

**ASSESSMENT OF SALES MANAGEMENT PRACTICE IN CASE OF
AGP POULTRY, GUBRE BRANCH**



**A SENIOR ESSAY SUBMITTED FOR PARTIAL FULFILLMENT OF
BA DEGREE IN MARKETING MANAGEMENT**

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Abstract

The study mainly focuses on the assessing the sales management practice in AGP poultry factory in Gubre branch. The data is collected through primary and secondary data collection method. To collect primary data self-administered questionnaires are used. Whereas secondary data is collected via organizational records and written materials about the organization. The collected data is effectively processed, analyzed and presented by using percentage and tabulating. The study was guided by the following objectives, to assess the sales management practice in AGP poultry factory in Gubre branch, to identify how the factory trains and motivates the sales force and to point out how to solve customer complaints.

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CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

In daily life, a layman deals with different transaction in terms of selling and purchasing of goods and services. In these transactions the second one persuades the first person. Therefore, selling may be defined as persuading people to satisfy the want of first one. The person, who does this act, is called as the salesman, the result of this action as sales, while these activities of the person, are supervised and controlled by sales-management. The quality of selling is referred to as salesmanship. In other words, 'management' is synonymous with leadership. Managers do the same thing in industry, as ministers do in states and at the centre, i.e., they have to plan, forecast, direct and control their personnel. Here success lies in running together, hand in hand. Managers are the captains of the army of their followers. Although such qualities may be admirable, the duties of the sales manager in the modern company have both broadened and changed in emphasis.

Originally, the term 'sales management' referred to the direction of sales force personnel. But, it has gained a significant position in the today's world those involved in management are being called upon to exercise in a professional way the key duties of all managers, namely: planning, organizing and controlling. The emphasis has changed from the idea that to be a good sales manager you had to have the right personality and that the main feature of the job was ensuring that the sales force were out selling sufficient volume. David Jobber & Geoff Lancaster (2006)

The emphasis is on the word management. Increasingly, those involved in management are being called upon to exercise in a professional way the key duties of all managers, namely: planning, organizing and controlling. The emphasis has changed from the idea that to be a good sales manager you had to have the right personality and that the main feature of the job was ensuring that the sales force were out selling sufficient volume. Its definitions runs like: the planning, direction, and control of the personnel, selling activities of a business unit including recruiting, selecting, training, assigning, rating, supervising, paying, motivating, as all these tasks apply to

the personnel sales-force. Further, it may be quoted: it is a socio-scientific process, involving 'group-effort' in the pursuit of common goals or objectives, which are predetermined. Coordination is its key, though, no doubt, it is a system of authority, but the emphasis is on harmony and not conflict. Sales-management differs from other fields of management, mainly in different aspects: the selling operation of a business firm does not exist in isolation. Thus, simultaneous with the changes taking place in the business, as well as marketing-orientation, a new concept of sales management has evolved. The business is now society-oriented, on human-welfare aspects. So, sales-management has to work in a broader and newer environment, in co-existence with the traditional lines. The present emphasis is now on total development of human resources.

1.2 Statement of the problem

Sales management is a high-pressure job. Salespeople face a lot of pressure to meet quotas, but managers are ultimately held accountable for the performance of their teams. Essentially, if you don't deliver consistent sales numbers that owners or executives want, you won't last long. You also face daily stress in planning, organizing, training and coaching salespeople, and often handling customer complaints that escalate.

The road to becoming a sales manager sometimes involves promotion. The skill set required for effective sales management is quite a bit different than the skill set required for being a salesperson.

As a sales manager, training and developing sales people is a primary responsibility. One common challenge is finding the time to train reps since you spend a lot of time analyzing data, setting goals, reviewing sales numbers, and focusing on business development and marketing. Some sales management spends money on professional sales training programs for their workers. Finding the right training system at an affordable cost is difficult. Sales organizations typically use some type of customer relationship management, or CRM software. CRM tools are used to track prospects and customers buying activity. Sales managers must ensure their employees have access to the best type of solution that meets organizational needs. Hiring the wrong person can damage anyone's career, team and the company. As a sales manager, you need to prioritize getting the hiring process right so you can recruit top talent. It is often not enough to hire a new salesperson based on your perception of his/her personality and skills.

In APG poultry the main challenges that sales fore department can include is the lack of awareness at the public to incorporate into the system, this is a resistance to penetrate the market. Customer complaints are gathered by making phone calls to each, wherever the client is in the country. There is a team in head office that is delegated only for this purpose. Finally a detailed document called ‘customer’s insight report’ is compiled and sent to each site and manager for correction.

1.3 Basic Research Questions

From the above problems not done in the study areas the researcher will answer the following research questions.

1. What does the sales management practice of the factory looks like?
2. To what extent the sales force of the factory is trained and motivated?
3. How does the factory solve customers' complaints?

1.4 Objective of the study

1.4.1 General objective

To investigate the sales management practice of AGP poultry in Gubre branch

1.4.2 The specific objectives

The specific objective of the study is:-

- To evaluate the factory’s sales management practice.
- To identify how the factory trains and motivates the sales force.
- To point out how to solve customer complaints.

1.5 Significance of the study

The outcomes of the study help the factory to know strength and weakness of its sales management practice so that it can improve and refine its strategy. It can be used as secondary source for the coming generation who wants to study on related topics. It also enhances the researchers' capability of undergoing a research and broadens his knowledge though reading different books and references. The researcher can also apply what he has learned in the present year and use it as a stepping stone for future researches.

1.6 Scope of the study

This research assesses the sales management practice of AGP poultry. The study will make its focus on the sales management practice in relation to its own distribution branch & final customer located in Gubre town.

1.7 Limitation of study

The researcher had come across a number of challenges which have due impact on the study. Among these: lack of recently published books and references on the specific topic of study. In addition, some of the customers that were chosen as a sample for this study did not cooperate to respond to the questions made for them. There also exists time, financial and material constraints that limits the study in addition to the researchers bounded knowledge and inexperience for conducting the study.

1.8 Organization of the paper

The paper includes five chapters.

The first chapter involves introduction including background of the study, statement of the problem, basic research question, objective of the study, scope of the study, limitation of the study, significant of the study, and organization of the study. The second chapter was made its focus on literature review which is related with the subject matter from different sources about general theories and guidelines on sales management. The third chapter deals with research methodology of the study. The fourth chapter deals with the data presentation, analysis and interpretation of the research which was gather through questionnaire and interview and all the collected data and facts

found on the research presented in a suitable formats and their analysis and The fifth chapter was deals with summary, conclusion and recommendations based on the facts found on the research.

