

Scenarios for Class Discussion: May 18, 2011

Scenario #1: Switching from Technological Communication to Personal Communication

You are the sales manager for a national pharmaceutical company. Several years ago in an effort to cut costs, your company required sales reps to make sales contacts primarily by telephone and fax rather than personal visits to doctors. This decision allowed the company to reduce the sales staff and excessive travel costs. Morale of the sales staff has increased because reps prefer working in the office. You believe, however, the company's recent decline in sales is a result of this policy. Research shows that the success rate of telephone/fax contacts is 50% compared to an 85% success rate with personal contacts. An informal survey of the company's customers showed that they prefer talking with the sales rep in person when considering a new drug. Thus, management has accepted your recommendation that the sales force begin making personal sales calls three days a week to maintain relations with existing clients and to acquire new customers.

Write a memo to your sales force informing them of this change.

Scenario #2: Promoting the Benefits of Personal Training Sessions

You are the membership director of a fitness center that caters to professional women. Many of your members have been inquiring about free personal training. After careful consideration, you have decided to offer personal training sessions at \$90 per hour and hire three fitness instructors who have been certified by the Aerobics and Fitness Association of America. So far, clients have been slow to sign up.

Write a sales letter to existing members announcing your fitness center's personal training program. In addition to convincing your readers of the benefits of personal training, the letter should introduce the trainers, describe their backgrounds and interests, and emphasize the extensive training they received in certification workshops. Their training includes the following:

- Anatomy and kinesiology
- Fitness-assessment testing procedures
- Weight management and nutrition for all body types and health backgrounds
- Motivation

Scenario #3: Refusal of Free Service

You are the manager of Sunny River Resort. Charles James, director of the Sunny River Business League, has written you the following letter:

Dear [Your Name]:

The Sunny River Business League will hold its annual conference on Jun 15-17, 2012. We expect about 1,500 attendances and would like to use your resort for the conference.

We would need to use your conference area from 9 A.M. to 4 P.M. each day. We would also need DVD players, Internet connections, an overhead computer projection system, and an interactive podium in the largest room for the speakers who will address our group.

Since some of the attendees will stay at the resort for three days or more and will be paying for meals in your dining room, I'm sure you could provide the use of your conference area free of charge. In fact, the exposure your resort will receive during our meeting and the goodwill you will generate should more than pay for the facilities in your conference area.

Please let me know by [date] if your resort is available.

Sincerely,
Charles James
Charles James, M.B.A.
Executive Director

You would like the business league to use your meeting room, but you have a problem: You charge any group \$1,500 per day to use the room. You can't afford to give it away. The room has a number of fixed and variable costs required to clean, pay for lighting and air-conditioning, and supply and repair equipment. Also, what might happen if others knew you had provided the room at no cost? Write a letter to Mr. James selling him on the idea of using your lodge while holding to the \$1,500. Use tact, a positive tone, and persuasive details to help you write the letter. You definitely cannot just say it's "company policy" or complain about costs.