrix to Ankara by last plane and made the newspaper read daily among the surrounded cities of Ankara. In this period, matrix used in newspaper print was a carton mold. The prepared metal mold is pressed strongly to the soft wet carton and the scripts and drawings over this mold are transferred to the carton. When the carton is dried, again melted lead is poured over it and copied newspapers as nearly same as the original are obtained. In the 1960s, Turkish newspapers that had investments in new technologies established printing offices in Ankara, İzmir and Adana and provided newspapers to be read in the early hours of the day in every part of the country. In order to examine the measurable results of sales training and provide an example of a Turkish firm in this article, it would be proper to present the historical account of *Sabah* in this section (August, 13, 2000 *Sabah* News Paper). *Sabah*'s parent is *Yeni Asır*. *Yeni Asır*, then called as *Asr*, started to be

published in Salonica by Mr. Fazlı Necip and his nephew, Mr. Abdurrahman Arif, on August 19, 1895. *Yeni Asır*, a four page paper was published on Wednesdays and Saturdays. On September 10, 1895, the Istanbul office was opened at 44 Babiali Street. Salonica was the most enlightened city of Ottoman Empire. *Yeni Asır*, announcing the declaration of Second Constitutional government in 1908 with an extra (moreover one day before Istanbul newspapers), made history as the first Turkish newspaper with extra. When Mr. Fazlı Necip went to Istanbul as the manager of the Press, the management of the newspaper was given to Mr. Abdurrahman Arif, his 17 years old son, and Mr. Ali Şevket became the proprietor of the newspaper. In 1912, he successfully graduated from a law faculty in Istanbul and became a lawyer. The newspaper which was then called, *Yeni Asır*, survived under various editions until 1924, when its printing-office was burned and at last it moved to Izmir. In addition, it printed its first edition on September 25, 1924. Şevket Bilgin and his younger brother Behzat Bilgin were managing the newspaper successfully. In 1967, when his father died Dinç Bilgin owned the newspaper and during his management, *Yeni Asır* signed on many beginnings and newness. On November 15, 1967, the paper started black-white Web-offset printing for the first time in Turkey. In 1968, it passed to four-colored offset printing. The offset technique of preparing lead molds did not result in brilliantly. Therefore, again for the first time in country *Yeni Asır* turned to electrical typesetting machines and had better results in offset printing. The rest of the Turkish Press followed this. In 1982, *Yeni Asır* started to use a computer system, which obtains black-white page's printing with colorful drawing in one piece. Although *Yeni Asır* was a local newspaper, it became an enterprise and followed all newness of technique punctually and applied the latest technology. Although it is sold only in the Aegean part of the country, it had a higher circulation than any other newspapers domestic circulation. Until *Sabah*'s entrance to press world in 1985, three big changes were seen in the entrance to press world: *Hürriyet*'s printing office in Erzurum, in November 1968 *Günaydın*'s and in 1982 *Güneş*, which is not in print today. These two newspapers did not do anything new or invest in new technology and disappeared from the market. Before *Sabah*, Turkish press sector's general situation was as follows: All the newspapers were located in Istanbul's Cağaloğlu province and they could not find the space to enlarge. Distribution was made by old, inadequate sources. Each newspaper's place had been determined in the market and there was no element of competition. Press advertisements could not develop from single, narrow types, thus it was getting harder to compete with television. Sales information was only being gathered when it was too late. The known information was repeated in reporting and script works. The pages were done by purl and mounting. The quality of printing was too low. There were not new investments. The machines printing the newspapers were too old. In short, there was no new hope or effort for the future. There may not be a future. However, things started to change when *Sabah* entered the press world on April 22, 1985. One year later on the same day the managers and staff returned to the newspaper, *Günaydın*, from which they had come once. This did not affect *Sabah*; moreover, it was useful. During its early times, *Sabah* seemed to be a magazine but after this date, it started its new horizons fast. *Sabah* settled in the way of being the best newspaper of Turkey as being read by wide readership and its reports and comments being watched with interest by public. Structure change, young staff, active and effective journalism, last technology on newspaper printing, local editions, permanently renewing, widening machine park, excellent working conditions, new possibilities for advertising. These properties make *Sabah* a leader. In 1990, *Sabah* had taken the distance of 45 years between itself and its competitor, *Hürriyet*, in five years and became the leader of Turkish press. Other newspapers also saw the need to invest in technology. *Sabah* became the first group, which brought every kind of technology from a page-fax to a light-dark room, to parceling service with computers. *Sabah* has two rotatives, which can print 16 colored of 48 pages with a speed of 70.000 per hour in İstanbul. All local

