

Wolkite University

College of business and economics

Department of Marketing Management

Assessment of Salesmanship practice

(In case of Amru Hairu flour factory in wolkite town)

A senior essay submitted to department of marketing management in partial fulfillment the requirement for the degree of Bachelor of Arts in marketing management

Prepared by: Ashenafi wube

Id N^{o}. 478/09

Advisor: simmachew

Abstract

The research was mainly focus on assessing the salesmanship practice of Amru hairu flour factory and the specific objective of the study includes evaluate the factories salesmanship practice, identify how the factory motivates the sales force and point out how to solve customer complaint. Both primary and secondary data was collected. The primary data was collected through distributing questionnaires to customers and sales persons. In addition, interview with manager was conducted. Whereas secondary data analyses have been also be made based on such source as factory records, internet, journals, and books. The population of the study mainly focuses on customers, the sales persons and the manager of Amru hairu flour factory. The researcher use convenience, non-probability sampling approach and selects a total number of 40 customers and by using census sampling technique the researcher selects all the 2 sales persons of Amru hairu flour factory. The major findings were that the sales person's serves with passion, sales persons are good in their social behavior and first appearance to the prospects, the factory is weak regarding to handling customer's objections about the product of the factory and it is also found that the sales force is not completely equipped with all the necessary salesmanship skill. Based on the major findings some recommendation was made that are the factory have to concentrate their product quality and must select the products that are defective and non-defective before they reach to customers and the factory have to invest and use their resource to keep the sales force happy and to must motivate its sales force by using tools of motivation like promotion and participation. As a result the factory can really improve the salesmanship practice and also the factory can attain their short and long term objectives efficiently or as desired.

Key Words: - Salesmanship, Amru hairu flour factory, sales persons, customer

Acknowledgement

Before all I would like to say thank you God because all thing done by his unfalling support next I would like to say love you my families and I express my deepest gratitude ,pleasure and appreciation to my advisor **Mr. Simmachew** for his great contribution in giving advice deeply about the concept of research project.,

Contents

List of tables i
CHAPTER ONE 1
INTRODUCTION 1
1.1 Background of the Study 1
1.3 Statement of the Problem 1
1.4. Basic Research Questions 2
1.5. Objective of the study 3
1.5.1. General objective 3
1.5.2. The specific objectives 3
1.6. Scope of the study 3
1.7. Limitation of study 3
1.8. Significance of the study 3
1.9. Organization of the paper 3
CHAPTER TWO 4
REVIEW OF RELATED LITERATURE 4
2.1. Overview of Salesmanship 4
2.1.1. Salesmanship: Meaning and Definition 4
2.1.2. Importance and Utility of Salesmanship 5
2.1.3. Scope of Salesmanship 6
2.2. The Selling Process 6
2.2.1 Prospecting and qualifying 6
2.2.2 Pre-approach 7
2.2.3 Approach 7
2.2.4 Presentation and demonstration 8
2.2.5 Handling Objections 8
2.2.6 Closing 8
2.2.7 Follow up 8
2.3 Motivating and Need for Motivation 8
2.3.1. Improve Efficiency 9
2.3.2. Relieve the Tension 9

2.3.3. Keep the Sales Force Happy 9
2.3.4. Human Treatment 10
2.4. Tools of Motivation 10
2.4.1. Incentive Remuneration Plan 10
2.4.2. Promotions 10
2.4.3. Personal Contact 11
2.4.4. Correspondence 11
2.4.5. Sales Contests 11
2.4.6. Sales Conferences 11
2.4.7. Bulletins and Magazines 12
2.4.8. Honor and Awards 12
2.4.9. Participation 12
2.5. Control the Sales Force 13
2.5.1. Need for Control and Supervision 13
2.5.1.1. Improve Efficiency in Selling 13
2.5.1.2. Evaluate the Performance 13
2.5.1.3. Coordinate Efforts 14
2.5.1.4. Guide the Sales Force 14
2.5.2. Methods of Control 14
2.5.2.1. Reports and Records 14
2.5.2.2. Allocation of Sales Territories 15
2.5.2.3. Sales Quota 15
2.5.2.4. Filed Supervisions 15
2.5.2.5. Journey or Route Planning 15
2.6. Object and Importance 16
2.7. Customer complaint 17
1.2 Background of the Organization 19
3. Methodology of the study 20
3.1. Research Design and strategies 20
3.2 Data source and data collection technique 20
3.3. Sample design 20
3.3.1. Target Population 20

3.3.2. Sample Techniques 20
3.3.3. Sample size determination 21
3.4. Data analysis Technique 21
Bibliography 40
APPENDIX I 42
APPENDIX II vi
APPENDIX III 8

List of tables Page

Table 1: Demographical Characteristics of the Respondents……..……..…….…..... 23

Table 2: salesmanship practice of Amru hairu flour factory……..…….…….....…… 24

Table 3:Amru hairu flour factory's motivation of its sales force...…….……..……..…. 27

Table 4: customer complaint handling of Amru hairu flour factory……..…….….. 28

Table 5: Demographical Characteristics of the sales persons……..…….…...31

Table 6: sales person's feedback regarding to salesmanship practice of Amru hairu flour factory……..…... 32

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Salesmanship refers to the job skills, work habits, and ethics of a business sales representative. Sales representatives with strong salesmanship qualities are able to reliably attain their sales objectives and maintain good relationships with their clients. Salesmanship is basically the ability, skill or a technique of selling. It is one of the skills used in personal selling, as "it is a direct, face to face, seller to buyer influence which can communicate the facts necessary for marketing buying decision; or it can utilize the psychology of persuasion to encourage the formation of a buying decision (chukwunonye, 2008).

Salesmanship is a personal action or effort on the part of an individual which is intended to bring about the sale of goods for sale. More broadly speaking, salesmanship is the art of selling something to somebody, and everything which contributes to the consummation of this exchange is necessary a part of salesmanship. Salesmanship differs from demonstration in that the latter may not include the former, and it is like demonstration because good salesmanship usually includes some form of demonstration (Donald, 2009).

A salesman who is required to introduce a new product must, of necessity, be aggressive, imaginative and have complete confidence in himself. He may have to make prompt decisions and must be capable of painting, with the verbal brush, a bright picture which would convince the dealer or the consumer of bright prospect or great usefulness if he purchases the new product. He must be able to give satisfactory advice. He has mostly to sell ideas eventually resulting in the sale of the new product. This type of work no doubt requires a high form of salesmanship, but the rewards also are very high a lucrative (Davar, 2009).

