



MANAGEMENT OF SALES & CUSTOMER SERVICE

THURSDAY, AUGUST 18, 2005. 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. Many sales managers derive their status and credibility from knowing more than the teams they manage. But some managers contribute very little. What they spend their time doing is 'gate keeping' information, collecting it, aggregating it and disseminating it, up and down the hierarchy. Discuss.
2. Many sales articles have devoted lots of attention to closing techniques. More recent books have focused on negotiation skills or asking the right questions. Discuss in terms of a selling formula or a sales model.
3. Describe, making use of diagrams, typical sales organisational structures for a Fast Moving Consumers Goods (FMCG) company at the following stages of its development:
 - (a) A small new organisation
 - (b) A salesforce of 15-20 people
 - (c) A salesforce of 60 people
4. Explain how you would build an e-commerce strategy.
5. What is a typical remuneration package for a salesperson? Discuss how the sales objectives should influence the composition of the sales person's remuneration, using practical examples to support your answer.

P.T.O.

6. A company has long enjoyed a healthy share of the Irish market, but its position is threatened by new aggressive competition and its market share is falling. The salaries and conditions of employment of its salesforce are above average for its sector.
- (a) Explain which theory of motivation applies best to this situation and why? (12 marks)
 - (b) How would you apply this theory to increase company sales? (8 marks)
7. How would one undertake a sales management audit and what should it cover?
8. How would you set up a customer care monitoring and control system in a chain of retail clothing shops?