printing offices are equipped with new rotatives. It is the first Turkish newspaper that started to be published in Antalya and Trabzon. Here, it will be useful to mention the magazine issues in Turkey after newspapers. Periodical magazines in Turkey started the 1950s with a political magazine *Akis*, which is owned by Metin Toker, the son-in-law of Second President İsmet İnönü. *Akis* was a first quality of colorful paper covered and its pages printed in rotative to newspaper papers. In addition, some magazines similar to *Akis* were published. However, with a different system of printing new technology called as Tief-druck, magazines printed in papers with more quality. Yapı Kredi Bank's *Doğan Kardeş*, *Hayat* and *Ses* were three of these. Pictorial magazines were also one of that age's best sellers. *Sabah* also dealt with a magazine as much as it brought newness to newspaper preparation and printing because the success of *Gelişim* press had impressed *Sabah*. In addition, the possibility to use this technology in the Saturday and Sunday extras is also taken in consideration. First, the magazine group made some tests and during this time, technical preparations were advancing. Finally, the locomotive of magazine group, *Aktüel*, entered press world. *Aktüel* became a landmark in magazine advertising.

### 3. The Development of Advertising Sector in Turkey

Now look at the phases of advertisement in Turkey. In 1960s, the advertisement agency number in Turkey was not more than six or seven. Among these were the İlançılık Advertisement Agency (established in 1909) and the Faal Agency (established in 1944), which are still one of the oldest agencies of Turkey, were among the market's first shareholders. Later, Faal Agency separated into two, the Man Agency and Yeni Agency. The development of the advertising sector started with this separation. Yeni Agency closed in early 1970s, when its owner died. At that time the greatest competition was Istanbul advertising, which served for cinemas and radio advertisements. Within years many advertising agencies appeared. The young people, who had experience with working in big advertising agencies, established most of these. Later on January 31, 1968, black-white TRT television appeared and on March 2, 1972, it started to accept advertisements. Television had almost erased radio and cinema. Turkish press had taken the needed measures against this and passed it to colored offset printing to provide publishing colorful advertisements. In 1971, the most expensive advertisement pages were permanence a page with a cost of 115 TL for col/cm. Serial advertisement's cost per word was only 1 TL. Newspapers could only print 12 pages. Thus, advertisement pages demand was always above the technique, the capacity of 8 pages reached to 48 nowadays. However, advertisement groups tried various ways when they could not fit into pages of 8 and 12. Since the paper had become expensive, newspapers first started to use paper of 80 cm instead of 85 cm. At that time, the newspapers had 8 columns. A still used idiom "headline of 8 columns" comes from those days. Newspapers increased the columns from 8 to 9 because of the page straits since they had used paper of 80 cm for a long time. Serial advertisements were adjusted in 12 columns. Therefore, an indirect increase had been done. Later printing on paper of 76 cm, which is still used, had started. It continued with 9 columns but serial advertisement had to decrease in 11 columns. Again, because of paper and page problems, a new system called as preferential page is brought. An addition is put on the cost on Saturdays and Sundays. Serial Advertisements developed as a system depending on mediator agencies and over words because there was neither cheque, nor credit card, nor a regular post system at that time in Turkey. Therefore, while the world sold lines we still sold word and almost 1000 serial advertisement agencies served the newspapers. When TRT in 1982, started colorcast and in 1984, started accepting color advertisement, it thoroughly started to treat press advertisements. In the beginning, television advertisements had attractiveness beyond thought. People were watching TV even without going out of the room

for emergent needs from the beginning of the programs until to the end of them. That time's famous serial film "The Fugitive" was capturing people in their houses. Even at the last night of the series, there was almost no one in the streets. While advertisement cake was getting larger, television's share also increased. In these two years, it increased over 50%. This rate continues today too. Next we will mention the economy matters in general after this subject of advertising in Turkey and then the application and results of sales training which affects advertisement sales.

