



INTERNATIONAL MANAGEMENT INSTITUTE
Bhubaneswar

SALES & DISTRIBUTION MANAGEMENT

Term V

Session Plan PGDM-II Sept.-Dec.'16

Credits: 3

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Course Objective:

1. To expose the participants to the function of Sales & Distribution Management in any product centric business, across product categories.
2. To develop a hands-on in-depth understanding of both the functions.
3. To understand the relationship between the trade and the organization and the strategic role of the distribution function in the Marketing Mix.
4. Develop the skills to be able to conceptualize, develop and manage a Sales & Distribution network.

Pedagogy:

The approach will be hands-on, through experiential learning involving active field work in the market place. Besides conceptual learning which will involve case discussions, lectures, role plays and written assignments. Surprise quizzes will be a special feature. ***Prior reading and preparation of the assigned readings/cases will be a pre requisite.*** Field project will constitute an important element of the learning pedagogy.

Evaluation:

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| Class discussions /written submissions | 20% |
| Quizzes (n-1) | 20% |
| Term Assignment | 20% |
| End term exam | 40% |

Text Book:

**Sales & Distribution Management-Text & Cases, Havaladar & Cavale
(Tata McGraw Hill) Latest ed.**

Reference Books:

1. Sales Management- Decisions, Strategies & Cases :
Cundiff, Still & Govoni (Prentice Hall)
2. Marketing Channels: Coughlan, Anderson, Stern ,El Ansary & Natarajan
(Prentice Hall/ Pearson) .
3. Sales & Distribution Management, Panda & Sahadev, Oxford University
Press,
4. Selling Today: creating customer value, Pearson,.
5. Sales & Distribution Management: an Indian perspective, Pingali
Venugopal, Response Books,
6. Dalrymple's Sales Management: William Cron & Thomas DeCarlo, Wiley

Session Plan

| <u>Session</u> | <u>Topics</u> | <u>Readings & Cases</u> |
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| <u>1st Visit</u> 1 | <ul style="list-style-type: none"> • Overview of Sales & Distribution • Distribution & marketing mix • Why channels • Channels for FMCG, Industrial products & services | <p>R: Planning The Distribution Function in an Organization</p> <p>R: Customer-driven distribution systems</p> <p>R: Chapter - 8</p> |
| 2-4 | <ul style="list-style-type: none"> • The participants in the channel process & the environmental impact • Types of intermediaries & their role • Functions intermediaries perform • Impact of competition on channels • Legal issues impacting distribution | <p>R: Six steps to Distribution Network Design</p> <p>R: Chapter - 9-11</p> |
| 5-6 | <ul style="list-style-type: none"> • Behavioral implications in channel management • Quest for Power in the channel system • Role of communication • Conflict in channels • Channel Power & conflict resolution | <p>R: A New Approach to Distribution Conflict Management</p> <p>C: Gem Soaps (session 5)</p> |
| <u>2nd Visit</u> 7-9 | <ul style="list-style-type: none"> • Developing Distribution Strategy & channel network • Interpreting channel behaviour • Identifying distribution needs • Evolving channel structure & design • Evaluating channel alternatives • Channel selection • Developing the channel | <p>C: Maxwell Corporation (Session 7)</p> <p>R: Chapter - 12</p> |
| 10 | <ul style="list-style-type: none"> • Managing Channels • Product & Debtor control thru channels • Motivating the channel • Promoting through channels • Channel Compensation | <p>R: Chapter - 13-14</p> <p>C: Morgan & Boss...Home assignment (sub in # 15)</p> |
| 11 | <ul style="list-style-type: none"> • Physical distribution & logistics • Elements of logistics • Developing & Managing the supply chain distribution/logistics • Inventory planning & management | <p>R: Chapter 15</p> <p>R: What is the Right Supply Chain for Your Product.</p> |
| 12-14 | <ul style="list-style-type: none"> • Personal Selling • Pre & post selling activities • Opening & Closing a sale • Handling objections • Sales Negotiations | <p>C: Do I really have to worry (Session 12)</p> <p>R: Chapter 1-3</p> |

