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EFFICIENCY OF SALES MANAGEMENT IN MARITIME INDUSTRY

Case Company: CMA CGM Vietnam

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ABSTRACT

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The thesis is written with the aim to solve the current difficulty of a logistic company belonging to the second biggest logistics firm in the world, CMA CGM. The main concentration to analyze and evaluate is Sales team management of the company in Vietnamese market in maritime industry. Vietnam possesses a huge advantage of various big harbors, located in golden position within Asia area for sea trading and commercial. That is why the market is getting more and more attractive to not only case company but also with other rivals such as CGM and Mearsk. Therefore, how the case company apply sales strategies to the market, how they manage loyal customers and how they are planning to gain more market share will be mentioned specifically via different perspectives.

Firstly, the theory based on Sales Force Effectiveness Framework of Zoltners, Sinha and Lorimer will be applied for CMA CGM Vietnam. This framework helps to provide overall picture of Sales Department in the case company, including structures, roles and activities. By this way, the author can track the sales performance and recognize in which phrase Sales Department can improve better. Also, the thesis will follow the structure of top-down analyzing by doing market research from a global industry level. In this step, basic knowledge about sea-freight logistics industry will be provided to help readers gain an overview about the topic of the thesis. Then, Vietnam sea freight market with current information will be obtained and finally, thesis will focus on the case company. During the whole process, an interview with Ms. Nguyen Thu Trang, Sales Manager of CMA CGM Vietnam will be conducted in order to have a deep understanding about the current situation, challenges and obstacles, key objectives in year 2017 and improvement plan of the company.

In the end, author of the thesis expect to propose an action plan, together with Sales Manager of the firm, to contribute to common development of Sales force organization via all collected data and personal acknowledge.

Keywords:

Maritime Industry, Logistics industry, Vietnam market, Sales management, Sales force organization, CMA CGM, CMA CGM Vietnam

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1 INTRODUCTION

1.1 Background

Since the renovation time reformed in the 1980s, Vietnam had experienced various significant changes in the economic situation. The growing speed was retaining highly through each year, opening a new door to global integration. The rapid growth of Vietnam after the recovery from long wartime attracted both direct and indirect investments to Vietnam. Moreover, by being member of World Trade Organization in 2006, the economy, once more time, became lively more than ever. Vietnam developed simultaneously with other countries in the Asian areas like Thailand, Malaysia and Singapore. As a result, many potential industries in Vietnam had governmental and foreign investment to eliminate challenges and embrace international opportunities, including sea freight area.

It is also important to highlight that Vietnam possesses an important geography in Asia, belonging to one of the most proactive ocean freight networking in the world. In additional, with the advantage of over 3,260 kilometers of coastline, Vietnam has a huge potential in developing sea transportation and other maritime services relating.

On the path of integration together with available strengths, the demand for imported and exported products is very high both for local enterprises and foreign companies. Vietnam ranks the second in the world about exporting rice and only after Brazil about exporting coffee (Qing 2014, cited 27.02.2016). The other products such as wood, salt, seafood, etc. are also in need of exporting with high quantity annually. All the above reasons contribute Vietnam to the top list of investing attraction in sea freight industry.

Currently Vietnam possesses 39 seaports, divided into 6 categories with various local and foreign shipping companies. Within the highly competitive market, the performance of companies depends mostly on sales team and professionalism. Three-month internship at CMA CGM Vietnam JSC (thereafter CCV JSC), a container shipping company, comes up to the recognizability of the importance of sales management in the company against competitors.

1.2 Thesis structure



Figure 25: Thesis structure

In details, the author starts the thesis with theoretical analysis. Next, she will access to the topic by doing a macro environment research. A research will be divided into 2 categories: sea freight industry in general and case company, CMA CGM Vietnam JSC, in separate. The macro environment research provides a general view about sea freight industry in both global and national perspective. Then, the further details about company such as CMA CGM Group background, its sales strategies, 5 sales force drivers will be addressed via public information and observation. In this stage, interviews with Sales Manager and Sales employees are stated simultaneously. Lastly, a competitor research to define the position of the company among shipping rivals will be conducted; thus evaluation of sales management in the case company becomes more reliable. The final result of the study will be based on company performance and competitor research (annual revenue, number of loyal customers, percentage of market share, etc) to identify the efficiency of sales management within the business operations.

1.3 Thesis Objectives and Research Questions

The thesis aims to provide general understanding about sea freight industry globally and nationally via sales order handling in the container shipping company CCV JSC. Thus, the final goal to be reached by the end of this study is the importance and efficiency of sales management in sea freight industry, specifically in case company.

Thus, a research question is set: *How is efficiency of sales management in CMA CGM Vietnam JSC in competitive market?*

Other sub questions are also raised up to attain closer with the topic and objective of the thesis, including:

- What is current situation of sales team at CMA CGM Vietnam?
- What are difficulties and challenges that strongly impacts to sales performance?
- What are the strategies for sales team to approach new clients and be more productive in 2017?

1.4 Theoretical Framework

Theoretical framework is the fundamental concept for a study. It is required to demonstrate theories that are relevant to the topic of the research paper and the areas of knowledge. The framework helps to strengthen the study in connecting the researcher with existing knowledge and permitting s/he transform the information of the phenomenon s/he collects into various aspects of that phenomenon.

The most focused framework to be used in the thesis is the Sales Force Effectiveness Framework regarding to “Building a winning sales force” book (Zoltners & Sinha & Lorimer 2009, 8). Figure 1 mentions five drivers in sales management theory, including Definers, Shapers, Enlighteners, Exciters and Controllers. Each driver is responsible for one mission in the company's sales operations. Specifically, *definers* state about organizational structure and positions of salespeople. *Shapers* are hiring, training, and coaching practices that are directly impact to salespeople. *Enlighteners, exciters and controllers* demonstrate the performance of sales force. By analyzing the practicality of above 5 drivers, the study will draw an insight and observation how they are applied in CCV JSC sales management.

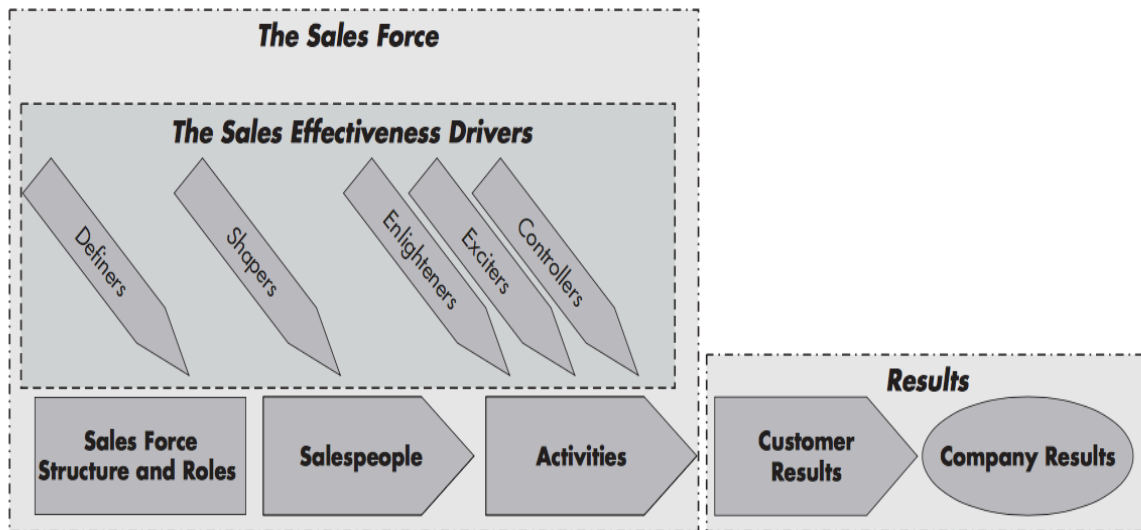


Figure 26: Sales Force Effectiveness Framework (Zoltners, Sinha & Lorimer 2009, 8)

Then, the theory of five dimensions of sales organization success, according to Zoltners & Sinha & Lorimer, will be defined to measure the effectiveness of sales management in the case company. Specifically, 5 Sales Effectiveness Drivers will be evaluated based on data analysis and via observation of author during internship time at the case company. There are various sources to gather data about company performance such as annual report, press release, financials overview, internal survey, interview with Sales team, etc. Other sources such as e-books, Internet, magazines will also be utilized in the thesis for further information. In the end, Sales Manager and author of the thesis, together, will draft out the suitable content for training program to optimize the sales team's performance and improve company revenue in the most effective way.

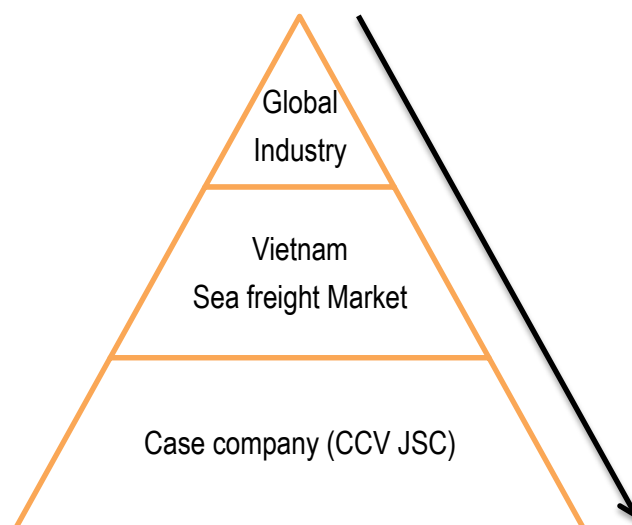


Figure 27: Theoretical Framework on Maritime Industry

In addition, the thesis will follow the structure of top-down analyzing (FIGURE 2). Firstly, an overview of global sea freight industry will come up to help audiences obtain a total understanding about this industry. Secondly, some brief evaluation about Vietnam Sea Freight Market will be demonstrated to define the potential and competitive of this industry in emerging market. Finally, thesis will concentrate on analyzing the case company, CCV JSC, about its activities of the mother company and official branch in Vietnam, how sales force theory applied in reality, sales strategies and the competitor analysis. All of the conclusions link directly to the efficiency evaluation of sales management in the case company.

