

What Is The Most Effective Management For A Salesforce of The Y Generation?

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Abstract—There is little research dealing with salespeople management from the Y Generation. The purpose of this article is to define this concept and to define what type of management can be adapted to the management of this particular generation in the field of the salesforce. For this, a qualitative study was conducted among managers and managed people to find out their desires in terms of management style. The results show that managers, when adapting their management style in a particular way can better manage salespeople from the Y Generation.

Keywords—Y Generation, Management of The Salesforce, Managers Desires, The Needs Of Managed People, Qualitative Study.

I. INTRODUCTION

IF, as suggested by Brillet et al. (2012), the Y Generation seems to be a particular generation to manage. First, it seems important to focus on the management of a particular category of actors of the Y Generation: the salesforce. So, how can we define this particular generation, and is there a particular style of management needed to manage this generation?

These are the questions that our article proposes to answer. At first, we thought it was necessary to better understand what Generation Y was, and what salespeople management was too. We then analyzed how employees and managers could define this particular generation, which management style would please them and what they thought of the possible evolution of “all digital” within organizations. For that, a qualitative study was conducted.

II. LITERATURE REVIEW

A. Definition of Generation Y

When trying to define Generation Y, it is important to know precisely what is the concept of such a Generation. Invented in 1993 by Advertising Age (US weekly magazine dedicated to advertising) the term "Generation Y" is the next generation after "Generation X", people born between 1965 and 1977.

Josiam et al. (2009) include young people born between 1979 and 1989 while Eisner (2005) is limited to individuals born

after 1980. For Sullivan and Heitmeyer (2008) and Yeaton (2008) the Generation Y includes individuals born between 1979 and 1994. For Brillet et al. (2012) who also starts from these three definitions adapted from Pichaut and Piers (2010), they admit that Generation Y can include a group of individuals born between 1979 and 1994.

For our part, in agreement with Urban et al. (2013) and Rindfleisch (1994), we will retain persons born between 1977 and 1995. Through the work of these studies, it is possible to understand the contexts in which Generation Y has evolved.

There are six main contexts for this generation:

Demographic context: Generation Y is born between 1977 and 1995. **The economic context:** They were born in a consumer society, a crisis situation, during globalization and high unemployment. **The technological context:** they experienced accelerating innovation technologies of information and communication. **Traumatic historical events** they have experienced are 11 September 2001, the war in Afghanistan and in Iraq and the fall of the Berlin Wall. They also were “born with AIDS”. **Social effects:** They have experienced changing attitudes toward women, minorities, sex, education, government, and all aspects of social life. They make a difference in the world as a society and communitarian movements. **Socialization:** the family and the influence of others: raised in a non-traditional household (children often live with a divorced parent). The woman often works outside the home. They are influenced by their peers and the media (friends, e-friends, celebrities).

B. Efficient Management

As explained Goebel et al. (2013), there is in the literature a model that attempts to identify the communication variables that make a successful manager (Deeter-Schmelz, Kennedy, and Goebel (2008)). According to the salespeople interviewed, three major elements constitute what managed people expect from a manager: communication and listening skills, open communication and effective feedback.

For Spiro, Stanton, and Rich (2003), the sales manager must have control dimensions which are monitoring, directing, and evaluating.

Others, like Cron and DeCarlo place emphasis on six core salesmanagement competences, defining sales management competences as "sets of knowledge, skills, behaviors, and attitudes that a person needs to be effective in a wide-range of industries and various kinds of organisms" (2006, p. 12). Their sales management competency model includes coaching competency (providing feedback, role modeling, building trust) and team-building competency (designing

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teams, Creating a supportive environment, managing team dynamics appropriately " Nigel and al (2012) .

Regarding the management of the Y generation, there is to our knowledge only few studies on the subject except those of Ellen Bolman and al. These studies are focused on understanding the generational differences.

It therefore seems difficult to refer to a specific model of the ideal management for salesforces. It also seems unrealistic to think of finding a model suitable to the salespeople from the Y Generation. This is why it was decided to conduct a qualitative study to try to discover new theories.

III. EMPIRICAL SECTION

The literature review conducted earlier helped to highlight two fundamental points: There is actually a type of Y generation and managers do not necessarily know how to manage this new generation. The aim of this part will be to better understand how to manage this kind of salespeople in a very practical way.

A. Methodology

It has been decided to resort to the use of a qualitative study because the direction of our research was to explore a phenomenon in depth because there was little research on this particular salesforce kind of management. We also wanted to understand behaviours in a particular context in which the variety of sources guaranteed objective results (Yin, 2012). Through this research, we were able to take the point of view of the subject, to describe everyday situations in detail, to understand the actions and meanings in their social context and finally to emphasis on time and process (Silverman (1997)).

B. Sample

The sample of employees for this study consisted of 3 employees from the Y Generation. Their ages were between 20 and 24. Their functions were: a seller in the auto sector, a seller with BMW and a seller in a Fnac store.