1.3 Statement of the Problem

Salesmanship is the ability to create interest in new and existing products, services, ideas, processes, systems, etc., through the distribution of information. This information is often distributed by way of letters, pamphlets, emails, face-to-face meetings, and so on. Salesmanship allows an entrepreneur to gain support for the various endeavors he or she faces as well as creating success for the business. Salesmanship is the creation of an appealing offer (Alessandra, 2009).

The salespersons of the factory cannot fulfill the step of sales process such as prospecting, which means the company's sales person could not differentiate the potential customer who could be changed to actual customers at the end of the day. This creates saving of resource regarding time which means the sales force could use the time they have in doing some other thing if prospect was identified easier plus to this it will make the rest of the process much easier (Davar, 2009).

Firstly, in pre-approach and approach the sales person look a skill in gathering the necessary information. for this use the sales persons must present and practice things like for what purpose the product they sell is best for, give full information about the product, giving satisfactory advice, responding to customer complaints quickly, to convince the customer to purchase the product and paint a bright picture in the minds of customer about the product and other necessary issues. The second and the most important thing is closing the sales and checking if the customers are satisfied with the experience they have and also critical ethical issues facing sales person's such as a required behavior and ethics to show when the sales person meets the customer, showing willingness required from the sales person in serving the customer, more patency is needed because selling is a process and it requires convincing customers to buy and the way to act, that is acting with a good facial expression and respecting customers are the most ethical issues required by a sales person. And these things are not fully practiced in Amru hairu flour factory. In addition, as far as the researchers knowledge there is no studies have been carried out to identify what salesmanship practice look like and no remedial measure were taken for the problem in the salesmanship practice comparable to the benefit of the actors in practicing salesmanship practices. Therefore, demanded a holistic study of the system in the form of salesmanship practice. Assessing of the system like factors affecting salesmanship practices was not done in the study areas.

1.4. Basic Research Questions

From the above problems the researcher answered the following research questions.

1. What does the salesmanship practice of the factory looks like?

2. To what extent the sales force of the factory is motivated?

3. How does the factory solve customers complains?

1.5. Objective of the study

1.5.1. General objective

To investigate the salesmanship practice of Amru hairu flour factory

1.5.2. The specific objectives

The specific objective of the study is:-

- To evaluate the factory's salesmanship practice.
- To identify how the factory motivates the sales force.
- To point out how to solve customer complaints.

1.6. Scope of the study

This research assesses the salesmanship practice of Amru hairu flour factory. The study was made its focus on the salesmanship practice in relation to its own distribution branch & final customer which constitute located in Wolkite And, it was taken in to account non-probability sampling approach and census sampling technique, in which conveniently selected customers and sales persons respectively and the manager of the factory was interviewed.

1.7. Limitation of study

The researcher has 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 and also the manager and the sales persons of the factory don't provide well-organized information about the factory because they fear it will have a negative impact on their factory.

1.8. Significance of the study

This research benefit for the following parties:

The outcomes of the study help the factory to know strength and weakness of its salesmanship practice so that it can improve and refine its strategy. And its significance to the researcher was in order to apply what is leaned in the present year and the researcher believes that this study would be used as foot step and also a reference for other researcher.

1.9. Organization of the paper

The paper includes four 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 salesmanship. **The third chapter** deals with methodology of the study. **The fourth chapter** was 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

REVIEW OF RELATED LITERATURE

2.1. Overview of Salesmanship

2.1.1. Salesmanship: Meaning and Definition

According to Sahu and Raut (2003) basically, salesmanship is the knack of selling a product or service. It is the art of convening the customer to buy a given product or service. Authors have given a variety of definitions of salesmanship. according to National Association of Marketing

Teachers of American “Salesmanship is the ability to persuade people to buy goods or services at a profit to the seller and benefit to the buyers “stated otherwise “it is the ability to induce other to accept a benefit at a fair price, the benefit being the service rendered”.

According to Davar (2006), various definitions ranging from the cynical such as “the art of persuading one to spend money he has not get for something he does not want for more than it is worth” to the more modern and correct description, “the art of serving the customer” have been offered for the word “salesmanship”. Salesmanship is the ability to persuade**:** Persons involved in the selling process usually possess the necessary skill and ability to convince others. Salesmanship essentially involves the ability to influence or persuade people to buy a product or service. In fact, persuasion is the soul of modern salesmanship. Gone are the days when a sale was forced on the customers. Modern salesmanship does not rely on pressure tactics or compulsion to clinch a sale. The customer is led to a favorable buying decision through careful and imaginative handling. The salesman necessarily creates a favorable impression on the prospective buyer’s mind by presenting the benefits associated with the product or service being offered for sale.

Salesmanship benefits both the buyer and seller**:** Salesmanship is founded on the rock of mutual benefit. Since the salesman is the link between the seller and the buyer, it is always ensured that both the parties involved in the selling process are benefited. He ascertains that his employer (the seller) earns profit out of the sale and the customer derives the desired benefits out of the purchase. Thus, salesmanship is beneficial to both consumers and producers (ibid).

2.1.2. Importance and Utility of Salesmanship

In the modern day world, distribution system is a complex as well as difficult process .With the vast expansion of business and commerce and increasing competition, establishment of link between the manufacturer and the consumers has become very essential. Successful and profitable operation of business enterprises depend to a great extent on the creation of such a connection. In the process of maintaining the link between the manufacturer, seller and the consumers, salesmanship plays a vital and significant role. After industrial revolution, production activities started being undertaken on a fairly large scale and mostly in anticipation of demand. Consequently, greater efforts became essential on the part of the sellers to create demand. With the substantial increase in the volume, the business territory also expanded and spread to national and international levels. Distribution also became quite complicated because of stiff competition

among producers of similar and identical products. Therefore, the producers and the distributors needed the skill and persuasive ability of efficient sales force in order to sell their products and services in the market. In fact, distribution of products and services in today's competitive as well as ever expanding market is impossible without modern salesmanship and publicity (Davar, 2006).

2.1.3. Scope of Salesmanship

According to Futrell (2005), the scope of salesmanship is vast and varied. With the advancement of science and technology, the scope of salesmanship has become unlimited. It is a skill which is essential in every sphere of human activity. Every one of us, in one sense or the other is a salesman. The job of a lawyer pleading his case, a teacher teaching his ideas, an applicant applying for a job, resembles the job, of a salesman. In each of these cases, skill and ability of a salesman is very much necessary in order to be successful. Thus we observe that the skill of salesmanship is not restricted to selling goods and services but is applicable in several other fields.