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| <p>3rd Visit</p> <p>15-17</p> <p>18</p> <p>19</p> <p>20</p> | <ul style="list-style-type: none"> • Managing the sales organization • The sales organization • Primary & secondary structure • Managing Sales Force • Recruiting, training & motivating • Sales force Compensation <ul style="list-style-type: none"> • Territory Management • Determining territories & Load plan • Coverage planning: extensive / intensive • Developing new markets <ul style="list-style-type: none"> • Controlling the sales effort • Setting targets & budgets • Reporting & analysis • Sales meetings/reviews <ul style="list-style-type: none"> • Review & closure • Term Project VIVA | <p>R: Chapter 5 - 6</p> <p>R: Humanize Your Selling Strategy.</p> <p>C: Electric Products Co (sess 15)</p> <p>R: Sales Force Work Load and Territory Analysis</p> <p>R: Chapter - 4</p> <p>R: Chapter - 7</p> <p>Schedule for Viva will be notified.</p> |
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Prefix C...refers to Case Study & prefix R...refers to assigned reading for the class.

Readings assigned for each session could be the subject of class discussion or a quiz. Students are thus advised to read the same prior to coming to class.

Term assignment

Weightage 20%

A term project will be required to be done by each student, in groups of 5 students, to get a first hand feel of the discipline of Sales & Distribution. Groups may be formed by the students; names of group members should be emailed to reach the instructor **before session 5, along with a brief outline of the proposed project.**

Assignment: Develop an understanding of the Sales & Distribution function for any of the under mentioned product categories; how these are distributed in the market including the last mile delivery; how the sales function is discharged; and ***develop a Sales & Distribution action plan to augment its last mile delivery with a view to increase reach and market penetration.***

1. Distribution of a National brand of footwear and a Regional brand..
 2. Milk and other Dairy products from an organized large/medium sized dairy and a local brand.
 3. Distribution of Bidis, Match boxes and Cigarettes.
 4. Salty snacks from a small scale operator and a National brand
 5. Candy and low priced confectionery products, with a semi-urban reach with emphasis on last mile delivery for both a National brand and a Local/regional brand.
 6. Distribution of Frozen Desserts (Ice creams), with special emphasis on cold chain for both a National & Local/regional brand
 7. Auto ancillary supplies like Tyres and Batteries, both National & local/regional brands to wayside and micro repair shops.
 8. Regional FMCG brands in the Foods or Toiletries category with any National brand.
- To do this assignment you will need to select any product category from amongst the above list and visit the wholesale and retail markets to understand the working hands-on of the National and local/regional players. Contacts with company's field staff, intermediaries and customers will be essential. ***Primary research, covering both consumers and members of the Trade is mandatory*** for purposes of understanding the operational dynamics which impacts distribution.
 - Based on your understanding develop a complete Sales & Distribution plan for the organization to ***augment its last mile delivery with a view to increase reach and market penetration.*** For ease of implementation the plan may be confined to be implemented in the state of Odisha, but the same should be capable of a national roll out subsequently. **The plan must also cover the rural markets, for which a visit to any rural village/small town within 25 kms of Bhubaneswar, is mandatory.**
 - The plan will cover both the Sales & Distribution functions.

Submissions:

1. **From session 7**, all the groups will make a 10 min presentation outlining their progress in the project along with timelines and activities for completion. **From session 15**, all groups will be required to present their preliminary findings in the class. **Non readiness or inadequate work done will attract 1 sub-grade as penalty or any other action as deemed appropriate.** Any group member may be asked to present part or whole of the findings.
2. A written report, not exceeding 20-25 A4 pages, Arial, 12 font, side stapled, excluding annexures & questionnaire, must be submitted in the 20th session. ***Failure to meet this deadline will result in a "F" grade in the complete component.***
3. Viva will be held after completion of the course; schedule will be notified later.