1.5 Research Methodology and Data Collection

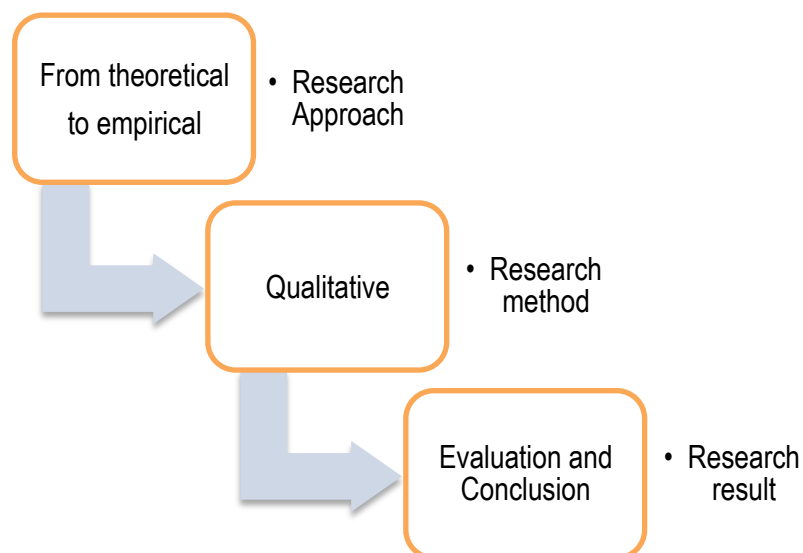


Figure 28 Research Methodology

In this thesis, researcher has decided to choose from-theoretical-to-empirical approach, which means that it follows the structure of analyzing the theoretical framework first, before coming to the current activities of the company in sales management. The theory will be based on the Sales Force Effectiveness Framework (mentioned on the 1.3. sup-chapter) to guide the audiences with foundation. In the next step, the essay will lead the attention to empirical world with observation, participation and interviews in case company for practicality of theories.

There are four main research methods that are typically utilized in a paper research including quantitative research, qualitative research, pragmatic approach which are mixed of various methods and advocacy/ participatory approach (William 2009, cited in 12.05.2016). However, the

writer has decided to use qualitative method to gain a rich and complex understanding of experience instead of collecting information from the large groups. The qualitative researcher identifies the problem or the topic of the thesis first and bases her research on a theoretical lens. Data is gathered based on observation and participation where she was an intern for the case company during professional training. Besides that, in-depth interviews with Sales Manager of the company will help to provide additional prospective about sales management process. By this way, the collected information is accuracy, plentiful, multidimensional and more flexible than quantitative method and it is not analysis for numerical and statistic.

2 SALES FORCE EFFECTIVENESS FRAMEWORK

The sales team is the one holding key to company reputation, revenue and entrusting with the most significant asset, relationships with both loyal and potential customers. Due to that important position, multinational companies and corporations annually spend billions of money for hiring, training and coaching salespeople who will earn them triple of the invested money with their skills. It is not a big surprise when a study said that 7 giants in business world including Cisco, Microsoft, IBM, Oracle, Pfizer, Johnson & Johnson and Glaxo-SmithKline invest approximately totally \$20 billion per year for their team department, around 10% of the whole profitability (Zoltners & Sinha & Lorimer 2009, 3.)

The high cost together with thorough training program for salespeople raise a question for firms of all time: How to maximize the competence and productivity of salespeople but saving cost? Is there any shortcut for this problem? Having the correct answer for these questions is uneasy because “sales effectiveness” is defined differently among stakeholders. For instance, a vice president of sales thinks the effectiveness comes from the sales process itself with transactional and consultative activities. On another hand, a sales analyst appreciates higher of compensation programs. Other things, such as training programs to enhance competency of the salespeople or talent hiring process from the beginning are also the vital keys to the high working performance of salespeople.

In this chapter, the researcher will analysis the Sales Force Effectiveness Framework, the basic principle for all companies, regarding to “Building a winning sales force” book (Zoltners & Sinha & Lorimer 2009, 8). This theory then goes along with the study as a theoretical lens to reflect the practicality of case company in real business situation in Vietnam market.

2.1 Five Categories of Sales Effectiveness Drivers

There are five types of driver and each one is in charge of separate missions and activities in the sales organization (FIGURE 2). Specifically, *definers* state about organizational structure and positions of salespeople. *Shapers* are hiring, training, and coaching practices that are directly

impact to salespeople. *Enlighteners, excitors and controllers* demonstrate the performance of sales force.

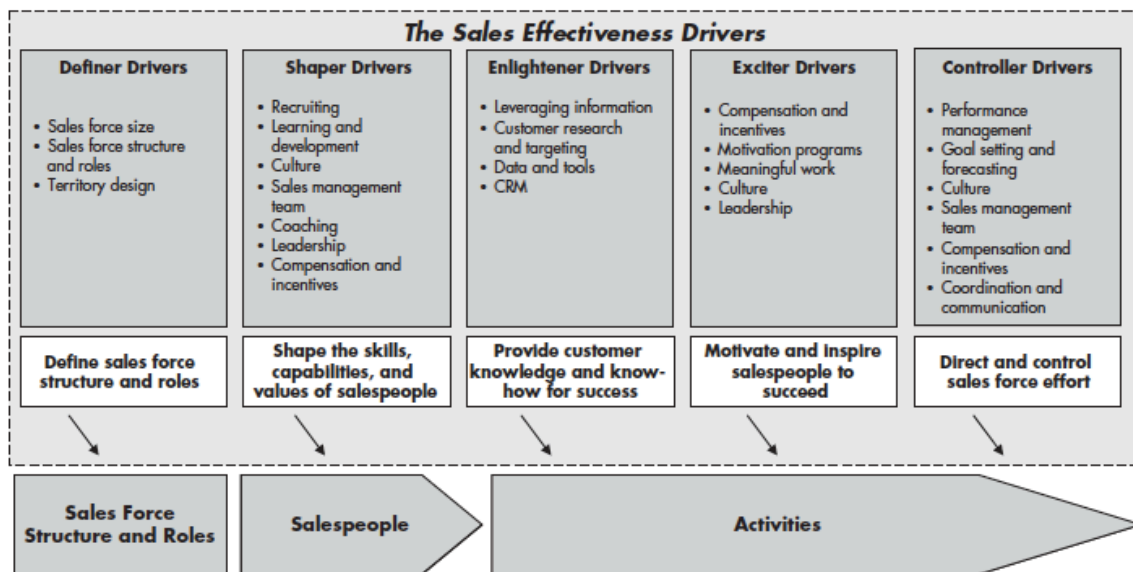


Figure 29: Impacts of Five Sales Effectiveness Drivers

2.1.1 Definers

Definer is the one who builds the first brick in a successful sales organization house. That person will clear out the definitions of various sales roles in the firms, the requirements and expectations from the company to their performance, the sales activities and areas of concentration for salespeople. Definer sets up company's marketing and sales strategies regularly to have a big picture of the market trend, product innovation and purchasing power of differently economic situation. (Zoltners & Sinha & Lorimer 2009, 9).

The position of a definer in a company is illustrated successfully via the real example of Dupont, the popular chemical company. This company was known as gunpowder manufacturer and seller at the very beginning. Founded in the early 1800s with small-sized company, it grew the profitability year-by-year, especially during World War I, with the high demand of this product from different parties, making it one of the biggest companies in the world. The structure of the firm sounded simple and great at first but gradually became disordered. The reason was defined later with unsuccessful sales activities when it expanded the business into one more product, paint. It lost sourly. A solution was setting up the new middle department with 2 main managers and each individual took responsibility for one-product sales, gunpowder and paint. This manager was

required to have an overview of the market demands for the product and set up suitable sales strategies. The new divisional structure was borne and got back the new face of Dupont to revenue and reputation. (Thompson 2013, cited in 13.05.2016).

2.1.2 Shapers

Brownie Wise, the Innovator of the Tupperware Party Plan, had a famous quote: "If you want to build the business, build the people". Building the people is the target of Shaper via hiring, training and coaching programs. They choose the potential salespeople from hiring process then equip them with attitudes, values and capabilities for sales via training and coaching time. This stage is the most important one to form a well-skilled and well-motivated sales expertise for a firm.

There are seven challenges for salespeople to adapt if they want to survive within extensive business competition. Firstly, salespeople are expected to be experts in their products and services field. It means that they can spot the differences of the products/ services they are selling with other ones from competitors to convince the customers they are providing worth-of-value. If salespeople can do that successfully, that will be the most important competitive advantage to contribute to the company. Secondly, the customers' requirements are getting more and more sophisticated with the high demands of products/ services package. Thus, a good salesperson is the one who can combine a package to satisfy the need. Thirdly, sales is uneasy, especially in the downturn of global economy. Customers become tough and thorough before making purchasing decisions than before. That requires sellers to hard work to identify product features, benefits, options and prices to convince difficult consumers. Fourthly, being master with the art of consultative selling is essential with any successful salespeople. They need to quickly identify the need and problem of customers, giving suggestions and consulting how suitable the products/ services are to fulfill that need or solve the problems. Fifthly, sales is not the achievement of one individual but a combination of a team selling approach. Hence, ability to work in a team and support each other when needed is required as well. Sixthly, how to build a successful relationship with customers, not only about their needs but also about an in-depth knowledge of their business plays a key role for retaining loyal customers. With that information, marketing and sales also work more effective. Finally, value does not come alone with the products/ services but salespeople might add extra-value through business consultations or

ongoing product support. To conquer all seven challenges above, the extensive training and coaching are responsible to build up necessary skills, knowledge and motivation for salespeople. (Jobber & Lancaster 2009, 419)

2.1.3 Enlighteners

The mission of enlightener position in the company is to ensure all the information of customers is transfer quickly and effectively that help salespeople successfully access customers. The information might include customer knowledge, their attitudes and needs. On other words, enlightener drivers are the ones who guide salespeople on the way of locating potential customers, solving customer problems and supporting them for further marketplace understanding. This position is more popular more in large company where the sales organization is usually complex and heavy. Nowadays, due to the increasing importance of information technology, enlightener drivers use this mean to be more flexible in being closer with customers, hence enhancing sales volume. (Zoltners & Sinha & Lorimer 2009, 11).

