

# ch15

Student: \_\_\_\_\_

1. In the opening profile Tony Fiorello suggests "have a business plan and follow it without deviation."  
True False
2. The old axiom, "Time is money" applies to salespeople because salespeople spend too much of their time in front of customers and not enough time preparing for sales calls.  
True False
3. The first step in the self-management process is to determine what has to be done first.  
True False
4. A salesperson that lacks goals will drift around their territory, wasting time and energy.  
True False
5. Easy goals are more motivating than challenging ones because of the satisfaction that comes from always succeeding.  
True False
6. Putting a deadline on when a goal is achieved does not make the goal any more motivating.  
True False
7. All performance goals should be qualitative.  
True False
8. It is much more important for salespeople to have some personal development goals than other people in business organizations.  
True False
9. Activity goals are behavioral objectives.  
True False
10. Activity goals are important because they reflect how efficiently the salesperson uses resources, such as time, to accomplish performance goals.  
True False
11. Salespeople should consider the physical resources they manage as investments because they must be managed wisely to produce the best possible return.  
True False
12. When deciding what percentage of their time to use making sales presentations, a salesperson should allocate their time in ways that generate the greatest level of sales.  
True False
13. Benchmarking allows sales people to base their goals on the bench or basic level goals that must be achieved.  
True False
14. Customer management includes allocating all the resources at their disposal in the most productive manner.  
True False
15. ABC analysis is used more successfully by capital equipment sales reps than by consumer packaged goods salespeople.  
True False

16. Sales people have learned that simply allocating sales activities on the basis of sales potential may lead to inefficiencies.  
True False
17. A system that classifies sales accounts based on a company's competitive position and the account's sales potential is called a competition sales call allocation grid.  
True False
18. Customer share has been found to be more important than market share in determining profit.  
True False
19. Not only does prime selling time vary from one industry to another, it may also vary within the same industry as you move from one nation to another.  
True False
20. If a salesperson is not careful, important activities will tend to be crowded out urgent activities. This is sometimes referred to as the "tyranny of the urgent."  
True False
21. Successful salespeople know once their daily plan is set, they should not deviate from it.  
True False
22. Sales call routing plans vary depending on the demands of the customer and the ability to schedule calls at convenient times.  
True False
23. In sales, zoning means dividing a territory into zones based on ease of travel and concentration of customers.  
True False
24. Customer contacts should always be in-person sales calls.  
True False
25. In the opening profile Tony Fiorello found each of the following EXCEPT \_\_\_\_\_ helpful in developing her "strategic plan" in her first territory.  
A. sales tracking numbers from the previous year  
B. information from territory managers in the other business units  
C. working closely with my manager.  
D. the local chapter of the Junior League  
E. her customers.
26. As an experienced salesperson, you frequently help newly hired reps, and you explain to each that the first step of the self-management process is:  
A. setting goals.  
B. implementing a time management strategy.  
C. allocating resources.  
D. doing paper work on time.  
E. evaluating your own performance.
27. In sales, the old axiom "Time is money" refers to:  
A. determining what needs to be accomplished versus what can be accomplished.  
B. implementing a time management strategy that maximizes pipeline flow while minimizing lost customer drip.  
C. the fact that salespeople must make every hour count to be successful.  
D. doing paper work on time.  
E. setting monetary goals before setting time goals.

28. Marissa is trying to become a better self-manager. She has no trouble setting goals, but the next step in the self-management process, \_\_\_\_\_, seems to always cause her a problem.
- A. developing a travel plan
  - B. implementing a time management strategy
  - C. allocating resources and determining strategy to meet her goals
  - D. doing paper work on time
  - E. evaluating her own performance
29. Larry is a new sales rep. He has designed his sales strategy and allocated resources. Next, Larry will need to:
- A. set new goals.
  - B. implement a time and territory strategy.
  - C. reallocate resources.
  - D. do paper work before beginning his sales strategy.
  - E. evaluate his performance to date.
30. Too often salespeople fail to take the final step in the self-management process;
- A. revising goals.
  - B. implementing a time management strategy.
  - C. allocating resources.
  - D. doing paper work on time.
  - E. evaluating their own performance.
31. Which of the following is NOT a stage of the self-management process in selling?
- A. setting goals
  - B. acquiring additional resources
  - C. allocating resources
  - D. implementing a time management strategy
  - E. evaluating your own performance
32. Which of the following statements about goals is true?
- A. Career goals should reflect personal ambitions and desires.
  - B. Sales goals should reflect career goals.
  - C. Performance goals are usually set before activity and conversion goals.
  - D. Sales goals guide the salesperson's decisions as to which activities to perform, when to perform these activities, whom to see, and how to sell.
  - E. All of the above statements about goals are true.
33. For a goal to be successful, it should be:
- A. reachable yet challenging.
  - B. specific and measurable.
  - C. time-based.
  - D. written down.
  - E. all of the above
34. Career and sales goals should be challenging so that the:
- A. salesperson setting the goals can efficiently achieve them.
  - B. probability of achieving the goals will be measurable.
  - C. salesperson setting the goals will be motivated.
  - D. time frame in which the goals are to be achieved will be long-term.
  - E. salesperson can get more accomplished.
35. What is wrong with the following goal: "To increase the number of sales calls made by 10 percent?"
- A. It is not measurable.
  - B. It is not time-based.
  - C. It is too specific.
  - D. It requires a comparison with earlier sales efforts.
  - E. There is nothing wrong with this goal.

