

Sales Manager

National Occupational Standard Summary



BIOTALENT CANADA

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Definition of occupation | **Sales Manager**

The Sales Manager oversees the teams responsible for generating organizational revenue through sales. They are responsible for creating and executing sales strategies, managing and developing the sales team, assigning sales territories and quotas, analyzing customer and sales data to determine opportunities and adjust sales tactics, championing technological innovation in sales, and general departmental management duties.

The Sales Manager may also be involved in managing key accounts, assisting in sales negotiations, and building strategic relationships with clients and prospective accounts.

In addition to sales, management, and business acumen, the Sales Manager must also have a deep technical understanding of the technical and scientific basis for the products or services being sold, and extensive understanding of the environment and constraints under which sales are conducted. This includes end customer requirements and constraints and the specific regulatory constraints associated with the markets in which they operate. They also act as a conduit to the business for feedback from customers that can inform adjustments to sales strategies and campaigns, influence product enhancements, and also serve as feedback loop to evaluate customer/rep relationships.

IN SOME (SMALLER) ORGANIZATIONS THE SALES MANAGER MAY ALSO PERFORM IN THE BUSINESS DEVELOPMENT MANAGER AND/OR MARKETING MANAGER ROLES

NOTE:

The terms Marketing, Sales, and Business Development are often used interchangeably, but their purpose and processes are different:

- **Sales** includes those processes directly associated with the transactions and exchange of value between the organization and its customers
- **Marketing** is a strategic function that encompasses the processes involved in determining how to best leverage the capabilities of the organization in order to satisfy customer needs

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- **Business Development** in traditional organizations includes those processes involved in creating relationships with potential customers so that sales transactions can occur; in the bio-health/pharma and other “early stage” (pre-commercialization) environments, the role is focused on the creation and nurturing of technology partnerships, acquisition or licensing of IP, developing of relationships with funding sources, and similar activities

Level of education, training or designations requirements

Typical Education Required	Secondary	College	Bachelor	Master	PhD
Typical Starting Experience	0-5 yrs.	5-10 yrs.	10-15 yrs.	15-20 yrs.	20+ yrs.

- Minimum undergraduate degree in Business/Management – some organizations will require Master’s (or higher)
- OR undergraduate degree in a scientific or health discipline related to the product/service being offered
- Minimum five years of successful experience as a Sales Representative within the industry (in larger organizations more experience may be required)
- Specialized scientific/medical knowledge related to product, service, or intended customer/audience
- Extensive clinical/technical experience in the field (or using the product)

This role works in the following subsectors:

Applicable To	Bio-Health	Agri-Bio	Bio-Industrial	Bio-Energy
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The level of complexity of the role is:

Span of Complexity Levels

Foundational	Operational	Specialist/ Management	Expert/Executive
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SALES MANAGER COMPETENCY SUMMARY

Competencies	Complexity Level Required			
	1 Foundational	2 Operational	3 Specialist/ Manager	4 Expert/ Executive
Core				
Strategic Planning				
Sales Planning				
Sales Team Management				
Technical				
Designing and Managing the Sales Process				
Sales Talent Acquisition				
Sales Talent Career and Development				
Managing Key Accounts				
Developing Commercial Relationships				
Financial Management				
Championing Sales Technology				
Industry Regulatory				
Legal and Contractual Requirements for Sales				
Ethical Sales Practices				

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Competencies	Complexity Level Required			
	1 Foundational	2 Operational	3 Specialist/ Manager	4 Expert/ Executive
Personal and Professional				
Verbal Communication				
Written Communication				
Presentations				
Teamwork/Collaboration				
Leadership				
Problem Solving				

Core competencies

Strategic Planning

Applies their knowledge of customer and market requirements and expectations in order to collaborate with the marketing and business development functions during the development of organizational strategic plans and revenue generation models.

Sales Planning

Breaks down organizational strategies to develop targeted sales strategies for territories, product/service lines, and market segments in order to achieve organizational revenue targets.

Sales Team Management

Manages the individual and collective performance of the sales team in order to deliver on the organization's revenue goals.

Technical competencies

Designing and Managing the Sales Process

Applies knowledge and experience in territory sales and customer requirements to establish and implement robust processes for prospecting, nurturing, and closing client sales transactions in order to meet organizational revenue targets.

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Sales Talent Acquisition

Takes a leadership role in establishing and implementing processes to recruit, hire, and onboard an effective sales team that will optimize organizational revenue generation.

Sales Talent and Career Development

Applies knowledge and experience in professional sales to develop the capability of individual sales reps in order to optimize overall sales results.

Managing Key Accounts

Applies expertise in sales processes, strategy, and customer metrics to ensure high value/high priority accounts are properly nurtured and managed throughout the sales process and customer journey.

Developing Commercial Relationships

Applies knowledge of sales techniques and strategy to create and nurture strong and enduring relationships with clients and prospects in order to enhance current and future revenue generation for the firm.

Financial Management

Applies business acumen and understanding of financial and accounting practices to develop and manage the departmental budget and ensure marketing activities are compliant with the organization's financial management processes and standards.

Championing Sales Technology

Fosters the integration of technological tools for sales automation and customer analytics in order to increase the efficiency and effectiveness of the sales organization.

Industry regulatory competencies

Legal and Contractual Requirements for Sales

Applies an understanding of commercial law to establish appropriate processes for commercial contracts that mitigate financial and legal risk for the organization.

Ethical Sales Practices

Establishes and enforces ethical processes for the sales team in order to conduct sales activities in compliance with all legal and regulatory requirements, as well as corporate values and the industry code of conduct/ethical code.

Personal and professional competencies

Verbal Communication

Applies effective verbal communication processes to present complex technical concepts in a clear and compelling manner that ensures understanding, appropriate action, and project success.

Written Communication

Applies effective writing skills to present complex technical subject matter in a clear and compelling manner that ensures understanding, appropriate action, and project success.

Presentations

Develops and delivers effective, well-structured presentations to audiences inside or outside the organization, using content and style adapted to the intended audience.

Teamwork/Collaboration

Applies sound teamwork processes to foster cooperation and collaboration across diverse internal and external stakeholder groups, enabling effective and efficient operations and creative and effective problem solving.

Leadership

Exhibits personal accountability for team outcomes and provides guidance and support to team members through encouragement and communication.

Problem Solving

Applies subject matter knowledge and uses effective problem-solving techniques to identify and quantify issues, understand their root cause, develop and analyze possible solutions, and select the most appropriate solution in order to resolve problems successfully.

USE NATIONAL OCCUPATIONAL STANDARDS TO:

- ✓ Build a job description
- ✓ Plan professional development
- ✓ Map career progression and succession planning
- ✓ Benchmark compensation

View the full National Occupational Standards at biotalent.ca/NOS

Funded by the Government of Canada's Sectoral Initiatives Program. 

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