AlliedSignal, for instance, had created enlightener drivers in sales organization when they recognized the inefficiency of sales force. Under the pressure of broad, sophisticated technical product line and over 50 different contact points, sales force faced with big problems of finding customer information and interrupted in networking. To solve this issue, AlliedSignal established an internal customer relationship management (CRM) system to that response all the need of data from sales force, service engineers to product-line personnel and center agents. In this example, enlightener is the software system, enabling all employee access quickly to customer information. Thus, sales and customer services worked more smoothly. (Zoltners & Sinha & Lorimer 2009, 11).

2.1.4 Exciters

Exciter mentions about different factors that inspire and motivate to salespeople, helping them achieve higher performance at sales. These factors depend on each structure and culture of every single organization, but some common aspects are net salary, commission, welfare, entertainment, friendly working environment, teamwork, etc.

Usually the salesperson that reaches the highest sales volume of the month will get rewards, but in some special cases, other systems might sound more interesting. For example, according to Dan McGraw, founder and CEO of Fuelzee Company, they award for “No” in sales team. They give away \$100 gift card to the one who have much No in the week. This strategy aims to reduce the pressure on salespeople and also motivate them to gain more “Yes”. Because the more “No” they get, the more “Yes” they are closer and the award for successful deal is always very high. On another hand, Hewlett-Packard Enterprise Security (HP) has applied different strategy called FantasySalesTeam. Sales force is divided into small teams to compete to each other. For each new pipeline or deal closing, they gain points and the rewards come to the team with highest score. Therefore, salespeople are not only motivated by competition, awards and reputation but also by encouragement from peers and team members. However, according to Kevin Baumgart, vice president of sales at Hierology, motivation is not coming alone with benefits but with fun and entertainment as well. They equip their offices with chair massagers, beanbag chairs, cube art, etc. to create friendly and comfortable working environment for employees. (Martin 2016, cited in 19.05.2016)

From various examples, exciter can be transformed in different versions but with one common goal, boosting up the attitude and work performance of salespeople to reach more profitability to the company.

2.1.5 Controllers

Sales has a large working size where salespeople are busy seeking for various potential customers to convince them making-purchasing decision. Therefore, in all organization, a control system to supervise and manage the working process of sales force and evaluate performance of each salesperson. A successful company requires effective processes to ensure sales is on the right track. It is also necessary to remember that control is unequal with fault-finding or punishing others. It is established to keep them right, taking corrective actions sometimes to ensure the performance as exact as per plan (Jaideep 2016, cited in 23.07.2016)

2.1.6 Conclusion

In every company, especially the international corporation, the five effectiveness drivers rules are generally applied by this way or another way. Depending on the company cultures, types of business or management processes, each driver is considered and modified to be the most intensive.

In the study of Galbraith, Kiely and Watkins (1991), features that motivated salespeople the most are working method (60%) and independence (13%), next is earnings (12%). Other features include company status, good training, promotion chances, professional status and exclusive territory. It means that earnings are not the main reason when people follow this career. Instead, challenges and the freedom of achieving goals via individually working methods encourage them more. These findings help sales managers to manipulate the working environment and strategies to boost up the sales force performance in real work.

2.2 Evaluation Criteria

How does the company or organization recognize that they have a successful sales force? There are various way to answer this question based on different evaluation criteria such as customer results and company results. To measure the effect of any method, comparison the result with other peers is necessary.

2.2.1 Company Results

Sales force is playing the key role to maintain the revenue and development of any business. Therefore, they are required to invest more effort, rewards and training time for every single product-launching campaign. The easiest way to evaluate the sales force's performance is considering the results weekly, monthly and yearly to recognize the company's current position in the market. The numbers of sales, the achieved percentage of market share as well as profitability targets are the top criteria to consider. If those numbers increase time by time, the sales team is working more effective day by day. On the other hand, if this month the number of sales products is less than in previous month, reviewing and re-training the sales force is required. Numbers show the growth.

Besides that, the company also needs to consider itself with other competitors. Doing market research and peer analysis help to measure correctly the efficiency of sales force performance within the industry. Even though the sales is increasing in one year but still lower than other rivals, the sales team does not work good enough to compete and outstand in the business. Sales leaders are expected to goal achievers. Driven by financial outcome and sales targets is not visible enough but they are required to ensure the costs and expenses are in control with industry averages. The results should be analyzed for both short-term and long-term period to prepare for the next sales campaign and make the right decisions according to distinctive strategies of the company.

2.2.2 Customer Results

Together with company performance, the effort of sales team comes from customer responses and perspectives as well. It is important to note that not only financial targets have the meaning but also deep customer relationships bring company prestige that money cannot buy. In some companies, sales department can reach the sales target only with loyal customers who using the company's products and services for very long time and they are willing to continue the business relationship in the future. If any single company possesses that kind of customer relationships, they are halfway to consolidate success. Customer trust is also another mandatory perspective, contributing to the long-term growth of the business. Via sales representative, information about the company including products, customer services, discount promotion and others helps to form the belief of clients for any purchasing decision.

Nowadays, with the support of high-tech, customers becomes more powerful than ever. They not only possess the procurement decision-making but also have ability to feedback, comment and review about all products and services via Internet, through forums and direct company's website, directly affecting to other customers who are considering about the next order. Customers will not buy from people and company they do not prefer. Business is highly competitive and the battle is getting more and more tough, having a loyal customer base and gaining the customer trust are intelligent strategy. According to the BrightLocal's annual Local Consumer Review Survey, 88% of the participants answered that they consulted other opinions on website before final

determination. More important, 72% of them believed that positive reviews of previous customers made them feel more trust in that business (Sutter 2015, cited in 2.8.2016).

3 GLOBAL AND NATIONAL MARITIME INDUSTRY

3.1 Global Maritime Industry

3.1.1 A brief history

Back to few centuries ago, human beings had carried materials and goods around the sea via exploration journey and commercial trading among countries like Egypt, Greece, Roman and United Kingdom. However, at that time, no shipping containers existed and the shipping process was very slow. To carry the goods via oceans, good missing, damaged or lost was not rare due to the reasons of weather and pirates. More than that, the damaged and lost about people was always going along with those journeys. In addition, the shipping process became more difficulties with the lack of standardization and wasted highly labor effort. Normally goods would be kept at a port warehouse and transferred to the available boat later. Sacks, bales, crates and barrels were the capacity to handle goods before all of them are moved to the vessel by hand. An average capacity of a vessel might reach to 200,000 pieces of cargo on-board. Time, labor effort and the inconvenience lead to low result in carrying and shipping products. (Watson 2015, cited in 15.08.2016) Passing through that time, after the second industrial revolution in the early of 1990s, the demand for shipping oversea internationally strongly increased and low process caused serious delays and blockages when transferring cargo from ships to train (Levinson, 2006).

Talking about shipping industry, nobody can forget the name Malcom McLean, who was the pioneer in catching the distribution trend at that time. He purchased his very first second-hand truck and started the transport business in 1934. The business reached success more than expectation due to high demand of the market for international commercial. By recognizing the opportunities of transportation in several channels such as ships, trains, trucks and port terminals, in 1950, McLean had expanded the company up to over 1750 trucks and cover 37 transport terminals. However, he soon came up to the new evolution due to the levy fee for heavy loads of cargo by trucks. He decided to remove most of purchased trucks to invest more on using boats. 5 years later, a shipping company named Pan-Atlantic Steamship Company had been established and changed the name to SeaLand Industries in the short time afterwards. Thanks to McLean,

several standards in maritime industry had been contributed such ISO 338 (about terminology, dimensions and ratings), ISO 790 (identifying containers) and ISO 1970 (containers size). Therefore, Malcom McLean is the first and foremost monument contributing to this industry and the International Maritime Hall of Fame has awarded “Man Of The Century” to recognize his contribution to the general development to the mankind. (Watson 2015, cited in 15.08.2016)



Figure 30: Malcom Mclean, the father of containerization (Photo of Mearsk Sealand)

The year 1966 marked a milestone in the history of maritime industry with the first sailing from the US to the Netherlands with the 236 containers on-board. Over the time, sea-freight shipping is becoming more and more popular and necessary, especially in the globalization period, not only for cost minimizing but also for revenue achieving to ports in various countries. According to the Watson's data, over 90% of cargo shipping has been dropped down; mostly 90% items are delivered inside a container. Annually there are over 200 million trips per year with more than 17 million shipping containers worldwide. (Watson 2015, cited in 15.08.2016)

3.1.2 International maritime organizations

Maritime industry is expanding to be one of the most profitable business in the world. To manage effectively general standards and control incurred situations as well as various disputes about borders, law compliance and other things, international maritime organizations are established, including International Maritime Organization (IMO), World Customs Organization, International Organization for Standardization and United Nations Commission on International Trade Law.

International Maritime Organization, so called IMO, is the expertized agency belonging to the United Nations. It is established to ensure the safety and securities of shipping while avoid environmental pollution derived from ship chemistries. Therefore, shipping companies cannot arbitrarily cut down the expenses to save the cost without compromising to the safety of overall. Via IMO, all the regulations and policies will be discussed, approved and implemented on international opinions with all topics about international shipping, such as design and construction of ships, operation and equipment and other internal aspects to reach the highest level of safe, secure and eco-friendly environment. IMO has a great and strengthened contribution to the sustainable development of economic growth in the aspects of energy efficiency, maritime knowledge and training, maritime transportation management and general industry infrastructure. (IMO 2016, cited in 22.08.2016)

World Customs Organization (WCO) manipulates 98% of world trade with 180 members (WCO 2016, cited in 22.08.2016). Moreover, it possesses a large networking with various partners from other international organizations, United Nation system to Business and Academic Organizations. Some popular names can be called out such as International Federation of Red Cross Societies (IFRC), INTERPOL, International Trade Centre (ITC) or World Trade Organization. At WCO, all customs issues related will be supported, communicated and co-operated by Council, policy commission, Finance Committee, Tariff and Trade Affairs and other departments.