36. Which of the following statements about goals is true?
- A. Short-term goals should be time based; long-term should not.
  - B. The effort toward accomplishing a goal matters, not the actual results.
  - C. Goal setting should be restricted to work activities to prevent health problems brought on by the inability to relax.
  - D. A time deadline that is near enough in the future puts pressure on the person with a goal to do something now.
  - E. All of the above statements about goals are true.
37. Salespeople need to set three types of goals. They are:
- A. attitudinal, behavioral, and perceptual goals.
  - B. strategic, tactical, and operational goals.
  - C. formal, semi-formal, and informal goals.
  - D. people, technological, and conceptual goals.
  - E. performance, activity, and conversion goals.
38. Goals relating to outcomes are \_\_\_\_\_ goals.
- A. performance
  - B. consequence
  - C. activity
  - D. transformation
  - E. conversion
39. A goal to increase the amount of commission earned by 15 percent is an example of a(n) \_\_\_\_\_ goal.
- A. performance
  - B. consequence
  - C. activity
  - D. transformation
  - E. conversion
40. Which of the following is the best example of a performance goal?
- A. to increase the number of cold calls from 10 per month to 12 per month
  - B. to make more sales calls using the telephone
  - C. to increase the amount of sales revenue generated by 10 percent
  - D. to increase the number of sales made relative to the number of sales calls made
  - E. to increase the number of customer accounts relative to the number of cold calls made
41. Harrison is self-employed. He sells advertising specialty items like calendars, pens, etc. imprinted with the name and advertising messages of local business who give the items to customers and prospects. He has set for himself a goal of \$180,000 in sales for this year. Harrison's revenue goal is an example of a(n) \_\_\_\_\_ goal.
- A. transformation
  - B. consequence
  - C. activity
  - D. performance
  - E. conversion
42. According to the text, there are three types of goals that a salesperson should set to achieve the highest possible levels of success. Which type of goal should be set first?
- A. transformation
  - B. consequence
  - C. activity
  - D. performance
  - E. conversion

43. What is wrong with the following personal development goal: "To reduce my dependency on a memorized sales presentation within the next six months?"
- A. It is too specific.
  - B. It is not derived from previous goals.
  - C. It has no impact on career goals.
  - D. It is not challenging.
  - E. There is nothing wrong with this personal development goal.
44. Behavioral objectives such as increasing the number of demonstrations performed are also called \_\_\_\_\_ goals.
- A. Transformation
  - B. Conformance
  - C. Activity
  - D. Performance
  - E. Conversion
45. A goal to increase the number of sales calls made in one day from eight to nine is an example of a(n) \_\_\_\_\_ goal.
- A. performance
  - B. consequence
  - C. activity
  - D. transformation
  - E. conversion
46. Dmitri believes he can increase his income by 10 percent if he makes two more sales calls per week. His goal to increase the number of calls he makes is an example of a(n) \_\_\_\_\_ goal.
- A. transformation
  - B. consequence
  - C. activity
  - D. performance
  - E. conversion
47. Traci's company expects her to give no less than three demonstrations per work day. This is an example of a(n) \_\_\_\_\_ goal.
- A. transformation
  - B. consequence
  - C. activity
  - D. performance
  - E. conversion
48. Which of the following is the best example of a conversion goal?
- A. to increase the amount of commission checks by 15 percent
  - B. to increase the number of telephone sales calls by 12 percent
  - C. to improve the sales presentation
  - D. to improve the average sales generated revenue per sales call made
  - E. to decrease the number of customer complaints by 5 percent
49. Which of the following slogans best suggests efforts to improve a salesperson's efficiency?
- A. "take two and hit to right"
  - B. "between a rock and a hard place"
  - C. "he or she who laughs last, laughs loudest"
  - D. "work smarter, not harder"
  - E. "a blind man on a galloping horse won't notice it"