Moreover, Sahu and Raut (2003) stated that a modern salesman occupies a pivotal position in the structure of organization. Modern sales managers take decision about recruitment, selection, training and controlling of sales force. Similarly, the activities of production and sales are also considerably regulated by the manager of an organization.

2.2. The Selling Process

According to Kotler (2005), the selling process is the steps that the sales person follows when selling, which include: prospecting and qualifying, reproach, approach, presentation and demonstration, handling objections, closing, and follow-up. The selling process consists of several steps that the sales person must master. These steps focus on the goal of getting new customers and obtaining orders from them. However, most sales person spend much of their time maintaining existing accounts and building long-term customer relationships.

2.2.1 Prospecting and qualifying

The first step in a selling process is prospecting -identifying qualified potential customers. Approaching the right potential customers is crucial to selling success. Before planning a sale, a sales person conducts research to identify the people or companies that might be interested in her product. In the B2B example, before the sales person called the company, she had to find the company's information somewhere probably in a local business directory. This step is called

prospecting, and it's the foundational step for the rest of the sales process. A lead is a potential buyer. A prospect is a lead that is qualified or determined to be ready, willing, and able to buy. The prospecting and qualifying step relates to the needs awareness step in the buying process why and how people buy. In other words, in a perfect world, you are identifying customers who are in the process of or have already identified a need (ibid).

Undoubtedly, when the sales person called the target customer to discuss his ovens (in the example, you were the customer), she asked some questions to qualify him as a prospect, or determine whether he has the desire and ability to buy the product or service. This is the other component to step one. What happens if the customer is not interested in the sales person's product, or he's interested but his business is struggling financially and doesn't have the resources for a big purchase? Perhaps he is only an employee, not the manager, and he doesn't have the authority to make the purchasing decision. In this case, he is no longer a prospect, and the sales person will move on to another lead. Sales person qualify their prospects so they can focus their sales efforts on the people who are most likely to buy. After all, spending an hour discussing the capabilities of your company's ovens with a lead that is about to go out of business would be a waste of time. It's much more fruitful to invest your time with a qualified prospect, one who has the desire or ability to buy the product or service (ibid).

2.2.2 Pre-approach

Before calling on a prospect, the sales person should learn as much as possible about the organization (what it needs, who is involved in the buying) and its buyers (their characteristics and buying styles). This step is known as the pre-approach (ibid).

2.2.3 Approach

During the approach step, the sales person should know how to meet and greet the buyer and get the relationship off to a good start. This step involves the sales person's appearance, opening lines, and the follow-up remarks. The opening lines should be positive to build good will from the beginning of the relationship. This opening might be followed by some key questions to learn more about the customer's needs or by showing a display or sample to attract the buyer's attention and curiosity. As in all stages of the selling process, listening to the customer is crucial (ibid).

2.2.4 Presentation and demonstration

During the presentation step of the selling process, the sales person tells the product 'story' to the buyer, presenting customer benefits and showing how the product solves the customer's problems. The problem-solver sales person fits better with today's marketing concept than does a hard-sell sales person or the glad-handing extrovert. Buyer's today want solutions, not smiles results, not razzle-dazzle. They want sales person who listen to their concerns, understand their needs, and respond with the right products and services (ibid).

2.2.5 Handling Objections

Customers almost always have objections during the presentation or when asked to place an order. The problem can be either logical or psychological, and objection is often unspoken. In handling objections, the sales person should use a positive approach, seek out hidden objections, asks the buyer to clarify any objections, take objections as opportunities to provide more information, and turn the objections into reasons for buying. Every sales person needs training in the skills of handling objections (ibid).

2.2.6 Closing

After handling the prospect's objection, the sales person now tries to close the sale. Some sales person does not get around to closing or do not handle it well. They may lack confidence, fell guilty about asking for order or fail to recognize the right moment to close the sale. Sales person should know how to recognize closing signal from the buyer, including physical action, comments, and questions (ibid).

2.2.7 Follow up

The last step in the selling process-follow-up- is necessary if the sales person wants to ensure customer satisfaction and repeat business. Right after closing, the sales person should complete any details on delivery time, purchase terms and other matters. The sales person then should schedule a follow-up call when the initial order is received, to make sure there are proper installation, instruction, and servicing. This visit would reveal any problems, assure the buyer of the sales person's interest, and reduce any buyer concerns that might have arisen since the sale (ibid).

2.3 Motivating and Need for Motivation

According to Prof Uli C (2008), Motivation is the process of stimulating people to perform in order to accomplish desired goals. Motivation is thus a psychological set of forces influencing

the behavior of an individual. Therefore, in an organization, motivation means inspiring the personnel to work with zeal for the accomplishment of organizational objectives. In short, motivation induces people in an organization to take a desire action. In the sale organization, motivation is the act of stimulating the sales person to work better for achieving higher productivity and efficiency. The success of the sales manager as well as the progress and prosperity of the firm depends on the motivation of sales person for achieving the desired goal. Motivation is one of the important factors determining organizational efficiency. The need for motivation in an organization arises due to the following reasons:

2.3.1. Improve Efficiency

Motivated employees, generally, put higher performance as compared to other employees in an organization. In a study motivated employees worked at close to 80 – 90 percent of their ability. Sales person, like individuals possess immense potentiality and ability to work. By motivating properly, the sales manager can not only ensure improved efficiency and performance of the sales force but also can get the best out of them. Thus, through appropriate measures of motivation, the efficiency of the sales person as well as the organization can be improved significantly (Ibid).

2.3.2. Relieve the Tension

Usually, the sales force faces new and challenging type of situations during the selling process and therefore, selling jobs are overridden with a lot of problems and tensions. Sales force to perform well in trying and awkward conditions. Many a times, the salesman has to deal with irritating type of prospects, handle complaints, and take the physical and mental strain of traveling and so on. All these tend to discourage the sales person from working to their utmost potential. Therefore, constant motivation of the sales force is required so that at no point of time the zeal, urge and inducement to perform well is slackened (Ibid).