#### **4. Turkish Economy Variant Affecting Sales**

In this part, we will mention Recent Developments in the Turkish Economy, which is the most effective variant that affects the results of sales training of media firm. In the early 1980's, Turkey implemented a series of important economic reforms aimed at liberalizing the Turkish economy and integrating it into the global economy. The main components of this economic reform were reducing government intervention; implementing a flexible exchange rate policy; liberalizing import regulations; increasing exports; encouraging foreign capital investment; establishing free trade zones; deregulating financial markets; privatizing State Economic Enterprises, and decentralizing government activities. Turkish economy has experienced an average growth rate of almost 5 percent over the past years historically; the agricultural sector has been Turkey's largest employer and a major contributor to the GNP. However, as the country has developed, the relative importance of agriculture has declined, while the position of industry and the service sector has increased ([www.dpt.gov.tr](http://www.dpt.gov.tr), [www.die.gov.tr](http://www.die.gov.tr)).

Turkey's entrance into international markets and the resulting increase in international competitiveness have further accelerated the industrialization process. During this period, Turkey has developed a diversified industrial base producing a variety of products. From 1954 to 1980, total direct foreign investment in Turkey was only \$288 million. Since 1980, thanks to liberal direct foreign investment regulations, which make no distinction between foreign and domestic investors. The Turkish banking sector has also made significant progress in parallel with the structural changes undertaken to produce a more financially liberal Turkish economy. One of the major developments in the Turkish financial sector was the establishment of the Istanbul Stock Exchange (ISE) in 1986 ([www.tcmb.gov.tr](http://www.tcmb.gov.tr); [www.treasury.gov.tr](http://www.treasury.gov.tr); [www.imkb.gov.tr](http://www.imkb.gov.tr)).

Turkey has also made substantial investments in and reaped impressive rewards from the tourism sector. During the last decade, the number of tourists and tourism revenues has increased considerably. During this transition period, Turkey's positive economic accomplishments have been offset by persistently high inflation, high public debt, and high interest rates stemming from structural inadequacies. Ratification of the constitutional amendment allowing international arbitration will further enhance investor confidence in Turkey and a marked increase in foreign capital investment, especially in the energy sector is expected ([www.turizm.gov.tr](http://www.turizm.gov.tr); [www.gap.gov.tr](http://www.gap.gov.tr)).

**Table 1.** Advertising Volume Changes

|           |                                       | Year 1  | Year 2  | % Change |
|-----------|---------------------------------------|---------|---------|----------|
|           | <b>TOTAL</b>                          | 252 246 | 401 484 | 59       |
| <b>1</b>  | <b>Accessory</b>                      | 1 976   | 3 627   | 83       |
| <b>2</b>  | <b>Shopping centers</b>               | 15 736  | 43 227  | 174      |
| <b>3</b>  | <b>Beverages</b>                      | 770     | 1 695   | 120      |
| <b>4</b>  | <b>Food</b>                           | 2 592   | 3 692   | 42       |
| <b>5</b>  | <b>Textile</b>                        | 3 388   | 10 286  | 203      |
| <b>6</b>  | <b>White/Brown goods</b>              | 5 292   | 6 386   | 20       |
| <b>7</b>  | <b>Heater-cooler</b>                  | 4 901   | 9 566   | 95       |
| <b>8</b>  | <b>Construction materials</b>         | 2 209   | 5 902   | 167      |
| <b>9</b>  | <b>Banks</b>                          | 11 273  | 28 626  | 153      |
| <b>10</b> | <b>Finance</b>                        | 6 089   | 11 044  | 81       |
| <b>11</b> | <b>Official</b>                       | 7 379   | 9 488   | 28       |
| <b>12</b> | <b>Computer-IT</b>                    | 18 217  | 35 305  | 93       |
| <b>13</b> | <b>Office machines and stationary</b> | 451     | 1 034   | 129      |
| <b>14</b> | <b>Medicine Doctor</b>                | 150     | 1 528   | 918      |
| <b>15</b> | <b>Training</b>                       | 10 365  | 11 305  | 11       |
| <b>16</b> | <b>Cleaning</b>                       | -       | 230     | -        |
| <b>17</b> | <b>Transportation</b>                 | 50      | 938     | 1776     |
| <b>18</b> | <b>Social</b>                         | 27 910  | 32 550  | 16       |
| <b>19</b> | <b>Fair</b>                           | 1 600   | 13 750  | 759      |

|    |                            |        |         |     |
|----|----------------------------|--------|---------|-----|
| 20 | Tourism                    | 78 651 | 104 552 | 32  |
| 21 | Furniture                  | 8 644  | 29 710  | 243 |
| 22 | Automotive by-<br>industry | 1 063  | 5 753   | 441 |
| 23 | Industry                   | 1 040  | 1 481   | 42  |
| 24 | Automotive                 | 12 911 | 13 340  | 3   |

SOURCE: Sabah Newspaper Advertising Sales reports.