CHAPTER TWO

2. Literature review

2.1 The Nature and Role of Sales Management

In the same way that selling has become more professional, so too has the nature and role of sales management. The emphasis is on the word management. Increasingly, those involved in management are being called upon to exercise in a professional way the key duties of all managers, namely: planning, organizing and controlling. The emphasis has changed from the idea that to be a good sales manager you had to have the right personality and that the main feature of the job was ensuring that the sales force were out selling sufficient volume. Although such qualities may be admirable, the duties of the sales manager in the modern company have both broadened and changed in emphasis.

Nowadays, the sales manager is expected to play a much more strategic role in the company and is required to make a key input into the formulation of company plans. The sales manager also needs to be familiar with the concept of marketing to ensure that sales and marketing activities are integrated. In many companies the emphasis is less on sales volume and more on profits. The sales manager needs to be able to analyze and direct the activities of the sales force towards more profitable business. In dealing with a sales force, the sales manager must be aware of modern developments in human resource management.

Viewed in the manner outlined above, the role of the sales manager may seem formidable: that person must be an accountant, a planner, a personnel manager and a marketer. However, the prime responsibility is to ensure that the sales function makes the most effective contribution to the achievement of company objectives and goals. In order to fulfill this role, sales managers will undertake specific duties and responsibilities:

- Determining sales force objectives and goals.
- Forecasting and budgeting.
- Sales force organization, sales force size, territory design and planning.
- Sales force selection, recruitment and training.
- Motivating the sales force; Sales force evaluation and control.

2.2 Definition of Sales Management

Originally, the term 'sales management' referred to the direction of sales force personnel. But, it has gained a significant position in the today's world. Now, the sales management meant management of all marketing activities, including advertising, sales promotion, marketing research, physical distribution, pricing, and product merchandising. The American marketers association (AMA's) definition, takes into consideration a number of these viewpoints. Its definitions runs like: the planning, direction, and control of the personnel, selling activities of a business unit including recruiting, selecting, training, assigning, rating, supervising, paying, motivating, as all these tasks apply to the personnel sales-force.

Further, it may be quoted: it is a socio-scientific process, involving 'group-effort' in the pursuit of common goals or objectives, which are predetermined. Co-ordination is its key, though, no doubt, it is a system of authority, but the emphasis is on harmony and not conflict. Sales-management differs from other fields of management, mainly in different aspects: the selling operation of a business firm does not exist in isolation. Thus, simultaneous with the changes taking place in the business, as well as marketing-orientation, a new concept of sales management has evolved. The business is now society-oriented, on human-welfare aspects. So, sales-management has to work in a broader and newer environment, in co-existence with the traditional lines. The present emphasis is now on total development of human resources. Kundu, Surinder Singh (2007)

2.3 Benefits of Selling Activities

There are different benefits of selling activities, which are as follows:

(1) Benefits to the society: economic growth and maximum employment are the basics for national development. The achievement of both these goals means jobs and incomes for a nation's labor-force. The number of people, who need jobs, continues to expand, and also some jobs are being eliminated, because of the introduction of computers and abolition of obsolete technology. If jobs are to be made available for all those, who want and expect them, the economy must continuously expand its production of goods and services, which can only be done by adopting sound government-policies and efficient use of people. Equally important here is the fact, that an economy needs individuals, to sell what is produced. Through their persistent efforts to create and stimulate demand, salespeople could be said to be the life and blood of a productive economic-system. The large number of workers, in factories, and offices, would not be needed, if someone were not selling their products.

(2) Benefits to consumers: professional people may not know every facet of a product, but they, at least know its major uses, limitations and benefits; so they can easily serve their customers, quite effectively. For example, an insurance agent can analyze the hazards and risks that confront a client's business or home-situation, examine existing coverage and offer helpful advice, in order to eliminate the gaps or overlaps in coverage, in addition to saving the client's money. The sales-engineers are qualified to analyze technical-problems, which may be confronting a particular organization and they can give the right recommendations for developing efficient operations. Like-wise, the medical representatives may help the busy doctor, by keeping him abreast of new drugs in the market. The list of sales-people who can offer assistance to customers is practically without end.

(3) Benefits to business firms: there are sales-persons and customers: salespersons are owned by their companies, while customers are the end-users of the company's product(s) and/or services, all these people ,in the chain of marketing, stand to benefit by sales-activities. A business firm can be profitable only if its revenues exceed its costs. The prime responsibility of the salespersons is to sell the goods, produced by the organization, at a profit. The creative sales-person, tries to penetrate his territory, and adopts suitable means and techniques of profitable-selling of goods and/or services. Business firms, derive various other benefits from, non-selling activities of sales-persons. The salesperson, in the field, is an ideal person, to keep the company abreast, or ahead of

competition. He, thus, becomes an important source of field-intelligence by providing important (and sometimes very crucial) information, about the nature of competitive-activities, and also about the changing needs of customers. The sales-force has the additional responsibility of serving the needs of customers that buy the firm's product(s). Most firms cannot survive, only on the basis of one-time sales; repeat-sales are necessary. This is possible only if the customers are served in a professional manner.

A customer-oriented sales-person has to perform such activities as: providing customers with 'product-information' and 'demonstration(s); training customers-employees, in product-use; providing customers with sales-advice; and assisting customers in maintaining 'inventories'. Kundu, Surinder Singh (2007)

2.4 Elements of Sales Management

There are the four basic elements of sales management, discussed below:

(1) Planning: "Planning is deciding in the present what to do in future. It is the process whereby companies reconcile their resources with their objectives and opportunities" Philip Kotler (1999). A business cannot be taken as a chance. Every salespeople or person concerned have to see for the future, in a planned way like what must be done? And who will do it? The plan must be based on extensive market research, and the facts must be verified at every stage. The plan should also be evaluated, after investigating the total-market, for a particular type of product. Flexibility must be provided by establishing a specialists' production line, to allow for variation in production. The plan should also be subject to continued review. The details of the plan should be discussed, with all the departmental heads, concerned, and their sub-ordinates, who bear responsibility for fulfilling their parts of the plan.

