

Sales Management: Shaping Future Sales Leaders (Tanner/Honeycutt/Erffmeyer)
Chapter 1 Introduction to Sales Management

1.1 Multiple Choice

1) Which of the following statements is NOT true about the role of salespeople within a company?

- A) Sales positions are the hardest jobs to fill.
- B) Sales consumes an average of one-fifth of a company's revenue.
- C) Sales positions have greater starting salaries on average than other positions such as marketing.
- D) Sales managers earn more than managers in other areas.
- E) Sales positions will become harder to obtain because the market for sales is becoming saturated.

Answer: E

Diff: 1 Page Ref: 4

Objective: LO3

2) Which of the following characteristics is useful for both salespeople and sales managers?

- A) the ability to work independently
- B) the ability to understand the sales process
- C) the ability to organize activities and people
- D) the ability to delegate
- E) the ability to empathize personally with buyers

Answer: B

Diff: 3 Page Ref: 4-5

AACSB: Analytic Skills

Objective: LO3

3) All of the following are skills a sales manager must be able to perform EXCEPT:

- A) figuring out how to motivate different people
- B) helping employees improve their performances
- C) formulating strategies for others to implement
- D) advocating on behalf of the sales department to other departments
- E) leading the department in selling a personal quota

Answer: E

Diff: 2 Page Ref: 5

Objective: LO3

4) A company's mission statement serves all of the following purposes EXCEPT:

- A) to carry out the company's strategy
- B) to inspire the employees and shareholders
- C) to guide employees as they make decisions
- D) to give purpose to employees' actions
- E) to serve as a standard against which decisions can be measured

Answer: A

Diff: 2 Page Ref: 5

Objective: LO1

5) Which of the following is NOT a question that needs to be answered as part of developing a marketing strategy?

- A) What markets do we serve with what products?
- B) What types of relationships do we form and with whom?
- C) What level of investment will be required, and how will we locate and allocate the needed resources?
- D) What aspects of our mission statement will we communicate to the public and how?
- E) What are the detailed objectives and action plans?

Answer: D

Diff: 1 Page Ref: 6

Objective: LO1

6) Finding a sustainable competitive advantage is difficult because:

- A) a company needs a sustainable competitive advantage to succeed in the market
- B) market penetration makes sustaining an advantage difficult
- C) many advantages (product and low price) can be mimicked by other companies
- D) it is easier for a company to focus on sales than on service
- E) it is a key component of a strategic plan for any business

Answer: C

Diff: 3 Page Ref: 7

AACSB: Analytic Skills

Objective: LO2

7) A company can grow through all of the following approaches EXCEPT:

- A) increasing market share with existing products
- B) creating new products
- C) developing competing strategies
- D) combining new products and new markets
- E) finding new markets

Answer: C

Diff: 2 Page Ref: 8

Objective: LO1

- 8) What are the key differences between market penetration and product development?
- A) Market penetration focuses on current products to existing markets, while product development focuses on new products to existing markets.
 - B) Market penetration focuses on current products to new markets, while product development focuses on new products to existing markets.
 - C) Market penetration focuses on new products to existing markets, while product development focuses on new products to new markets.
 - D) Market penetration focuses on new products to new markets, while product development focuses on new products to existing markets.
 - E) Market penetration focuses on market development, while product development focuses on diversification.

Answer: A

Diff: 2 Page Ref: 8

Objective: LO2

- 9) As a strategy to achieve growth, diversification is:
- A) the most risky, because it ties up human capital that could be used elsewhere
 - B) the most risky, because it requires developing both new products and new markets
 - C) the most risky, because it is subject to more regulation
 - D) the least risky, because if a new product fails, the new market may succeed, and vice versa
 - E) the least risky, because if the management team researches the product and new market extensively, there is low likelihood of failure

Answer: B

Diff: 2 Page Ref: 8

Objective: LO2

- 10) Which of the following is a way a company can expand into markets in a foreign country without opening another facility in that country?
- A) moving its manufacturing plant to that country
 - B) outsourcing customer service representatives to that country
 - C) forming a partnership with a dealer in that country to distribute and service products
 - D) changing the labeling on its packaging to include instructions in foreign languages
 - E) hiring a consultant to help import parts from that country