50. \_\_\_\_\_ goals are important because they reflect how efficiently a salesperson uses resources, such as time, to accomplish performance goals.
- A. Transformation
  - B. Consequence
  - C. Activity
  - D. Performance
  - E. Conversion
51. \_\_\_\_\_ rate resembles a batting average; it is calculated by taking the number of sales and dividing by the number of calls.
- A. transformation
  - B. consequence
  - C. activity
  - D. performance
  - E. conversion
52. Mariah is a stock broker. She knows that to increase her number of clients she must do a lot of prospecting since only about 1 out of each 30 prospects she works with will become profitable clients. She believes by doing a better job qualifying her prospects she will be able to persuade 1 out of 25 next month. This goal is an example of a(n) \_\_\_\_\_ goal.
- A. transformation
  - B. consequence
  - C. activity
  - D. performance
  - E. conversion
53. Salespeople are often told to "work smarter, not harder." What does this expression mean?
- A. Get more sales relative to the number of calls you make.
  - B. Lower your activity goals and live with the results; life's too short to let work make you miserable.
  - C. Don't set your performance goals so high that they cause stress.
  - D. If you charge more to your expense account, it's like getting a tax-free raise.
  - E. Spend less time on non-selling activities like travel and paperwork.
54. Karen knew that the best salesperson in her company had a sales conversion ratio of 75 percent while hers was only 55 percent. Since one of Karen's goals is to improve her conversion ratio, she could use \_\_\_\_\_ and compare what she was doing with what the best salesperson in the company does to identify ways that she could improve her sales conversion rate.
- A. benchmarking
  - B. haloing
  - C. market analysis
  - D. sales analysis
  - E. goal assessment
55. Performance and conversion goals are the basis for \_\_\_\_\_ goals.
- A. consequence
  - B. activity
  - C. venture
  - D. track record
  - E. project
56. If a salesperson receives \$200 commission per sale and has set a goal of earning \$3000 per month. With a conversion rate of 1 out of 8 prospects, he or she will need to make \_\_\_\_\_ sales presentations to achieve their performance goal.
- A. 120
  - B. 100
  - C. 200
  - D. 80
  - E. cannot be determined

57. Which of the following statements about sales force resource management is true?
- A. As a rule, 10 percent of a salesperson's sales come from 90 percent of his customers.
  - B. Meetings and learning about new products are examples of a salesperson's nonselling investment of their time.
  - C. As a basis for resource allocation, a salesperson should classify customers on the basis of the geographic proximity to his location.
  - D. The physical resources managed by a salesperson represent costs to her but investments to the company for which she works.
  - E. Managing resources is the third stage of self-management.
58. As a salesperson, Paige is likely to be responsible for all of the following physical resources EXCEPT:
- A. product samples.
  - B. display racks.
  - C. brochures.
  - D. direct mail budgets.
  - E. customer delight.
59. Which of the following statements about customer classification and resource allocation to customers is true?
- A. Customer management is simply a time management issue.
  - B. The 80-20 principle can be used to help allocate resources to the most profitable customers.
  - C. The most complex of the systems used to classify customers and determine resource allocation to each is the ABC analysis.
  - D. The ABC analysis is also called the grid analysis.
  - E. None of the above statements about customer classification and resource allocation to customers is true.
60. Evelissa classifies her customers into three groups to aid her in allocating her time and other resources appropriately. Group 1 is her best accounts, Group two is accounts of moderate value, and Group 3 is noncustomers and very low value accounts. Evelissa is using:
- A. triple play grouping.
  - B. trilateral grouping.
  - C. triangular analysis.
  - D. ABC analysis.
  - E. good-better-best grouping.
61. The ABC analysis makes use of the:
- A. social audit.
  - B. expectancy theory.
  - C. iceberg principle.
  - D. 80/20 rule.
  - E. equity theory.
62. ABC analysis would be of LEAST value to a salesperson selling:
- A. dress shirts to department stores
  - B. MRI equipment to hospitals
  - C. Post Cereal to supermarkets and grocery stores
  - D. pharmaceuticals to drug store pharmacies
  - E. hand tools to auto mechanics
63. \_\_\_\_\_ classifies accounts on the basis of the company's competitive position with an account along with the account's sales potential.
- A. ABC analysis
  - B. Product differentiation
  - C. Cloverleaf analysis
  - D. The sales call allocation grid
  - E. Market basket analysis

