



# Sales and Marketing

## A Dynamic Approach

### For

## Developing Economies

Essential Knowledge, Disciplines and Protocols  
To Help Achieve Positive Sales Results

By  
Peter C Haddock



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As an Industrial Manager, Marketeer, and experienced Economist and Accountant, Peter Haddock has extensive knowledge of sales and marketing in many perspectives especially from the world wide timber manufacturing, and distribution industries. For the last twenty years he has worked as an international sales and marketing expert for and on behalf of UNIDO, EBRD, the EU and the World Bank and has assisted governments and private enterprise to improve their timber processing industries in over thirty four countries world wide including Europe, Africa, Asia, India, Central and South America, Eastern Europe, Scandinavia, Saudi Arabia, USA and Russia.

*Peter Haddock is a qualified industrial manager and timber technologist; he is also a senior partner for the international wood industries consultants Bengough Haddock International and is professional member of the Timber Research and Development Association TRADA UK.*

# Introduction

Every manager knows the importance of 'marketing' and 'selling' but not every manager knows how to 'sell' or how to 'market' and it is this simple fact which inhibits the growth and development of many companies in particular those that operate in the emerging economies of the developing world.

It is not uncommon to find companies in the developing economies operating without any meaningful marketing and sales strategy, this is mainly due to the simple fact that appropriate training is not readily available and that training, which can be accessed is normally extremely expensive. Thus when choices have to be made between, for example, acquiring a new or additional piece of machinery, which is a tangible asset, compared to commercial training then normally the machinery will win.

Clearly a business without a proper Sales and Marketing strategy and the skilled individuals to implement it is not going to progress very far very quickly even if it is equipped with all the appropriate machinery to operate in its chosen market. Most companies in the emerging economies focus heavily on acquiring plant and equipment at the expense of commercial and management development. In such cases the Chief Executive will normally attempt to drive the organisation's Sale and Marketing efforts together with the numerous other tasks and responsibilities he or she may have, this eventually leads to management overload.

Depending on the size of the organisation there is sometimes an assistant who is delegated with the responsibility for sales and marketing, more often than not the assistant operates in a vacuum, is not sufficiently trained in the sales and marketing skills required and thus becomes a general office assistant, clerk or 'order taker'. Alternatively the responsibility may be delegated to a MBA without the 'Sales and Marketing experience required by the company. Sometimes the Masters in business can block the ability to master the very basic required experience.

As a result of much research and observation this book has been compiled to provide managers at all levels with the necessary information to understand and implement the skills and protocols necessary to create effective Sales and Marketing policies, together with designing and implementing the required strategies that will form the foundation for the successful commercial development of their enterprises.

The book is presented for the reader and student in five parts. Part one concentrates on the basic day to day principles and disciplines of Sales and Marketing. Part two deals with Sales and Marketing policies. Part three introduces keynote principles necessary for operating in the export market. Part four provides useful financial calculations to test company and industrial performance. Part five presents a summary of useful international contacts and a sign post for further reading.

In making acknowledgements, special recognition and thanks is paid to the Prince's Trust publication 'The Sales and Marketing Guide' by the Richard Denny Organisation and 'Management Made Simple' by William F. Coventry, together with information researched and obtained from a wide range of United Nations organisations without which this book for the developing economies would not have been possible.

*This book is designed primarily for managers and students in the developing economies of Africa, China, India, Russia and South America who wish to improve their sales and marketing skills and develop their regional and international expertise.*

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# **Part 1**

## **Introduction to Selling and Marketing**

**Part 1 of this book analyses and presents the logic and motivation for establishing effective sales and marketing disciplines. Every student of Sales and Marketing must be aware and adopt the basic protocols necessary to create effective policies and strategies which will provide the thrust for the sales growth and market penetration for the company. As the student progresses through the section he/she will discover that much of the content is ‘common sense’ and learning to apply it will be very satisfying and rewarding. Part 1 also provides a useful ‘refresher’ to those who are already experienced in sales and marketing.**

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# **Part 3**

## **Export Considerations**

**Part 3 is the logical inclusion of important information for marketing executives and business entrepreneurs in the developing economies who need to and are ready to explore the possibilities for marketing and selling their products into the regional and international export markets. The contents have been compiled to focus on the important issues and questions that need to be addressed when selecting the most appropriate targets markets.**

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# **Part 4**

## **Management Ratios**

**As the one set of data readily available to the world at large, balance sheet and profit and loss account figures have special importance as indicators of company performance—both to managers and executives within the company under scrutiny, and to external analysts, be they bankers, fund managers, brokers, credit controllers or competitors.**

**The author has found the formulas of particular use when sensitizing company performance to its industrial equals and when comparing one industries performance to others.**

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