

APPLICATION QUESTIONS

1. What are the key functions of salespeople in your organization? How is their work coordinated?
2. How is the sales force deployed: by geographical territory; by product range; by type of customer? Is this deployment optimal? What other patterns of deployment should be considered by your organization?
3. Who is responsible for the sales force in your organization? What is the relationship between this post of responsibility and other marketing responsibilities in the organization? Does this cause any problems? Where problems arise, how could they be solved?
4. Can you make a case to justify the present size and type of sales force used? Could you defend your position if you were requested to cut back the sales force by 30 per cent? How would you make your case? What do you believe would be the consequences of a 30 per cent cutback in the sales force?
5. How is your own organization's sales force used? Is this the best possible use of the sales force? In what ways do activities of the sales force complement other forms of marketing communications used? Identify any other ways in which you feel the activities of the sales force could enhance the total marketing communications effort.
6. Critically appraise your company's sales plan. Does it flow naturally from the company's marketing objectives?
7. Have you identified key accounts taking into account future potential and not just today's revenue?
8. Have you identified key account managers with the requisite influencing and implementation skills?
9. Do you manage key accounts differentially according to their stage of relationship development? Are there any key accounts where you delude yourselves that a close relationship is possible when the customer has every intention of behaving transactionally?
10. Do you allocate resources (such as your best key account managers) to key accounts differentially, taking into account the position of each account in the portfolio?