Answer: A

Diff: 3 Page Ref: 9

AACSB: Analytic Skills

Objective: LO2

- 11) Which of the following sales decisions is an example of service dominant logic?
- A) billing on a net 90 schedule
 - B) outsourcing the sales function to cut costs and maximize the sales department budget
 - C) pricing to undercut competitors in the market
 - D) offering a service contract for an extra fee to create another profit stream
 - E) providing a lifetime no-questions-asked replacement warranty on all its products

Answer: E

Diff: 2 Page Ref: 9-10

AACSB: Analytic Skills

Objective: LO2

12) The sales management team at Goldman Landscapes is going through a six-month process of researching their customers and putting them into groups by preferences. This process is likely to result in:

- A) the ability for Goldman to offer services more specifically tailored to what their customers need
- B) the chance to expand into markets that do not need landscaping services
- C) insider knowledge of their competitors' strategies
- D) a lack of focus on the sales process and decreased sales for that six-month period
- E) interference by the marketing department in a process that belongs to the sales department

Answer: A

Diff: 1 Page Ref: 10

AACSB: Analytic Skills

Objective: LO2

13) The different dimensions of customer relationship management include all of the following EXCEPT:

- A) strategies to acquire new customers
- B) strategies to keep the customers the company already has
- C) strategies to sell more to existing customers
- D) strategies to categorize customers into groups to understand them better
- E) strategies to choose different types of salespeople to sell different products

Answer: E

Diff: 2 Page Ref: 10

Objective: LO2

14) Which of the following is an example of using social capital to help grow a company?

- A) The HR manager of a company hires new employees to staff a project that will increase revenue by 25%.
- B) The CFO of a company increases the budget of the research and development department so they can create a product that will triple profits in 18 months.
- C) The CTO of a company leads a software engineering team in developing an internal system that will cut corporate expenses by 12% in the first year alone.
- D) The Sales Director of a company institutes a policy requiring all new salespeople to train with a senior salesperson for six months before going out into the field alone.
- E) The CEO of a company asks a friend in the automotive industry to cut a company-wide discount on corporately-leased vehicles that saves the company \$500,000 a year.

Answer: E

Diff: 3 Page Ref: 10

AACSB: Analytic Skills

Objective: LO2

15) A company is in danger of losing money if they cannot complete an important project because they do not have the workers necessary to implement the project's objectives. This is an example of the results of a lack of

- A) strategic development
- B) strategic visioning
- C) social capital
- D) human capital
- E) financial capital

Answer: D

Diff: 2 Page Ref: 10

AACSB: Analytic Skills

Objective: LO2

16) A company's mission statement may or may not mention the product(s) the company makes. This is because:

- A) mission statements are generic across all industries
- B) mission statements are deliberately vague so they inspire all customers equally
- C) the mission statement is not the list of objectives or the action plan that discusses specific products
- D) the mission statement is written by managers who are not familiar with all the products
- E) the mission statement is an internal document only and does not need to list products

Answer: C

Diff: 3 Page Ref: 11

AACSB: Reflective Thinking Skills

Objective: LO2

17) Which of the following is an example of a SMART goal?

- A) to go from 1% market share to 90% market share in one month
- B) to go from selling 500 units per month to 1000 units per month in 10 months
- C) to improve customer satisfaction and loyalty
- D) to be the best by 2015
- E) to continue the sales process until we lead the industry

Answer: B

Diff: 2 Page Ref: 11

AACSB: Analytic Skills

Objective: LO2

18) The Ceo of Englewood Educational Consulting announced that all departments must come up with SMART objectives, and that each employee should determine SMART goals for his or her own position. SMART objectives have which advantage over less specific goals?

- A) Employees have an easier time implementing goals others set for them than goals they set for themselves.
- B) Employees have a more direct plan of action when the goals are specific and detailed, as SMART goals are.
- C) SMART goals are inherently more challenging than other goals are.
- D) SMART goals are more easily automated than other goals are.
- E) Departments using SMART goals will always achieve them.

Answer: B

Diff: 3 Page Ref: 11

AACSB: Analytic Skills

Objective: LO2

19) Which of the following is NOT an issue in transactional sales?

- A) The goal is to get the sale completed as soon as possible.
- B) The buyer and the salesperson do not form a long-term relationship.
- C) The buyer does not need much assistance in making the decision to buy.
- D) The product is customizable for each buyer depending on the buyer's needs.
- E) The salesperson succeeds by making as many calls as possible.

