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Prepared by Dan Woodward, Professor

Chapter and Title	Chapter Matches: Case Information
<p>Chapter 1: Changing World of Sales Management</p>	<p>Case #: 9B08A003 Northwest Mutual Funds <i>Niraj Dawar, Ken Mark</i></p> <p>Northwest Mutual Funds is a boutique mutual funds company that differentiates itself on a high level of customer service. The case describes how the company is considering marketing its funds directly to retail investors. Thus far, the company has marketed its fund only to the financial planners that make up the channel. The case illustrates channel issues, and helps students discuss how products must be differentiated from competitors' products in the channel.</p> <p>Industry: Insurance and Pension Funds Issues: Positioning; Differentiation; Distribution; Advertising Setting: Canada, Medium organization Difficulty: 4 - Undergraduate/MBA Length: 17 pages</p> <hr/> <p>Case #: 9B07C042 Medical Equipment Inc. in Saudi Arabia <i>Joerg Dietz, Ankur Grover; Laura Guerrero</i></p> <p>Date Revised: 3/24/2009</p> <p>A recently hired U.S.-trained sales account manager at Medical Equipment Inc. (Medical Equipment) returned to his office after meeting with the head of the cardiology department at a specialist hospital and research center in Jeddah, Saudi Arabia. He had worked very hard to secure his first sale of US\$725,000 for healthcare equipment, but was disheartened when the head of cardiology told him that the hospital's purchasing director intended to give the order to Medical Equipment's main competitor. The competition's sales representative and the purchasing director had known each other for 10 years and the head cardiologist implied that there might be side payments involved. The sales account manager knew Medical Equipment's product was superior and wondered how he could secure the order without having a history with the purchasing director or without engaging in practices he found ethically questionable.</p> <p>Teaching Note: 8B07C42, (8 pages) Industry: Miscellaneous Manufacturing Industries Issues: Sales Management; International Business; Ethical Issues; Intercultural Relations Setting: Saudi Arabia, Large organization, 2006 Difficulty: 4 - Undergraduate/MBA Length: 14 pages</p>

	<p>Case #: 9B06A035 Spectrum Brands, Inc. - The Sales Force Dilemma <i>Donald W. Barclay, Joe Falconi</i></p> <p>In 2005, the vice-president of sales and marketing for the Canadian division of Spectrum Brands Inc. must determine his next steps regarding the structure of his sales force. Spectrum Brands (Spectrum), a global consumer products company formerly known as Rayovac Corporation, had made a number of acquisitions to diversify and expand its product and brand portfolio. With these changes, Spectrum had become a leading supplier of consumer batteries, lawn and garden care products, specialty pet supplies, and shaving and grooming products. The vice-president of sales and marketing was charged with the task of creating a national sales force from the teams of the newly merged companies. Knowing the importance of the sales function to each of these companies, he wanted to ensure; despite the differences among the diverse groups, that he still maintained a team which would effectively and efficiently continue to increase the sales of each business unit.</p> <p>Teaching Note: 8B06A35, (13 pages) Industry: Miscellaneous Manufacturing Industries Issues: Change Management; Sales Management; Sales Organization; Acquisitions Setting: Canada, Medium organization, 2005 Difficulty: 4 - Undergraduate/MBA Length: 20 pages</p>
<p>Chapter 2: Describing the Personal Selling Function</p>	<p>Case #: 9B08M052 Jadelink and the Luxury Goods Market in China <i>Kevin Au, Barbara Li</i></p> <p>Date Revised: 7/28/2008</p> <p>The experienced entrepreneurial chief executive officer (CEO) of Jadelink International Limited was striving to create a modern jewelry brand representing a new perception in jade. The CEO has achieved early success by growing sales rapidly and bringing Jadelink products to Shanghai, the trendiest city in China. But the company wanted to expand business to the Asian and international luxury goods markets. This requires intensive capital to continue to build up the company scale. This case examines the establishment of a new business in China, managing business growth and acquiring venture capital. It also allows discussion of factors leading to successful entrepreneurship and dealing with business highly associated with industry tradition, people connection, and product design and innovation.</p> <p>Teaching Note: 8B08M52, (13 pages) Industry: Apparel and Accessory Stores Issues: Managing Growth; Entrepreneurial Business Growth; New Venture; Venture Capital Setting: Hong Kong;China, Medium organization, 2008 Difficulty: 5 - MBA/Postgraduate Length: 19 pages</p>