64. The purpose of classifying accounts using the sales call allocation grid is to:
- A. help in the selection of the most useful computer software.
  - B. determine which accounts are worth receiving more resources.
  - C. decide if the company is acting in line with its mission statement.
  - D. gain an understanding of the prospect's corporate culture.
  - E. determine the personality characteristics of the prospect so they can be matched with those of a salesperson.
65. To use the sales call allocation grid, Spence must classify each of his accounts in terms of their need and ability to pay for his product and:
- A. his company's strength with that customer.
  - B. the account-opportunity.
  - C. who the decision maker is.
  - D. its geographic location relative to his home.
  - E. its geographic location relative to his firm's nearest distribution center.
66. A sales call allocation grid classifies accounts according to account-opportunity and strength-of-position. Account-opportunity refers to:
- A. the value of resources the salesperson is able to focus on this customer.
  - B. how conveniently the sales rep is able to physically get to the customer's offices.
  - C. how much the customer needs the product and whether it is able to pay for the product.
  - D. how strong the company and salesperson's position are with the customer.
  - E. distribution costs associated with serving this customer.
67. A sales call allocation grid classifies accounts according to account-opportunity and strength-of-position. Strength-of-position refers to:
- A. the value of resources the salesperson is able to focus on this customer.
  - B. how conveniently the sales rep is able to physically get to the customer's offices.
  - C. how much the customer needs the product and whether it is able to pay for the product.
  - D. how strong the company and salesperson's relationship is with the customer.
  - E. increasing the distribution costs associated with serving this customer.
68. Which of the following is NOT a factor that helps determine a salesperson's strength-of-position with a customer?
- A. how much the customer needs the product
  - B. the present share of the account's purchases
  - C. attitude of the account toward the salesperson
  - D. attitude of the account toward the salesperson's company
  - E. relationship between salesperson and key decision makers at the customer firm
69. The sales call allocation grid is used a great deal for analyzing:
- A. current customers.
  - B. time spent on paperwork.
  - C. time spent traveling between accounts.
  - D. the use of the mail and the phone in account maintenance.
  - E. prospects.
70. Determining \_\_\_\_, average percentage of business received from a company's accounts, is an important element in the performance of a successful ABC analysis.
- A. buying center identification
  - B. account attitude
  - C. routing patterns
  - D. account-opportunity
  - E. customer share



71. \_\_\_\_\_ computer software has been especially effective at helping salespeople understand an account's needs.
- A. Spreadsheet programs like Excel
  - B. Word processing programs
  - C. Financial management programs like Quicken
  - D. Customer relationship management (CRM)
  - E. Networking software
72. Grant has just installed customer relationship management software on his computer. He is inputting data regarding the current status of customers, ranging from prospects to customers. Grant is creating a:
- A. customer rational system.
  - B. pipeline analysis.
  - C. presentation deadline system.
  - D. customer value analysis.
  - E. pipe dream system.
73. Which of the following is an example of an investment a safety equipment salesperson could make in a client?
- A. sample earplugs
  - B. time
  - C. training customer's employees on how to use hazardous waste clean-up equipment
  - D. free trial use of a \$3,000 machine for cleaning up toxic wastes
  - E. all of the above
74. Prime selling time:
- A. is the same whether a salesperson is selling in the U.S., Mexico, or Great Britain.
  - B. is the one constant in international selling.
  - C. should be devoted to making sales calls.
  - D. is the appropriate time for servicing accounts and doing paperwork.
  - E. is accurately described by all of the above.
75. Roderick sells restaurant supplies to eateries in western Kentucky. Because his clients do much of their own business at lunch time, he finds they prefer to have him call between 9:00 and 11:00 A.M. and between 1:30 and 4:30 P.M. He uses other times of the day to travel and take care of nonselling tasks, concentrating his sales calls during these times of day, which for him represent:
- A. sales focus time.
  - B. prime selling time.
  - C. call focus time.
  - D. target market time.
  - E. niche time.
76. Which of the following statements about time management is true?
- A. Not only does prime selling time vary from one industry to another, but it may also vary within the same industry as you move from one nation to another.
  - B. If a salesperson is not careful, important activities will tend to crowd out urgent activities. This is sometimes referred to as the "tyranny of the important."
  - C. The time of day when a buyer is most likely to be willing to see a salesperson is called sales focus time.
  - D. Successful salespeople know that once your daily plan is set, you should not deviate from it.
  - E. To effectively plan your day, the first thing you must do is estimate how long each activity you must do will take.
77. The first step in using time effectively is to:
- A. determine the priority of each activity to be performed.
  - B. estimate time needed to complete each activity.
  - C. list the activities that need to be performed.
  - D. develop a time schedule for performing activities.
  - E. spend more time on low-priority activities.