(2) Co-ordination: Co-ordination is the unification, integration, synchronization of the efforts of group members so as to provide unity of action in the pursuit of common goals. *Prachi Juneja (2015)*. For example, ill planning, departmental-plans are integrated into a master. Plan, ensuring adequate co-ordination. Similarly, organizing starts by co-ordination wholly, partially inter-departmental and inter-personnel matters. Co-ordination also helps in maximum utilization of human-effort by the exercise of effective leadership, guidance, motivation, supervision,

communication etc. The control-system also needs coordination. Co-ordination does not have any special techniques. Nevertheless, there are sound principles, on which to develop skills. It has a special need to help the staff, to see the total picture and co-ordinate their activities, with the rest of the team. The sales manager has to encourage direct personal-contact, within the organization, particularly where there is lateral-leadership. Harmony, and not discord, should be the guiding mantra. In addition, one has to ensure free flow of information that is selective to the objectives of the business. No personal problems, arising from business operations are to be ignored, but solved through a free exchange of ideas. This is especially true in the case of the sales-force of any organization.

(3) Controlling: Controlling is the primary goal-oriented function of management in an organization. It is a process of comparing the actual performance with the standards of the company to ensure that activities are performed according to the plans and if not then taking corrective action. Businessjargon.com

The sales manager has to check regularly, that the sales activities are moving in the right direction or not. He guides, leads, and motivates the subordinates, so as to achieve the goals planned for the business. He has to take steps to ensure that the activities of the people conform to the plans and objectives of the organization. The controlling system should be such that one can study the past, note the pitfalls and take corrective measures, so that similar problems may not occur in the future. The controller has to ensure that the set targets, budgets and schedules are attained or followed in letter and spirit. There must be procedures to bring to light the failure to attain a target. The control-system has to (i) prepare sales and market forecasts; (ii) determine the level of sales-budget; (iii) determine the sales-quotas for each salesman; (iv) determine, review and select distribution-channels; (v) organize an efficient sales force; (vi) establish a system of sales-reporting; (vii) establish a system of statistical sales-credit; (viii) establish stock control system(s); (ix) review of performance of the sales-force; and (x) establish periodical testing programmes. In a big organization, each salesman is assigned a territory (not so big that it cannot be adequately covered). Each salesman has a target, set for specific 'period. From the weekly and monthly sales-reports, the control system is established, that will prepare records whether a particular salesman is working efficiently or not.

(4) Motivating: ‘Motivation is a general inspiration process which gets the members of the team pull their weight effectively to give their loyalty to the group, to carry out properly the tasks they have accepted and generally to play an effective part in the job that the group has undertaken’
E.F.L. Brech

Motivation is essentially a human resource concept. It aims to weld together distinctive personalities into an efficient team. For this, knowledge of human psychology is needed, as a means of understanding behavior patterns. This is especially important in the case of the sales-force. Only motivated sales-persons can achieve company’s goals.

2.5 Objectives of Sales Management

Every business firm has certain objectives to achieve. These objectives may be very explicit and definitive, or they may be implicit or general. Although, firms have different mixes of objectives, and they do place differing emphasis, on individual ones, the typical objectives include (i) profitability, (ii) sales-volume, (iii) market share, (iv) growth, and (v) corporate-image. While all these objectives are important to a business firm, the objectives, relating to sales-volume, market share and profitability, are greatly affected by the effectiveness and efficiency, with which the sales-function is managed.

Business firms, have, in fact, found that it is the most effective management objective of the firm; that must emanate out of its overall business or corporate objectives. The sales-management objectives of a business firm, generally relate to the areas of (i) achieving sufficient sales-volume, (ii) providing sufficient profit, and (iii) experiencing continuing growth.

Generally, objectives of sales-management have to cover various sales-functions, in an integrated manner. These objectives are to be expressed, as far as possible, in measurable and quantitative terms, and should also be realistic and achievable. Since, there is more than one objective; these should be put, on a hierarchical manner (most important, down to the least important). To ensure their flawless realization, they must be congruent, i.e., they must fit together, and not be in conflict with each other. For example, suppose you ask a salesman to cut his travelling expenses, and asks him to spend more time, in the field. To make these two requirements, more meaningful, they must be linked with specific time-element.

The setting of objectives should not be based only on the judgment of the top-management. Rather, it should be formulated and finalized, with the involvement of the sales-force, at the grass-roots level. In addition, the process of setting of sales-objectives should begin, only after the company has conducted benchmark studies, to find out, as to where it stands in terms of product, brand and market-sales and market share trends (all in measurable terms). Kundu, Surinder Singh(2007)

2.6 SMBO Approach

It is another approach to formulate and accomplish sales-objectives is the sales management by objectives (SMBO) technique. It is formulated combined by sales manager and sales-force (representatives). It aims to focus on (i) results, within a specified set of objectives and (ii) participative style of management. Kundu, Surinder Singh(2007)

2.6.1 Process of SMBO

The operationalising of SMBO is a process, comprising of the following steps:

- (i) Setting goals jointly with the salesman: In this process the goals for sales-man and sales managers are settled simultaneously in the organization so that they can build a close coordination between them and lastly they achieve the main objective of the organization.
- (ii) Planning strategy to reach the objectives: This participative style of sales management proves to be a boon to the top-management, in the sense of the close familiarity of the salesman, with their markets. The outcome of the joint exercise would be the development of a strategy that directs the salesman to his objectives, following a plan, in the correct sequence, with the correct timing, and must be efficient, in the use of resources of time and money.

2.6.2 Importance of SMBO

The importance of SMBO for a business firm is as follows:

- (a) Directing the salesman towards the broader sales and marketing objectives of the Company;
- (b) Providing a better approach, from the view-point of the salesman; and
- (c) Motivating the salesman.

2.7 Organization of Selling Unit

The main objective of any business firm is to sell effectively its goods and services to the consumer at reasonable prices. So long as the business undertaking operates on a small-scale; the proprietor can handle himself, or with the help of a few salesmen, under his direct control and supervision. But, as the business grows and expands, the size of the target market, to be covered to sell large quantities of goods and services becomes too large to be controlled by the owner of the business firm, personally. Therefore, these activities arise the need of a sales-organization.

Generally, an organization is a structured-process in which individuals interact with each other for achieving stated-objectives. It is a social and dynamic system. It emphasizes human-values. It is the job of management, to integrate and co-ordinate all its constituents.