Case #: 9B07A019
Personal Shoppers at Sears: The Elf Initiative

Kyle Murray, Ramasastry Chandrasekhar

The senior vice-president of Corporate Store Sales, Sears Canada, was reviewing a new retailing initiative scheduled to launch within a month in all full-line Sears department stores across Canada. For the holiday season, Sears would offer the services of an elf, the equivalent of a personal shopper, to its customers. Although personal shoppers were common in upscale department stores, especially in the United States, this concept had not been tried in Sears stores. Taylor wondered how customers would respond to this novel concept in Canadian retailing.

Teaching Note: 8B07A19, (5 pages)

Industry: General Merchandise Stores

Issues: Customer Service; Customer Satisfaction; Customer Loyalty; Competitive Advantage

Setting: Canada, Large organization, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

Case #: 9B04A015
Alchemy Training Firm

June Cotte, Alan (Wenchu) Yang

Date Revised: 10/7/2004

The top sales person for Alchemy Training Firm has visited three potential clients, an existing customer, a "warm" call referral and a cold call, to sell a new offering from the company. While the company was well-known for providing top quality sales management training programs, the owners have decided to branch out with a new offer of supply chain management/purchasing training courses. The sales person must prepare a report of these sales calls for a planning session, and is concerned that the outcome may not be successful. He wonders what he could have done differently. The case highlights the difficulties in selling a new intangible service when firm reputation, trainer reputation, and course customization opportunities compete with cost as main buyer priorities. The differing opinions of the owners on the firm's growth strategy are an issue, as well.

Teaching Note: 8B04A15, (5 pages)

Industry: Educational Services

Issues: Sales Strategy; Services; Sales Management; Corporate Strategy

Setting: China, Small organization, 2003

Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

Chapter 3:
Organizational
Strategies and
the Sales
Function

Case #: 9B08A006
Sat & Co.: Market Orientation
Satyendra Singh,

The Sat & Co. case demonstrates how market orientation can be achieved and how its implementation can lead to superior business performance in the context of the machine tool industry. Sat & Co. consisted of two divisions: the lathe division that manufactured the lathe machines, and the computer numerical control (CNC) division that assembled CNC machines. The capacity of both divisions was underutilized. The problem was that the lathe division manufactured very basic lathe machines and the CNC division assembled very technologically advanced machines. As a result, both divisions failed to satisfy their customers' needs. The lathe division was poorly market-oriented, whereas the CNC division was overly market-oriented. The chairperson of the board of directors was adamant that both divisions must survive, and that a market orientation must be achieved, i.e. the company must meet customers' needs and must improve its business performance.

Teaching Note: 8B08A06, (8 pages)
Industry: Machinery except Electrical
Issues: Customer Analysis; Performance Measurement; Market Strategy; Machinery and Equipment
Setting: United Kingdom, Large organization, 2006
Difficulty: 4 - Undergraduate/MBA
Length: 10 pages

Case #: 9B08A001
Conroy's Acura: Customer Lifetime Value and Return on Marketing
Kyle Murray, Mike Moffat

In the fall of 2006, the president of Conroy's Acura was examining reports of the company's quarterly sales. He was concerned that despite a healthy economy, sales at his dealership were stagnant. The vice-president of sales of Conroy's Acura was constantly coming up with new marketing schemes to boost sales. But the president had difficulty determining how successful past marketing efforts had been in increasing profitability. He needed a way to put the numbers into context.

