



## **EXAMINER'S REPORT**

**AUGUST 2007**

### **PRACTICE OF SELLING**

#### **Question 1**

A straightforward textbook based question on both the direct and indirect options for selling in an overseas market. Some candidates also remembered to consult with State bodies such as Enterprise Ireland when taking this decision.

#### **Question 2**

Most candidates went for the McDonald and Wilson Relational Development Model as the framework which is perfectly good. Others took the basic, exploratory, co-operative, interdependent and integrated framework and used it to structure their answer.

#### **Question 3**

Again straight from the essential text, Chapter 2, Consumer and Organizational Buyer Behaviour. Some candidates correctly teased out the likely differences depending on the buy class.

#### **Question 4**

This was an applied question drawing from the "Sales Effectiveness" area of the syllabus. Students drew on material from sales organization as a sales management function and also on self-management as a sales responsibility for answering. Sales activity planning, allocation of sales effort, call scheduling, routing, and good time management are some of the contributors to effective territory management and effective selling. Candidates also stressed the need for well-developed organizational skills for effective territory management and emphasized the role information technology can play in this key sales area.

#### **Question 5**

This question required the student to highlight the differences of selling a service: influence of technology, the nature of services, trust, intangibility, inseparability, sales representatives as part of the service and the like. The better answers included intelligent and appropriate use of examples to illustrate the considerations.

**Question 6**

This question drew on the student's understanding of the role of qualitative measures in evaluating sales performance and some candidates went further to detail the role of sales coaching. All were of the opinion that a combination of both quantitative and qualitative measures was more useful.

**Question 7**

Not a popular question but drawn from the opening chapter of the essential text. Corporate strategy dictates marketing strategy which, in turn, sets up the sales objectives and ultimate sales strategy. The Table in Chapter 1 adapted from Strahle and Spiro explains it well.

**Question 8**

The students who opted for this question generally scored well. TQM was mooted by some as a means of achieving the required customer focus and candidates drew organograms to illustrate their proposals for alternative structures. Dual mandate managers, job rotation, joint teamwork, training and shadowing, shared information databases and enlightened leadership are all possible steps towards integration of the two.