2.7.1 Need and Importance

The sales organization is required for the following purposes:

- (i) To enable the top-management, to devote to more time in policy making for the growth and expansion of business.
- (ii) To divide and fix authority among the sub-ordinates so that they may shirk work.
- (iii) To avoid repetition of duties and functions so that there may not be any confusion among them.
- (iv) To locate responsibility of each and every employee so that they can complete the whole work in stipulated time; if not then the particular person must be responsible.
- (v) To establish the sales-routine in the business unit.
- (vi) To stimulate sales-effort.
- (vii) To enforce proper supervision of sales-force.
- (viii) To integrate the individual in the organization.

Business organizations consist of an input, a processing-unit, an output and a feedback-loop; with its own environment organization as an open-ended social and dynamic system. Feedback-loop, provides control mechanism. Input is drawn from the environment. It gives output to satisfy the

needs of environment, which the process itself transfers, input to output through its operators. In this approach, the main emphasis is on human-values. Workers are not simply cogs in the machinery they are social beings first. They are the key players of the production-system; and the management has to recognize this fact, that each person is unique. This makes an organization, in the present-day context, quite complex.

2.7.2 Functions of Sale Organization

A sales organization performs the following functions:

- (i) Analysis of markets thoroughly, including products and market research.
- (ii) Adoption of sound and defensible sales-policy.
- (iii) Accurate market or sales forecasting and planning the sales campaign, based on relevant data or information supplied by the marketing research staff.
- (iv) Deciding about prices of the goods and services; terms of sales and pricing policies to be implemented in the potential and existing markets.
- (v) Labeling, Packaging and packing, for the consumer, who wants a container, which will satisfy his desire for attractive appearance; keeping qualities, utility, quantity, and correct price and many other factors in view.
- (vi) Branding or naming the product(s) and/or services to differentiate them from the competitors and to recognize easily by the customer.
- (vii) Deciding the channels of distribution for easy accessibility and timely delivery of the products and services.
- (viii) Selection, training and control of salesmen, and fixing their remuneration to run the business operations efficiently and effectively.
- (ix) Allocation of territory, and quota setting for effective Selling and to fix the responsibility to the concern person.
- (x) Sales-programmers and sales-promotion-activities prepared so that every sales activity may be completed in a planned manner

- (xi) Arranging for advertising and publicity to inform the customer about the new products and services and their multiple uses.
- (xii) Order-preparation and office-recording to know the profitability of the business and to evaluate the performance of the employees.
- (xiii) Preparation of customer's record-card to the customer loyalty about the products.
- (xiv) Scrutiny and recording of reports to compare the other competitors and to compare with the past period.
- (xv) Study of statistical-records and reports for comparative analyses in terms of sales, etc.
- (xvi) Maintenance of salesman's records to know their efficiency and to develop them.

2.7.3 Structure of Sales Organization

The structure of sales organization differs from company to company. There may be a very small and simple one with only a few salesmen. At the other extreme, there may be quite complex, with many sub-organizations, based upon divisions, according to territory, product and marketing-functions. The structure of the sales-organization usually depends upon the following factors:

- (i) Nature and size of the firm.
- (ii) Methods of distribution, adopted by the firm.
- (iii) Selling-policies of the firm.
- (iv) Financial conditions of the firm.
- (v) Personality of the sales manager.

The other dimension of the sales-organization-structure is related to:

- (i) What shall be the status of the sales manager?
- (ii) What functions shall his department perform?
- (iii) What shall be the strength of the department? etc.

These are many issues, which, besides being based on the factors, listed in the procedure shall depend upon the state of the acceptance of the modern marketing concept, within the organization, and the extent to which, it is found to permeate within it. We have some firms in India, where the sales manager is the head of total marketing and sales operations of the company; others where the head of the sales-operations of the company, is a functional director of the company's board of directors, and responsible for total sales-operations of the company.

Further, to carry out the functions of the sales-organization successfully, the sales department is divided into sub-departments. Each sub-department is put under an officer, who is responsible to the sales manager, who is the head or chief executive officer (CEO) of the company. For example, in the case of a big business firm, these sub-departments could be (i) market-research, (ii) advertising, (iii) sales-promotion, (iv) recruitment and training, (v) credit and collection, (vi) sales-office for receiving the orders and arranging to dispatch goods to their destinations.

2.7.4 Steps to Establish a Sales Structure

The following procedure may be adapted to, establish a practical and viable sales-organizational structure:

- (i) Begin with a historical profile of the company's allegiance, overall organization and top-management philosophy of the firm.
- (ii) Analyze the requirements of the company and the sales department, particularly in terms of its: size, position in the market, nature of activities, product mix, nature of customers, state of competition, and sales-people and their ambitions.
- (iii) Appraise the potential of the company, in terms of its impact on the financial, technical, scientific and human resources, existing currently.
- (iv) Analyze the prevailing working-atmosphere and state of communications, especially from the view-point of relationship and human-feelings involved in such relationships.
- (v) List the various administrative-details, connected with the company.
- (vi) Prepare a note, relating to the various administrative-details including aspects like hierarchy, span of control, etc. on the sales-department, and overall organization of the department.

(vii) Describe the procedures and Processes to be followed for executing various tasks.

(viii) Based on the above, prepare a draft-structure of the sales department, giving job-descriptions of the whole of the department, and a who's who of the department.

(ix) Examine the structure, from the point of view of viability and practicality.

In the light of the complexities and vastness of the above process, for creating a sales structure, once again, we state that various industries, though being equally efficient, and of the same category, organize their sales-departments, in different ways.

CHAPTER THREE

3. Research Design and Methodology

3.1 Description of the Study Area

AGP Poultry PLC, one of Ethio chicken sister companies, was established in 2004 and owned by government until 2014 when transferred to a private company. During the transfer, it began only with small operation capital of less than 1 million ETB. Though head office of the company is based in Addis, the operational site is located in Wolkite town, Gubre Sub-city along Gubre – Butajera road.

There are 208 employees in Gubre site alone, women being 82 in number. Currently the company has more than 5000 customers who regularly buy DOC'S (Day Old Chicks). Throughout all sites there are 80 managers with different hierarchy and job positions.

3.2 Research design and strategy

The researcher used descriptive research design which involves gathering data using both the quantitative and qualitative measurement methods. The qualitative measurement helps to interpret ideas which were gathered through interview and open ended questions by exploratory while the quantitative measurement method helps to interpret ideas which were gathered using descriptive approach.