Teaching Note: 8B08A01, (3 pages)
Industry: Automotive Dealers & Gas Service
Issues: Customer Lifetime Value; Return on Marketing
Setting: Canada, Small organization, 2006
Difficulty: 4 - Undergraduate/MBA
Length: 6 pages

Case #: 9B06A025**3M Canada: Industrial Business Division***Terry H. Deutscher, Ramasastry Chandrasekhar*

Senior management at 3M Canada's Industrial Business Division (IBD), which manufactures abrasive and adhesive products, faces a dilemma. In the light of a 2006 directive from corporate headquarters, which calls for top line growth, IBD has a goal of essentially tripling its annual rate of sales gain from its current level of three to four per cent to 10 per cent within two years. In IBD's markets, 3M as a product-driven company with strong research and development focus, has historically concentrated on original equipment manufacturers and specialty distributors, but a new channel to market has emerged. Several national distributors of items used in general repair and maintenance are growing at a rapid pace. If 3M Canada wants to participate in the growth, it must seriously reconsider how it goes to market, particularly in sales and logistics. Dealing with this situation demands analysis of the requirements of the new channel, and an assessment of fit with IBD's capabilities and strengths. Significant changes will be necessary for IBD if it is to gain and sustain business in the emergent segment.

Industry: Miscellaneous Manufacturing Industries**Issues:** Distribution Channels; Channel Conflict; Marketing Channels; Sales Strategy**Setting:** Canada, Large organization, 2006**Difficulty:** 4 - Undergraduate/MBA**Length:** 17 pages

Case #: 9B06A009**Infinet Communications Inc. (D)***Kenneth G. Hardy, Meredith Lamb*

A partner in an early stage entrepreneurial company wants to revolutionize the way pharmaceutical companies communicate with medical doctors. He created eRep, an online site for a doctor to interact with a pharmaceutical company's sales representatives. Unfortunately, after two years of trying to entice a key pharmaceutical company to support the development of an eRep working prototype, he has not been able to find such a co-developer with \$1 million. Sales executives expressed interest in the concept, but seemingly no one wants to be the first mover. How should he overcome these obstacles and launch this product?

Teaching Note: 8B06A09, (4 pages)**Industry:** Business Services**Issues:** Sales Strategy; Product Strategy; Product Design/Development; New Products**Setting:** Canada, Small organization, 2005**Difficulty:** 4 - Undergraduate/MBA**Length:** 10 pages

Chapter 4:
Sales
Organization
Structure and
Salesforce
Deployment

Case #: 9B06A010

Marico Industries Ltd. Central Sales Organization

Srinivas Sridharan, Ramasastry Chandrasekhar

Date Revised: 4/4/2006

The general manager, sales, of Marico Industries Ltd. India, is thinking about the future of the company's central sales organization (CSO). The central sales organization has been around for five years and has met all its original objectives. However, with a rapidly changing industry, the very success of CSO is making it seem less relevant for the future. The general manager must decide if this is true or if CSO could transform itself to cater to the new changing needs of the Indian fast-moving consumer goods market.

Industry: Food and Kindred Products

Issues: Marketing Channels; Sales Organization; Emerging Markets; Rural Marketing

Setting: India, Large organization, 2003

Difficulty: 4 - Undergraduate/MBA

Length: 11 pages

Case #: 9B05A015

Microsoft Canada: Sales & Product Management Working Together

Donald W. Barclay, Ken Mark

Due to differences in incentive compensation, work experience, and objectives, sales and marketing, in many organizations often clash. At Microsoft Canada, the national sales manager, Home & Entertainment Division and the group product manager for PC marketing are considering investing a recurring \$1 million a year - 10 per cent of their combined promotional budget - to produce and maintain a consumer-focused website, "Microsoft Home Magazine." This proposed investment comes at a time where sales growth is slowing in the firm's PC business. As a surprising twist for students, this case is unique in the sense that it highlights an example where sales and marketing work together to achieve a common goal.

