



## EXAMINER'S REPORT

MAY 2003

### MANAGEMENT OF SALES AND CUSTOMER SERVICE

#### General Comments

Standards were good this year. The paper covered most of the syllabus and it included one question on channel choice from The Channel Advantage. Some students gave too short an answer to some of the questions, particularly those that required discussion and conclusions. These questions require up to 3 pages to cover the subject matter adequately. Other more precise questions could be answered in two pages. More students are laying out their answers well, with headings, points and explanations in a logical manner. A small few are still writing their answers in one continuous paragraph. The number of work-related examples could have been increased. Again many students did not answer the questions fully, forgetting the final point asked in the question.

Overall the results were:

<b>PASS:</b>	<b>75.0%</b>	<b>A: 1.3%</b>	<b>B: 3.3%</b>	<b>C: 21.1%</b>	<b>D: 49.3%</b>
<b>FAIL:</b>	<b>25.0%</b>	<b>E: 11.8%</b>	<b>F: 13.2%</b>		

The overall pass rate declined from 81.1% in 2001 to 73.5% in 2002 and increased to 75% this year. There were 2 'A' grades this year and nearly 12% just failed by a few marks, some of these could pass by compensation.

#### Question 1

This was the third most popular question. Most students answered the question well but some did not cover all the points adequately. The answer should have included: the focus of selling compared to marketing; the changing approach to selling (moving to problem solving and relationship marketing); the marketing mix and the customer contact level of different elements of the mix; selling costs in industrial, consumer, FMCG; and the impacts of technology.

#### Question 2

This was the second least popular question. Most students answered this question well. Their answers included: definitions of forecasting, descriptions of management estimates, salesforce consensus methods, Delphi processes, trend analysis (with seasonality adjustments), and correlation analysis. The discussions of cost and accuracy should have focused on each method, instead most answers discussed the differences between the methods. The use of the forecasts was well covered, although some students neglected to include it.

#### Question 3

This was the fourth most popular question. The answer should have included a definition of a job description and job specification, and then the elaboration of two examples. Most answers were incomplete, students did not fully understand the differences between both terms and could not fully apply them.

#### **Question 4**

This was the second most popular question and it was fairly well answered. Students had a good understanding of structures, span of control, cost of a salesforce vs. agents, the advantages and disadvantages of agents, and the situations where agents and one's own salesforce are best employed.

#### **Question 5**

This was the third least popular question and it was not well answered. The answer is in The Channel Advantage. The focus was on how one can determine what channels to use and how to ensure the best use of them.

#### **Question 6**

This was the fifth most popular question. It was a straight forward question, except most people failed to present the answer in the form of a report and were less clear in the steps to set up a relationship marketing approach and the training needed. The potential gains were well elaborated.

#### **Question 7**

This was the most popular question and was well answered generally. Students knew their motivational theories, but were less surefooted in applying them unless they used the overall motivational diagram (salesperson, financial remuneration and incentives, non-financial incentives, management controls, leadership) to analyse the question. Few students completed the question and answered the actual question asked.

#### **Question 8**

This was the least popular question and it was not answered well. Students had difficulty in framing a coherent answer. It should have covered the importance of communications in the role of the sales manager, a definition of communication (covering encoding, decoding, etc.), a description of different types of formal and informal communications, how they could go wrong and how to ensure best practice.