3.3 Types and Sources of Data

Both primary and secondary data were collected so as to make to a complete study. The primary data was collected to get fresh and relatively genuine information from manager and the secondary was gathered from the factory record, internet, journals, and books in order to assess past working tradition of the factory and compare it with the primary data.

3.4 Target Population

In this study the target population are customers at large, the sales personnel and the manager of AGP Poultry factory were considered as respondent.

3.5 Sampling Techniques Sample Size Determination

The sampling technique that was used in the study was simple random sampling method. It was difficult to cover the whole population in this research study. As Rescoe (1975) cites in sakaran (2000), "sample sizes larger than 30 and less than 500 are appropriate for most research". The researcher used simple random sampling to minimize the time required for data analysis and the

cost to collect appropriate and relevant information. The number of samples needed for the study was determined by the following general formula:

$$N = \frac{Z^2 * p * q * N}{E^2 (N-1) + Z^2 * P * q}$$

Where:- N= Total population=208

Z= Confidence level =90 Z (1.65)

p= Probability of success=50 %

q= Probability of failure=50%

e= allowable error= 10%

$$n = \frac{Z^2 * p * q * N}{E^2 (N-1) + Z^2 * p * q} = \frac{1.65^2 * 0.5 * 0.5 * 208}{0.1^2 (208-1) + 1.65^2 * 0.5 * 0.5} = \frac{141.57}{2.750625} = \underline{\underline{51.468302}}$$

$$N=52$$

3.6 Data Collection Method

The primary data for this research was collected via questionnaire. Out of unknown number of customers considered as target population, 52 of the customers were selected as sample respondents using simple random sampling technique.

Primary data gathered from the General Manager through interview and from the customers and the sales persons through close and open ended questions and all the open ended questions were interpreted.

3.7 Data Analysis and Presentation

The data that was gathered was analyzed using numbers, percentage, and placed in tables. The response that was obtained from open ended question and interview was mentioned and used to support the analysis.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with data presentation, analysis and interpretation of the study based on the data gathered from the respondent customers, the factory's sales persons and the manager of AGP poultry.

4.1. Analysis of data from Customer Respondents

Out of unknown number of customers considered as target population, 52 of the customers were selected as sample respondents. The researcher distributed 19 close ended questions for customer, 9 questions for sales persons and 3 open ended questions given for the manager at the time of interview.

Generally researcher provided around 27 questionnaire papers for both sales persons and customer. The 25 of customer and 2 of sales person's questionnaire were returned

Table 1 describes the demographic characteristics of the respondents including gender, age, education level and number of years the customers had relationship with the factory.

Table 1: Demographical Characteristics of the customers

Item	Question	Respondents	
		No	Percentage
1	Gender		
	Male	14	57.14%
	Female	11	42.86%
	Total	25	100%
2.	Age		
	Below 25	7	28.57%
	26 – 35	12	48.57%
	35 – 45	5	20%
	45 and above	1	2.85%

	Total	25	100%
3.	Educational level		
	Twelve completed	6	22.85%
	Certificate	1	2.85%
	Diploma	4	17.14%
	Degree	14	57.15%
	Total	25	100%
4	Relationship with the factory		
	1-5 years	11	42.85%
	6-10 years	9	34.28%
	11-15 years	4	17.14%
	16-20 years	1	5.72%
	Total	25	100%

Source: Own survey 2020

In table 1 of item 1 regarding gender distribution of the respondents; 14 of them were male, while 11 of them were female.

In table 1 of item 2 shows the age distribution of respondents; 7 of customers were found below age 25, 12 in the age range of 26 – 35, 5 were found in the age range of 35-45, and the remaining 1 was found in the range of 45 and above. This indicates that all the respondents were able to understand very well and answer/give appropriate response to the questionnaires they have received.

As it is described in table 1 of item 3, in the previous page, 6 of the respondents have completed 12th grade, 1 is certified, 4 of the respondents have diplomas and the rest 14 have a degree.

As it is indicated in table 1 of item 4, the customers have the following relationships with the company; 11 of the respondents have stayed with AGP poultry from 1-5 years, 9 of them 6-10 years, 4 of them from 11 to 15 years and 1 of the respondents for more than 16 years. This shows that the majority of the respondents have purchased products from AGP poultry factory throughout the years.

4.2. Sales management practice

The researcher under this particular study had tried to assess sales management practice in AGP poultry from the point of view of the factory's customers and the manager. Accordingly, the collected data were presented, analyzed and interpreted as follows:

Table 2: Sales management practice for AGP poultry

Item	Question	Alternative	Respondent	
			No	Percentage
1	Is the sales person's physical appearance is attractive?	Very good	4	14.28%
		good	15	60%
		Medium	4	17.14%
		Poor	1	2.85%
		Very poor	1	5.72%
	Total		25	100%
2	How do you evaluate the factory's sales person regarding product knowledge?	Very good	4	14.28%
		Good	7	28.57%
		Medium	10	40%
		Poor	3	11.42%
		Very poor	1	5.72%
	Total		25	100%
3	Does the sales person gives clear information about the products they are selling?	Strongly agree	2	8.57%
		Agree	11	42.85%
		Neutral	11	45.71%
		Disagree	0	0
		Strongly disagree	1	2.85%
	Total		25	100%
4.		Strongly agree	5	22.85%
		Agree	9	34.28%

	Does the sales person of the factory treat every customer equally?	Neutral	10	40%
		Disagree	1	2.85%
		Strongly disagree	0	0
		Total		25
5.	How do you evaluate the factory sales force performance regarding to giving satisfaction?	Very high	2	8.57%
		High	8	31.42%
		Medium	14	57.14%
		Low	1	2.85%
		Very low	0	0
	Total		25	100%
6.	How do you evaluate your satisfaction level towards the sales management practice of the factory?	Very high	1	2.85%
		High	11	42.85%
		Medium	11	45.71%
		Low	1	2.85%
		Very low	1	5.72%
	Total		25	100%
7.	How do you see the factory's sales management practice regarding to fulfilling what selling requires?	Very good	4	17.14%
		Good	11	42.85%
		Medium	10	40%
		Poor	0	0
		Very poor	0	0
	Total		25	100%

Source: Own survey 2020

As table 2 of item 1, represents, the sales person physical appearance from the customers perspective 4 of the respondents strongly agree that they appear to be attractive while 15 of them agree, 4 of them are neutral, 1 of them disagree and the rest 1 of the respondents strongly disagree that the sales persons of AGP poultry factory appear to be attractive. In the interpretation the percentage is 60% that indicates they agree with the sales person physical attractiveness.