Teaching Note: 8B05A15, (5 pages)

Industry: Business Services

Issues: Conflict Resolution; Sales Management; Marketing Management

Setting: Canada, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 5 pages

	<p>Case #: 9B03A009 Jindi Enterprises: Finding a New Sales Manager <i>June Cotte, Alan (Wenchu) Yang</i></p> <p>Jindi Enterprises is a manufacturer of heat exchanger units for residential and commercial markets in China. Recently, the company's top sales representative, who is also the sales manager for one of the company's provincial offices, quit and joined a competitor. A replacement must be found, however, a delay in choosing a strategic direction is seriously complicating the hiring decision. The chief executive officer must determine the corporate strategy and ensure that the hiring strategy reflects these changes. Learning objectives include understanding that corporate strategy and sales hiring and selection strategy are inter-related and must be integrated, that hiring criteria may have to change to reflect strategy changes, and that sales and sales management practices in emerging markets can be different than those in mature markets.</p> <p>Teaching Note: 8B03A09, (8 pages) Industry: Machinery except Electrical Issues: Strategic Change; Sales Strategy; Sales Management; Sales Organization Setting: China, Small organization, 2002 Difficulty: 4 - Undergraduate/MBA Length: 17 pages</p>
<p>Chapter 5: Acquiring Sales Talent: Recruitment and Selection</p>	<p>Case #: 9B07C033 Prashant Lakhera: Senior Analyst <i>James A. Erskine, Unnat Kohli</i></p> <p>Prashant Lakhera, senior analyst at Credit Rating Agency Limited (CRA), has been working with Deepak Ghosh, project manager of the Construction Development Board, on a report that needs to be submitted within the next few days. Because Ghosh had been acting inappropriately in front of clients, Lakhera and Gagan Vedi, the other analyst working on the report, were concerned about how this might damage the image of CRA. Shortly before the report was due, Lakhera asked Ghosh for his contribution to the report. Ghosh indicated that he did not care and he walked away from the team. Now Lakhera had to decide what to do about the urgent deadline for the report.</p> <p>Teaching Note: 8B07C33, (3 pages) Industry: Credit Agencies other than Banks Issues: Interpersonal Skills; Conflict Resolution; Interpersonal Relations; Crisis Management Setting: India, Medium organization, 2006 Difficulty: 4 - Undergraduate/MBA Length: 11 pages</p>

Case #: 9B05C035
Bax Global Limited: Staff Turnover in Mainland China
Jean-Louis Schaan, Nigel Goodwin

Date Revised: 4/25/2006

The human resources manager for logistics and supply chain management at BAX China must consider her company's high rate of staff turnover. In her monthly report to the managing director, the turnover had reached 12 per cent in the first eight months of the year. The human resources manager must evaluate the company's current methods of dealing with turnover and consider what additional action should be taken. Logistics was a complex and rapidly growing industry, particularly in mainland China. Many multinational and domestic service providers were entering the marketing and expanding their operations; however, these companies had to respond to complex operational challenges and escalating customer demands. The resulting demand for skilled workers led to high turnover rates across the industry and at all organizational levels, and created margin pressure and other management challenges. The case offers a uniquely Chinese perspective on workforce recruitment, management and retention. The industry and the broader economy were growing rapidly. Skilled workers were in short supply because logistics was a new and developing discipline in the former command economy. Also, in the human resources manager's opinion, cultural attitudes resulted in low loyalty among the workers.

Teaching Note: 8B05C35, (9 pages)

Industry: Transportation Services

Issues: Compensation; Recruiting; Employee Retention

Setting: China, Large organization, 2005

Difficulty: 4 - Undergraduate/MBA

Length: 16 pages

Case #: 9B04C038
Moss Earthmoving Equipment e-Mail
Stephen R. Foerster, Mark Healy

The human resources manager at Moss Earthmoving Equipment sends an e-mail to the director of career management at a business school outlining two incidents of lack of professionalism displayed by recent MBA new hires. These actions eroded the company's confidence in recruiting from the school. The director must decide what immediate action should be taken and what changes if any, should be made in the long term.

