

## **SALES AND DISTRIBUTION MANAGEMENT (MK – 212)**

**Instructor: Prof. Rakesh Ranjan**

### **OBJECTIVE**

The objective of the course is to provide a customer centric approach to the sales and distribution function. The customer centric approach helps in (a) integrating advertising, salesforce and channel members by building non-conflicting and non overlapping routes to fulfill the needs of the consumer and (b) developing frameworks for decision making keeping the customers as the primary focus. The course will use Indian environment as the backdrop but will also draw from international experiences whenever needed. The perspective will be effective managerial decision making in these areas.

After going through this course, the participants are expected to:

1. Understand the roles and responsibilities of the Sales Managers
2. Manage and enhance the sales force productivity and performance
3. Plan and implement an effective sales strategy for their organizations.
4. Design and implement distribution channel strategy.
5. Manage the Channels efficiency and effectiveness; wholesaling, and retailing.

### **EVALUATION**

Mid Term:	20%
Assignments:	15%
Group Project:	25%
Phase I:	One Page write up
Phase II:	Project Report
Presentation:	Session 19 & 20
Final Exam	40% (Subjective Exam)

### **TEXT BOOK**

- **Sales Management- Analysis & Decision Making** –Johnston & Marshall (Tata McGRAW Hill 9<sup>th</sup> Edition, India Edition)

- **Marketing Channels**- Louis Stern, Adel El Ansary, Coughlan, Anderson & Natarajan (Pearson-7<sup>th</sup> Edition) [SAAN]
- Other Readings: Handout

## **PEDAGOGY**

Pedagogy for this course will be a mix of lectures, group work, role play; class exercises case studies and class participation based on reasoning.

To benefit from this rich mix of pedagogical tools, the students are required to go thru the given readings and cases for each class.

## **PROJECT**

Option 1: Students are expected to choose a company in groups of 5-6 and do thorough analysis of its marketing and sales and distribution strategies. The objective of the same will be to appreciate the link between the two and if the chosen company has been able to establish that or not and if not what are the suggestions from your side. This should be like a review paper based on both secondary and primary data collected by the group.

Option 2: Groups are expected to critically comment on the sales force management & channel Management of any one company. As far as possible the data should be collected via means of interview with the company officials and survey of dealers and distributors of the respective company. The Project report should have commentaries on the following:

1. Sales management:
  - a. Sales Organization
  - b. Recruitment & Induction Process
  - c. Territory allocation Process & Strategy
  - d. Reporting structure and systems
  - e. Compensation structure
  - f. System of Evaluation
  - g. Training & Development
2. Channel Management
  - a. Channel environment
  - b. Channel strategy
  - c. Channel Design & structure
  - d. Managing the channel members and conflict
  - e. Appraisal and evaluation of channel members

In your Project Report please ensure to have the following sections:

1. Disclaimer
2. Introduction
3. Objective of the study
4. Methodology

5. Description of the Sales & Distribution System of the company
6. Analysis/critique
7. Recommendations, if any
8. Limitations

Project will be evaluated on the content/coverage, flow, originality, quality of critique and analysis. Groups should take care that they submit original work.

Each group is expected to give a one page write up on project they want to undertake by 4<sup>th</sup> session. This should include the details of the company as well.

### **COURSE OUTLINE:**

### **MODULE 1: Sales Management**

<b>Session No.</b>	<b>Topic</b>	<b>Readings</b>	<b>In Class Activity</b>
1	Introduction to Sales & Distribution Management	Chapter 1 of Text Book	Discussion
2	Personal Selling Process-I	Chapter 2 of Text Book <b>Readings:</b> What makes a Good Salesperson (HBR Article) Note on Transactional Analysis	<b>Role Play</b> Understanding Selling Styles Using <b>Transactional Analysis</b>
3	Personal Selling Process-II		<b>Case Discussion: Siebel Systems: Anatomy of a Sale</b>
4	Sales Planning & Forecasting	Chapter 5 of Text Book	<b>Lecture &amp; In-class Exercise:</b> Catchment Analysis & Market Mapping <b><u>Assignment 1</u></b>
5	Managing Sales Territories & Quotas	Chapter 5 of Text Book	<b>Exercise:</b> Designing a Sales Territory
6 & 7	Sales Training, Motivation & Compensation	Chapter 6-11 of Text Book	<b>Discussion</b> <b>Exercise:</b> Designing Sales Incentive Scheme <b>Case:</b> Anupama Cosmetics
8.	Evaluating & Controlling Sales Performance	Chapter 12 of Text Book	<b>Lecture, Discussion &amp; Role Play:</b> A Theatre Exercise: Billie Daniel <b><u>Assignment 2</u></b>

9	Sales Organisation Structure	Chapter 4 of Text Book	<b>Discussion &amp; Case Discussion :</b> Komal Food Products Company Ltd.
10	<b>Guest Speaker from Industry</b>		

## **MODULE 2: Distribution Channel Management**

<b>Session No.</b>	<b>Topic</b>	<b>Readings</b>	<b>In Class Activity</b>
11	Distribution Channel Management	[SAAN] Readings: 1. Distribution Policy 2. Strategic Issues in Distribution	Lecture and Discussion
12	Marketing & Selling: Interrelationships		<b>Case:</b> Safari Batteries
13	Channel Design: Key Issues	[SAAN] Reading: 1. Designing Channels of Distribution 2. Reorienting Channels of Distribution	<b>Case Discussion:</b> Dell Computers Exercise: Designing Channels
14	Managing Channel Relationships	Readings: Channel Conflict: When is it dangerous?	<b>Case Discussion:</b> Managing Channel Conflict/ Clogging of the Channels
15	Wholesaling, and Retailing-I	[SAAN]	<b>Case Discussion:</b> Reaching the Bottom: Uniglobe's small local stores dilemma <b>Exercise:</b> Choose the Right Party <b>Assignment 4</b>
16	Wholesaling, and Retailing-II	[SAAN]	<b>Exercise:</b> Calculating ROI of a Distributor <b>Discussion:</b> Based on Small Caselets <b>Assignment 5:</b> Gino SA: Distribution Channel

			Management
17	Non-store retailing and electronic channels		<b>Case Discussion:</b> Mary Kay Inc.
18	Guest Speaker from Industry		
19-20	Group Field Project Presentations & Course Wrap Up		