



MANAGEMENT OF SALES & CUSTOMER SERVICE

THURSDAY, MAY 3, 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. Most sales managers still perform as salespeople, most sales managers haven't been trained to manage salespeople and most sales managers don't know how to evaluate their people beyond the numbers on the spreadsheets. Discuss.
2. Every company should use its salesforce to seek out and disseminate information. How could this be done, what information is important and what role should the sales office and the salesforce play?
3. According to a recent study, the majority of retail customers across all financial services are unprofitable or marginal. Financial service providers survive only because their best customers subsidise the rest. The top 10% of customers produce on average 86% of a firm's profit while the top 20% produce 114%. The remaining 80% consume inappropriate shares of the profit. How does this influence Irish banks' sales strategy and would you agree with their strategy?
4. To operationalise the key concepts of relationship marketing, the sales professional will have to adapt. Critically discuss.

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5. Motivational experts such as Herzberg, Maslow and Vroom agree that employees are motivated more effectively for long periods when management uses positive versus negative motivators, non-monetary versus monetary motivators and personal managerial power versus position power. Discuss and recommend how you would motivate a sales team of 20 people.
6. 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 sales person? How would you use the results to plan a compensation package? How would a typical compensation package be made up?
7. What are the principles for building a 'leveraged salesforce' and why would a sales manager use such a salesforce?
8. Control systems can be behaviour-based and/or outcome-based. Discuss; and explain what controls you would use as sales manager.