Teaching Note: 8B04C38, (2 pages)

Industry: Educational Services

Issues: Career Planning; Employee Relations; Employee Attitude; Career Development

Setting: Large organization, 2004

Difficulty: 4 - Undergraduate/MBA

Length: 3 pages

	<p>Case #: 9B02A028 Worldwide Equipment (China) Ltd.: A Sales Performance Dilemma <i>June Cotte, Alan (Wenchu) Yang</i></p> <p>Date Revised: 2/25/2003 Worldwide Equipment Ltd. is one of the world's largest manufacturers of heating, ventilating and air conditioning equipment. The Beijing regional sales manager has just heard that the sales performance of his office ranked the lowest among the sales offices in China. The sales Beijing force will not receive their year-end bonus unless the situation can be turned around quickly. He must determine whether the sales management process or a recent new hire on the sales force, whose hiring was strongly suggested by the manager's boss, are to blame for the poor sales performance and how to keep the situation from recurring.</p> <p>Teaching Note: 8B02A28, (7 pages) Industry: Machinery except Electrical Issues: Sales Management; Sales Organization; Performance Evaluation; Organizational Behaviour Setting: China, Large organization, 2001 Difficulty: 4 - Undergraduate/MBA Length: 19 pages</p>
<p>Chapter 6: Continual Development of the Salesforce: Sales Training</p>	<p>Case #: 9B09C002 QiLing Research Hospital <i>John S. Haywood-Farmer, Kevin Leung</i></p> <p>The QiLing Research Hospital (QiLing), located in Beijing, China, headed by Dr. Tien Tzu, CEO, is in a partnership with the China Research Network (CRN). This partnership was formed in an effort to mutually benefit both parties in terms of becoming a leader in health-care quality standards and creating more effective health-care techniques. Due to the intertwined nature of this relationship, the acquisition of human capital for specific positions within the hospital requires CRN to provide the candidates. Dr. Tien Tzu is increasingly concerned that CRN's hiring conditions are hindering QiLing's potential – specifically referencing the latest batch of candidates CRN has provided to fill a key spot in the neurology department. She is aware that the right people are the key to maintaining QiLing's growth and loyalty and has analyzed how the candidate selection process, overall compensation, and job retention efforts affect the quality of the human capital pool. She is entertaining thoughts about overhauling the process for the benefit of QiLing, and is unsure how CRN will respond to any proposals she might make.</p> <p>Industry: Health Services Issues: Intercultural Relations; Manpower Planning; Employee Selection; Career Development Setting: China, Medium organization, 2007 Difficulty: 4 - Undergraduate/MBA Length: 17 pages</p>

Case #: 9B08M069
Where Have You Been? An Exercise to Assess Your Exposure to the Rest of the World's Peoples

Paul W. Beamish,

This team-building and familiarization activity can be used in the initial class or session of an international management program. It assesses one's exposure to the rest of the world's peoples. A series of worksheets require the respondents to check off the number and names of countries they have visited and the corresponding percentage of world population which each country represents. By summing a classes' collective exposure to the world's people, the result will inevitably be the recognition that together they have seen much, even if individually some have seen little. The teaching note provides assignments and discussion questions which look at: why there is such a high variability in individual profiles; the implications of each profile for one's business career; and, what it would take for the respondent to change his/her profile.