As table 2 of item 2, interpreted the evaluating the sales persons regarding to product knowledge, 4 of them says they are very good , 7 of them says they are good, 10 of them says they are medium, 3 of them says they are poor and the rest 1 of them says they are very poor. The interpretation describes the percentage is 40% happen to medium that the sales persons of AGP poultry factory have an average product knowledge.

As table 2 of item 3, interpreted about the sales person gives clear information about the products they are selling. 2 of them strongly agree, 11 agree, 11 neutral, 0 disagree and the rest 1 of the respondent strongly disagree. This findings show that the percentage is 45.71% most of the respondents are disagree that the sales persons of AGP poultry factory regarding to giving clear information.

For the question raised about AGP poultry factory sales persons treat every customer equally in table 2 of item 4, 5 of the respondents said they strongly agree, 9 said they agree, 10 said they are neutral, 1 of them said they disagree and no person say they strongly disagree and that indicated the percentage of 40% of the respondents assume the sales persons have averagely treat every person equally.

As table 2 of item 5, the interpretation made for the question asked about how the customers evaluate the factory sales force performance regarding to giving satisfactory advice. 2 very high, 8 high, 14 medium, 1 low and no person says very low and that indicates percentage of 57.14% of the respondents assume that the sales force have a medium performance regarding to giving a satisfactory advice.

As table 2 of item 6, interpreted about the how the customers evaluate their satisfaction level towards the salesmanship practice of the factory and it indicated that 1 of them very high, 11 high, 11 are medium, 1 of them low and the rest 1 of them say very low and that shows that the percentage of 45.71% the respondents have a medium thought about the salesmanship practice of the factory towards the level of their own satisfaction.

As table 2 of item 7, interpreted how the customers see the factories salesmanship practice regarding to fulfilling what selling requires , 4 of them says they are very good , 11 of them says they are good, 10 of them says they are medium, none of them says they are poor and also none

of them says they are very poor. The interpretation describes the percentage of 42.85% of customers have said they are good regarding to fulfilling what selling requires.

4.3. Motivating the sales force

Table 3: AGP poultry’s sales force motivation.

Item	Question	Alternatives	Respondents	
			No	Percentage
1	Does the sales person serve customers with passion?	Strongly agree	7	28.57%
		Agree	11	42.85%
		Neutral	6	25.71%
		Disagree	1	2.85%
		Strongly disagree	0	0
	Total		25	100%
2	Are the sales persons more than interested to help customers?	Strongly agree	6	22.85%
		Agree	11	45.71%
		Neutral	8	31.42%
		Disagree	0	0
		Strongly disagree	0	0
	Total		25	100%
3	How do you rate the way the factory motivates its sales force?	Very good	1	5.72%
		Good	10	40%
		Medium	12	45.7% 1
		Poor	2	8.57%
		Very poor	0	0
	Total		25	100%

Source: Own survey 2020

According to table 3 of item 1, the questions raised about the sales person serves customers with passion the respondents 7 replied they strongly agree, 11 replied they agree, 6 replied they are neutral, 1 of them replied they disagree while none of them replied they strongly disagree and the percentage of 42.85% of respondents replied that they agree with the sales person serving customers with passion.

Table 3 item 2, interprets the findings about the question about the sales persons are more than interested to help customers. 6 replied strongly agree, 11 Agree, 8 neutral , none of them say disagree and also none of them say they strongly disagree and by comparison it shows that the percentage of 45.71% of customers agree with the sales person happiness to help customers.

Table 3 of item 3, indicates the data collected on how the customers rate the way the factory motivates its sales force. 1 of the respondents to be very good, 10 said its good, 12 said its medium, 2 of them said it is poor and none of them said it is very poor and the percentage of 45.71% says they are medium or average in motivating their sales force.

4.4. Customer complaint handling

Table 4: AGP poultry’s customer complaint handling

Item	Question	Alternatives	Respondents	
			No	Percentage
1.	How do you evaluate the factory’s responsiveness to handle customer complaint regarding sales persons performance?	Very good	4	17.14%
		Good	14	54.28%
		Medium	6	22.85%
		Poor	1	5.72%
		Very poor	0	0
	Total		25	100%
2	How does the factory solve customer objections about the product of the factory?	Very high	3	11.42%
		High	8	34.28%
		Medium	11	42.85%

		Low	2	8.57%
		Very low	1	2.85%
	Total		25	100%
3.	Do the sales persons handle after sales objection efficiently?	Strongly agree	6	22.85%
		Agree	11	42.85%
		Neutral	6	25.71%
		Disagree	2	8.57%
		Strongly disagree	0	0
	Total		25	100%
4	Have you ever received a defective product?	Yes	12	48.57%
		No	13	51.42%
	Total		25	100%
5.	If your answer for question 18 is yes, how was response by the sales persons for the defected product?	Very good	2	23.52%
		Good	6	47.05%
		Medium	4	29.41%
		Poor	0	0
		Very poor	0	0
	Total		12	100%

Source: Own survey 2020

As indicated in table 4 of item 1, question raised about how the customers evaluate the factors responsiveness to handle customer complaint regarding to sales persons performance 4 to be very good, 14 to be good, 6 to be medium, 1 to be poor and the none of them say very poor. This indicates that the percentage of 54.28% of customers see it as good regarding to handling customer complaint towards the sales persons performance.

As indicated in table 4 of item 2, the question raised about how does the factory solve customer objections about the product of the factory, 3 to be very high, 8 to be high, 11 to be medium, 2 to be low and 1 of the respondent to be very low. This indicates that the percentage of 42.85% of customers says the factories objection solving towards the factory product is average or medium.

As indicated in table 4 of item 3, the question raised about the sales persons handle after sales objection efficiently, 6 to be strongly agree, 11 to be agree, 6 to be neutral, 2 to be disagree and none of the respondent to be strongly disagree. This indicates that the percentage of 42.85% of customers agree with the factories sales persons handling after sales objection efficiently.

In table 4 of item 4, it indicates the data collected for the questions forwarded to the customer if they have received a defective product from AGP poultry factory and it appeared be 12 (48.57%) of them did and the rest 13 (51.42%) did not. This indicates more (51.42%) of the customers doesn't receive a defective product from AGP poultry factory.