78. As Amie plans her day, the first thing for her to do is make a list of activities that should be performed. Next, she should:
- A. consult her records regarding how long similar activities took when she did them previously.
  - B. develop a time schedule for doing those activities.
  - C. determine the priority for each activity.
  - D. estimate how long each activity will take.
  - E. develop long term sales goals.
79. Taran keeps a database file in which he notes various tasks he has promised he would perform in the future and when they are due to be done. He also keeps information about call backs he is supposed to make. In addition, he has information about many of his customer's birthdays (so he can send a card). This database file helps him make out his to-do lists and get things done on the days he should in a timely manner. It is his:
- A. duty box.
  - B. engagement file.
  - C. activity index.
  - D. organizer box.
  - E. tickler file.
80. Which of the following statements about making sales calls is true?
- A. Days before holidays are not good days to call on customers.
  - B. It is a good idea to avoid making sales calls on bad weather days when you and your samples are likely to be exposed to the elements.
  - C. Friday afternoons and Mondays are particularly bad times to schedule sales calls.
  - D. Making daily plans and developing efficient routes are important steps toward better time use.
  - E. Days after holidays are not good days to call on customers.
81. The process of scheduling your sales calls to minimize travel time is called:
- A. niching.
  - B. outlining.
  - C. routing.
  - D. patterning.
  - E. scheduling.
82. Farrah will be working most of this weekend. She has been given four additional counties in her territory as a result of a corporate restructuring, and she needs to rework her travel plans to include these new accounts while holding travel time to a minimum. The activity Farrah is engaged in is called:
- A. niching.
  - B. outlining.
  - C. routing.
  - D. patterning.
  - E. converting.
83. Using routine sales call patterns, a salesperson:
- A. does not need to worry about time management.
  - B. has no perceivable pattern for making his or her sales calls.
  - C. typically uses zoning to save travel time.
  - D. sees the same customer regularly.
  - E. cannot use a cloverleaf approach to routing sales calls.
84. Reuben is a consumer products salesperson who calls on supermarkets and grocery stores. Due to the regular nature of his sales calls, Reuben should use a(n) \_\_\_\_\_ pattern to route himself.
- A. routine call
  - B. standard
  - C. box
  - D. enclosed
  - E. traditional

85. Variable sale call patterns occur when:
- A. paperwork regularly requires a full day to complete.
  - B. the salesperson must call on accounts in an irregular order.
  - C. computer assistance is unavailable.
  - D. particular customers need to see the salesperson every Monday.
  - E. the telephone and direct mail are used for prospecting.
86. Iris finds the life of an advertising specialty salesperson fun but hectic. She frequently has to adjust whom she will call on because different clients' demands for her products change almost weekly. Iris should use a(n) \_\_\_\_\_ pattern to route her sales calls.
- A. squashy
  - B. amoeba
  - C. oscillating
  - D. variable call
  - E. irregular call
87. Which of the following is NOT one of the types of routing plans described in the text?
- A. crazy-quilt
  - B. cloverleaf
  - C. leapfrog
  - D. circular
  - E. straight-line
88. To salespeople the benefit of zoning is:
- A. minimizing travel time between customers.
  - B. creating creative combinations within routing.
  - C. avoiding routine sales call patterns.
  - D. dividing accounts into groups according to profitability.
  - E. scattering sales across a wide geographic area.
89. \_\_\_\_\_ is dividing a territory into areas based on ease of travel and concentration of customers in order to minimize travel time.
- A. Batching
  - B. Assembling
  - C. Combining
  - D. Routing
  - E. Zoning
90. Zoning should be used:
- A. when the salesperson has a large territory, such as all of the Southeast.
  - B. in territories where customers expect regular sales calls.
  - C. when there is no way to minimize travel time between accounts.
  - D. when the salesperson is unable to use just one routing plan.
  - E. when the salesperson has a compact territory such as Jacksonville, Florida.
91. Eleanor sells advertising in travel guides to hotels and restaurants along the interstate highways in Virginia. Because of the arrangement of those highways, she uses a cloverleaf routing pattern with three weekly leaves. Using this pattern results in her being in the same location every \_\_\_\_\_ Thursday.
- A. other
  - B. third
  - C. fourth
  - D. fifth
  - E. sixth