Teaching Note: 8B08M69, (6 pages)

Industry:

Issues: Intercultural Relations; Team Building; Internationalization; Career Development

Setting: Global

Difficulty: 4 - Undergraduate/MBA

Length: 11 pages

Case #: 9B08C020
Performance Management at the National Institute of Management (Central India Campus) (A)

Ranjeet Nambudiri; K.R. Jayasimha,

Date Revised: 5/1/2009

The case describes existing performance management systems at a leading business school in India, the National Institute of Management - Central India campus (NIM CI campus). The institution, which is ranked among the top 20 business schools in India, is facing critical issues of attracting and retaining faculty members. The director of the NIM CI campus has implemented a unit based performance measurement and incentive system, which has worked favorably and enabled the institute to recruit top academicians. However, the management committee believes that the system has outlived its utility and desires to replace it with more robust systems that are less vulnerable to misuse. The faculty members, however, support retention of the existing system. The key teaching objective of this case is to understand performance management systems from the perspectives of different stakeholders and develop a framework that meets all objectives of performance management. The case enables users to understand all steps in performance management and examine shortcomings at each stage. The role of incentive systems, both as a tool to enhance individual performance and as a management control mechanism, is also discussed. The case provides users an opportunity to evaluate the strategic significance of performance management.

Teaching Note: 8B08C20, (13 pages)

Industry: Educational Services

Issues: Performance Measurement; Educational Administration; Management of Professionals; Incentives

Setting: India, Large organization, 2008

Difficulty: 5 - MBA/Postgraduate

Length: 25 pages

Chapter 7:
Sales Leadership,
Management, and
Supervision

Case #: 9B07C009
Steve Jones - Stonehill Capital
James A. Erskine, Dan Nir

Steve Jones, senior investment analyst at Stonehill Capital, among other responsibilities, had to ensure that his team prepared a pitch book which presented all the numbers and graphs necessary to acquire a client's business. Jones was already overworked so he enlisted his intern, Joe Livingston, to help with the task. As the deadline approached, Jones and Livingston worked 18-hour days preparing the pitch book and were very tired and sleep deprived. The morning after the day of the pitch, Jones received an email from the vice-president of Investment Banking telling him that the bank's deal team had been embarrassed by having to explain an error in the pitch book during their meeting to try to secure the deal. Jones is now being asked to explain what happened.

Teaching Note: 8B07C09, (3 pages)

Industry:

Issues: Relationship Management; Interpersonal Skills; Management Style; Management of Professionals

Setting: Medium organization, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 6 pages

Case #: 9B07C032
Anupam Majumdar: Relationship Manager
James A. Erskine, Unnat Kohli

Anupam Majumdar, relationship manager, and Aditya Mehta, regional head of Hindustan Neon General Insurance Limited, India, were meeting an important client. Mehta asked Majumdar to serve them tea. This really embarrassed and infuriated Majumdar. It was not the first time that Mehta, Majumdar's boss, had treated him like a peon. Majumdar was about to take a three-week leave of absence to attend his brother's wedding in New York so he was not sure if this was the right time, if ever, to do anything about the situation.

Industry:

Issues: Morale; Management Style; Action Planning and Implementation; Managing Your Boss; Interpersonal Skills; Conflict Resolution

Setting: India, Medium organization, 2007

Difficulty: 4 - Undergraduate/MBA

Length: 8 pages

	<p>Case #: 9B04M089 Huadun Anti-counterfeit Technology Inc. <i>June Cotte, Alan (Wenchu) Yang</i></p> <p>The sudden resignation of the company's national sales manager has left the vice-president of sales and marketing stressed and concerned. He must decide on the successor from a pool of five candidates and is finding the decision difficult, not only because of the strengths and weaknesses of each candidate but this sudden resignation has him wondering about his authority and credibility within the organization.</p> <p>Teaching Note: 8B04M89, (7 pages) Industry: Business Services Issues: Sales Strategy; Sales Organization; Sales Management; Sales Promotion Setting: China, Medium organization, 2004 Difficulty: 4 - Undergraduate/MBA Length: 16 pages</p>
<p>Chapter 8: Motivation and Reward System Management</p>	<p>Case #: 9B06C013 Louise Chen <i>Jeffrey Gandz, Elizabeth Spracklin</i></p> <p>Louise Chen must decide what performance assessment to give one of her employees who has, uncharacteristically, failed to meet one of her key objectives for the year. The situation is difficult for several reasons; the causes of the unacceptable performance are not clear; the employee has previously received excellent appraisals, including a recent one by the vice-president; and the employee was absent for a good part of the year on maternity leave. The various factors that influence sustained performance (ability, motivation, resources, role clarity, reinforcement) are examined, as well as steps leaders can take in improving performance of those for whom they are responsible.</p> <p>Industry: Insurance and Pension Funds Issues: Management Behaviour; Management Performance; Motivation; Performance Evaluation Setting: Hong Kong, Large organization, 2006 Difficulty: 4 - Undergraduate/MBA Length: 9 pages</p>

