

WORK PROGRAM

Company :
Section : Sales & Marketing
Year :

RISKS	OBJECTIVES	STEPS/TESTS	Working Paper Ref.
Understaffing	<p><u>OVERALL OBJECTIVES</u></p> <p>Functional objectives are established and consistent with the overall company objectives.</p> <p>Strategies are formulated and communicated to the Sales and Marketing employees to achieve functional objectives.</p> <p>The organization of manpower in Sales and Marketing facilitates effective execution of the sales and marketing strategies</p> <p>Resources such Sales Tools and Sales Kits are sufficiently available to support the employees to execute sales and marketing strategies.</p> <p>Key performance indicators are identified and collected for periodic review of performance.</p>	<p><i>Note: Program based on presumed or anticipated conditions. If program is changed as a result of conditions found in the field, document the change accordingly.</i></p> <ol style="list-style-type: none"> 1. Obtain a copy of the Functional objectives and determine whether the objectives are consistent to support the achievement of overall company objectives. 2. Obtain a copy of the Sales & Marketing Plan and review the sales strategies to achieve sales goals. 3. Obtain the Organization Chart in Sales & Marketing and compare with the Business Process Flowchart to test for effective segregation of Duties. i.e. list of revenue centre, Target Market, How Marketing People being structured. 4. Obtain Sales Tools and Sales Kits used for product presentation review for effectiveness. 5. Obtain reports which outline trends in key performance indicators and review for: <ol style="list-style-type: none"> i. Relevance (eg. Unit Sales by products, Gross Profit Margin 	

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<p>Inconsistent sales practices</p> <p>Lack of economies of scale</p>	<p>Sales Policies have been established documented in the Management Guide and communicated to Sales and Marketing employees to streamline the sales and marketing practices in the company.</p> <p>Major processes in Sales and Marketing have been identified, documented and communicated to employees to ensure that most effective and most efficient methods of conducting sales and marketing activities are being employed.</p>	<p><i>Note: Program based on presumed or anticipated conditions. If program is changed as a result of conditions found in the field, document the change accordingly.</i></p> <p>by products etc.) ii. Customer Satisfaction and Service Levels (e.g. Customer Satisfaction Index, Customer Complaints, % Delivery to Orders etc.). iii. Industry or market indicators (eg. Market Share, Market Trends, Market Research, Industry Averages or key competitors' performance etc.)</p> <p>6. Review Sales Policies (eg. Pricing, Returns, Refunds etc.) and test for the mode of communication of the policies to the Sales staff.</p> <p>7. Obtain a procedure manual for Sales & Marketing and test for effectiveness in ensuring that most effective and most efficient methods of conducting sales and marketing activities are being employed.</p> <p>8. Discuss with the Head of Sales & Marketing on the training program offered to all Sales Staff.</p>	

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<p>Bad Debt</p> <p>Lack of supervision</p>	<p>Products or services offered by the company are promoted effectively to maximize market penetration (e.g. advertisements, extensive sales networks etc.).</p> <p>Risk Assessment is conducted on all credit customers to ensure effective collection on all sales transactions.</p> <p>An effective Customer Service function is available to provide effective <i>After Sales Service</i>.</p> <p>The Head of Sales and Marketing to monitor the progress of Sales & Marketing initiatives conducts weekly meetings.</p> <p>Feedback from customers (or market trends) is used to improve the current products/services or to introduce new offerings.</p>	<p><i>Note: Program based on presumed or anticipated conditions. If program is changed as a result of conditions found in the field, document the change accordingly.</i></p> <p>9. Determine the advertisement and promotion activities and review the:</p> <ul style="list-style-type: none"> i. Types for promotion activities ii Annual Budget for promotion and ads. <p>10. Discuss with the Head of Sales & Marketing how Risk Assessment is conducted on credit sales</p> <p>11. Determine if a Customer Service function is available to provide effective <i>After Sales Service</i> such as to respond to customer enquiries, to process customer complaints, to replace defective products etc.</p> <p>12. Review the minutes of the weekly meetings in Sales & Marketing and review for effectiveness to share information, to identify issues and corrective actions and to monitor the progress of major initiatives</p> <p>13. Determine the forum where Customer Feedback (or market trends) is used to improve the current products/services or to introduce new offerings.</p>	

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	<p>Head of Sales and Marketing reviews the key performance indicators monthly to ensure that key sales objectives are being met.</p> <p>The Management Committee reviews the key sales indicators monthly to ensure that key sales objectives are being met.</p>	<p><i>Note: Program based on presumed or anticipated conditions. If program is changed as a result of conditions found in the field, document the change accordingly.</i></p> <p>14. Also test for effective communication of the feedback to the Operation function for Research and Development support.</p> <p>15. Determine the key management reports to the Head of Sales and Marketing and review the information on the reports for effectiveness.</p> <p>16. Review the minutes of Management Committee Meetings and determine if key sales indicators are reviewed.</p> <p>17. Enquire on other Business Controls employed to set the overall direction of the business.</p>	
<p>Prepared by : _____ Date: _____</p> <p>Reviewed by : _____ Date: _____</p>			