

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2024-26)**  
**MID TERM EXAMINATION (TERM -III)**

Subject Name: **Sales Management**

Time: **01.00 hrs**

Sub. Code: **PGM31**

Max Marks: **20**

**Note:**

**All questions are compulsory. Section A carries 04 marks, B carries 08 marks and Section C carries 08 marks.**

**Section A: Short Answer Questions**

**Q1.** (CO1) Explain the concept of AIDAS theory in sales. (2 Marks)

**Q2.** (CO1) Differentiate between Selling and Marketing with suitable examples. (2 Marks)

**Q3.** (CO2) Explain the 4Ps of selling with suitable examples (3 Marks)

**Q4.** (CO3) Explain the concept of Adaptive Lean Sales and its importance in modern sales strategies. (3 Marks)

**OR**

Explain the four key elements of the Behavioral Equation Theory of Selling taking a suitable example. CO3

**Q5. Case Study: Sales Transformation at NexaTech Solutions**

NexaTech Solutions, a mid-sized B2B software company, specializes in providing AI-powered CRM software to small and medium enterprises (SMEs). Despite having a technically superior product with competitive pricing, the company has been struggling with low conversion rates. Their sales process has traditionally relied on cold calling, generic presentations, and standardized pitches that fail to address individual customer needs.

The company's sales director, Priya Sharma, noticed a pattern: most potential customers showed initial interest in the CRM solution but dropped off before making a final purchase. Through customer feedback, she identified three key issues:

1. **Generic Sales Approach** – Sales representatives were using the same script for all prospects, regardless of their industry, company size, or existing CRM usage.
2. **Lack of Stakeholder Mapping** – The sales team often engaged with mid-level managers who lacked decision-making authority, leading to delays and lost deals.
3. **Ineffective Objection Handling** – When prospects raised concerns about integration, data security, or ROI, the sales reps struggled to provide convincing responses.

To address these issues, NexaTech decided to implement an **Adaptive Lean Sales strategy**. Priya initiated a two-month training program for the sales team, focusing on:

- **Personalized Engagement** – Reps were trained to research prospects before meetings, tailoring their pitch to specific pain points.
- **Stakeholder Mapping** – Identifying key decision-makers (such as CTOs, CFOs, and Heads of IT) and developing strategies to engage them.
- **SPIN Selling Technique** – Using Situation, Problem, Implication, and Need-Payoff questions to guide conversations and uncover deeper customer needs.

- **Data-Backed Objection Handling** – Sales reps were provided with industry-specific case studies and ROI calculators to address common objections.

### The Turning Point

One of the first companies NexaTech applied this strategy to was **Zenith Logistics**, a fast-growing supply chain company looking for a CRM solution to manage customer interactions and automate workflows. Instead of a generic pitch, the sales rep, Rahul, researched Zenith's pain points and structured his approach as follows:

- **Step 1: Identifying the Right Stakeholder** – Instead of speaking only to the operations manager, Rahul scheduled a call with the CIO, who had budget authority.
- **Step 2: Customized Pitch** – Knowing that logistics companies value real-time tracking and automation, Rahul highlighted how NexaTech's AI-driven CRM could optimize delivery scheduling and improve fleet management.
- **Step 3: SPIN Selling in Action**
  - *Situation:* "How does your team currently manage customer inquiries and delivery scheduling?"
  - *Problem:* "Do you face delays in processing orders due to lack of automation?"
  - *Implication:* "Could these delays lead to customer dissatisfaction and lost revenue?"
  - *Need-Payoff:* "If our CRM could reduce response time by 40%, would that align with your business goals?"
- **Step 4: Handling Objections with Data** – When the CIO raised concerns about system integration, Rahul provided case studies showing how similar companies integrated NexaTech's CRM with minimal downtime.

### The Result

By shifting to an Adaptive Lean Sales approach, NexaTech saw a 35% improvement in conversion rates over the next three months. The sales cycle became shorter, and customer satisfaction increased due to personalized sales interactions.

### Questions:

**Q1.** (CO3) What mistakes did NexaTech make in its initial sales approach, and how did Adaptive Lean Sales help resolve them? (5 Marks)

**Q2.** (CO3) How did SPIN selling and stakeholder mapping contribute to the success of the Zenith Logistics deal? Provide examples. (5 Marks)