92. Ann's sales territory is all of Georgia south of Atlanta. Basing herself in Macon, she travels one route east on I-16 calling on customers until she reaches Savannah, then north to Augusta and works her way back home. Next, she drives south on I-75 calling on customers along the way until she reaches Valdosta, then west to Albany and back home. Her third route takes her north on I-75 to Griffin then west to Columbus and back to Macon. What type of routing plan is Ann using?
- A. crazy-quilt
  - B. three-leaf cloverleaf
  - C. leapfrog
  - D. circular
  - E. straight-line
93. A \_\_\_\_\_ routing plan could find a salesperson for a heavy construction equipment manufacturer in Cleveland, Ohio, one day Dallas, Texas, the next two days, and ending up in San Diego, California.
- A. crazy-quilt
  - B. three-leaf cloverleaf
  - C. leapfrog
  - D. circular
  - E. straight-line
94. Which of the following statements about sales calls is true?
- A. Customer contacts should not always be in-person.
  - B. Using the phone will allow a salesperson to contact more clients in a single day.
  - C. Customers may appreciate salespeople using the telephone, since that type of call is likely to take less . time than an in-person sales call.
  - D. Sometimes all the salesperson needs to do is call and ask if everything is okay.
  - E. All of the above statements about sales calls are true.
95. What can a salesperson do to minimize the impact of paperwork on his or her prime selling time?
- A. Don't worry about accumulated paperwork.
  - B. Complete routine reports monthly.
  - C. Realize paperwork can increase their productivity.
  - D. Regularly set aside a day he or she could be selling to catch up on paperwork.
  - E. Do all of the above.
96. What can a salesperson do to minimize the impact of paperwork on his or her prime selling time?
- A. Never let paperwork accumulate.
  - B. Complete routine reports daily.
  - C. Think positively about paperwork.
  - D. Regularly set aside a block of nonselling time for paperwork.
  - E. Do all of the above.
97. Which of the following statements about paperwork is true?
- A. Daily reports are easier if you save them and do them as a group on Saturday morning.
  - B. The most efficient salespeople do most of their paperwork during non-prime selling time.
  - C. It's a good idea to update your customer account records while you're with the customer so you don't forget anything.
  - D. Paperwork contributes nothing to a salesperson's productivity.
  - E. All of the above statements about paperwork are true.
98. How do computers help international selling organizations operate smoothly?
- A. by permitting salespeople to forego their usual sales reports
  - B. by making the presentation technologically
  - C. by reducing communication barriers between the field and the home office
  - D. by reducing the need for salespeople
  - E. by doing all of the above

99. In evaluating his or her sales performance, a salesperson needs to examine all of the following types of analyses EXCEPT:
- A. activity.
  - B. postcall.
  - C. conversation.
  - D. performance.
  - E. productivity.
100. A salesperson who is evaluating his or her performance would:
- A. look at the change in his or her bonus check from the prior period to this period.
  - B. compare how many sales call goal were made with the number actually made.
  - C. examine the ratio of calls made to sales made.
  - D. count the number of contacts made with prospects.
  - E. all of the above
101. Which of the following evaluation measurement tools can salespeople use to assess their performance?
- A. success of new sales presentation relative to one used previously
  - B. commission amount
  - C. number of prospecting calls
  - D. sales volume by new and old customers
  - E. all of the above
102. Beverly has just taken a seminar on the self-management process for salespeople. Briefly describe the four stages she learned about and their relationship.
103. List and briefly describe the three types of sales call goals.
104. How does an ABC analysis use the 80/20 rule?
105. Identify and describe the two dimensions that define the sales call allocation grid.

106. Sonya has created a sales call allocation grid. Describe the attractiveness of accounts that fall into the weak strength of position but high opportunity portion of the grid. What sales strategies should she use for these accounts?
107. Sarah has created a sales call allocation grid. Describe the attractiveness of accounts that fall into the strong strength of position but low opportunity portion of the grid. What sales strategies should she use for these accounts?
108. How can a salesperson use the research regarding customer share to improve their performance?
109. In "The Value of Just Showing Up" what three reasons does John Ragsdale give for technical sales people not getting the sale even though their products were likely to be the best fit for the customer?
110. In "Lead Scoring and Predictive Modeling in Sales," what is "digital body language?"
111. Brendan has just been given a CRM system by his sales manager. How can Brendan use the system to improve his sales performance?