2.3.3. Keep the Sales Force Happy

The sales force of an organization must be kept happy and contended so that the organization can get the best out of them. Therefore; the necessity to motivate them through various stimuli is considered essential. Such motivations play an important role in keeping the sales force happy and satisfied. Moreover, motivated sales force usually remains with the organization for a considerable period of time and their absenteeism also remains quite low (Ibid).

2.3.4. Human Treatment

As other people, sales person too have their own feelings, emotions and sentiments. Motivation necessarily influences such feelings, emotions and sentiments in a positive way so that the sales person contributes their best for the organization. Such boosting of psychological, spiritual and intellectual instincts of the sales force help to achieve the organizational goals, on the one hand, the fair treatment of the sales force, on the other (Ibid).

2.4. Tools of Motivation

According to Prof Uli C (2008), the needs of sales force serve as the driving force in directing their behavior. In the context of these needs, management always tries to govern the behavior of the sales force by satisfying their needs. The objects which are perceived to satisfy their needs are called incentives, which may either be positive or negative. Positive incentives usually attract people and when such incentives are provided, they feel satisfied. Usually, sales force tries to achieve such incentives by performing well. Individuals have various types of needs, some of which can be satisfied by financial incentives and other by non-financial incentives. While compensation plan is an important tool of motivation, sales managers also use non-financial devices to stimulate the activities of the sales person. The following are some of the important tools of motivation:

2.4.1. Incentive Remuneration Plan

There are several remuneration plans to compensate the sales force of an organization. The straight salary method, straight commission method, salary and commission method, profit sharing method, etc. are some of the important remuneration plans which can be adopted by the sales organization. A detailed discussion of the same has already been made in the earlier chapter (Ibid).

2.4.2. Promotions

Man always apples to reach new heights and it also holds true with the salesman. As a matter of fact sales person are also ambitious and when promotions are offered as recognitions of the efficiency and improved sales performance, they are automatically motivated. Provision of promotion of salesman acts as an incentive for showing better performance and a make the selling job more attractive. It is another way of offering financial incentive to the sale force. Opportunities for promotion act as an incentive to work hard with renewed vigor, to occupy new post and positions for the sales person. In other words, the aspiration for getting promotion makes the sales force work with zeal and enthusiasm (Ibid).

2.4.3. Personal Contact

At every stage of the selling process, the sales person faces difficulties, hostile customers and unpleasant situation. And in all such cases, the sales person always needs advice and supervision to face such situations with a sense of confidence. Therefore, personal contact between the sales manager and the sales force at regular intervals is essential in order to keep the sales person in good stead. Such personal contact inspires confidence and assists the sales person to overcome difficulties. Frequent exchange of ideas between the superior and the subordinates instills confidence and increases the morale of the sales force (Ibid).

2.4.4. Correspondence

In cases where personal contact with the sales manager is not possible, the contact between the sales manager and the salesman takes place in the form of correspondence. Sometimes, the sales executive writes personal letters to individual salesman. The salesman, in turn, writes about his problem and difficulties to the sales manager. The sales manager provides guidance and solution to overcome such difficulties and problems. Marketing experts feel that effective communication between the sales person and sales manager creates a sense of confidence in the sales person, keep their morale high and inspires them to provide their best to the organization (Ibid).

2.4.5. Sales Contests

Organization of sales contests are also an important device to motivate sales person for doing their job efficiently. Sales contests are held at regular intervals to stimulate the competitive spirit of the sales force. Basically, it utilizes the personal desire to excel. Generally, the aim of sales contests is to: Clear off the old stock, Increase the sales volume and Introduce new products. Also it has a plan to improve the personal performance of each salesman, improve team spirit and popularize the products. In addition to that, it Increase the number of sales calls, it helps to know the capacity of individual salesman and to accelerate collection of duties and so on (Ibid).

2.4.6. Sales Conferences

Sales conferences are held at regular intervals to bring all sales person of the company together and discuss about future sales and perspectives of the firm. It is considered as an ideal device of group motivation. As the sales manager and sales force come together, they exchange their ides, views and suggestion. These conferences provide opportunities to the sales person to express their views independently and update their stock of knowledge about various techniques of selling. The sales person who work in the field, are given ample opportunities to make specific

suggestions to improve sales. The main idea behind such sales conferences is to promote team work and inspire and enhance the morale of the sales force.

The main aim of sales conferences are:

To inspire the sales person, to promote team work and to get all the sales person together .also it helps to express views on matters directly affecting sales, to initiate new policies and to gain social satisfaction. In addition, to know where the individual sales person is lacking and makes necessary amendment and so in (Ibid).

2.4.7. Bulletins and Magazines

At times, companies publish bulletins and magazines for stimulating sales force to work hard. These magazines and bulletins provide information about new techniques of selling, about new products in the market, about improvement in the existing products and all about latest sales politice4s of the organization. Special prizes are offered for hard working and efficient sales person. Experienced sales person publish their sales experiences and techniques in these magazines. These magazines also mention the policies of the firm regarding the way and means of rewarding the efforts of the sales person. Publicity is also given to outstanding sales person by publishing their photo and contribution to the company in such magazine. All these features tend to stimulate the action of the sales force. Thus, it is also an important device to motivate the sales person (Ibid).

2.4.8. Honor and Awards

Marketing experts often feel that a good motivation plan should include honor and award for the sales force. The provision for the payment of additional increments, gifts, prizes, and certificates induce sales person to motivate the sales force for achieving best performance (Ibid).

2.4.9. Participation

This motivation plan develops a sense of involvement within the sales force, towards the organization. If the sales person or their representatives are given scope to participate in the managerial decision, it inculcates a sense of belongingness within the sales force towards the organization. Such an opportunity provides them the psychological satisfaction of co-partnership instead of subordinate ship. Undoubtedly such a provision would motivate the sales force of an organization. The above mentioned motivational plans are found to be effective instruments in inducing the sales force. These tools not only observed the interest of the sales force but also redress the grievances of the organization. Thus, motivation serves the dual purpose of satisfying

the sales force, on the one hand and enhancing the organizational efficiency, on the other. Along with the compensation plan, the motivation plan can contribute significantly for achieving the sales objectives and profit volume targeted by an organization (Ibid).

2.5. Control the Sales Force

According to Sahlu (2003), control is the process of trying to achieve conformity between goals and action. Controlling is an act of checking and verifying an act to know whether everything is taking place in accordance with the predetermined plan. In other words, control covers the direction and guidance towards securing desired objectives. To M.C. Niles, 'controlling is maintaining of a balance in activities directed towards a goal or asset of goals.' Therefore, control consists of the steps taken to ensure that the performance of the organization conforms to the plants. The process of control sales force consists of a few steps.