Case #: 9B05A021
Global Source Healthcare: Allocating Sales Resources
Donald W. Barclay, Shamail Siddiqi

The founder and chief executive officer of Global Source Healthcare was struggling with how to allocate sales resources among acquiring new accounts, penetrating existing accounts and up-selling existing accounts. Global Source Healthcare provided domestic and international staffing services to healthcare facilities. The company had been operational for a year and growth had been considerably slower than expected. What made this decision especially important was that the healthcare staffing market was experiencing a substantial downturn. Consolidation was occurring in the industry. Given the limited sales and financial resources of the company, this decision was critical to ensure the very survival of Global Source. Other issues that may be raised include understanding the sales strategy in the business and marketing strategy, motivating a sales force in a difficult, limited-resource environment, and understanding the trade-off between the length of the sales cycle and the size of the potential account.

Teaching Note: 8B05A21, (10 pages)
Industry: Health Services
Issues: Startups; Services; Sales Strategy; Growth Strategy
Setting: United States, Small organization, 2003
Difficulty: 4 - Undergraduate/MBA
Length: 19 pages

Case #: 9B04A014
Candym Enterprises: Falling Sales in Territory #61
June Cotte, Megan McCrae

Candym Enterprises is a wholesaler specializing in producing, importing and exporting giftware, and selling these items through independent sales representatives. The president and founder has discovered that performance in one territory is falling. A major trade-show is approaching, and changes need to be made in the territory quickly. The president feels he has several options, including replacing an independent sales rep with a company sales rep, which would be a new strategy for the company. Learning objectives include understanding the pros and cons of salary-based relationship building, the importance of excellent customer relationship management, and recognizing that using distributors/independent sales reps has some risk.

Teaching Note: 8B04A14, (5 pages)
Industry: Wholesale Trade - Non-Durable Goods
Issues: Sales Management; Sales Organization; Sales Strategy; Compensation
Setting: Canada, Small organization, 2003
Difficulty: 4 - Undergraduate/MBA
Length: 11 pages

Chapter 9:
Evaluating the
Effectiveness of
the Organization

Case #: 9B06E007
Canadian Firearms Program
Derrick Neufeld, Zeying Wan

Date Revised: 7/19/2006

The Canadian firearms program initially was established to set up a shared database. However, increasing costs of the firearms program is a concern for a number of Canadians. Should the federal government continue with the program, de-escalate or cancel the program. The case requires students to simultaneously evaluate the issues of the database design, software outsourcing, IS project management and change management. It can also be used to cover cost analysis, and political influences in decision-making.

Teaching Note: 8B06E07, (7 pages)

Industry: Justice, Public Order and Safety

Issues: Project Management; Politics; Information Systems; Cost Control

Setting: Canada, 2006

Difficulty: 4 - Undergraduate/MBA

Length: 13 pages

Case #: 9B05D011
Benchmarking at Uljanik Shipyard
David M. Currie; Giorgio Sinkovic,

Date Revised: 2/10/2006

A junior executive is given the task of calculating a benchmark common in the ship building industry - cost per compensated gross ton. Although raw data is available for its components, the executive must formulate relationships between the data to determine the benchmark. The case is designed to provide: 1) an introduction to the construction and use of benchmarks in quality management; 2) practice in conceptualizing a problem and designing a basic spreadsheet model to solve the problem. The modeling procedure uses an influence diagram as the basis for constructing the spreadsheet model, this spreadsheet model is available, product 7B05D011.