112. Marshall sells adhesives used in making furniture. Give three examples of resource investments Marshall could make in his customers. How could this resource investment be linked to an ABC analysis?
113. How can you use the concepts of prime selling time and "tyranny of the urgent" to better market yourself?
114. Imagine you are interviewing for a sales position. As you talk to the interviewer, she mentions her tickler file and asks you to describe the type of information that should be in such a file. How do you respond?
115. What can salespeople do to minimize the impact of paperwork on their prime selling time?
116. In the opening profile who did Tony Fiorello find most helpful to her in managing her time in a new territory?
117. The self-management process in selling has four stages. What is done during the first stage?

118. What does it mean when the sales manager tells you that all of your activity goals are intermediate goals?

119. What do a salesperson's conversion goals measure?

120. What is the activity of comparing your performance with the best in the organization called?

121. What is the simplest method for classifying your accounts according to which are the most profitable, which are the least profitable, and which are in-between?

122. Monica is creating a chart comparing the strength of her company's position versus the account opportunity for her customers. What is Monica creating?

123. What is the average percentage of business received from a customer called?



124. What is a system used to monitor the stage each sales account is in called?

125. In "The Value of Just Showing Up," where does Rob Keeney suggest the problem of laziness in a sales force starts?

126. In "Lead Scoring and Predictive Modeling in Sales," what factors does IBM Software use in predicting future sales to an individual customer?

127. What is wrong with the following statement: "Around the world, prime selling time is between 9 A.M. and 4 P.M.?"

128. What is a tickler file?

129. List the four types of routing plans used by salespeople.

130. What criteria are used when dividing a territory into zones?

131. Brett has just calculated his number of sales per calls for the last month. What has he calculated?

## ch15 Key

1. (p. 406) FALSE
2. (p. 406) FALSE
3. (p. 406) FALSE
4. (p. 407) TRUE
5. (p. 407) FALSE
6. (p. 408) FALSE
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19. (p. 417) TRUE
20. (p. 417) TRUE
21. (p. 417) FALSE
22. (p. 422) TRUE
23. (p. 422) TRUE
24. (p. 423) FALSE
25. (p. 405) D
26. (p. 406) A
27. (p. 406) C
28. (p. 406) C
29. (p. 407) B
30. (p. 407) E
31. (p. 407) B
32. (p. 407-408) E
33. (p. 408) E
34. (p. 409) C
35. (p. 409) B
36. (p. 409) D

37. (p. 409) E
38. (p. 409) A
39. (p. 409) A
40. (p. 409) C
41. (p. 409) D
42. (p. 409) D
43. (p. 410) E
44. (p. 410) C
45. (p. 410) C
46. (p. 410) C
47. (p. 410) C
48. (p. 410) D
49. (p. 410) D
50. (p. 410) E
51. (p. 410) E
52. (p. 410) E
53. (p. 410) A
54. (p. 411) A
55. (p. 411) B
56. (p. 411) A
57. (p. 411) B
58. (p. 411) E
59. (p. 411) B
60. (p. 412) D
61. (p. 412) D
62. (p. 412) B
63. (p. 414) D
64. (p. 414) B
65. (p. 414) A
66. (p. 414) C
67. (p. 414) D
68. (p. 414) A
69. (p. 414) A
70. (p. 416) E
71. (p. 416) D
72. (p. 416) B
73. (p. 416) E
74. (p. 419) C

75. (p. 419) B

76. (p. 419) A

77. (p. 419-421) C

78. (p. 419) C

79. (p. 420) E

80. (p. 420) D

81. (p. 421) C

82. (p. 421) C

83. (p. 421) D

84. (p. 422) A

85. (p. 422) B

86. (p. 422) D

87. (p. 422) A

88. (p. 423) A

89. (p. 423) E

90. (p. 423) E

91. (p. 423) B

92. (p. 423) B

93. (p. 423) C

94. (p. 423) E

95. (p. 423) C

96. (p. 424) E

97. (p. 424) B

98. (p. 425) C

99. (p. 425-4126) C

100. (p. 426) A

101. (p. 426) E

102. (p. 407-408) The first stage is setting goals, determining what is to be accomplished. The second stage is determining strategies and allocating resources. The third stage is implementing time and territory strategies, executing whatever action is necessary. The fourth stage is evaluating performance; determining whether the goals will be met and if they cannot be met what strategies are effective and what goals need to be changed. This leads back to the first stage again.

103. (p. 409-410) Goals relating to outcomes are called performance goals. Activity goals are behavioral objectives, such as the goal to make a certain number of calls each day. Conversion goals are measures of a salesperson's efficiency.

104. (p. 412) An ABC analysis ranks accounts by sales potential. Those accounts with the greatest potential deserve most of the salesperson's attention. Using the 80/20 rule, the salesperson can identify the 20 percent of his or her accounts that (could) buy the most and call these the A accounts. The other 80 percent of his or her accounts are called B accounts. C accounts are noncustomers or customers with very low potential.