The first step is establishing standards or measures for performance. The second is measuring and recording of actual performance. Then comparing actual with eh planned measures to find out the deviations. Finally taking corrective measures is needed. Thus, control is one of the important ingredients for the success of the sales department (ibid).

2.5.1. Need for Control and Supervision

The need for exercising control and supervision in a sales organization are numerous. However, the important ones are as follows:

2.5.1.1. Improve Efficiency in Selling

The controlling process requires constant reporting on the sales performance of each salesman. In case deviations in the performance are found out, corrective actions are taken to check the deviations and improve the sales methods. A constant watch is kept on the performance of the sales force and the sales force is actually motivated towards achieving the goals of the organization. A motivated sales force is in a position to provide their best effort in selling activities. Consequently, the overall efficiency of the sales force witnesses an increase (ibid).

2.5.1.2. Evaluate the Performance

Sales force evaluation and assessment is highly essential in order to know their performance in selling activities exactly. As a result, the efficiency of each salesman is determined and accordingly the remuneration plan is fixed. Such evaluation, therefore enable the organization to provide incentives for efficient sales person and ensures the activities of the failing salesman.

Thus, efficient sales person are rewarded and deficient sales person are punished. The evaluation process makes reward and punishment system work within an organization (ibid).

2.5.1.3. Coordinate Efforts

Controlling enables the sales manager to coordinate the efforts of the sales force. People from different walks of life with various taste and temperaments join sales organization. Therefore, proper coordination and supervision is highly essential to guide and motivate the sales team towards the predetermined organizational goal. It is through control such supervision and coordination of selling activities is ensured in a sales organization (ibid).

2.5.1.4. Guide the Sales Force

The sales force of an organization needs constant guidance and supervision so that they work in unison for the achievement of the objective of the organization. At regular intervals suitable guidance is essential for the sales team in an organization so that selling efforts became more productivity. This is facilitated through control and supervision (ibid).

2.5.2. Methods of Control

There are several methods of controlling the sales force of an organization. Following are some of the important tools used in controlling the sales force of an organization (ibid).

2.5.2.1. Reports and Records

It is one of the most common methods of controlling the activities' of the sales force. Under this method, sales person are asked to submit their report periodically. The reports may be submitted daily, weekly or monthly depending upon the requirements of the organization. Such reports and records may relate to: The expenses account, Daily calls made by the sales person, Prospective customers, Customer's needs and problems, Reasons for losing calls of customers, Customer's complaints, Tour routes ,Extent of competition, Market conditions, Prices of competitive products, Demonstration ,Adverting effectiveness, Credit standings of customers and so on These reports are very helpful for the sales manager as they provide adequate information particularly about the activities and progress made by the individual salesman in his respective territory. For example, progress or call report indicates the calls made on customers, sales obtained, future promise made by the customers, their credit standing, etc. similarly the expense account may point out details of expenses made by salesman during a particular period By summing up such reports of the sales person, a record is prepared by the sales organizations about the actual performance of the sales force. A carefully and systematically prepared record

provides a clear picture about the work, activities and efficiency of the salesman in his particular territory. On the basis of such information, the performance can be compared with the targets and the sales supervisors prepare statement of performance of the sales person. If changes in the working style or performance of the sales person are needed, appropriate suggestions are provided (ibid).

2.5.2.2. Allocation of Sales Territories

Each and every product has some specific sales field in which the product is expected to be sold. Such sales field is divided into small areas or territories for the purpose of sales control. Each of the divided sales area is known as sales territory. Sales territory is basically a geographical area comprising of a group of buyers wherefrom the demand for goods comes at present and is likely to rise in future. Sales person are made responsible for a specific volume of sales in each such territory. Such allocation of sales territories makes it easier to evaluate the performance of a particular group of sales person. Similarly, necessary improvements needed for each sales territory can also be suggested (ibid).

2.5.2.3. Sales Quota

This is another criterion to impose control on the sales person. In this method a minimum quota is fixed and the sales person is made accountable to reach the minimum quota level. In case, any particular salesman fails to achieve such quota of sales, the remuneration is proportionately reduced. In special cases, sales person are allowed to bring improvement in their quota within a fixed time. Those sales persons who are able to sell more than the fixed quota are also given rewards or incentives (ibid).

2.5.2.4. Filed Supervisions

Another important base for supervision and controlling the activities of the sales person is field supervision by the concerned authority. The sales executive or the supervisor inspects sales territories and zones at regular intervals and presents suggestions and advice as and when necessary. Often they, provide valuable guidelines to the field sales force which are of great value to improve the work pattern and style of functioning of the sales force (ibid).

2.5.2.5. Journey or Route Planning

This is another base to control the activities of the sales force. Journey or route planning is prepared by the sales department. While planning such routes, the department decides the proposed halt ages or stoppages for the sales person. At times, date-wise scheduling of sales

journey is made. Such route planning provides adequate guidelines to the sales person and accordingly control is imposed on the selling activities of the sales person. In some cases, the sales person is asked to keep contact with the supervisors or the sales manager and inform them about the progress made at each halt. This method is specifically applicable to traveling sales person. The above mentioned bases for controlling the selling activities of the sales person are some of the important ones. It is, however, left entirely to the respective sales organization to select a suitable base. No doubt, the aim of controlling the performance of the sales force is to make the selling process effective, remunerative and productive. At the same time, it must be borne in mind that before a remuneration plan is implemented; the sales person must be made aware of their respective responsibilities (ibid).

2.6. Object and Importance

According to Sahlu&Raut, (2003), the allocation of sales territories must be given serious thought by the sales manager as it is one of the important tools of control. It does not pose a problem for the small organizations because their market is limited for big organizations operating in national and even international market for their goods and services, it poses a big challenge to the sales management. The main object allocation of sales territories are to hold the salesman responsible for sales and services, supervise and control over the sales force, to complete in the competitive market easily; and to save time and expenses.

