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**Overview**

This standard is about determining selling priorities across a portfolio of products and/or services based upon an understanding of the current and potential profitability of the components of the portfolio. It includes assessing the products and/or services within the portfolio to determine which might be retained and developed, as well as any risk and vulnerabilities associated with the portfolio. This standard is for senior sales professionals with responsibility for managing a portfolio of products and/or services.

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**Performance  
criteria**

- You must be able to:
- P1 identify the range of products and/or /services within the portfolio
  - P2 establish the profile of the products and/or services within the portfolio taking into account trends in their share of the market at which they are targeted, and whether these markets are growing in size
  - P3 identify the profitability and sustainability of the products and/or services within the portfolio, taking into account all relevant factors
  - P4 assess the markets at which the products and/or services are targeted and determine factors impacting upon their growth
  - P5 identify any inter-relationships between the different products and/or services within the portfolio, such that customers buying decisions regarding one might be influenced by change to another
  - P6 determine the particular strengths and any risks and vulnerabilities affecting the products and/or services portfolio
  - P7 determine those products and/or services with a sustainable competitive advantage
  - P8 identify and establish those products and/or services which should be retained and developed, as part of determining the most profitable customer- products mix
  - P9 develop and agree robust business case for the development of a profitable portfolio of products and/or services

## Knowledge and understanding

### You need to know and understand:

- K1 legal, regulatory and ethical requirements affecting the marketing and sales of products and/or services in the organisation's sector
- K2 the organisation's marketing and sales strategy relevant to the portfolio of products and/or services under consideration
- K3 the organisation's actual and potential customer base for the products and/or services and their needs and expectations relating to the products and/or services
- K4 the organisation's actual and potential competitors, and the key features of their strategies and plans
- K5 the factors to be considered when reviewing the profitability of products and/or services, and how they demonstrate value
- K6 how to identify potential risks and vulnerabilities in relation to a portfolio of products/ services
- K7 how to develop strategic objectives, actions, accountabilities and associated budgets and forecasts in developing products and/or services
- K8 tools and techniques used in analysing product/service portfolios
- K9 how to develop contingency plans to address risks and changing circumstances
- K10 the types of inter-relationships that can occur between products and/or services within a portfolio and how these can impact upon the buying decisions of customers
- K11 processes of consultation with colleagues and other stakeholders during the review of a portfolio
- K12 how to make a business case for amendments or additions to the organisation's objectives, the investment required and the forecast return on investment
- K13 how to co-ordinate the development and marketing of those products and/or services which offer the best return on investment, in line with an organisation's objectives
- K14 how to monitor demand for the products and/or services and to adapt them in response to variances in demand

CFASAL008

Determine selling priorities across a portfolio of products and/or services



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K15 methods of monitoring how products and/or services are priced, promoted and distributed, in response to feedback from existing and potential customers

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<b>Original URN</b>	CFASLS210
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<b>Suite</b>	Sales (2013)
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