105. (p. 414) The accounts opportunity dimension indicates how much the customer needs the product, and whether the customer is able to buy the product. The strength-of-position dimension indicates how strong the salesperson and company are in selling the account.

106. (p. 414-415) These accounts are potentially attractive because they offer high opportunity, but the sales organization currently has a weak position with these accounts. Her sales strategy should be to give these accounts a high level of sales calls to strengthen the sales organization's position.

107. (p. 415) These accounts are somewhat attractive because the sales organization has a strong position but future opportunity is limited. Her sales strategy should be to give these accounts a moderate level of sales calls to maintain the sales organization's position.

108. (p. 416) Customer of account share is the percentage of business received from a customer. Research indicates that companies that have a high customer share are more profitable, even if they are not the dominant supplier to that industry. For a salesperson this suggests focusing on a few customers and attempting to gain a larger share of their business.

- The sales rep didn't know bubbles (sic) about the product functionality and tried to BS his or her way through.
  - The sales rep was late to multiple meetings and conference calls and the company felt the vendor didn't want the business.
109. (p. 416) The sales rep was arrogant (I've heard this a dozen times about one vendor in particular).

110. (p. 417) Profiles International uses Eloqua software which tracks the person's behavior on the Web site. Eloqua recognizes the visitor if he or she clicked through an e-mail message or logs into the site, and Eloqua has predictive models built in to consider that person's behavior. Eloqua calls the buyer's online activity "digital body language."

111. (p. 418) A CRM (customer relationship management) system can help Brendan develop a more complete sales call allocation grid in order to better understand his accounts' needs. He can also use it to track effectiveness, create a pipeline analysis, expedite processing of proposals, and develop targeted marketing campaigns.

112. (p. 412) Student answers will vary. Some possible investments include time, samples of glue, demonstrations on how to use different types of glues, training employees, answering questions on specific uses, setting up displays to show usage, providing brochures or other collateral material on use, etc. These resources cost money and are not limitless. Therefore, to make the best possible investment Marshall should make the greatest investment in his most profitable customers as shown by an ABC analysis.

113. (p. 419) Prime selling time is the idea that there are ideal times of day to make sales calls and those times vary by industry and country. Likewise, there are prime times to contact potential employers, both in terms of the time of day and time of year. The tyranny of the urgent concept is the reality that salespeople are constantly being contacted by both customers and managers, each with a sense of urgency about their request or need. Successful salespeople learn to recognize what is truly urgent and prioritize those activities. Similarly, searching for job opportunities can be overwhelming. Part of a successful strategy is determining what is most urgent and accomplishing those tasks first.

114. (p. 420) A tickler file is a file or calendar that salespeople use to remember when to call specific accounts. For instance, if a customer tells you that he does not plan to buy any of your product category for at least 90 days, you could make a note to call him at the end of the 90-day period to see if he would be interested in your product line.

115. (p. 423) (1) Salespeople should think positively about paperwork. It can facilitate a detailed review of selling programs and be very useful to the company and to the salesperson. (2) Salespeople should not let paperwork accumulate. (3) Routine reports should be completed daily. Nonproductive time, such as waiting for customers, can be used for paperwork. Also taking notes immediately after a sales call helps the salesperson to remember important points. (4) Salespeople should set aside a block of nonselling time for paperwork--perhaps, daily before and after prime selling time.

116. (p. 405) her customers

117. (p. 406) setting goals or determining what is to be accomplished

118. (p. 410) achieving them should ultimately translate into achieving performance goals

119. (p. 410) his or her efficiency

120. (p. 411) benchmarking

121. (p. 412) the ABC analysis

122. (p. 414) A sales call allocation grid

123. (p. 416) Account share, customer share, or for individuals, share of wallet

124. (p. 416) pipeline analysis

125. (p. 416) With the sales manager

126. (p. 417) current customers' purchase history, market segment, and economic leading indicators.

127. (p. 419) Prime selling time varies from industry to industry and by country.

128. (p. 420) a file or calendar that salespeople use to remember when to call specific accounts

129. (p. 421) circular, leapfrog, straight-line, and cloverleaf routing

130. (p. 423) ease of travel and concentration of customers

131. (p. 428) conversion ratio

## ch15 Summary

<u>Category</u>	<u># of Question</u>
Castleberry - Chapter 15	131
Difficulty: Easy	48
Difficulty: Hard	14
Difficulty: Medium	69