All these measures and developments are expected to fuel further economic growth. With its young and well-trained workforce; rich natural resources; well-developed infrastructure; improved transportation, telecommunications and banking systems; rapidly growing domestic market; and dynamic and developed industry, Turkey today offers an attractive and secure investment opportunity to foreign investors. In the same period of in the light of these basic variants related to World, Europe and Turkish economy, advertisement sales to newspapers and magazines in Turkish press sector have become dependent variant.

In the Table 1, the changes in the capacity of advertisement sales are examined comparatively based on two year. In the first column of Table 1, sectors are listed. On the column showing year of first, sold advertisements are listed per column/cm. The greatness of the sold advertisement can be found by multiplying the length of the advertisement as newspaper column and height of it as centimeters. The advertisement sales in the same month of second year are listed in the next column and in the last column; the change difference between them is listed as percentage. The ones exterior of the numbers showing percentage changes will be read as billion Turkish Liras by adding three zeros. According to the information of the general manager of the company in Table 2, capacity loss of *Sabah* in automotive sector is 2%. On the contrary, press sector's advertisement loss for first seven months is 15%.

## 5. Measurable Results

1. Change percentage in accessory advertisement sales has become 61%.
2. When French Carrefour Shopping Centers opened its first shop in Istanbul in 1993, it caused the spreading of the western style of shopping. Inside page, separate page, insert or campaign promotion periods, catalog editions accelerated advertisement sales and realized an increase of 122% in this period.
3. In this sector, which consists of both home brands and international brands such as Beverages, Coca-Cola and Pepsi change percentage to 57% in the class of drinks without alcohol limited.
4. Food with a percentage of 204% is among one of the most spreading advertising sales areas of this period.
5. Textile that has an important sector in Turkish economy's fabrication, export and employment areas has a limited advertising sales rate of 196%.
6. Increase in the rate of advertising incomes of home products and foreign imports of white goods such as fridge, washing-machine, dishing-machine and brown consumption goods such as TV, oven, is 20%.
7. Increase in the rate of advertising incomes of home companies and import companies, which produce and import heater and cooler devices such as air-conditioner, are 95%.

8. Construction materials: increase in the rate of advertising incomes of the companies that produce construction materials is 67%.
9. In Turkish advertising sector, the sales to the banks among the organizations that uses so many press advertisements in every period, increased with a rate of 153% in second year in comparison with first year.
10. Advertisements of finance associations, bourse, and mediator organizations increased with a rate of 81%.
11. Official advertisements of government and local administrations that cannot be sold by sales representatives are thus sent by Press Advertisement Organization to be published in this newspaper, have an increase rate of 28%. This low rate in comparison with the other companies that give advertisement clarifies the importance of trained sales representative in advertising better.
12. Increase rate of advertisement place sales of the firms working in the sector of computer and IT, which give importance to press advertisements in these years realized as a high rate of 93%.
13. Advertisement sales of office machines and stationery have become 129%.
14. Over- the counter drugs take place in pharmaceuticals and medicine materials. It is forbidden to publish the advertisements of Medical Drug in newspapers and Magazines. However, drug companies announce new drugs as “Announcement for doctors and pharmacists”. Hospitals, doctors and pharmacists also have an advertisement ban. However, they can only announce their names, addresses and expertness subjects. Advertising sales representatives try to sell advertisement for their sector pages by visiting free occupied doctors, private hospitals and private health associations.
15. Sales to organizations that give training and consultancy service to companies, foundation universities, private schools, and courses for university entrance exam have a low rate of 11% according to the general sales percentages.
16. Sales to various cleaning service firms are gathered under a separate title in second year. Therefore, it cannot be compared with first year sales.
17. Advertisement place sales to land, air and sea transportation companies are approximately 1176%, which is the highest sales rate of this period, preoccupy that there are some factors other than sales training of the personnel.
18. Advertisements of wedding, engagement, thanks and death are in the social advertisements group. Since the advertisements in this group are sent to advertising service of the newspaper directly, they are left out of the evaluation.
19. Fair advertisements in Istanbul had a high rate of 159% by the advertisements of specialty fairs.
20. In tourism advertisements having a low rate of 32% in this period, there are the effects of social events as much as the economic straits
21. Advertisement sales rate of furniture fabricators and furniture stores had become 243%.
22. Advertisement sales of automotive by-industry, which is among Turkey’s strong industry branches, had become 441%.
23. Advertisement sales for other industry branches, which are not mentioned in this table, had been 42%.
24. As a basic reflection of Turkish economy, depending on the decrease of automobile sales, advertisement sales had also fallen to a rate of 3%.