Another popular name in maritime industry is International Organization for Standardization (ISO), founded in 1946 as an independent and non-governmental one. With the connection of 163 countries, it develops policies, criteria and standards for material classification, product manufacture and service provision. Based on that, it contributes to the better world by bringing expertise knowledge in market relevant international trading for any global challenges and innovation. Until now, there are more than 21,000 International Standards are published in over

the world about most industries, such as technology, agriculture, food safety and healthcare. With that high impact to global economy and social development, maritime industry is not an exception of the circle. (ISO 2016, cited in 22.08.2016)

3.1.3 Future trends

The maritime industry is blooming time by time with the world trade's development. Globalization and containerization contribute to the increasing demand of international commercial and production delivery. When observing the future prospects in maritime industry, a few trends are emerging and manipulating the development of shipping world. New megaships with the incredible size and capacity together with new high-tech and shipping green image are being more and more well-known nowadays.

Even though Northern Europe is still dominant with leading ports, ports in Asia are getting strongly productive. This reason contributes to the utilization of mega-ships that increases capacity, reducing slot costs and boosting up service delivery. It is expected that until 2017, the global shipping industry will transfer 1.8-million container capacity, growing more 8% in supply compared to current statistics. (Ryan 2014, cited in 11.08.2016) Therefore, in the near future, vessels are being improved with a quarter of mile long, even longer than the Eiffel tower such as the Triple E vessel of Maersk or the Berge Stahl.



Figure 31: CMA CGM Vessel

Being green and environmental friendly are not a new trend, but expected to explode in the near future. With the aim to optimize green ship technology and reduce carbon footprint, shipbuilding industry shows the strong focus in doing research and innovation. According to Steve Chan (2015), Executive at MaritimeApp.com, the most popular searches are about solar cell hybrid system, advanced ultra-efficient designs, cooling systems, etc. In the following figure from Maritime Insight's article, green ship nowadays is expected to have the innovation in every part, modern and eco-friendly design with the aim to increasing efficiency and reducing environmental impact. True to its invention purpose, the ship helps to lower CO₂ emissions by 20% and NO_x emissions by 180 tons and work more smoothly during the carry operations (Network, 2016). As other industries in business, maritime is heading to the fresh image of developing and contributing to the better world.

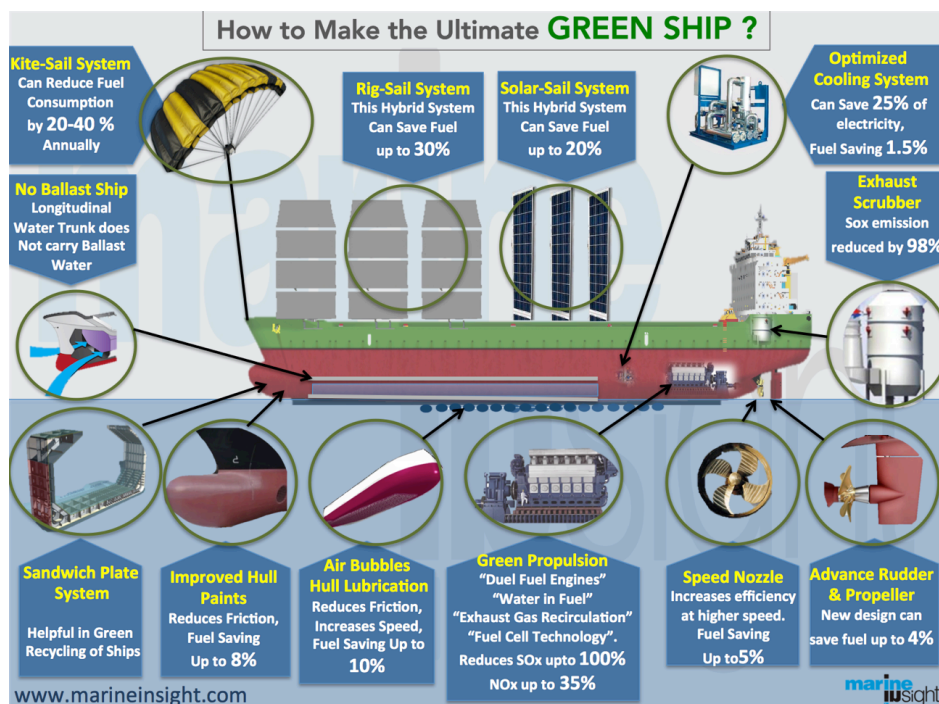


Figure 32: The Ultimate Green Ship design (Network, 2016)

Applying high technology to the new innovation in order to increase performance efficiency and reduce the management cost is always a hot trend in shipping industry. For instance, using air bag for ship launching is becoming very popular in Asia via media channels such as Captain, MaritimeJournal and other outlets. They install air bags under the vessel to help the ship slides on water more smoothly and effectively with the support of gravity, especially with heavy equipment. Compared to other sliding methods such as dry dock or mechanical launching that require pre-installation and high costs of controlling, air bag optimize the business in massive scales and

capacity (Robehmed, 2016). This method helps mostly on the way to Canada, United States and Europe. (Chan 2015, cited in 12.08.2016)

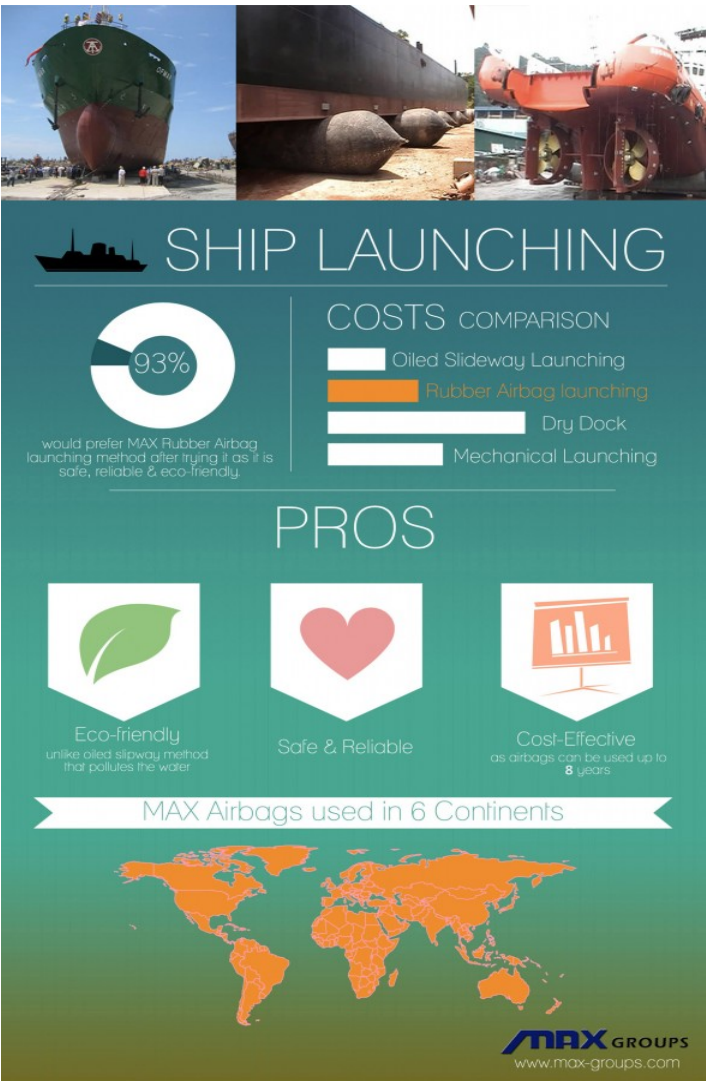


Figure 33: Advantages of using airbag for ship launching

3.2 National Maritime Industry

3.2.1 Overview of Vietnam



Figure 34: Vietnam map in Asia area (BBC, 2016)

Vietnam, since the united time in 1975, has become one of the strongest growing economies in Asia. Covered by long bitter wars with China, France and United States, Vietnam has step-by-step developed in both economical and social sides to be a developed nation by 2020. (BBC, 2016)

Throwing back in history, after three decades of war, the Communist North releases the South, uniting the country to be one-party Communist state. In the late 1980s, the present of different market forces and private enterprises embarks the new image of this small country. A stock exchange also started in 2000 as a new level in the globalization. Foreign investment increased gradually with the importance role of The United State in commercial trading led to the participation in World Trade Organization (WTO) in January 2007. This movement made a milestone for the country to catch up with other countries, not only in the similar area but also in other regions. (BBC, 2016)

About economy side, it is popularizing in manufacturing in Asia, becoming the second biggest supplier of clothes to the US, second biggest supplier of rice and tropical products to the world.