In table 4 of item 5, question was forwarded for 12 respondents who have received a defected product and their evaluation for the response they get for those products and 2(23.52%) of them said it very good, 6 (47.05%) good and the rest 4 (29.41%) were medium and none of them select poor and very poor options. This indicates that the percentage of 47.05% of respondents or customers was satisfied by the response of the sales persons towards the defective product.

For the question If you have any further comments about the sales persons of AGP poultry factory feel free to mention below, Very few customers have written their comments on the provided space and it is presented as follows and those are they perform in a good manner, 2 respondents says that they are not physically attractive, 4 respondents says that keep it up, If the sales persons are more communicable with customers they can increase sales, they have good performance, the sales persons are great in everything, they are very diligent and have a great and detailed knowledge about the sales activity.

4.5 Analysis of data from the sales persons respondents

The researcher took 2 sales persons for data analysis. The researcher distributed 9 close ended questions for the sales persons and both respondents returned all questions

Table 5 describes the demographic characteristics of the sales person respondents including gender, age and number of years the sales person has relationship with the factory.

Table 5: Demographical Characteristics of the sales persons

Item	Question	Respondents	
		No	Percentage
1	Gender		
	Male	0	0
	Female	2	100%
	Total	2	100%
2.	Age		
	Below 25	1	50%
	26 – 35	1	50%
	35 – 45	0	0
	45 and above	0	0
	Total	2	100%
3	Relationship with the factory		
	1-5 years	1	50%
	6-10 years	1	50%
	11-15 years	0	0
	16-20 years	0	0
	Total	2	100%

Source: Own survey 2020

In table 5 of item 1 concerning gender distribution of the respondents, 2 of them were females.

In table 5 of item 2, which indicates the age distribution of respondent's, 1 of the sales persons found in below 25 and the other sales person found in the age range of 26 – 35.

As it is indicated in table 5 of item 3, the sales persons have the following relationships with the factory; 1 of sales persons have stayed with APG poultry factory from 1 to 5 years and the rest 1 of them stayed with the factory for 6-10 years.

4.6. The sales persons response towards sales management practice

The researcher under this particular study has tried to assess salesmanship practice in AGP poultry factory from the point of view of the factory's sales persons. Accordingly, the collected data are presented, analyzed and interpreted as follows:

Table 6: Sales person's feedback regarding salesmanship practice in AGP poultry factory

Item	Question	Alternatives	Respondents	
			No	Percentage
1.	How do you see the factory's reward to the sales persons?	Very good	1	50%
		Good	0	0
		Medium	1	50%
		Poor	0	0
		Very poor	0	0
	Total		2	100%
2.	How do you measure the factory's training program to the sales persons to update their selling skills?	Very high	2	100%
		High	0	0
		Medium	0	0
		Low	0	0
		Very low	0	0
	Total		2	100%
3.	Have you ever received complaints from customers?	Yes	1	50%
		No	1	50%
	Total		2	100%
4.	How do you rate the way the factory motivates its sales persons?	Very good	0	100
		Good	1	50%
		Medium	1	50%

		Poor	0	0
		Very poor	0	0
	Total		2	100%
5.	Have you ever received an objection from customers?	Yes	1	50%
		No	1	50%
	Total		2	100%
6.	How frequent the factory measures its sales person's performance?	Every day	0	0
		Every week	2	100%
		Every month	0	0
		Every year	0	0
		No measurements taken	0	0
	Total		2	100%

Source: Own survey 2020

In table 5 of item 1, question roused about how the sales persons see the factory reward and 1 of said it is very good, and the other says it is medium. This indicates that the percentage of 50% of the sales persons says very well and 50% of the sales persons says medium and this shows that the factory reward is fair enough for the sales person jobs.

In table 5 of item 2, question raised about how the sales persons measure the factories training program to the sales persons to update their selling skills and all the 2 sales persons says it is very high. This indicates that 100% of the sales persons believe that the factory training is nice.

In table 5 of item 3, question raised about have you ever received complaints from customers and 1 of the sales persons answer yes and the other answers no. This indicates that the percentage of 50% of the sales persons doesn't receive complaints from customers and they are doing their job effectively and 50% of the sales persons face complaints from customers.

In table 5 of item 4, question raised about how they rate the way the factory motivates its sales persons and 1 of the sales person answers good and the other answers medium. This indicates that

the percentage of 50% of the sales person says it is good and 50% of the sales person says it is medium and this shows that they motivate their sales force in an efficient way.

In table 5 of item 5, question raised about have they ever received an objection from customers and 1 of the sales persons answer yes and the other answered no. This indicates that the percentage of 50% has not received objections from customers and it also indicates they are doing their job effectively and 50% of the sales persons received an objection from customers.

In table 5 of item 6, question raised about how frequent the factory measures its sales person's performance both 2 of the sales persons answers every week. This indicates that the percentage of 100% of the sales person believes the factory measures their performance every week and it is good for the factory for running its selling activity effectively.

For the questions have you ever received complaints from customers and have you ever received an objection from customers, one of the sales persons says that they have never received any kinds of problems because of she is new for the factory and the other answered that she have received a complaint and objection from customers and answered by giving a satisfactory advice and also showing the customers that she understands their objections and solves it for the next time respectively and for the question if you have further comment about the salesmanship practice of the factory, the sales persons says that they don't have any further comment.

4.7 Interview with the Manager

The interview was conducted with manager of AGP poultry factory in Gubre branch, in the form of unstructured way. The result of interview stated as follow.

Q 1: Briefly state about the overall practice of salesmanship of your factory and what are the main objectives of your company's sales management

Answer; yes, of course. Our sales person brings so many customers for the factory by prospecting them to begin with and then they pre-approach the prospects. After, they present and demonstrate our product and everything they finally close sales by overcoming their objections through the cooperation of the sales force and the manager (which is me). In a month we sell for many customers and the main objectives of our salesmanship are: to create awareness in the customer

that we have better and good quality product in convenient places/sites, to promote our factory, to change and grow the life style of our sales person's and our society.

Q 2: How does your sales person handle objections and how do you evaluate their performance

Answer; unfortunately, not very well. The customers have different objections and questions every time and our sales persons sometimes couldn't handle some of these objections or questions. So we have one culture between us which is: the sales person's transfer these challenging or difficult types of questions for the manager (me) to handle. And most of the time the customer have their answers from the manager. Also to evaluate our sales person's performance we have a weekly report that includes all the information about the salesman performance like for example: how she selects potential prospects, how many customers did she have, if she has taken the prospects to visit our sites, if they have successful closing etc.

