

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM/PGDM (SM)/PGDM (M)**  
**THIRD TRIMESTER (Batch 2018-20)**  
**END TERM EXAMINATIONS, MARCH 2019**

<b>Course Name</b>	<b>Sales Management &amp; Business Development</b>	<b>Course Code</b>	<b>MKT302</b>
<b>Max. Time</b>	<b>2 hours</b>	<b>Max. Marks</b>	<b>40</b>

**INSTRUCTIONS:** *Answer all the questions.*

1. As the board exam fever runs high, giving stressful days and nights to the students, India's largest milk brand Amul wishes to cash on the opportunity with its ready-to-drink milk product, Amul Memory Milk, prepared from ancient ayurvedic recipe that is set to boost brain power and reduce anxiety and stress levels. The milk drink is made from Sterilized Homogenized Flavored Toned Milk, sugar and combination of ayurvedic extracts traditionally known to boost memory such as tulsi, brahmi, ashwagandha and shankpushpi and intended address the routine stress, anxiety and mental acuity in adults.
 

(8+4 =12 Marks)

  - a) You, as Territory Sales Incharge (TSI), are asked to promote the same during the last Parent Teachers Meeting (PTM) in a school of your choice. Outline the stages of selling process for the same.
  - b) What kind of organization structure is normally followed by FMCG companies like Amul. Explain in detail.
  
2. Patanjali had set its foot in the dairy products and frozen foods category in July last year, introducing cow milk, buttermilk, curd, paneer and frozen peas. Speaking about their foray into dairy products and frozen foods, Patanjali spokesperson said that the company strives to build a chain from the farms to the food plate. Since this category is overrun with synthetic milk and adulterated dairy products, the company wants to provide real 'desi' cow's milk and products made from that milk. Similarly, as far as frozen foods are considered, the company would make peas available in the market free from chemical fertilizers unlike other companies' products. To begin with, the products were made available in four markets– Delhi, Rajasthan, Haryana and Maharashtra and were priced lower than the other brands available. To start with the company focus is in the northern & western zone. As a Zonal Sales Manager for northern zone:
 

(6+6 =12 Marks)

  - a) Suggest a suitable technique of making the forecast for its frozen peas category with clear justification.
  - b) Elaborate on the various 'routing' shapes of territories and the type that you would prefer for your zone.
  
3. Read the following case study carefully and answer the questions given in the end.

(<https://www.anaplan.com/wp-content/uploads/2014/10/Anaplan-HP-CaseStudy-1b.pdf>)  
"Hewlett-Packard transforms sales territory and quota planning across the globe with Anaplan"

Hewlett-Packard (HP) is a Palo Alto-based, global company with a broad technology portfolio spanning printing, personal systems, software, services and IT infrastructure. They've recently embarked on a multi-year initiative to transform the company, and achieve long-term profitable growth. One of the key levers for driving this transformation is by transforming the applications, the services and the infrastructure that drive HP. With a sales team encompassing 30,000 sales representatives selling over 150 product lines to customers around the globe, a key element of HP's transformation plan was to dramatically increase their sales performance. HP needs to come with a new plan to improve visibility into and the effectiveness of their territory and quota planning process to make that happen.

There is a gap between the design and implementation of their annual sales territory and quota assignments. Although they spent a significant amount of time at the worldwide level to determine the optimal design for how they wanted to go market, and how to best spend their budget, their spreadsheet-based process leads to unpredictable deployment and a lack of visibility into what was actually implemented in the field. This leaves sales leadership without full transparency into actual quota deployment, and some degree of uncertainty that their sales assignments and customers were covered optimally. "We are always looking at what actually got deployed in a rearview mirror," said a Senior Vice President, Worldwide Indirect Sales, HP Enterprise Group, Hewlett-Packard. "This is a spreadsheet-run exercise, and by the time that all got rolled back up, and people correct minor errors along the way, we would be usually at the beginning of Q2."

Although HP quickly identified this gap as a significant limitation in reaching their aggressive growth goals, identifying how to solve it proved challenging. The sales team could not initially find a solution that met their needs and planned on creating their own home-grown solution. "To attack this problem, we need to begin developing a solution in-house because we really didn't see anything in the marketplace until we came across our own plan," said Senior Director, IT, Hewlett-Packard. "The capabilities that we could get with the new plan, frankly, should exceed our expectations and our own requirements for building a homegrown solution. It needs to give us an opportunity to stretch beyond the ideas that we have for quota deployment."

### Questions

- a) The company is evaluating the option to re-design structure & territories and assign responsibilities to salespeople. What type of quota do you recommend to Senior Vice President, Worldwide Indirect Sales for such type of sales jobs? Justify. (8 Marks)
- b) Design an appropriate reward system both financial and non-financial for the new recruits to motivate them? (8 Marks)