Three managers were then interviewed. They were managing employees belonging to the Y Generation. They were aged between 42-54 years and occupied sales manager positions, director or senior business with features management. They were managing between 5 and 18 people from the Y Generation.

C. Data Collection

Data was collected through semi-structured individual interviews. According to Yin (2009), the semi-structured interview allows us to obtain information from the respondent in his own words but also his views on how the events will be held. The sample was represented in part by employees and also by managers. This choice allows us to observe the thought of each person but also permits to reveal similarities or differences between the two types of the studied population.

Three main topics were discussed during the talks.

Management in general: It addresses the roles and functions. The aim was to understand what people (managers and managed people) were thinking about management. Moreover, it was also interesting to ask what had caused any disputes or tensions.

The management of the sales force from the Y Generation. The aim was to better define this generation and to understand how to manage it in a better way.

The last theme dealt with the “all-digital risk” and the possibility of losing human relationships for the benefit of virtual relationships.

D. Processing and Analysis of Data

The interviews were analyzed using a content analysis. As Thiétart said (Thiétart and al., 2003) “It is appropriate” and it has consisted in (after full transcript of the speech) a detailed analysis of the words used and their recurrences in order to draw conclusions. Thematic analysis was preferred. The expressions were classified into the categories defined during the coding phase through the interview guide. Two types of analysis were performed: a vertical and a horizontal analysis.

E. Vertical Analysis Managers And Managed People

In terms of vertical analysis on managers and managed people, it is possible to read in the table the idea that each manager and managed people have about the different topics.

TABLE I
VERTICAL ANALYSIS MANAGERS

Senior seller	Manager of 18 sellers from the Y Generation	Manager of 8 sellers from the Y Generation
<p>Theme1 Management Trust, listen, not too much authority</p> <p>Thème2 :Generation Y salesforce management People born between 1980 and 2000. Media and society are very critical to this generation This is not the generation that will change the codes. Management must be adapted to this generation</p> <p>Theme 3 : all-digital risk It is not necessary to innovate but simply to better use the tools available. Technology should simply be a support to help salespeople</p>	<p>Theme1 Management You have to compose and create working groups with common affinities. The ideal management is the human. We must engage constructively, move forward together</p> <p>Theme2 : Generation Y salesforce management salesforce management Internet generation. This generation jostles material habits but it is like the others. Management must be adapted to this generation</p> <p>Theme 3 : all-digital risk The central management has nothing to do with technology but with humans.</p>	<p>Theme1 Management Not too much pressure on employees. There must be a relationship of trust with young people</p> <p>Theme 2: Generation Ysalesforce management Connected, social networks, facebook, twitter, and other. Addictive to smartphone,application Image rather positive as they use new tools and are very inventive. We simply provide training and technological tools to train them better</p> <p>Theme 3 all-digital risk Use modern technologies: Telephone, Skype, SMS, internet access. Access to a basic image to show the products. We can not replace humans with technology</p>

Similarly, it is possible to observe in the table of vertical the idea that each managed person has about the different topics.

TABLE II
VERTICAL ANALYSIS MANAGED PEOPLE

Seller in the Automotive Sector	Seller in BMW Store	Seller in Fnac Store
<p>Theme1 :Management</p> <p>It depends on the age difference between managed and manager. There are many points on which we are not on the same wavelength. What worked before will not work for our generation. They put up with a lot of fun activities team work, sales challenges with items to win. There was a reasonable and necessary pressure. Proximity to the people who framed. The manager must be available, to listen, to be open to ideas. Must also have authority. Many managers remain locked in the management of yesterday. They refuse to adapt to this new generation, adapting and proposing new tools.</p> <p>Theme 2 : Generation Y salesforce management</p> <p>Generation Y began in the 80s and 85 and it exploded in the 2000s with the Internet bubble, the phenomena of video games, the emergence of social networks. This is a younger generation, very trendy and very connected. They are on the lookout for any news. As soon as something comes out, they relay information. They are too hurried, and they do not take enough time. The positive side is that they happen to be to project full of initiative. Managers should just adapt to them and try to develop with them new tools to advance the business together. If I was manager, I would use social networks like Facebook and Twitter to just talk with different channels to my employees for sales challenges, for example. To develop twitter internally would be for me a great idea.</p> <p>Theme3 all-digital risk</p> <p>I think it would be interesting to develop social networks business, it starts to grow much in</p>	<p>Theme1 :Management</p> <p>There are 2 types of management. A paternal management with real monitoring of trade and more flexible management where trade have greater autonomy. Me being accompanied daily was a real development which allowed me to make rapid progress in issues such as negotiation. Management has its limitations, in so far as of the time you can do the job, you do not really need to be managed. Which could improve the management are social networks that are for me the tools of tomorrow. These are the kinds of Msn Messenger. Once you have a question, for example, you can contact people who are in the area of your question. That famous generation can educate other employees about the benefits of Facebook, for example, by creating an official page of the company. For me, a good management is a management not too overbearing. I think our generation does not like pure authority. It seeks primarily a relationship of trust and are eager to learn. If the manager requires your ideas, it will never work.</p> <p>Theme 2 : Generation Y salesforce management</p> <p>These are social networks, online games via apps, internet, 3G, web 3.0. They are driven by new technologies. So they have the skills and expertise to implement. For example Facebook, there is way to develop fully the communication and advertising your business. This represents a huge potential at your market. you just have to adapt management. If a business wants to</p>	<p>Theme1 :Management</p> <p>A good manager can create value primarily around him and thus find a source of motivation for its teams. It also has a training role. It takes a certain authority. There need to be more dialogue between managers and employees.</p> <p>Theme2 : Generation Y salesforce management</p> <p>Generation Y is a generation resolutely turned towards the digital environment with internet, smartphones and social networks (like Facebook and Twitter). There is no need to change management in depth, you just have to adapt. This requires the use and development of new forms of communication. It must also be more involved Y business in the company, instill corporate culture. Technology can help boost sales through CRM software. Social networks like Facebook can be used by the company to promote a product or set up a contest with prizes. Suggest to customers new modes of communication (Skype / email / what's app). Why not develop a corporate social network</p> <p>Theme3 all-digital</p>