Answer: D

Diff: 3 Page Ref: 12

AACSB: Analytic Skills

Objective: LO2

20) All of the following are problems that can result from having no formal sales process EXCEPT:

- A) The salespeople receive no training before they start working.
- B) Sales managers have a hard time managing salespeople if there is no standard process to follow.
- C) Sales managers cannot take the time to formalize a sales approach.
- D) Sales managers cannot help salespeople improve because they can't diagnose specific problems.
- E) The salespeople cannot be compared so relative performance cannot be assessed.

Answer: C

Diff: 2 Page Ref: 12

Objective: LO2

21) In an affiliative selling situation, the salesperson spends more time developing:

- A) the buyer's knowledge of the product
- B) the buyer's trust and friendship
- C) the buyer's desire to win the product
- D) the buyer's authority to purchase the product
- E) the buyer's ability to afford the product

Answer: B

Diff: 2 Page Ref: 12

AACSB: Analytic Skills

Objective: LO2

22) Consultative selling is most appropriate in a situation in which:

- A) the salesperson has the ability to discount the price of the product without a manager's approval
- B) the salesperson has enough experience in the industry to understand the buyer's situation
- C) the buyer is prepared to place a bulk order
- D) the buyer has less money to purchase than the list price of the product
- E) the buyer needs a simple product to fit a straightforward need

Answer: B

Diff: 2 Page Ref: 13

AACSB: Analytic Skills

Objective: LO2

23) Enterprise selling requires a partnership between:

- A) a salesperson and a buyer
- B) a selling organization and a buyer
- C) a selling organization and a buying organization
- D) a fulfillment department and a buying organization
- E) a salesperson and an oversight group

Answer: C

Diff: 2 Page Ref: 13

Objective: LO2

24) The sales process, a standard eight-step plan of action, creates a:

- A) series of events in which the buyer commits to the salesperson several times
- B) series of presentations on the features of the product
- C) chain of opportunities for the salesperson to ask for money
- D) method that ensures that the buyer will purchase a product
- E) method that requires salespeople to do more research than necessary

Answer: A

Diff: 3 Page Ref: 13

AACSB: Analytic Skills

Objective: LO2

25) A salesperson should not conduct a presentation of the product until he or she has determined that:

- A) the buyer has the money and affiliation to understand the presentation
- B) the buyer has the money, authority, and desire to buy the product
- C) the buyer has been approached previously by another salesperson
- D) the buyer understands the features and benefits of the product
- E) the buyer has decided to purchase the product

Answer: B

Diff: 2 Page Ref: 14

AACSB: Analytic Skills

Objective: LO2

26) When a salesperson is formulating an opening statement to use to approach a buyer, what should the salesperson focus on?

- A) asking for the buyer's name
- B) identifying the company the salesperson works for
- C) closing the sale
- D) solving a problem the buyer has
- E) explaining the features of the product

Answer: D

Diff: 2 Page Ref: 14

AACSB: Communication Abilities

Objective: LO2

27) All of the following are types of questions in the SPIN technique EXCEPT:

- A) questions that ask about a buyer's situation
- B) questions that prompt a buyer to identify a problem
- C) questions that ask a buyer to consider the implications of the problem
- D) questions that ask the buyer to take the next step
- E) questions that suggest something the buyer needs and a payoff for the buyer

Answer: D

Diff: 3 Page Ref: 15

Objective: LO2

28) All of the following are functions of gaining pre-commitment from a buyer during the needs identification stage of the selling process EXCEPT:

- A) confirming that the salesperson has identified what the buyer needs
- B) agreeing on a budget for the transaction
- C) recognizing the situation that the buyer has
- D) affirming the decision-making process
- E) identifying that the buyer has the money, authority, and desire to buy

Answer: C

Diff: 3 Page Ref: 15

Objective: LO2

29) Buyers are more likely to buy a product if the salesperson can show why it:

- A) is cheaper than the products sold by other companies
- B) is the best solution to a buyer's existing problem
- C) is the most advanced product on the market
- D) is flexible for many working environments
- E) is compliant with all industry standards

Answer: B

Diff: 2 Page Ref: 16

AACSB: Analytic Skills

Objective: LO2

30) Which of the following is NOT a feature of a good close?