Other elements including information technology and oil production are also major key the general development. Nevertheless, most of Vietnamese people still depend on agriculture to the living. Therefore, the gap between classes in the society is wide. (BBC, 2016)

SOCIALIST REPUBLIC OF VIETNAM		
1	Location	South East Asia. Neighborhoods are China in the South, Lao, Thailand and Cambodia in the West and covered by the sea in East with long coastline of 3,260km.
2	Capital	Hanoi
3	Population	89.6 million
4	Area	329,247 sq km
5	Major Language	Vietnamese
6	Major religion	Buddhism
7	Currency	Dong (VND)
8	Time zone	UTC/GMT +7 hours
9	International dialing code	+84
10	Climate	The weather varies from region to region. In the North, there are 4 seasons (spring, summer, autumn and winter) meanwhile only 2 seasons in the South (wet rainy season and dry season)
11	People	54 different ethnic minorities. Vietnamese people (Kinh) counts to 86% and other groups represent for approximately 14%

Table 1: Vietnam overview data (Vietnam beauty web, 2015)

3.2.2 Vietnam's Logistics Market



Figure 35: Vietnam maritime route in Asia area (Shipbuilding Industry Corporation, 2015)

Vietnam's location is on the golden way of major maritime route in the world. As forecasted, with the right development, maritime related business can contribute to the total national economy up to 50% in 2020 (Shipbuilding Industry Corporation, 2015). With the geographical advantage of 3,200-kilometer coastline, maritime transport obviously plays an important key in facilitating trade to meet the high demand of external trade. In 2013, the compound annual growth rate (CAGR) reached 8.1 million TEUs for exporting products and kept flourishing in 2014 with the recorded growing percentage of 14% via manufactured-product export and 12% via intermediate and capital-good import (Yuen, 2015). The trading and manufacturing activities are gathered mostly in the south than in the north with the center in Mekong River Delta and in Ho Chi Minh City. As the mainstay of transport and logistics industry, this area attracts various foreign investment and global corporations in shipbuilding, port building and infrastructure. In the north recently has also recorded a vital development in this industry by commercial activities with China and other abroad-invested electronics manufacturers. Some of the giants might be listed out such as

Samsung and Microsoft, outsourcing and building factory in Vietnam for cell-phone production, contributing to the fast growth of the northern part.

Since Vietnam participated in World Trade Organization (WTO) in 2007, various commercial opportunities are opened in all sectors, especially import and export. In 2012, national government allows wholly foreign-owned enterprises (WFOEs) such as CMA CGM and Maersk to explore this market and Vietnam's logistics has been flourished since January 2014. Besides of maritime transport, other services also caught up with the general development like courier services, container station and depot services, storage and warehouse services, etc. By opening the market to third party logistics services providers (3PLs), it creates the competitive atmosphere for local enterprises in reputation, network and professional service capability, as well as a variety of neutral collaboration opportunities for both parties. According to the World Bank's report in 2014, 25% of GDP in Vietnam derived from logistics costs, higher than 18% in China and 13% in Malaysia (Yuen, 2015). Moreover, thanks to Vietnam-foreign collaborations, low-level transport, infrastructure and inadequate logistics facilities could be improved and upgraded.. It has been a pity that Vietnamese enterprises are still in the early-stage of professional experiences so a large part of the market are conquered by foreign companies, particularly in the transportation segment. In the research of Vietnam Logistics Business Association (VLA), there are currently 1,000 logistics companies in Vietnam, 40 of them are International Corporation but handling 80% loads of logistics market share. Small-scale local companies need more business capabilities to achieve success in this fertile industry. (Yuen, 2015)

4 CASE STUDY: CMA CGM VIETNAM

4.1 General Company Information

4.1.1 CMA CGM Group



Figure 36: CMA CGM Tower, Marseille (CMA CGM 2016)

CMA CGM was established in Marseille, France since 1978 by Jacques Saade. The name of the company derived from the beginning time with the only CMA (Compagnie Maritime d'Affrètement). The adventure began with only one single ship on one shipping line among Beirut, Lattakia, Marseille and Livorno. Eighteen years later marked the birth of new giant. Compagnie Générale Maritime (CGM), a France passengers carrier, switched to only cargo business based on the new decision of the French government to separate these two segments. At that time, Jacques involved to merge CMA and CGM in 1999. Until 2000, the company was ranked 12th position worldwide with the new transformation. Big step started from here. (CMA CGM report, cited in 05.09.2016)

In 2011, the company officially entered to the Top 10 of the shipping industry, being chosen as “Company of the Year” by Containerization International. Moreover, it was a huge pleasure for the company’s prestige with the award “Personality of the Year” by the international magazine Seatrade for Jacques, the Founder as well as the CEO. From 2012 was the time of a new era of growth, starting by the CMA CGM MARCO POLO, the largest ship in the world and the largest ship in its fleet based on its capacity. It was used to run the route between Asia and Northern Europe. At that time, besides the enormous dimensions, the latest environmentally friendly technological innovation was equipped as well. Furthermore, they innovated Greenmodal Transport program, not only helping to reduce costs but also cut down the amount of carbon footprint, covering all three modes of transport (road, rail and seaway). Simultaneously in this year, the Lifetime Achievement Award from Containerization International magazine was rewarded to the most important people with the Group, Mr Jacques Saadé. CMA CGM also recorded a year of awards in 2012 starting with the award “Best Partner of the Year 2012” and “International Carrier of the Year”, proposed by famous corporations including Samsung Electronics, ASDA and Walmart as the recognition for services quality and policy of sustainable development. For that outstanding performance, Containerization International, moreover, decided to reward CMA CGM Top 1 carrier in Asia. (CMA CGM report, cited in 05.09.2016)

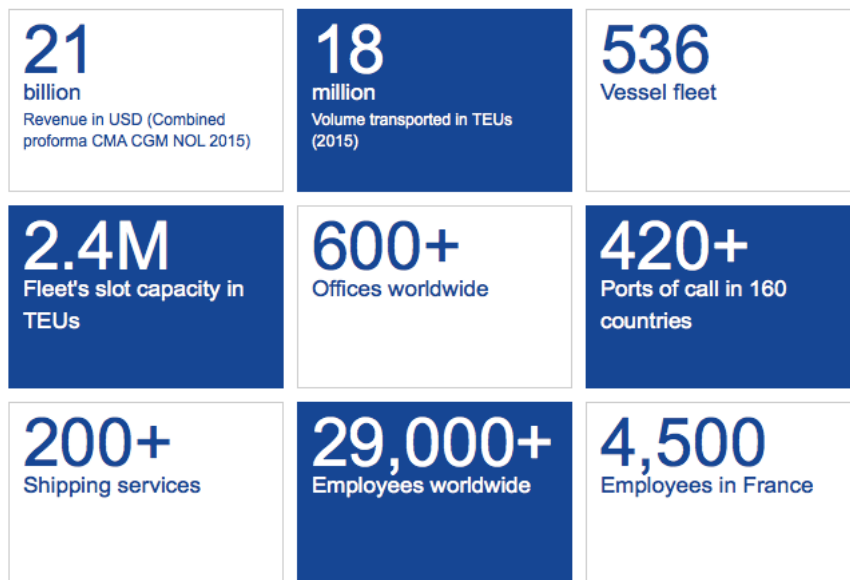


Figure 37: Poster of CMA CGM Group for environmental-protection program "Blue is the new Green" (Company website, 2016)

In 2014, CMA CGM Group expanded the border in logistics industry by the acquisition of OPDR (Oldenburg-Portugiesische Dampfschiffs-Rhederei GmbH & Co. KG), covering Short Sea Shipping and logistics route for North Europe, Canary Islands, the Iberian Peninsula and Morocco. 2015 marked completely 10 years the environmental-protection “Blue is the new green” Program by CMA CGM since 2005. According to the record, Carbon performance had been improved by 50% with the huge effort in technical innovation (eco-containers), operational management (Greenmodal Transport since 2012, an ISO 14001 certification in 2013) and large-capacity vessels optimization. (CMA CGM report, cited in 05.09.2016)

Currently, CMA CGM Group is available in more than 160 countries, over 600 agencies and more than 29,000 employees in over the world, becoming the third biggest shipping line globally after Maersk and MSC. The market share in shipping industry has been increasing continuously with more than 200 shipping lines, involving every single world's seas. The report in June 2016 announced the total revenue of US\$ 21 billion as a strong evidence of the development in family business. (CMA CGM report, cited in 05.09.2016)

2016 Key figures*



(June 2016)

Figure 38: CMA CGM 2016 key figures (Company website, 2016)

4.1.2 Vietnam Official Offices



Figure 39: CMA CGM's 5 official offices in Vietnam (CMA CGM, 2016)

CMA CGM Group currently has 5 official offices in Vietnam, with the headquarter is Ho Chi Minh City. Other places cover the whole country with the most important ports, including Hanoi, Hai Phong, Da Nang and Quy Nhon. (CMA CGM website, cited in 07.09.2016) CMA CGM Vietnam offers package services in 6 core segments, providing the entire process in Customs Clearance, Sea Freight, Project Cargo, Air Freight, Domestic Solution and Cargo Insurance.

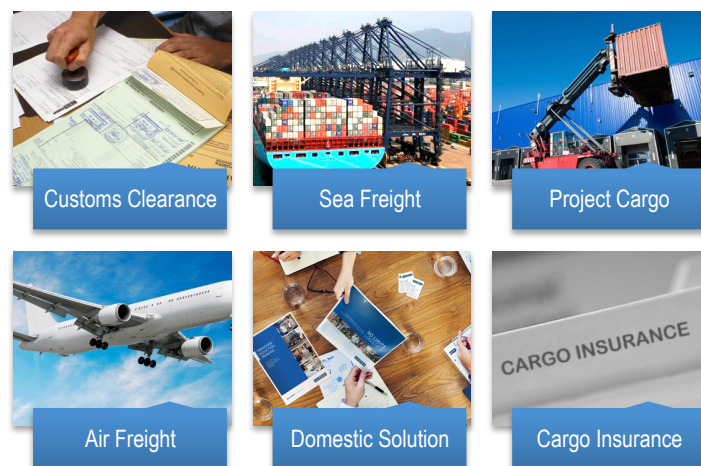


Figure 40: 6 core service packages of CMA CGM Vietnam

4.2 Company Sales Force Drivers

4.2.1 Definers

In the theoretical framework of Zoltners, Sinha and Lorimer, definers are people and factors that set up the business development, company strategies as well as sales target frequently. In the CMA CGM Vietnam, a definer criterion firstly comes from the effective and broad vision of the Management Board specified in the figure below. Mr Lebel Claude, General Director is the one who takes over and approves the development path for the company, headquartered in Ho Chi Minh City. He controls and takes responsibility for the growth of the business in Vietnam. Afterwards are General Managers who will set up suitable strategies, planning and following up the process based on different time and economy situation as well as rival competitiveness. 5 main departments are Sales, Customs Clearance, Accounting, Marketing and Customer Services with around 20 fulltime employees, supported by part-time officers and trainees to run a huge amount of work. In each department, there is also a team leader for separate projects to ensure the effective and quality in each program. With the management of CMA CGM Group Head Office in Marseille, France, the activities of the branch in Vietnam are controlled and assisted if necessary.