**Table 2.** Volume Changes Comparison

|    |                                       | Jan.-July Year 1 | Jan.-July Year 2 | % Change |
|----|---------------------------------------|------------------|------------------|----------|
|    | <b>TOTAL</b>                          | 1 399 007        | 2 263 529        | 61       |
| 1  | <b>Accessory</b>                      | 8 926            | 19 834           | 122      |
| 2  | <b>Shopping centers</b>               | 86 619           | 272 046          | 214      |
| 3  | <b>Beverages</b>                      | 11 908           | 18 797           | 57       |
| 4  | <b>Food</b>                           | 8 827            | 26 909           | 204      |
| 5  | <b>Textile</b>                        | 23 820           | 70 566           | 196      |
| 6  | <b>White/Brown goods</b>              | 35 986           | 64 907           | 80       |
| 7  | <b>Heater-cooler</b>                  | 24 815           | 41 159           | 65       |
| 8  | <b>Construction materials</b>         | 23 958           | 30 569           | 27       |
| 9  | <b>Commercial Banks</b>               | 109 483          | 161 668          | 47       |
| 10 | <b>Finance</b>                        | 60 694           | 76 994           | 26       |
| 11 | <b>Official</b>                       | 36 203           | 38 474           | 6        |
| 12 | <b>Computer-IT</b>                    | 127 787          | 247 030          | 93       |
| 13 | <b>Office machines and stationary</b> | 3 192            | 6 339            | 98       |
| 14 | <b>Pharmaceuticals</b>                | 4 257            | 15 265           | 258      |
| 15 | <b>Training</b>                       | 30 802           | 52 568           | 70       |
| 16 | <b>Cleaning</b>                       | 379              | 2 317            | 511      |
| 17 | <b>Transportation</b>                 | 600              | 3 859            | 543      |
| 18 | <b>Social</b>                         | 278 515          | 357 877          | 28       |
| 19 | <b>Fairs</b>                          | 47 932           | 61 752           | 28       |
| 20 | <b>Tourism</b>                        | 180 726          | 297 912          | 64       |
| 21 | <b>Furniture</b>                      | 29 831           | 86 336           | 189      |
| 22 | <b>Automotive by-industry</b>         | 11 940           | 22 213           | 86       |
| 23 | <b>Other Industry goods</b>           | 3 352            | 12 909           | 285      |
| 24 | <b>Automotive</b>                     | 103 294          | 101 433          | -2       |

SOURCE: Sabah Newspaper Advertising Sales reports.

Sales techniques in sales training are given practically by role-playing. Using this training method, a durability of learning is provided. In the sales training, a structured canned advertising space sales presentation is taught to sales managers and sales representatives. So, as seen in Table 1 and Table 2, important sales increases are provided according to the approach of a customer-specific presentation, which is used by sales representatives before. Advertising salespeople did not fully value their role as a salesperson. Sales training tools help them identify how each salesperson thinks about critical components of selling and how they value selling as a profession. Sales training tools assist them in identifying the differences between high, medium and low performers. Powerful sales training workshops focused on the key attitudes and skills needed to boost revenues and embrace sales as a noble, worthwhile profession (Konrath, 2006).

**Table 3.** Sales Reps Trainings

|                        | 1 | 2 | Training Days |
|------------------------|---|---|---------------|
| Initial Sales Training | + | + | 10            |
| Renewal Sales Training | + | + | 3             |
| Customer Relationship  | + | - | 2             |
| Total                  |   |   | 15            |

Sales training tools which have an easy-to-administer profile are a valuable team and personal development tool? It identifies one's predominant selling style and the strengths and blocks associated with that style. Relators, Communicators, Believers, Doers, Organizers and Planners all have distinctive thinking styles, which affect their success as salespeople (Brooks, 2004; McClay, 2010).

