



MANAGEMENT OF SALES & CUSTOMER SERVICE

THURSDAY, AUGUST 16, 2007. 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 or international examples of marketing practice)

1. Sales and marketing are partners. A sales team could be the eyes and ears of marketing so that together they can ascertain deeper customer insights from which superior competitive strategies can be developed, and so a virtual circle of continuous improvement can be implemented. Discuss.
2.
 - (a) What are the factors involved in calculating the size of your salesforce and explain how you would apply them?
 - (b) Assume annual sales €10 million, 400 customers, an average of 10 sales calls per customer per year, the sales people average 2 calls a day each, and have 200 days available for calls per year.
 - (i) How many sales people will you require?
 - (ii) Estimate your sales costs and comment on whether they are reasonable?
3. Sales driven organisations are becoming increasingly dependent on effective sales management at every level. How can sales management be made more effective?

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4. Many companies regularly train their sales people, but many forget that sales managers need on-going training as well. Some commentators suggest that all sales managers should attend the same training that their sales people go through. Discuss, thoroughly reviewing the training needs of sales managers.
5. Many Chief Executives (CEs) believe that money is the most effective motivator. The problem is that this method gets expensive and doesn't seem to work as well as other approaches. Explain these other approaches and how would you convince your CE to use them?
6. Describe the different stages in the recruitment process and write a job description for an export sales manager of a manufacturing toy company.
7. What are the major steps in developing a strategic call centre plan?
8. A combination of conceptual, human relations and personal skills are important in sales leaders. Discuss drawing on relevant management theories.