- A) thanking the buyer
- B) asking for a referral
- C) reinforcing the decision
- D) confirming the implementation schedule
- E) overcoming the buyer's objections

Answer: E

Diff: 2 Page Ref: 16

Objective: LO2

31) The logical next step after a salesperson alleviates a buyer's objections is:

- A) closing the sale
- B) identifying the buyer's needs
- C) making a presentation
- D) implementing the product
- E) qualifying the lead

Answer: A

Diff: 2 Page Ref: 16

Objective: LO2

32) Implementation and follow-up after the sale is made is a key step in the sales process for all of the following reasons EXCEPT:

- A) to make sure that the customer's experience with the product is positive
- B) to provide training in proper use of the product
- C) to set the salesperson apart from competitors
- D) to charge a fee for follow-up to increase revenue
- E) to gain repeat business from current customers

Answer: D

Diff: 2 Page Ref: 17

Objective: LO2

33) Depending on the sales approach used:

- A) the salesperson may need to call in another salesperson to convince the buyer
- B) the salesperson may not want to qualify the lead
- C) the salesperson may or may not need to follow all eight steps in sequential order
- D) the buyer may or may not take physical possession the product
- E) the buyer may be able to name the price of the product

Answer: C

Diff: 2 Page Ref: 17

AACSB: Analytic Skills

Objective: LO2

34) As a sales manager moves closer to the top of the organization chart, the manager's day-to-day tasks:

- A) have less to do with the sales process
- B) involve filling out more paperwork each day
- C) cannot be performed by just one person
- D) involve selling to bigger and bigger accounts
- E) require more travel and entertainment

Answer: A

Diff: 2 Page Ref: 17

AACSB: Analytic Skills

Objective: LO3

35) Quotas are an important part of a sales plan because:

- A) they reflect changes in the market
- B) they determine the minimum amount that a salesperson should be selling
- C) they report how much a salesperson sells each month
- D) they allow salespeople to choose their own compensation levels
- E) they create a high-pressure environment that encourages innovation

Answer: B

Diff: 2 Page Ref: 18

AACSB: Reflective Thinking Skills

Objective: LO3

36) Which of the following is a determination made by a sales executive during the process of organizing?

- A) How to market a particular product
- B) How to implement a sales plan
- C) Which type of sales force to use for each product
- D) Whether to outsource the shipping department
- E) What the quotas should be for the sales department

Answer: C

Diff: 3 Page Ref: 19

Objective: LO3

37) All of the following are challenges sales executives face as they implement a sales plan EXCEPT:

- A) choosing a compensation plan for salespeople
- B) delegating the plan to employees in a way that the employees understand
- C) creating a culture that supports ethical behavior
- D) supporting employees to hit sales targets
- E) determining which type of salespeople will be used for each product

Answer: E

Diff: 2 Page Ref: 19

Objective: LO3

38) Monitoring is an important duty for sales executives because it allows them to determine if:

- A) corporate management is giving support to the sales department
- B) sales managers are focusing on performance more than on people
- C) buyers are being billed on the correct day of the month
- D) the correct sales methods have been chosen and are being followed
- E) salespeople are paying attention during weekly sales meetings

Answer: D

Diff: 2 Page Ref: 20

Objective: LO3

39) The number one responsibility of a field sales manager is:

- A) to hire and fire salespeople
- B) to achieve a departmental sales quota
- C) to be the public face of the company
- D) to sell more product to current customers
- E) to develop sales strategy

Answer: B

Diff: 1 Page Ref: 20

Objective: LO3

40) Technology can be used by sales managers and sales executives to:

- A) keep track of how salespeople are performing
- B) align the sales department with the company's mission statement
- C) motivate individual salespeople to make more sales calls
- D) perform need identification as part of the sales process
- E) obtain buy-in from the marketing department for sales strategies

Answer: A

Diff: 1 Page Ref: 21

AACSB: Use of Information Technology (IT)

Objective: LO3

1.2 True/False

1) Buyers can be grouped by how they make decisions.

Answer: TRUE

Diff: 1 Page Ref: 12

Objective: LO2

2) The eight steps in the selling process work best when followed sequentially and all the steps are performed once.

Answer: FALSE

Diff: 2 Page Ref: 14

Objective: LO2

3) A prospect is a lead that has been qualified.

Answer: TRUE

Diff: 1 Page Ref: 14

Objective: LO2

4) The FEBA approach consists of a series of questions designed to determine a buyer's needs.

Answer: FALSE

Diff: 1 Page Ref: 15

Objective: LO2

5) A customer who offers objections after a sales presentation will ultimately not buy the product.

Answer: FALSE

Diff: 2 Page Ref: 16

Objective: LO2

6) By the time the salesperson asks the buyer for the close, the buyer has already given the salesperson commitment to several other requests.