Sales trainers and sales directors employed this tool for development and team building. This in-depth analysis provides critical information concerning developmental needs in the categories (Coe, 2004; Brooks, 2005).

Sales trainers, directors, managers and sales supervisors as a coaches are able to see core strengths and blocks of individuals and groups and identify key areas to develop (Brian, 2006; Brooks, 2006).

**Table 4.** Sales Managers Trainings

|                        | 1 | 2 | Training Days |
|------------------------|---|---|---------------|
| Initial Sales Training | + | + | 10            |
| Renewal Sales Training | + | + | 3             |
| Customer Relationship  | + | - | 2             |
| Sales Communication    | + | + | 2             |
| Sales Management       | + | - | 3             |
| Effective Management   | + | + | 8             |
| Total                  |   |   | 27            |

Sales people development is the job of sales management. Too often, however, this job priority was not accomplished effectively because of the crisis management mode many advertising sales managers and sales managers find themselves trapped in (Nick and Koenig, 2004; Marks, 2008).

Sales managers ensure that their sales representatives get all the individual help they need to do a better job. This means that essentially, the primary responsibility of a sales manager is developing people. It is developing each individual's knowledge, their ability and skills and the personal traits, work habits and attitudes that enable them to be effective in their job (Bosworth, 1995; Acuff with Wood, 2007).

## 6. The Results Obtained Sales Training Areas in the Company

A shorter selling cycle, An overall increase in moral, Better internal communication, Better relationships with prospects and clients, Higher activity level per sales rep, Higher closing ratios in competitive situations, Higher comfort level calling high, Higher per sale average, Less discounting, Lower cost per sale, More accurate forecasting, More effective negotiations, More effective prospecting, More effective sales management, More effective team selling, Sales management area control form developed, Sales planning ability is gained, Sales reports are developed, Time management, Transition to sales management, Unity on sales management.

## 7. Conclusions

In the past years, the interior and exterior conditions of the enterprise, which affect the success of the sales representative, and the relations between sales representative and customer sales representative has been widely studied. Success for every media firm hinges on its ability to develop a strong personal selling representation with its advertisers. The successful firm must attract, select, and train advertising selling reps in Turkey. In the examined Turkish media firm in this article, how sales training affected the achievement of the sales representative and how it affected advertisement sales of the company in the period of two years, in which Turkey was in economic straits, are mentioned. In this article, the short historical account of Turkish advertising sector first from the last years of Ottoman Empire to Turkish Republic's first years and then until today, is given place. The past of the newspaper, which has an increase on sales by sales training, is examined and then the sales results of the advertising sales representatives, who sell in 24 different sectors, are explained by supporting with charts. In this company, a regular training is given to the advertising sales representatives on three basic subjects in the sales training period that is examined in detail. First of all, sales beginning training, in which marketing information and advertising sales stages are given, second renewing this sales training, sales representatives' application of the techniques is strengthened, and last all the sales staff had taken customer relations training that is supported by the notions of total quality management. Sales chiefs and sales managers, who are the sales directors, got an intense training of 27 days per person in two years which consists communication in sales management, planning, reporting, sales control, leadership, coach system, sales training at work, criticizing, evaluating achievement and organizing a team, other than the three basic training of advertising sales representative. These courses instructed by two instructors, who are experienced in sales training, worked in sales, and attended a program of train the trainers in England and Switzerland, are applied with role playing and sample event work. The efficiency of training is heightened by managing debates and group works carefully. Consequently, in a country of having many negative factors such as economic conditions and exterior environment conditions, in a sector of permanently changing, in the sales of advertising, which is an abstract service, it is explained that sales results changed positively by sales and sales training. Thus, executive sales directors' faith and support of sales training continues in Turkey. There are articles of marketing scholars and many different views and debates among managers in literature about how to measure the results of sales training. This article will explain how permanent sales training affected the sales results in a Turkish firm. The concrete view for these debates is the author's experiences of sales training when he observed and attended sales training in countries, such as Poland, Switzerland, France, England and the area in Anatolia. Information related to the applications of efficient sales training will be given to the directors of the European and foreign firms that have marketing and sales in Turkey. Thus, it will be explained how to

increase the achievement of sales representatives, who are controlled by sales directors who believe in training that is effectively and regularly done and applied in the area.

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