



DELHI SCHOOL OF BUSINESS

By Vivekananda Institute of Professional Studies - TC

PGDM

THIRD TRIMESTER (Batch: 2024-26)

END-TERM EXAMINATION, APRIL 2025

Course Name	SDM	Course Code	
Duration	Three Hours	Max. Marks	60

Instructions:

1. All questions are compulsory
2. Take your decisions in applying any theoretical knowledge of the curriculum to the three questions and managerial application as and when applicable.

Q. 1 Explain the process of Sales in the context of personal selling for an insurance company of your choice.(15 marks)(CO 1)

Q.2. Comment on the statement "Sales ethics is more crucial than Sales performance". Give examples from the industry where Sales ethics was crucial for the companies and had legal repercussions. (15 marks)(CO 2)

Case study:

The textile and fashion industry is one of the key pillars of global economic development. It represents an industry in which modern business conditions are highly volatile and turbulent. To thrive in such a business environment, companies in this industry have to invest in improving sales performance management. Improving sales performance management in textile and fashion companies: a case study of ASOS Sales performance management is one of the key processes in companies from various industries. ASOS is a British online fast-fashion and cosmetic retailer. The company was founded in 2000 in London, primarily aimed at young adults. The website sells over 850 brands as well as its own range of clothing and accessories, and ships to all 196 countries



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from fulfilment centres in the United Kingdom, the United States, and Europe. ASOS originally stood for As Seen On Screen with the tagline "Buy what you see on film and TV" because it exclusively sold imitations of clothing from those mediums (for example, Brad Pitt's red leather jacket from the 1999 film Fight Club).

ASOS's headquarters are in Camden Town, at Greater London House, with additional offices in Berlin and Birmingham. As of 2013, their main fulfilment centre is in Barnsley, South Yorkshire, where they employ 3,500 workers. The customer care department is based in Leavesden. The Danish company Bestseller A/S, owned by the business magnate Anders Holch Povlsen, is ASOS's largest stakeholder, with a 26% share.

The company is listed on the London Stock Exchange and is a constituent of the FTSE 250 Index. ASOS is a British online fast-fashion and cosmetic retailer founded in 2000, headquartered in London, and primarily targets young adults with a wide range of clothing, accessories, and beauty products. Here's a more detailed overview of ASOS:

Founded: 2000 in London

Headquarters: London, United Kingdom

CEO: José Antonio Ramos Calamonte

Focus: Online fast-fashion and cosmetics, primarily for young adults

Products: Clothing, footwear, accessories, beauty products, and own-label brands

Global Presence: Operates across the UK, US, Australia, France, Germany, Spain, Sweden, the Netherlands, Denmark, Poland, and Italy

Website: www.asos.com

Subsidiaries: Topshop, ASOS, and others

Founders: Andrew Regan, Quentin Griffiths, and Nick Robertson

The company has an Active Customers base of 20 million in over 200 markets. Improving business strategies through planning, analyzing, guiding and managing sales activities presents the overall



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aim of sales performance management for achieving companies' strategic business goals. Following Table shows the comparative analysis of their traditional and online sales operations at present.

Table 1

A COMPARATIVE ANALYSIS OF TRADITIONAL AND ONLINE SALES		
Criteria	Traditional sales	Online sales
Location and accessibility	Physical locations, specific working hours, geographical limitations	Possibility to shop at any time and from any location
Delivery time and costs	Current delivery time, time spent on physically visiting a store, possible waiting times	Delivery time (ranging from a few days to several weeks), delivery costs (often paid by the customer)
Payment methods	Cash and checks, credit, debit and gift cards	Credit, debit and gift cards, PayPal, cryptocurrencies
Customer relations	More personalized relationships, seller advice, Email	Social media, applications, Email, Chatbots
Operational costs	Costs of rent, storage, employees, marketing, etc.	Costs of office rental, storage, employees, marketing, delivery, packaging, product returns, etc.

The company now plans to enter India with Delhi NCR being their first market they want to conquer. They contact you as a Sales consultant to set up the sales territory of Delhi NCR as per your knowledge.

Q.3 Suppose you were the Sales head in India for the company and had to formulate the plan for Sales territories for the Delhi NCR region. What the important factors that you would keep in mind while devising territories for ASOS. Design a territory plan for them with number of sales men in each territory.(CO 1,2)

(15 Marks)

Q.4 Based on the territory management plan for ASOS that you have made, Devise a compensation plan for the company. Also list what are the basic criteria a sales manager has to keep in mind before planning the compensation, reward, bonus and incentive of a sales professional.(CO 3,4)

(15 Marks)