There are several advantages of allocation of sales territories and following are some of the important advantages:

By appointing a salesman or a group of sales person for a particular territory, Comparison among sales person is possible and can be easily made. This is so because there is equitable distribution of territories among equally competent sales person. By allocating sales territories, the entire sales field of a particular organization can be covered quickly. Assignment of a particular territory to a particular salesman makes the sales force to work hard, as the man working in a particular territory has fixed selling targets before him. By assigning pre-determined sales territories, the sales manager instills the elements of competition among the sales force. Competition among sales person definitely results in more sales. The inefficient sales person is easily found out by the sales organization. The organization is able to know sales potentialities of each area. Therefore comparison among sales areas is possible. The allocation of sales territories restricts the area of operation of the salesman to given geographical area. This helps to develop

friendly relationship between the salesman and the customers. This helps the sales person to increase their sales volume. Market survey can be easily and quickly done when a company has its sales territories properly divided among its sales person. Allocation of sales territories ensures adequate market coverage and avoids duplication of sales efforts. Percent the increase is also made keeping in view the competition, advertisement, economic condition, price of the product, etc. then, this total estimate is divided into sales quota for each division, district branch and individual salesman. Besides the above methods, there are several other methods of estimating sales quotas like survey of buyer's intention, industry forecast and share of the market percentage and so on. However, the most suitable method of setting the sales quota for a particular organization can be judged by the organization itself (ibid).

2.7. Customer complaint

Complaint has two dimensions which are "outcome complaint satisfaction and process complaint satisfaction". Based on the results, these two dimensions have an impact on the satisfaction of customers, increasing the relationship with customers, and increasing customer willingness to repeat the purchase. Strauss also discusses the determinants of customer complaint satisfactions being customer-oriented and problem-oriented and these might be related to the quality of the customer complaint management system in the company (Faed, 2013).

The one-to-one enterprise, focused on increasing the value of its customer base, will see a customer complaint as an opportunity to convert the customer's immense potential value into actual value, for three reasons: Complaints are a "relationship adjustment opportunity." the customer who calls with a complaint enables the enterprise to understand why their relationship is troubled. The enterprise then can determine ways to fix the relationship. Complaints enable the enterprise to expand its scope of knowledge about the customer. By hearing a customer's complaint, the enterprise can learn more about the customer's needs and strive to increase the value of the customer. Complaint provides data points about the enterprise's products and services. By listening to a customer's complaint, the enterprise can better understand how to modify and correct its generalized offerings, based on the feedback (Rogers and Peppers, 2004).

Barlow reveal why a complaining customer can be a company's most valuable asset. And they show you exactly how to get your customer back, win a lot more business, and garner positive testimonials (Barlow, 2008).

Complaint management so to speak, can keep relationships harmonious and make them even stronger. It is a good idea to keep the lines for feedback open if we hint to our partners that we do not want to hear any nagging, our partners may not say anything about what is bothering them, but it does not mean that they are not bothered. Like customers, they may leave without saying much (Barlow and Moller, 2008).

Research suggests that for every complaint made to a company, there may be twenty other dissatisfied customers who refrained from voicing their unhappiness to the company itself. Yet a customer with a complaint typically tells ten other people about it (Middleton and Clarke, 2001).

It does not matter whether the complaint comes from an existing customer or not, or whether the complaint is justified or not. If someone is unhappy with a service or product and voices their concern, this counts as a complaint and should be taken seriously (Cook, 2012).

CHAPTER THREE

3.Background of the Organization

Amru hairu flour factory was established in 2000 E.C in Wolkite city by Mr. Abdrezak hairu in the capital of 3 million birr. Amru hairu flour factory produces a high quality of flour products to consumers at Wolkite city in line with its mission of rapidly and affordably provide the best flour in Wolkite city. The factory has only one brunch in Wolkite and they don't have branches outside Wolkite city. Today Amru hair flour factory employees 70 permanent works and 3 contractual workers. From the permanent workers 12 of the workers are females and 58 of them are males and also 3 of the contractual workers are males. In addition Amru hairu flour factory distribute their second and third level quality of flour to bread bakers around Wolkite city and the first level quality is directly sold to consumers in the only branch they have in Wolkite city. (From the manager of Amru hairu flour factory)

3.1 Methodology of the study

3.2Research Design and strategies

To accomplish the above objectives and to seek answer to the research question the researcher used both the quantitative and qualitative measurement methods. The qualitative measurement helps to interpret ideas which was gathered through interview and open ended questions by exploratory while the quantitative measurement method help to interpret ideas which was gathered descriptive through close ended questions.

3.3 Data source and data collection technique

Both primary and secondary data was 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 data 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. The primary data was collected through distributing questionnaires to customers and the sales persons. In addition, interview with manager was conducted. And, the instrument has chosen on the belief that they have selected primary information need to study. Whereas secondary data analysis have also be made based on such source as factory records, internet, journals, and books.

3.4. Sample design

3.3.1. Target Population

In this study the target population was customers at large, the sales persons and the manager of Amru hairu flour factory was considered as respondent.

3.3.2. Sample Techniques

Concerning customers, the researcher used convenience, non-probability sampling approach for the reason that their exact number and list is not available; this help to choose samples based on the researcher's and customer's conveniences in terms of time and space. And concerning the sales persons the researcher uses census sampling technique because of the number of the sales persons is known and they are few in number and a structured interview was used for the manager of Amru hairu flour factory.

3.3.3. Sample size determination

As it is difficult to deal with total population, the researcher was selecting the target respondents for the study targeted 40 local customers who have had the factory service experience. The researcher would take this sample as the result of the implication that describes a sample. As Rescoe (1975) cites in Sakaran (2000:296), "sample sizes larger than 30 and less than 500 are appropriate for most research". Having in mind these limitations, the sample size that was consisted of about from 30-500 are a representative for one's research case area with this the researcher focused on only 40 customers that he believes that the selected sample would represent the customers in Amru hairu flour factory.

3.4. Data analysis Technique

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

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter is devoted to data presentation, analysis and interpretation of the study based on the data gathered from the respondent customers, the factories sales persons and Manager of Amru hairu flour factory.

The primary data for this research was collected via questionnaire. Out of unknown number of customers considered as target population, 40 of the customers were selected as sample Respondents using convenience sampling technique. Forty (40) copies of questionnaires were distributed for Amru hairu flour factory customers; 35 (87.5%) of the questionnaire was completed and returned and 5 (12.5%) of the questionnaires wasn't returned and through census

sampling techniques all the 2 sales persons of Amru hairu flour factory were taken and 2 copies of questioners were distributed and all of them were returned.

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 are interpreted in this chapter.

Tables including respondents numbers (No) and Percent (%) followed by detailed interpretations are used for the primary data.