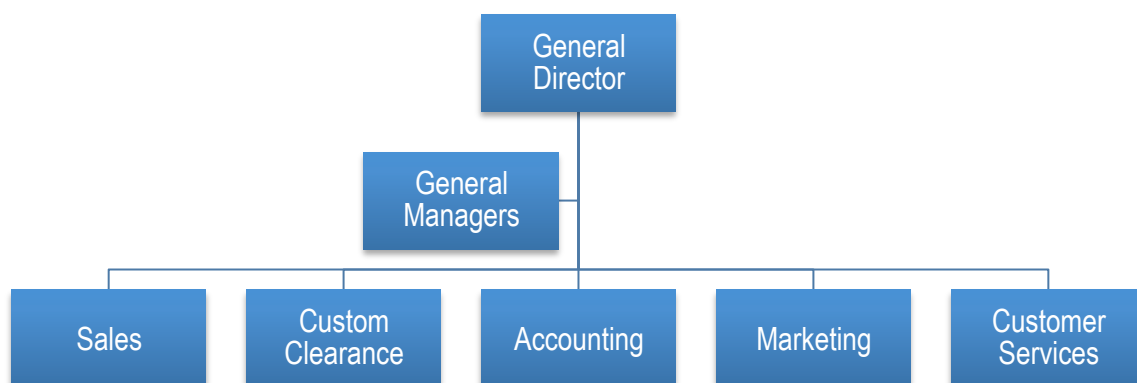


Figure 41: CMA CGM Vietnam's organization chart

Definer in CMA CGM Vietnam is not only seen in Human Resources chart but also in management system with the clear division in foreign side and local side. It means that each department will assign tasks and human resources to serve foreign business partners and local ones. This rule especially applies for Sales Department that has a large networking and business meetings so that being separated helps Sales force to be more expertized in the internal and

external market. Hence, they can take good care to their client that based on different market will have diversified requirements.

Finally, it is definitely important to highlight the position of Internal Consultancy team in the company. They play a key as definer to supervise and consultant for any movement in strategy. Moreover, they ensure the work of other departments will reach to the highest level of efficiency and offer solutions for troubles at work relating sales management, price control, legislation, working process, franchises, and report frequently to the Head Office.

4.2.2 Shapers

The second Sales force Driver is called “Shapers” mentioning about the period of building the Salespeople, who brings the revenues and ensure the survive of the company. Therefore, they are required to be selected carefully via tough recruitment, training and coaching program. Nothing is more vital than hiring and developing talent for an organization, bringing the right people and putting them on the correct position, finding out their potentials and motivating their growth (Bagley, 2013). In CMA CGM Vietnam, hiring process is always considered as top concentration with tight and tough competitiveness. For every open position, even trainees, HR Department and managers will consider thoroughly the suitable applicant via bellowing steps.



Figure 42: Recruitment process in CMA CGM Vietnam (Internal documents from company)

With the enormous amount of applications for each recruitment period, Human Resources department, based on CV and application choose out 50% of proper candidates. Next round will be phone screen, via verbal interaction to have the first impression about candidate interaction. After this round, the number of candidate drop to 25%. Those candidates pass the phone screen will be invited to the first interview with HR team and continue to the second group interview with Hiring Manager of the recruited department if they are qualified with the expectation about personality, talent and value. In a few days after, the final decision will be made to choose out the most standing candidate for the vacant position. Even though the recruitment process is quite

basic and traditional but in reality, CMA CGM Vietnam possesses great talents, dedicating to the neutral development of both company and individual. There are various ways to measure the success of the company but nobody can deny that success will come without talented staffs. Therefore, the evidence for this conclusion will be proved via company result in the next part.

Besides a thorough hiring process, CMA CGM Vietnam is paying high attention for training and coaching program for employee. Company understands the importance of employee training in working and management work for further success. The board of management considers training is to help employees comprehend about company's history and culture, together with business movement from the establishment time until now. Therefore, they can meet company goals and perform job tasks better with laws and regulations compliance. Besides that, training assists staffs to understand more work processes and work effectively in teams due to the basics of understanding each other via training lessons. The ability to make decisions, being proactive at work and technology familiarization is also the outcome of employee's trainings.

At CMA CGM Vietnam, specifically in Sales Department, training program for new employee will take three full-time working days and cover all the necessary topics relating to the company and workplace.



Figure 43: CMA CGM Vietnam Training Program for full-time employee (Internal documents from company)

In the beginning of the training program, there is always introduction part about Group and Company history and organization structure. By gaining fundamental knowledge about the working place, it aims to create pride and build motivation for employees at work. They understand about the business that they can dedicate and contribute more to the common development. Via development process of Group in the history, employees can also recognize company culture and working environment that they can learn and adapt to fit into. After that, the training program will focus on sales objections with specific information about market share that CMA CGM Vietnam is currently conquering and the target in the near future. This information helps Sales employees draw a total picture about company situation and how to compete with other rivals in the similar industry.

CMA CGM Vietnam also pays a high attention to educate about buying behaviors. This part explains why the company can maintain a long-term relationship with loyal customers and why they can attract more new one to use the company's services. It is the result of the understanding the thinking and behaviors of buyers and the strategy to access and align the company with the customers. To understand about this, Sales force becomes more experiences when communicate with customers. With the position of the third shipping company in the world, CMA CGM Vietnam has a chance to cooperate with giant company such as Nike, Adidas, Microsoft, Puma, Apple Ltd in transportation assistance. Therefore, the knowledge about customers' profile and habits are mandatory to satisfy their needs, avoiding losing them to the competitors. "Master of negotiation" and "Selling value, not price" are stressed during the training program with the aim to build up necessary skills for Sales force in interacting with customers.

Technical training, on another hand, is the training program on computer software and hardware offered to specific members based on their position. In CMA CGM, they use SAP ERP to manage sales order, logistics process, documentation tracking, customers profile and all other things about business. SAP ERP itself is an enormous technology system and really complicated for employee. Therefore, a technical training is fundamental to help staffs be familiar with the process and workflow. Besides that, there is one intranet system for all managers and employees within company to interact and update information about global offices and Group. To get used to the system creates higher performance rate with higher standards at the company. Furthermore, employees will be more self-confidence and develop higher skills levels when they feel that they can manage well the work process. Understanding and building skills in international technology (IT) also assist people to perform well many different tasks.

In international skills training session, employee will have the chance to know and practice how to remain positive relationships with boss, other colleagues and especially with customers, increasing the confidence in communication, resolving conflicts and building trust. With a salesperson, having a good communicational skills and interacting with other people are very necessary. By training about this segment, some advantages can be achieved individually such as getting along with one another, conversation exchanging, minimizing conflict and positively affecting to others.

Besides that, CMA CGM Vietnam, with the management of group, always follow and support employee by additional training along the work, concentrating deeply in the department and position they are working for. This strategy is not only useful for their own personal development but also crucial for the change and develop of the company, to catch up with new technology, new laws and regulations and new business development path of the Group. Furthermore, with well-performance employee, they will have special right to have a training program in Headquarter in Marseille, France with the direct learning and teaching. After that, they will get back the local offices to train other staffs.

4.2.3 Enlighteners

Enlighteners, in a nutshell, is a mean to supervise and guide salespeople to manage and access customer networks quickly and effectively. Enlighteners can be a person or a system to be more flexible in being closer with customers, hence enhancing sales volume. (Zoltners & Sinha & Lorimer 2009, 11). This criteria usually exists in large company where the sales organization is usually complex and heavy.

In CMA CGM Group generally and in CMA CGM Vietnam separately, the client numbers are uncountable with enormous data and customer requests and claiming happens daily. The very common situation that client keeps in touch with Sales person, who is dealing directly about the freight and business, much more than with Customer Services. Therefore, Sales force is not only responsible for sales but also in charge partly of customer services. Whenever there is a request from customers about tracking the vessel, problems popping-up or documentation mistaking, Sales person is expected to connect and reply within their ability. The demand for an internal

system is high to control all customers' master data regionally and globally. CMA CGM Group applies Citrix, LARA and INTRA system for all employees to store customer data and shipping process.



Figure 44: Three internal systems that are in use in CMA CGM Group and Vietnam

4.2.4 Exciters

Inspiration and motivation are not only from workplace but also a result of factors called “exciters”. These factors are different based on companies and their policies. However, some common aspects are net salary, commission, welfare, entertainment, friendly working environment, teamwork, etc. that boost up the employees' performance very much. Please note that any policy in Vietnam is approved and applied with the Group management, hence the criteria to measure this factor is covered with both local office and Group level.

In CMA CGM Vietnam, they offer free lunch for staffs with thoroughly prepared meal covered of all necessary nutrition to ensure everyone is charged enough energy for a long and tough working day. This is small thing but makes a big impact to the mood of employees due to the convenience, time and money saving and networking and relaxing improvement. In Vietnam, not so many companies are willing to support employee free lunch because of cost saving strategy. Thus, mostly working people have to take care of their own meal such as before-handed preparation at home or going out to have lunch. Sometimes, the working company and factories' location are out of the city center so it will be difficult to access a lunch restaurant. It can be easily understandable why CMA CGM Vietnam got a credit with their employees in this part.

Besides of that, CMA CGM Vietnam highly concerns to the healthy life of employees with various benefits for health care. It offers gym area with exercising equipment and instructor, also ticket discount for tennis, soccer field and swimming pool. With the motto of "Taking care of your employees and they will take care of your business", CMA CGM Group generally and CMA CGM Vietnam separately, are applying more and more policies to support and encourage employees for better performance. Wellbeing, according to the American research, contributes significantly to the growth in key operational areas such as productivity, turnover, safety and quality, customer services and definitely profitability (Boyce, 2015). The research, furthermore, showed that there was a strong connection between employee engagements with basic health situation. Thus, CMA CGM Vietnam aims to contribute better human resources based on healthcare for all employees.

