

Jagan Institute of Management Studies
End-Term Examination, September, 2016
Trimester IV – PGDM & PGDM (IB) 2015-17

Sales & Distribution Management
ET_PG_IB_S&DM_2409

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q8 which are compulsory.

- Q 1** Give your brief comments on any **FOUR** of the following:
- a) Different types of territorial routing patterns.
 - b) Requisite ability & skills for satisfactory job performance.
 - c) A good compensation mix has a direct link to performance of an organization in a market place.
 - d) A sales manager has wide spectrum of sales-forecasting methods, qualitative and quantitative, available to him to select from.
 - e) Channel conflict needs to be managed amicably.
 - f) Push or Pull strategy: What works best for organizations? **14**
- Q 2** What is wrong if a firm has a sales policy to let its salespersons to just go out and make sales calls? How can a good Territory design help in this scenario? Give example of either 'Build-up' or 'Breakdown' methods of territorial design for Patanjali for its Dental care products in Eastern India markets. **14**
- Q 3** Do you agree that in organization, it is salespersons that require more motivation than other members for certain specific characteristics of their jobs? Give reasons for your answer. Prepare a motivation plan for newly inducted and trained salespersons in TATA AIG insurance, using both financial and non-financial factors. **14**
- Q 4** Bata India consulted an expert on below-target performance of its salesmen, and came to an understanding that Bata Management has to redesign their sales trainings. To have comprehensive redesign of training, suggest the following to them:
- a) Sources of training needs for their salesmen
 - b) Contents of training and
 - c) Methods of training. **14**

- Q 5** Objections are natural roadblocks in a selling process. A good salesperson anticipates the objections and prepares himself well to inoffensively overcome these. Assume ANY THREE objections you will anticipate, preferably including “You are too expensive”; and give a plan each to overcome all the Three objections in a sales call. **14**
- Q 6** Adidas Group India is planning to launch a mobile app for shopping by December, primarily to drive customer engagement through content and loyalty programmes and boost its online sales. They plan to leverage their network of retail outlets to enhance distribution and last-mile delivery. In the offline world, they sell through multi-brand stores, as well as have their own stores. Do you think practicing omni-channel strategy can increase revenue and promote customer engagement? What are the challenges of pursuing this strategy from Indian perspective? Also elaborate the challenges of online distribution in India. **14**
- Q 7** Parag Milk Foods Ltd, is planning to bring “Pride of Cows: Milk Brand in Delhi after successfully serving its 22,000 “invitation only” customers in Mumbai and Pune. Milk is priced at Rs.85 a litre, nearly double the price of standard milk in the market. “Pride of Cows” is a well marketed brand with a client base of celebrities in Mumbai and Pune. Do you think there is a need to create a separate channel of distribution? What will be service output demands of consumers in the purchase of “Pride Of Cows” and how they can be serviced by the newly created channel flow suggested by you? Do you think economics, reach and control are important when making distribution channel decisions? **14**
- Q 8** [Read the case and answer the questions given at the end.](#)
Coca Cola India built a distribution network in combination with its bottling partners and contract manufacturers in India. In urban areas, it distributes products directly from bottling plants to retailers. However, owing to lack of proper infrastructure and difficult access to the remote villages, it modified its distribution chains and adopted the three-tier ‘hub and spoke’ distribution model, to penetrate into the rural areas and increase its sales. Besides its distribution network, Coca Cola adopted ‘Right Execution Daily’ (RED) strategy for effective execution of its distribution mainly in urban areas, which boosted the sales of the company. It is a distribution plan which boosted the sales of its products in urban markets through efficient brand displays and visibility programs.
India, being a predominately rural economy and all major MNCs targeting the potential rural markets with their products, Coca

Cola was no exception. It made its presence felt in the rural markets of India with its unique marketing and distribution strategies. Company launched the RED strategy in rural markets which ensures the proper display, availability and activation of company's products in the retail stores but has by far not been successful in achieving the desired objectives. The products were not available in many stores and electricity was a major challenge in rural areas. Distribution in a market that is disproportionately rural and highly fragmented challenges even the most experienced marketers. Marketing campaigns need to be tailored to meet the requirements of each consumer demographic which is quite varied and diverse in rural areas.

Questions:

- a) Given the potential of the Indian rural markets and the challenges it poses, how far do you think RED can be effectively implemented?
- b) What are the other challenges the company presently face in reaching out to the rural consumers?

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