Teaching Note: 8B05D11, (9 pages)

Industry: Water Transportation

Issues: Quality Management; Spread Sheet Application; Models

Setting: Croatia, Medium organization, 2004

Difficulty: 4 - Undergraduate/MBA

Length: 5 pages

	<p>Case #: 9B05D016 Six Sigma Implementation at Maple Leaf Foods <i>P. Fraser Johnson</i></p> <p>Six Sigma has become a popular management philosophy adopted by several large companies including Maple Leaf Foods as a means of reducing waste systematically. The plant manager at the Rivermede plant is preparing for a meeting with the senior manager to discuss the new initiative Six Sigma @ the Edge. Based on the success of Six Sigma at this plant, it was chosen as a pilot for this new initiative. Students will develop a deeper understanding of Six Sigma and the challenges associated with embedding it in the organization.</p> <p>Teaching Note: 8B05D16, (4 pages) Industry: Food and Kindred Products Issues: Job Enrichment; Quality; Continuous Improvement; Work-Force Management Setting: Canada, Large organization, 2005 Difficulty: 4 - Undergraduate/MBA Length: 12 pages</p>
<p>Chapter 10: Evaluating the Performance of Salespeople</p>	<p>Case #: 9B06A037 Biomed Co., Ltd., Designing a New Sales Compensation Plan <i>Donald W. Barclay, Ponlerd Chiemchanya</i></p> <p>A recent MBA graduate was about to return to the family business, Biomed Co., Ltd. as its general manager. Biomed's parent company, Thai Drugs Co., Ltd. has just revised Biomed's market strategy, a change that created the need to realign the sales compensation system to fit with the new strategy. The new general manager was charged with this responsibility. Students will work through the path from strategy to a powerful sales compensation plan that will support the strategy and encourage to execute the role of the salesforce within this strategy.</p> <p>Teaching Note: 8B06A37, (13 pages) Industry: Food and Kindred Products Issues: Managing Implementation; Sales Management; Human Resources Management; Compensation Setting: Thailand, Small organization, 2006 Difficulty: 4 - Undergraduate/MBA Length: 15 pages</p>

Case #: 9B04C020**InsureTech**

James A. Erskine, Adam Kramer

InsureTech is an online insurance business focusing on the small business owner market. An analyst with the company was asked to investigate and determine a solution for the problem of tracking and reporting sales results, currently a manual process. The analyst assigned to the project would work independently and was aware that the success of this project would significantly benefit the company but would also boost his own career. After six months of working on the project, the analyst presented the new system to the management committee. The system was well received but there were some reservations; he felt these issues would be resolved within a year. The launch date was set for the following month and he prepared the plan to ensure a smooth implementation. Weeks after the launch, the analyst discovered that the sales staff was still using the manual process and feedback on the new system was not favourable. He must determine why the sales staff are reluctant to use the system and what steps to take to deal with this resistance to change.

Teaching Note: 8B04C20, (5 pages)

Industry: Insurance and Pension Funds

Issues: Performance Measurement; Sales Management; Organizational Change; Management of Change

Setting: Canada, Large organization, 2001

Difficulty: 4 - Undergraduate/MBA

Length: 15 pages

Case #: 9B04C011**Technosoft Russia**

James A. Erskine, Fyodor Suzdalev

A supervisor at a telesales office has received very low ratings on an employee survey and the marketing manager is concerned that this team leader is not performing well. The marketing manager must decide what actions are needed to improve the leadership skills of this supervisor.

Teaching Note: 8B04C11, (4 pages)

Industry: Business Services

Issues: Performance Evaluation; Leadership; Human Resources Management; Contracting

Setting: Russia, Large organization, 2002

Difficulty: 4 - Undergraduate/MBA

Length: 15 pages

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