4.2.5 Controllers

Even though CMA CGM Vietnam has 5 representative offices in Vietnam and Ho Chi Minh City is headquarter, the sales force is generally limited. In the system, position of controllers is not clear. Sales manager will be the one who keep in touch with sales force team to track the working performance and based on the sales number and weekly report, she can update the working progress to the whole team and upper level. Besides that, technology also contributes to the responsibility as controllers due to data management in the system.

Nevertheless, the impact of controllers is necessary for the general development, especially in sales department of international company. CMA CGM Vietnam might need to consider more about this factor in its

4.3 Sales Strategies

This part is written based on the information from interviews with Ms. Trang Nguyen, Sales Manager and 120 Sales employees from various level, from staff level to supervisor level, full-time employee to part-time employee, etc. One of the primary basis of an organization is having a thorough and detailed sales strategy for every single period of the business development, for each year and based on different industry.

4.3.1 Current situation and objectives of sales force in CMA CGM

Salespeople are required to be highly comprehensive about the services that the company can offer, also provide the most valuable information and value to help customers differentiate the company with other rivals. In 2015, over 40% of buyers disengage with sales team by two main reasons. Firstly, salesforce did not work effectively in the responsibility of delivering company's value or not aligned to the customers' demand in solving business challenge. Secondly, salesforce was burdened with the complexity and involvement of various clients in the procurement process, leading to ineffective sales execution. In 2016, happily, CMA CGM Vietnam sales team has been more developed to capture the market and customers, reducing the percent of disengage buyers to around 30%. However, sales team is still facing with other challenges. For example, according to CMA CGM Vietnam's survey in 2015, 57% of the new customer's journey starts before sales team approaches with a prospect. 49% of conversation ends up in "no decision" mode because salesforce did not perform well in aligning to buyer stages that is considered to be a main reason. Besides that, 78% of selling content is not flexible, leading to unsuccessful sales methods to handle the complexity of the selling process. 49% of a sales person's time is not spent on selling due to the pressure of finding new potential customers together with hunting for the selling content and resources. Attentionally, 88% of missed opportunities were because of the lack of internal resources to support salesperson to deal with customers and only 64% of sales people can make their quota.

Therefore, 2017 is upcoming with more strategies and key objectives to embrace challenges for sales organization, get over obstacles and recognize investment area needed for sales execution.

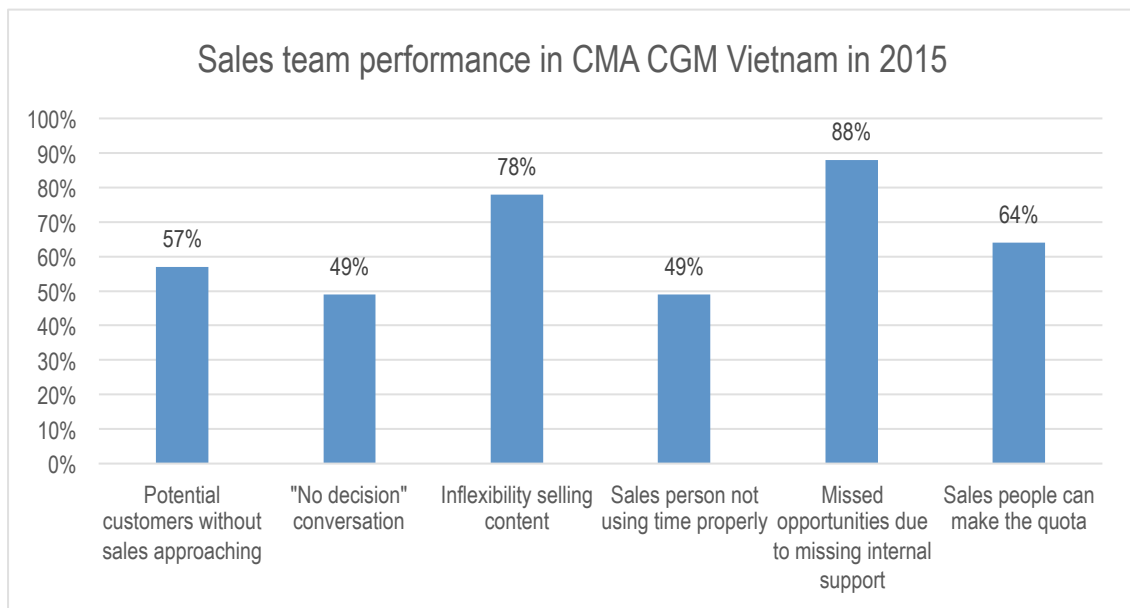


Figure 45: Sales team performance and challenges in CMA CGM Vietnam 2015 (Internal report)

4.3.2 Most important targets to executive management

For the above challenges, Sales executive manager at CMA CGM Vietnam has been ranking 6 smaller targets for sales improvement based on the importance level from 1 to 6, as 1 is the most important action and 6 is the least important movement for sales execution.

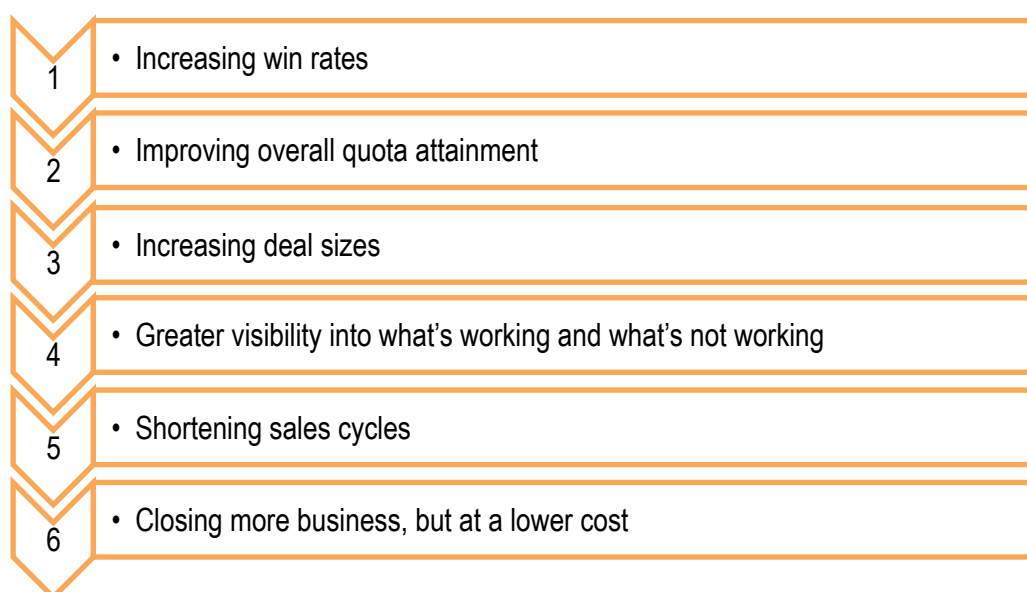


Figure 46: 6 targets for sales improvement

Increasing win rates has been ranked as the first target to boost up salesforce's performance. According to Ms. Trang, to gain "Yes" from the customers is not easy but it is also not impossible. The more frequently sales people approach to customers, the likely they will have that golden word. However, it does not mean that having many of "No" is a sign of failure. During 18-plus year of experience in Sales department, sales people are hardly meeting an ideally potential customer from the very first time. Success in sales process requires hard practice, strongly informative and patience in approaching customers. Secondly, she considers that to improve overall quota attainment is also necessary for the general development for sales team. To have high expectation means that sales people are required to be more flexible, proactive and creative to gain a bigger deal for the company. However, on the other hand, it might put salespeople under high pressure of trying to reach the quota monthly and at the same time complete sales cycle. The next target to set up for sales force is increasing deal sizes to gain better benefits for both company side and sales person side. Instead of searching for many deals with small amount of value, sales people are encouraged to hunt big customers with more profit of agreements. Optimizing the deal sizes is the effective way to increase the sales value and general performance of sales force.

In addition, high positions in the company including Sales Manager and board director are expected to have better visibility into business strategies and directions to achieve the final goal. Within CMA CGM Vietnam, they always have weekly, monthly, quarterly and yearly meetings to review, comment the business and have immediate adjust in actions to recognize what is working and what is not working. Shortening sales cycles and closing more business at a lower cost play vital roles as well.

4.3.3 Key Sales objectives for 2017

Key sales objectives are set up annually as KPI's for CMA CGM Vietnam. All criteria is not much different year over year but the degrees of priorities is setting verily according to the internal and external influences. The fluctuation of economic conditions and company strategies itself contribute to the business direction. According to the short interview with Ms. Trang Nguyen-Thu, Sales Manager, 9 key objectives with Sales Department for 2017 had been decided. Below are the top ten objectives.