Answer: TRUE

Diff: 2 Page Ref: 16

Objective: LO2

7) Follow-up after a sale is polite, but does not lead to increased sales.

Answer: FALSE

Diff: 1 Page Ref: 17

Objective: LO2

8) Sales managers who only manage and do not also sell are not able to understand the selling process.

Answer: FALSE

Diff: 1 Page Ref: 17

Objective: LO3

9) Quotas can be set for individual salespeople as well as for larger groups such as regional or divisional offices.

Answer: TRUE

Diff: 1 Page Ref: 18

Objective: LO3

10) High-performance selling and a company culture of high ethics are at odds with one another.

Answer: FALSE

Diff: 1 Page Ref: 19

AACSB: Ethical Understanding and Reasoning Abilities

Objective: LO3

1.3 Short Answer

1) In what ways is being a sales manager different from being a salesperson? What are some difficulties that successful salespeople can encounter when they are promoted to management? How can they overcome those difficulties?

Answer: Sales managers need to manage, motivate, and monitor salespeople, while salespeople sell products and services. Salespeople who are promoted to managers can think that the salespeople they manage need to copy them exactly. They can overcome those difficulties by understanding that management is different from sales and that they need to figure out how to motivate their salespeople to do their best.

Diff: 2 Page Ref: 3-5

Objective: LO3

2) What are the qualities of a good mission statement? Why is a mission statement necessary? What things does a good mission statement do for a company? What elements are not required in a good mission statement?

Answer: A mission statement summarizes the goals and objectives of a company. A mission statement is necessary because it provides a starting point from which strategy can be planned. A mission statement inspires the employees of a company, guides them when they make decisions, and gives purpose to the things they do. It sets a standard and gives them something to hold their decisions to. A mission statement does not have to mention the product(s) a company sells.

Diff: 2 Page Ref: 5

Objective: LO1

3) Explain the concept of strategy hierarchy. What are the elements of a corporate strategy? Give an example of a corporate strategy and a marketing and sales strategy that might follow from it.

Answer: Strategy hierarchy is the way strategy starts at the top of the organization and flows down to the individual departments/groups in a company. The corporate strategy contains goals and plans for the entire organization. Corporate strategy summarizes the company's goals.

Marketing strategy lays out a general plan. Sales strategy gives details of how salespeople will sell into accounts.

Examples:

Corporate strategy: To lead the world in credit card processing solutions. Marketing strategy: To sell credit card processing solutions to retailers across industries.

Sales strategy: To sell credit card processing solutions to major online retailers using a vertical account manager system and a consultative approach.

Diff: 3 Page Ref: 5-7

AACSB: Analytic Skills

Objective: LO2

4) What are the four ways a company can grow sales? Explain each one. Which one is the most risky? Why?

Answer: Market penetration, product development, market development, and diversification.

Market penetration means selling current products into current markets. Product development means developing new products to sell into current markets. Market development means selling current products into new markets. Diversification means developing new products and selling into new markets. Diversification is the most risky because it means developing both new products and pushing into new markets, which doubles the risk.

Diff: 2 Page Ref: 7-8

Objective: LO2

5) Explain the concept of customer lifetime value. What are some examples of products or services for which the customer's lifetime value is very close to the value of a single purchase?

What are some examples of products or services for which the customer's lifetime value far exceeds the value of a single purchase?

Answer: Customer lifetime value means the amount of money a customer will spend with a company (is worth) over the lifetime of the relationship with the customer. The lifetime value is close to the value of a single purchase for things like coffins, wedding gowns, gall bladder removal, and anything that generally happens only once. The lifetime value far exceeds the value of a single purchase for things that a customer will buy repeatedly like food, clothing, mobile phone service, etc.

Diff: 2 Page Ref: 10

AACSB: Analytic Skills

Objective: LO2

6) What are the elements of a SMART objective or goal? What are the benefits of using SMART objectives or goals?

Answer: A SMART goal is a goal that is Specific, Measurable, Achievable (yet challenging), Realistic, and Time-based. SMART goals are realistic, since everything is laid out, so you can create a detailed plan of action to enact based on the goal.

Diff: 1 Page Ref: 11

Objective: LO2

7) How many steps are there in the selling process? List each step, and briefly describe what that step entails and why it is important.

Answer: There are eight steps in the selling process.