<p>the United States in particular. Generation C is the connected generation that lives only by new technologies. This is the digital life! It's nice to talk about social networks conf-call skype but there are essential points on which it is necessary and vital to see face to face. Certainly, it is important to use these new technologies but keep the human hand.</p>	<p>expand internationally must take into account in their strategy social networks and other CSR. The major advantage is that they are free, and this is a significant advantage.</p> <p>Theme3 all-digital risk</p> <p>It is possible that there is a risk. What is problematic is that there is any more human side, because in trade you need to see the person in front of you, to see how she reacts to a particular proposal, understand their values, it seeks by coming to consult you, analyzing emotions.</p>	<p>risk</p> <p>Social networks have become very important information well. Yes, there is a risk of an all-digital management. The principal would lose communication between individuals, there is finally over as the Virtual between employees and managers. In some sales process, it would be dangerous.</p>
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F. Horizontal analysis managers and managed people

For management : not too much authority, pressure of listening, trust, constructive relationship.

For the generation Y management : those born between 1980 and 2000. Connected, trendy, social networks, facebook, twitter, addictive to smartphones and other applications. The media are very critical of this generation. This is not this generation that will change the codes. Management must be adapted to this new generation. The picture is rather positive as they use new tools and are very inventive. They must be given training and technological tools to better train.

All-digital risk: technology should be a support to help business. The management has nothing to do with technology but with humans. We can not replace the human with technology but we can use modern technologies.

For management: what worked before will not work for our generation. We must develop recreational activities with great team work. There must be a reasonable and necessary pressure. The manager should be close, listening, open. They must support their salespeople and train them. There is no need for management when the seller knows his job. Social networks could improve the management.

For the generation Y management: Generation Y has exploded in the 2000s with the Internet bubble, the phenomena of video games, the emergence of social networks. This generation is on the lookout for all the news. As soon as something comes out, they relay the information. They do not take the time. What is positive is that they can initiate multiple projets. They have skills and know-how. Managers must adapt to them and try to develop with them new tools to advance the business together. Social media should be used (Facebook or Twitter) to talk to different channels to employees for the sales challenges for example. It is also possible to develop an internal social network. And besides, it's free.

All digital risk:

It would be interesting to develop social enterprise networks. However, we must also keep a human hand. In sales, there is a need to see the person in front of you to see how she reacts in order to make her a good proposal.

IV. CONCLUSION

The main objective of this research was to understand how to manage Generation Y's sellers in a very good way. As we have shown in the study of the existing literature on the subject, if the management of Generation Y is a topic that has been studied, the management of the sales force of this particular generation has been few or untreated.

Our work has consisted of questioning with a qualitative study and through semi-structured individual interviews with both managers and managed to understand how to manage this generation. We have expanded slightly the scope of our research by asking respondents of this generation to tell us about management and about the future of "all digital". The results first show that there would not be much effort required for managers and managed to understand each other. For managed people, there are areas for improvement: the managers must develop fun activities and make the Y Generation work in teams. The manager must be close to them, open and listening. There must be a reasonable and necessary pressure on employees. Managers should rely on their ability to be on the lookout for the latest news, on their ability to relay information and their ability to develop multiple projects. Managers need to listen to them to encourage them to work with social networks and to encourage them to develop new tools or in-house social networks.

For managers, all digital will not replace humans. Regarding managers, their goal is to maintain constructive relationships. They do not think that the Y Generation will change the codes but they must just work with this generation that uses new tools and is inventive. For many managers, they think those sellers must be trained providing them with technological tools. For them, anyway, humans are all irreplaceable.

Of course, our study has some limitations. We could have focused on the case of a single company to be more specific about particular industries and could also have work with a larger sample of managers and managed. However, these weaknesses can be offset by future research that will be more focused on sedentary and itinerant sellers.

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