4.1. General Characteristics of the Customers Respondents

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

Table 1: Demographical Characteristics of the customers

Item	**Question**	**Respondents**	
		No	**Percentage**
1	Gender		
	Male	20	57.14%
	Female	15	42.86%
	Total	**35**	**100%**
2.	Age		
	Below 25	10	28.57%
	26 – 35	17	48.57%
	35 – 45	7	20%
	45 and above	1	2.85%
	Total	**35**	**100%**
3.	Educational level		
	Twelve completed	8	22.85%
	Certificate	1	2.85%
	Diploma	6	17.14%
	Degree	20	57.15%

	Total	**35**	**100%**
4	Relationship with the factory		
	1-5 years	15	42.85%
	6-10 years	12	34.28%
	11-15 years	6	17.14%
	16-20 years	2	5.72%
	Total	**35**	**100%**

Source: Own survey 2019

In table 1 of item 1 concerning gender distribution of the respondents, 20 of them was male, while 15 of them were female.

In table 1 of item 2, which indicates the age distribution of respondent's, 10 of customers found in below 25, 17 in the age range of 26 – 35, 7 were found in the age range of 35-45, and the remaining 1 is found in the range of 45 and above. This indicates that all the respondents are able to understand very well and answer/give appropriate response to the questionnaires they have received.

As it is depicted in table 1 of item 3, in the previous page, 8 of the respondents have completed 12th grade, 1 is certified, 6 of the respondents have diplomas and the rest 20 have a degree.

As it is indicated in table 1 of item 4, the customers have the following relationships with the company; 15 have stayed with Amru hairu flour factory from 1 to 5 years, 12 of them 6-10 years, 6 of them from 11 to 15 years and 2 of the respondents for more than 16 years. This shows that the majority of the respondents have purchased products from Amru hairu flour factory.

4.2. Salesmanship practice

The researcher under this particular study has tried to assess salesmanship practice in Amru hairu flour factory from the point of view of the factory's customers and the Manager. Accordingly, the collected data are presented, analyzed and interpreted as follows:

Table 2: salesmanship practice of Amru hairu flour factory

	Question	**Alternative**	**Respondent**	
			No	**percentage**
1	The sales person physically	Strongly agree	5	14.28%

	appearance is attractive?	Agree	21	60%
		Neutral	6	17.14%
		Disagree	1	2.85%
		Strongly disagree	2	5.72%
	Total		**35**	**100%**
2	How do you evaluate the factory sales person regarding to product knowledge?	Very good	5	14.28%
		Good	10	28.57%
		Medium	14	40%
		Poor	4	11.42%
		Very poor	2	5.72%
	Total		**35**	**100%**
3	The sales person gives clear information about the products they are selling?	Strongly agree	3	8.57%
		Agree	15	42.85%
		Neutral	16	45.71%
		Disagree	0	0
		Strongly disagree	1	2.85%
	Total		**35**	**100%**
4.	Does Amru hairu flour factory Salespersons treat every customer equally?	Strongly agree	8	22.85%
		Agree	12	34.28%
		Neutral	14	40%
		Disagree	1	2.85%
		Strongly disagree	0	0
	Total		**35**	**100%**
5.	How do you evaluate the factory sales force performance regarding to giving satisfactory advice?	Very high	3	8.57%
		High	11	31.42%
		Medium	20	57.14%
		Low	1	2.85%
		Very low	0	0

	Total		**35**	**100%**
6.	How do you evaluate your satisfaction level towards the salesmanship practice of the factory?	Very high	1	2.85%
		High	15	42.85%
		Medium	16	45.71%
		Low	1	2.85%
		Very low	2	5.72%
	Total		**35**	**100%**
7.	Did you feel confident of the salesperson's presentation	Very good	6	17.14%
		Good	15	42.85%
		Medium	14	40%
		Poor	0	0
		Very poor	0	0
	Total		**35**	**100%**

Source: Own survey 2019

As table 2 of item 1, represents, the sales person physical appearance from the customers perspective 5 of the respondents strongly agree that they appear to be attractive while 21 of them agree, 6 of them are neutral, 1of them disagree and the rest 2 of the respondents strongly disagree that the sales persons of Amru hairu flour 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, 5 of them says they are very good , 10 of them says they are good, 14 of them says they are medium, 4 of them says they are poor and the rest 2 of them says they are very poor. The interpretation describes the percentage is 40% happen to medium that the sales persons of Amru hairu flour 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. 3 of them strongly agree, 15 agree, 16 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 Amru hairu flour factory regarding to giving clear information.

For the question raised about Amru hairu flour factory sales persons treat every customer equally in table 2 of item 4, 8 of the respondents said they strongly agree, 12 said they agree, 14 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.3 very high, 11 high, 20 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, 15 high, 16 are medium, 1of them low and the rest 2 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, did you feel confident of the salespersons presentation, 6 of them says they are very good , 15 of them says they are good, 14 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 sales force

Table 3: Amru hairu flour factory's motivation of its sales force

Item	Question	Alternatives	Respondents	
			No	percentage
1	The sales person serves customers with passion?	Strongly agree	10	28.57%
		Agree	15	42.85%
		Neutral	9	25.71%
		Disagree	1	2.85%
		Strongly disagree	0	0

	Total		**35**	100%
2	The sales persons are highly interested to help customers?	Strongly agree	8	22.85%
		Agree	16	45.71%
		Neutral	11	31.42%
		Disagree	0	0
		Strongly disagree	0	0
	Total		**35**	**100%**
3	How do you rate the way the factory motivates its sales force?	Very good	2	5.72%
		Good	14	40%
		Medium	16	45.7%1
		Poor	3	8.57%
		Very poor	0	**0**
	Total		**35**	**100%**

Source: Own survey 2019

According to table 3 of item 1, the questions raised about the sales person serves customers with passion the respondents 10 replied they strongly agree, 15 replied they agree, 9 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. 8 replied strongly agree, 16 high, 11 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. 2 of the respondents to be very good, 14 said its good, 16 said its medium, 3 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: customer complaint handling of Amru hairu flour factory