1. Prospecting: Looking for leads to sell to, so the salesperson can build a pipeline.

2. Pre-Approach: Finding out as much information about the buyer and his or her needs as possible, so the salesperson will be prepared.

3. Approach: Making the first contact with the buyer to ask for their time and attention. This makes contact with the buyer for the first time.

4. Needs Identification: Figuring out what the buyer needs, confirming the decision-making process, and determining that the buyer has the money, authority, and desire to buy, and asking for a pre-commitment from the buyer to buy.

5. Presentation: Showing the buyer the features and benefits of the product and how it will solve their problem. This shows the buyer why they need the product.

6. Handling Objections: Addressing any concerns the buyer has and resolving them. This clears the path for the buyer to buy.

7. Closing the Sale: Asking for the buyer to purchase and pay for the product. Getting the money is the whole point of sales.

8. Implementation: Follow-Up: Making sure the buyer can use the product and is having a good experience with it. This will generate repeat sales and good word-of-mouth.

Diff: 2 Page Ref: 13-7

Objective: LO2

8) What are the characteristics of a "MAD buyer"? What is another name for a MAD buyer? Why is it important to determine if a lead is a MAD buyer?

Answer: A MAD buyer is a lead who has the money, authority, and desire to purchase. A MAD buyer is a prospect. If a lead is not MAD, s/he won't be able to purchase so the salesperson will be wasting time by selling to the lead.

Diff: 1 Page Ref: 14

Objective: LO2

9) Why is a good opening statement from a salesperson to a buyer necessary? What are the characteristics of a good opening statement?

Answer: A good opening statement gets the buyer to listen to the salesperson. A good opening statement offers the buyer a solution to a problem that the buyer has.

Diff: 2 Page Ref: 14

Objective: LO2

10) What are the elements involved in the needs identification step of the sales process? Explain each step and why it is important.

Answer: The needs identification process starts with asking the buyer questions to determine what the buyer's needs are. The second part is determining that the buyer has the authority to purchase. The third part is getting pre-commitment to purchase from the buyer, confirming that the buyer's needs have been identified, the budget is set, and the decision process is apparent.

Diff: 2 Page Ref: 14-5

Objective: LO2

11) In transactional selling, which of the eight steps in the selling process is most important? Why? Which steps may be least important? Why?

Answer: The presentation is most important, since the sale is over as quickly as possible so all the focus is on the product. Needs identification may not be important if the product is very straightforward, and implementation/follow-up may not be important if the product is a one-time purchase.

Diff: 3 Page Ref: 17

AACSB: Analytic Skills

Objective: LO2

12) What are the four statements of the FEBA approach? Describe each statement. During which step of the sales process is FEBA used? What is one advantage of using the FEBA approach?

Answer: Explain the features, give evidence that the claim is true, show the benefits of the product for the buyer, and ask for agreement from the buyer. FEBA is used during a sales presentation. An advantage of using FEBA is that the buyer says yes to the salesperson already during this step.

Diff: 2 Page Ref: 15-6

Objective: LO2

13) What are the four activities completed by sales executives? Explain each one, and why it is important.

Answer: Sales executives do planning, which means setting sales quotas and determining a strategy and which approach the salespeople will use to sell the products. Planning determines the actions the entire sales department will take. Organizing is determining what kinds of sales force they will use to sell products and creating hiring and training strategies. Implementing is introducing the plan to the salesforce and motivating them to do their part of the plan, creating the right environment and company culture, and compensating employees. Monitoring means tracking call volume, conversion rates, and sales, as well as hiring and training programs, and making corrections if things are not going well.

Diff: 2 Page Ref: 18-9

Objective: LO3

14) Explain how a sales executive creates a sales approach for a product. How does the sales approach differ from the marketing strategy?

Answer: A sales executive considers which types of salespeople and which kind of selling will be most appropriate for the situation, and how to achieve the sales quotas. The marketing strategy lays out how the product will be positioned, while the sales strategy details how salespeople will sell to buyers.

Diff: 3 Page Ref: 18

Objective: LO3

15) What are the differences between organizing and implementing for the sales executive? Why is implementing nearly impossible without prior organization?

Answer: Organizing is creating strategies, while implementing is performing the steps broken down from the strategies. Without prior organization, salespeople and managers would not know what to do in the implementation stage, and would end up wasting effort and energy.

Diff: 3 Page Ref: 19

AACSB: Analytic Skills

Objective: LO3