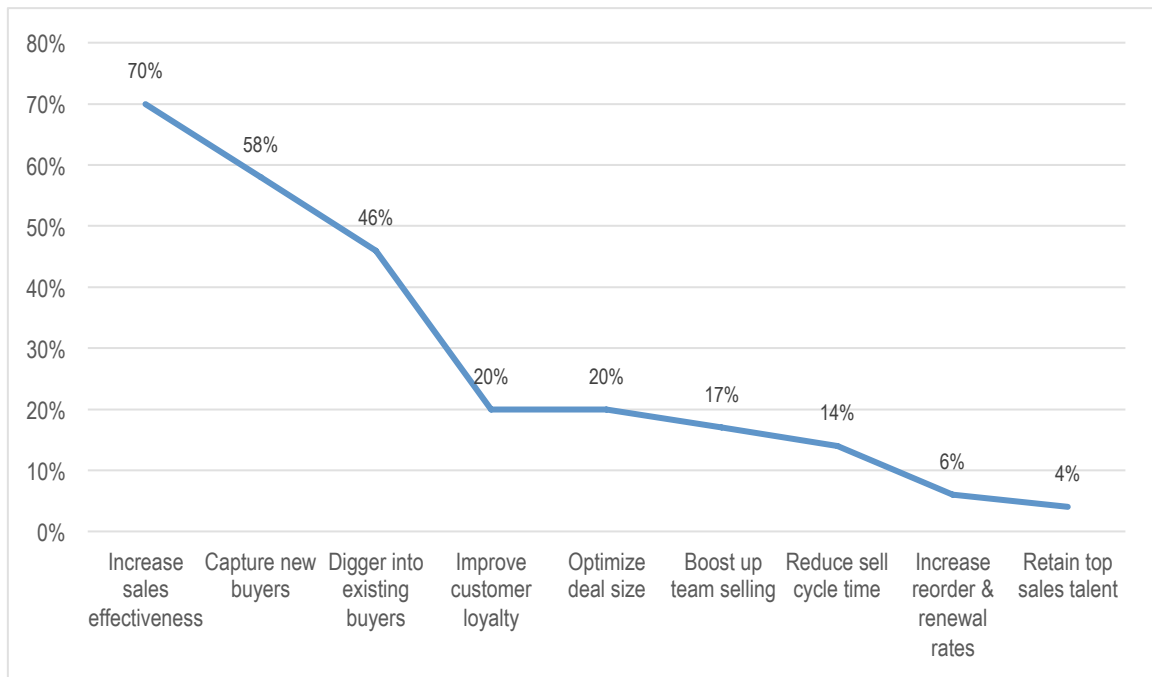


Figure 47: Key Sales Objectives of CMA CGM Vietnam in 2017

70% opinions agreed that to increase sales effectiveness is the highest priority in the upcoming New Year. Based on the introduction of 5 Effectiveness Drivers in the framework theory written in chapter 1, Ms. Trang said that the company prepares to build the core program for Sales department with similar content. Moving to the next target, 58% opinions voted for sales team to heading directly to new buyers, who can create new atmosphere for the current company's situation and expand market share in the competition. At the same time, ceaselessly concentrate on existing customers to nurture the business relationship is in focus (46%). This is not a surprising result for any company to maintain the profit with previous customers and simultaneously understand that they are not the only sources for revenue. However, market is getting tougher and tougher with high level of competition, thus leading to the urgent demand of finding new clients to buy the services.

Other targets of the company in the near future are including improving customer loyalty (20%), optimizing deal size (20%), boosting up team selling (17%) and reducing sell cycle time to cut off burden for sales people and also hold customers consistently (14%). Also in the list, there are two targets left with small portion but still catch eyes of board manager: increasing reorder and renewing rates and retaining top sales talent. All of the target, despite of the rankings, are with the aim to better revenue and customer services, boosting up company reputation in the new year.

4.3.4 Top challenges for sales in maritime industry in Vietnam

Enhancing quota attainment is one of the most important concentrative areas to executive management. Reviewing back in the year 2015 and in the beginning of 2016, the quota achievement of sales organization was not so impressive. Internal survey to over 100 sales people in CMA SCM Vietnam showed that they are the most 6 significant reasons that have strong impact to sales cycle and overall performance.

First of all, over 78% of the respondents informed that they missed the opportunities due to customers were too hesitated to make a decision. In the end, the answers came up mostly with no decision had been made due to the request of more consideration. About this reason, from higher perspective of managers level at CMA CGM Vietnam, it showed the weakness of sales people in negotiation, convincing and inefficient approach. All of that will be focused during training program. The second reason, as mentioned, is the ineffective communication method from sales team to the customers, resulting to the neutral purchasing decision. The next one, responded by over 30% of vote, is in terms of time spent for selling. The sales people said that sales cycle in the company was quite complicated, leading to too much time for handling required documentation as well as internal legal compliance. The two left reasons are about unsuitable selling content with buyers' purposes and inability to adapt selling content with various selling situation.

By recognizing all of the obstacles, sales people have the opportunity to improve the sales skills and being coached with more suitable content to overcome the challenges.

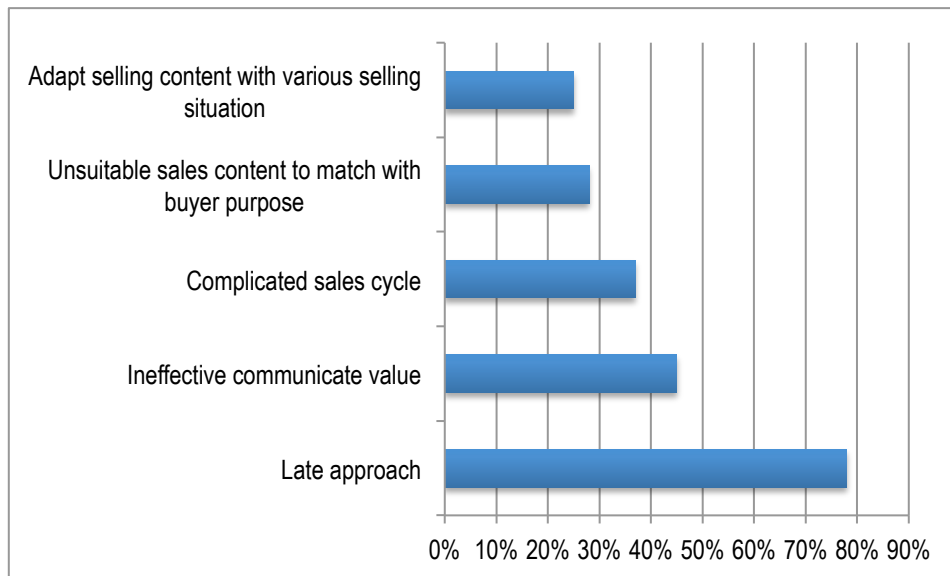


Figure 48: Obstacles of Sales force to achieve sales quota (Internal survey, 2015)

4.3.5 Areas and solutions for sales improvement

Facing with strict competition and more complex selling processes, sales team is the fundamental challenge for CMA CGM Vietnam to build a stable position in the market and gaining more revenue. To handle with all difficulties, besides shrinking selling process and setting up critical business objectives, CMA CGM has invested in various areas to improve sales performance.

More training is the first solution in the program. The content and training method will be in high concern to increase effectiveness and avoid boring and costly. According to internal interview in 2015, 85% of the respondents said that they forgot training content within weeks. In addition, 70% of buyers were already halfway in making purchasing decision, thus it is the bad moment for salesforce's approach (Company internal survey, 2015). CMA CGM Vietnam has come to the decision of setting up a better content preparation for the salespeople, decreasing the time of coming up with new approaching method. The final solution to boost up sales working performance is shrinking selling cycle in order to support sales people in the working process with customers. Each of this area requires real effort and investment to be worthwhile, with the weight of high efficiencies. However, from theory to real result, still a big gap to conquer based on strategy and overall sales execution. To fill in this gap is also to connect every single points to create a whole picture, including aligning with sales colleagues and buyers, specific to each selling situation and to update with the pace of change.

5 SALES EFFECTIVENESS DRIVERS PLAN AND CONCLUSION

It can be seen that the sales force performance in the company is in a high request to improve more, in order to compete with other rivals and gain more revenue for the company. To strengthen the team, based on 5 Sales Effective Drivers theory, also via interview with Sales manager of CMA CGM Vietnam, the author has drawn out the most important points to concentrate on during the program for CMA CGM Vietnam.

Driver	Main contents	Actions
Definers	Direct targets Straightforward strategies Clear roles	Market research Sales force design Set up objectives Details instruction
Shapers	Building up skills, capabilities and qualifications for sales team	Recruitment Training Supervising Coaching program Leadership skills
Enlighteners	Providing customer knowledge	Customer research Data analysis Content approach Customer relationship management
Exciters	Motivation and inspiration factors to encourage sales people achieve success	Rewards Compensation and commission Meaningful work High team/work spirit Leadership experience
Controllars	To supervise and control sales activities effectively	Performance management (KPIs) Work measurement Goal setting and forecasting Team-work and communication

Table 2: 5 Sales Effectiveness Drivers for CMA CGM Vietnam

In Definers category, CMA CGM Vietnam should focus more about doing Vietnam market research to catch the gap in the market that other rivals did not jump into. As mentioned above, Vietnam market has high potential in maritime industry based on long beach coast and minimum 5 big harbors in important position of Vietnam. Also, external investment is entered into Vietnam higher and higher each year to explode the market. Therefore, the demand of import and export in near future will increase and the ability to catch up with new customers and fresh demand is able. By creating the Sales Force structure, CMA CGM Vietnam needs to highlight on services provided and efficiency in human resources management. The sales force size and territory alignment help to serve customer needs better and optimize company profit. Besides that, in Shapers category, via training and coaching period, sales people will obtain and broaden products/services and market knowledge, selling skills and increase efficient time usage. Sales Manager and people in high level of the company contribute to the success of this phrase by getting feedback on time and inspiring and having recognition to retain good performance of sales people and create a “success” culture simultaneously. With 3 other phrases, including Enlighteners, Exciters and Controllers, sales force is in a high request to retain successful customer relationship management. In CMA CGM Vietnam, there is an internal system to manage customer information and update status of the relationship in order to recognize the level of loyal customers. Therefore, based on the existed system, customer knowledge is provided and sales people take responsibility for some suitable sales content approach.

In additions, Sales Manager may consider about increasing reward levels compared to current policy about commission and compensation for sales team. By this way, they will have more motivation at work and achieve better result. It is recommended to have a team meeting regularly to update the situation among sales people and share information from Sales Manager to have a timely adjustment. Team spirit and leadership experience, according to staffs from internal survey of the company, are also need to feature in the future to build up stronger team.

Finally, as mentioned before, CMA CGM Vietnam currently has not have Controller driver to measure exactly sales performance. Thus, the suggestion is coming up from the author that building an internal system that sales people are requested to update online so others can track and follow sales process. This way is also helpful for urgent support with sales content or sales cycle during the peak time of transportation demand.

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