

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM 2017-19 BATCH TRIMESTER- III
END TERM, APRIL, 2018

Course Name	Sales Management and Business Development (SMBD)	Course Code	MKT301
Max. Time	2 hours	Max. Marks	40

Instructions: All the questions are compulsory

- ITC is an industry leader in the marketing of tobacco-related products. The company has a vision of becoming a food major in five year, and is planning to go for a national level of launch of its Aashirvaad Atta (flour) brand. To estimate the demand, the management thinks that they should take some factors into consideration. If you had to suggest some factors what would they be and why? (4 M)
- Discuss the following approaches used to determine the size of the salesforce: (4x3=12 M)
 - Workload approach
 - Sales Potential (Breakdown) Approach
 - Affordability Approach
 - Incremental approach
- What type of quota do you recommend for the following types of sales jobs: (2x2.5 M)
 - Selling automobiles in Indian market
 - Selling Annapurna Atta (flour) in Indian Market?
 - A company wants to introduce salary plus commission scheme for one group of salespeople and salary plus bonus for other group as compensation measures. Salespeople of both the group are equivalent i.e. they belong to the same position in the company and have more or less similar demographic characteristics. Which scheme do you think will motivate salespeople more? (5 M)
- Please go through the case given below and answer the questions that appear at the end :

When the mail from 2-Hydraulics was received by Rahul Deshpande, the CEO of R K Consultant, he immediately talked on the intercom to his Vice President, Arun Pande, to personally handle this enquiry. "If you succeed to get this order and execute the same to the complete satisfaction of 2M- Hydraulics, it would open doors for many more orders in the future", said the CEO.

"Yes, I agree with you, but for hat I will have to fly down to Bangalore immediately to meet with key people in 2M-Hydraulics to understand clearly their needs, before submitting our proposal", responded Arun.

"Why not, go ahead, and let me know if you need any help from me", said Rahul and hung up. Arun looked at the website of 2M- Hydraulics and gathered information that the company had a technical tie-up with a German company and wanted to manufacture and market hydraulic valves, pumps and other accessories in India. The company had decided on a distribution strategy of selling its products through dealers, who were expected to design, assemble, sell and service hydraulic power packs required for various applications

for material movements. Arun spoke with Srinivas Rao, general manager of 2M-Hydraulics and fixed an appointment to meet with him.

Arun gathered information about market potential in major metros and cities, competition and requirements of 2M-Hydraulics. His doubt about “can we get dealers in India performing so many tasks” was answered by the German manager, “If we can get them in Germany, why not in India?”

Arun came back to his office at Pune, discussed with Rahul, and sent his proposal to Srinivas Rao. Within one week, Arun received a call from Srinivas Rao, asking Arun to come over to Bangalore for a presentation to a team of senior executives, to be followed by negotiations.

Q4.a How was R K Consultant approach to the customer’s requirement? (2M)

Q4.b If you were Arun Pande, which presentation method, negotiation style and closing technique you would use? (2+2+2 M)

5. Please go through the case given below and answer the questions that appear at the end:

“Can you tell us why your sales performance is lower by ten percent in comparison to the sales budget at the end of first quarter”? asked the CEO of GTI company to the General Manager (Sales and Marketing) in the monthly budget review meeting.

“Yes Sir, it is due to the recession in bicycle industry, which is one of our target market segments”, responded the GM.

“Have you analysed whether the actual sales are less than the budget only because of bicycle segment or any other market segments and which regions, branches, salespersons and customers have contributed to the negative sales variance?” persisted the CEO, showing anxiety on his face, as he looked to the General Manager.

At this point the finance manager intervened and said, “I think our computerized sales analysis statements give sufficient data to find which regions and branches have contributed to the negative performance. However it does not give info

rmation on the performance of salespeople and customer-wise sales data, because the information on quotas of salespersons and codification of customers was not given by field sales managers.”

“Yes, I agree with the Finance manager and based on the sales analysis statements, I have analysed to find Northern region, and particularly Ludhiana and Sonapat branches have not performed well. Most bicycle customers are located in Ludhiana and Sonapat. I spoke with the concerned branch managers who have informed me about the recession in bicycle industry”, said GM.

“Well, why the information on recession was not discussed three months ago, when we finalized the yearly budget, and what corrective actions are you taking to make up the sales in next three quarters?” asked the CEO.

“We overlooked the point on changes in the marketing environment, when we did the company sales forecast and we shall come up with our proposal on the corrective actions in next two weeks from now”, responded the General Manager (Sales and Marketing)

Q5.a If you were the GM (Sales & Marketing), how would you identify the weak points? (3M)

Q5.b What corrective actions would you suggest to make up the sales in next quarter? (3M)