Q 3: How do you motivate and reward your sales persons

Answer; we motivate our sales person by rewarding them by certificate of appreciation, paying them their commission within time, provide them with all the materials they need for their job, provide vacations or we give them various training. We also reward our most hard working sales person's twice a year we select one of "best sales person" and we reward them by giving money incentive or various materials.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

Based on the findings, the researcher concludes the following:

The total sample of the study is 52 respondents, and the data collected from respondent were analyzed by using statistics such as table and percentage analysis. 60% of customer respondent find the sales appearance good, 40% of customers think the sales persons has moderate knowledge about the product, 45.71% of customers are moderately satisfied with the sales management practice of the factory and 42.85% of customers think the factory's sales management practice fulfill the selling requirements in a good manner.

Most of the customers strongly agree that they're being served with passion by the sales persons as well as the sales persons being more than interested to help. But the customers rate the way the factory motivates their sales force as average. When asked for the customers about the customer handling part; most of them responded good regarding to handling complaint towards sales persons performance. 42.85% of customers says that the factories objection solving towards the factory product is moderate, 42.85% of customers agree that the factories sales persons are efficiently handling after sales objections. Although 51.42% of customers didn't receive a defective product from AGP poultry factory, the other 48.57% had a good response from the sales person about the defected product they received.

There were only 2 female sales persons both age ranged from 26-35 having stayed with the factory for 1-5 years. Both see the factories reward for their efforts as moderate with very high evaluation regarding the factory's training program to improve their skills. One of the sales persons received a customer complaint while the other didn't. Although one of them rates the way the factory motivates them as average the other rated good. Regarding the frequency of the sales persons performance measurement they answered every week.

5.2 RECOMMENDATIONS

Based on the finding and conclusions the following recommendations are out lined for improving the sales management practice AGP poultry at Gubre branch.

- Most of the customers are served with passion by the sales persons as well as the sales persons being more than interested to help. But the customers rate the way the factory motivates their sales force as average. This can be improved by selecting one technique to manage and motivate your sales force, such as holding a short sales meeting at the beginning of each day and practicing it immediately.
- Since there are few sales persons it not difficult to get feedback about the sales. The manager can arrange to meet with each sales person, to review and to both get and receive feedback on activities and results of the sales occurred,
- To better compete in the global market in the future, it is advisable to have specific resources and training for the sales force to win against competitors.
- Some customers say that the factories objection solving towards the factory product is moderate, this needs some improvement.

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APPENDIX

Wolkite University

College of Business and Economics

Department of Marketing Management

Questionnaire for Customer

The aim of this questionnaire is to collect relevant data on the assessment of sales management practice in case of AGP poultry in Gubre branch. Therefore, you are kindly requested to respond genuinely by putting “” on the box for your response.

I would like to thank you in advance for your cooperation and for your golden time in filling this questionnaire.

Instruction:

- Don't write your name.
- Make a “” on the box.

Part One: Personal information

1. Gender

Male

Female

2. Age

Below 25

35-45years

26-35ears

45 and above

3. Educational level

Degree Certificate

Diploma Twelve completed

4. Relationship with the factory

1-5 years 6-10 years

11-15 years 16 - 20 years

Part Two: Basic questions

5. Is the sales person's physical appearance attractive?

Very good Good Medium Poor very poor

6. How do you evaluate the factory sales person regarding product knowledge?

Very good Good Medium Poor very poor

7. Does the sales person give clear information about the products they are selling?

Strongly Agree Agree Neutral

Disagree Strongly disagree

8. Do factory's sales persons treat every customer equally?

Strongly Agree Agree Neutral

Disagree Strongly disagree

9. How do you evaluate the factory sales force performance regarding to giving satisfaction?

Very high High Medium Low very low

10. How do you evaluate your satisfaction level towards the sales management practice of the factory?

Very high High Medium Low very low

11. How do you see the factory's sales management practice regarding to fulfilling what selling requires?

Very good Good Medium Poor very poor

12. Do the sales persons serve the customers with passion?

Strongly agree agree Neutral

Disagree strongly disagree

13. Are sales persons more than interested to help customers?

Strongly agree agree Neutral

Disagree strongly disagree

14. How do you rate the way the factory motivates its sales force?
 Very good Good Medium Poor very poor
15. How do you evaluate the factory's responsiveness to handle customer complaint regarding to sales persons performance?
 Very good Good Medium Poor very poor
16. How does the factory solve customers' objections about their product?
 Very high High Medium Low Very low
17. Does the sales person handle after sales objections efficiently?
 Strongly agree agree Neutral
 Disagree strongly disagree
18. Have you ever received a defective product?
 Yes No
19. If your answer for question 18 is yes, how was response by the sales person for the defected product?
 Very good Good Medium Poor very poor

Wolkite University
College of Business and Economics
Department of Marketing Management
Questionnaire for Eemployee

The aim of this questionnaire is to collect relevant data on the assessment of sales management practice in case of AGP poultry in Gubre branch. Therefore you are kindly requested to respond genuinely by putting “” on the box for your response.

I would like to thank you in advance for your cooperation and for your time in filling this questionnaire.

Instruction:

- Don't write your name.
- Make a "☑" on the box.

Part One: Personal information

1. Gender

Male

Female

2. Age

Below 25

35-45years

26-35 years

45 and above

3. Years of service with the factory

1-5 years 6-10 years

11-15 years 16 - 20 years

Part two: Basic questions

4. How do you see the factory's reward to the sales persons?

Very good Good Medium Poor very poor

5. How do you measure the factory's training program for the sales persons to improve their selling skills?

Very high High Medium Low very low

6. Have you ever received any complaints from customers?

Yes No

7. How do you rate the way the factory motivates its sales persons?

Very good Good Medium Poor very poor

8. Have you ever received an objection from customers?

Yes No

9. How frequent the factory measures its sales person's performance?

Every day Every week Every month Every year

No measurements are taken

Interview questions for the manager

1. Briefly state about the overall practice of sales management of your factory and what are the main objectives of your company's sales management?
2. How does your sales person handle objection and how do you evaluate their performance?
3. How do you motivate and reward your sales persons

