



MANAGEMENT OF SALES & CUSTOMER SERVICE

THURSDAY, MAY 6, 2004. TIME: 2.00 pm - 5.00 pm

Please attempt **FIVE** questions.

(If more than the specified number of questions are attempted, delete those you do not wish to have marked. Otherwise the Examiner will mark the **FIRST** five questions in your Answer Book).

All questions carry equal marks.

Do **NOT** repeat question in answer, but show clearly the number of the question attempted on the appropriate page of the Answer Book.

(Note: Marks are awarded for the relevant use of contemporary Irish and international examples of marketing practice)

1. As sales manager you decide that big revenue gains can be made this year by selling more to current clients. Describe how you would implement such a sales strategy and what considerations you would need to take into account.
2. There is no such thing as the perfect employee, but there are perfectly trainable employees. Ben Franklin once said, "*An investment in education pays the best dividends*". It is still true today. The return on your training euro can be significant, if the training is appropriate, adequate, and properly done. Describe the type and duration of training for new sales employees and how you would assess competence levels.
3. "*All people are motivated. They may be motivated to work hard or to stay in bed. They may be motivated to help customers or just get commissions. Our job is to identify and reward those motivations that produce behaviours we want to see repeated*".
How does the sales manager do this?
4. While salesforces are just as important as they've always been, there is no question that they are undergoing fundamental change. The reason for this change is the increasing acceptance and use of alternative channels. Discuss, explaining the concept of leveraged salesforces and the principles underlying leveraged salesforces.

P.T.O.

5. Understanding the cost of sales and calculating it is an important part of planning a compensation package. How would you calculate the cost of sales for a company and an individual salesperson? How would you use the results to plan a compensation package? What would a typical compensation package be made up of?
6. *“Leadership is an art, not a science and the difference between a genuinely effective leader and a short-term motivator can be found in the personal decisions an individual makes when choosing how to live his or her life”*. Discuss.
7. When a company becomes involved in e-commerce there is a concern that the company’s relationship with dealers and retailers may suffer. To what extent is this concern justified?
8. Financial services providers (FSPs) must take extra care to consider the quality of their customer service. FSPs must understand the changing needs of different customers and respond with relevant service as new conditions appear. How can one define quality service, and how is it implemented and audited in practice?