Item	Question	Alternatives	Respondents	
			No	**percentage**
1.	How do you evaluate the factory's responsiveness to handle customer compliant regarding to sales persons performance?	Very good	6	17.14%
		Good	19	54.28%
		Medium	8	22.85%
		Poor	2	5.72%
		Very poor	0	0
	Total		**35**	100%
2	How does the factory solve customer objections about the product of the factory?			11.42%
		Very high	4	
		High	12	34.28%
		Medium	15	42.85%
		Low	3	8.57%
		Very low	1	2.85%
	Total		**35**	**100%**
3.	The sales persons handle after sales objection efficiently?	Strongly agree	8	22.85%
		Agree	15	42.85%
		Neutral	9	25.71%
		Disagree	3	8.57%
		Strongly disagree	0	0
	Total		35	**100%**
4	Have you ever received a defective product?	Yes	17	48.57%
		No	18	51.42%
	Total		**35**	100%
5.	If your answer for	Very good	6	17.14%

	question 18 is yes, how was response by the sales persons for the defected product?	Good	21	60%
		Medium	8	22.85%
		Poor	0	0
		Very poor	0	0
	Total		35	100%

Source: Own survey 2019

As indicated in table 4 of item 1, question raised about how the customers evaluate the factors responsiveness to handle customer compliant regarding to sales persons performance6 to be very good, 19 to be good, 8 to be neutral, 2 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, 4 to be very high, 12 to be high, 15 to be medium, 3 to be low and 1of 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, 8 to be strongly agree, 15 to be agree, 9 to be neutral, 3 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 Amru hairu flour factory and it appeared be 17 (48.57%) of them did and the rest 18 (51.42%) did not. This indicates more (51.42%) of the customers doesn't receive a defective product from Amru hairu flour factory.

In table 4 of item 5, question was forwarded for 35 respondents who have received a defected product and their evaluation for the response they get for those products and 6(17.14%) of them said it very good, 21 (60%) good and the rest 8(22.85%) were medium and none of them select poor and very poor options. This indicates that the percentage of 60% 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 Amru hairu flour 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 General characteristics of the sales person respondents

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 2019

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; 1of sales persons have stayed with Amru hairu flour 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 salesmanship practice

The researcher under this particular study has tried to assess salesmanship practice in Amru hairu flour 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 to salesmanship practice of Amru hairu flour factory

Item	**Question**	**Alternatives**	**Respondents**	
			No	**Percentage**
1.	How do you see the factories 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 factories training program to the sales persons to update their selling skills?			100%
		Very high	2	
		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 2019

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 effectivelyand50% 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 i understand their objections and solve 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

For the question, would you please tell me briefly about the overall practice of salesmanship of your factory and what are the main objectives of your company's salesmanship, the manager said, yes, of course. Our sales person brings so many customers for the factory by doing the

prospecting by them to begin with then they pre-approach the prospects. After, they present and demonstrate to the prospects our product and everything and finally they close sales by overcoming the prospects 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.

For the question how does your sales person handle objections and how do you evaluate their performance, the manager said, unfortunately, not very well. Prospects 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 prospects have their answers from the manager and 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.

For the question, how do you motivate and reward your sales persons, the manager said, we motivate our sales person by rewarding them, paying them their commission within the time, provide them with all the materials they need for their job, take them or vacation or we give them various training and we reward our sales person's twice a year we select one of "best sales person" and we reward them by giving money or various materials.

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATION

From the analysis and interpretation made in the previous chapter the following summary, conclusions and recommendations are drawn up.

5.1. Summary of the Major Findings

Generally, the customer respondents are diversified in gender, age, educational background and occupation. Thus, based on the findings, the majority of 20 of them were male and the rest 15 were female. With regard to educational level, most of the respondent's 20 were degree, 6 diploma and of certificated and 8 of them were twelve complete.

Among the total customer respondents 21 of them were those who said that the sales person physical appears is attractive.

Most of the customers 14 have said that sales persons have medium product knowledge.

Among the customers that have said they are neutral regarding to the sales person give clear information about the product they are selling are 16.

Regarding to the sales persons treat every customer equally, 14 of the customer respondents said it's neutral.

Among the total customer responds 20 of they were those who said that factory sales force performance regarding to giving satisfactory advice is medium.

Regarding of evaluating satisfaction level towards the salesmanship practice of the factory 16 of them said its medium

Most of the customer respondents 15 said that the see the factories salesmanship practice regarding to fulfilling what selling requires is good.

Among the total customer respondents, 15 said that they agree with the sales person serves customers with passion.

Among the total customer respondents, 16 of them have said that they agree with the sales persons are more than interested to help customers.

Among the total customer respondents, 16 of them have said that they are medium regarding to the way the factory motivates its sales force.

19 of the customer respondents said that it's good regarding to the factories responsiveness to handle customer compliant regarding to sales person's performance

Concerning the most of the customer respondents 15 responded that it's medium that the way the factory solves customer objections about the product of the factory

Concerning the sales persons handle after sales objection efficiently, most of the customer respondents 15 responded that they agree.

Regarding receiving a defectives product the customer respondents of 18 (51.42%) they doesn't have received defective product.

Generally the sales person respondents are diversified in gender, age, and relationship with the factory. Thus, based on the findings, regarding the gender distribution of the respondents, 2 of them were females, due to 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 and regarding to the sales persons relationships with the factory; 1 of sales persons have stayed with Amru hairu flour factory from 1 to 5 years and the rest 1 of them stayed with the factory for 6-10 years.

Among the total sales person respondents of 2, 1 of them says very well and the other says medium regarding how they see the factories reward to the sales persons.

Among the total sales person respondents of 2, 2 of them have said that very good regarding to measuring the factories training program to the sales persons to update their selling skills

Among the total sales person respondents of 2, 1 of the respondents said that have never received complaints from customers and the other one said have received a complaint from customers.

Concerning the sales person respondents of 2, 1 responded that it's good and the other responded its medium regarding the way the factory motivates its sales persons.

Concerning the sales person respondents of 2, 1 of them responded that they have never received an objection from customers and the other one answer has received an objection from customers.

Concerning the sales person respondents of 2, 2 of them responded every week regarding to how frequent the factory measures its sales person's performance

5.2. Conclusions

Based on the major findings the following conclusions are drawn:

As it is found in the research findings, majority of the respondents were male. This indicates that men are more interested.

The study indicated that most of the respondents were 26-35 years old and degree. Therefore, it is rational to conclude that most of the respondents have the knowledge and experience to be helpful for this study.

As the researcher findings showed that, a majority of the respondents have said that sales person serves customer with passion this, it is reasonable to conclude that the sales person serves with passion.

According to the research findings, most of the respondents liked the sales person's first presentation, interaction skill and first impressions, so it is obvious that these sales person one good in their social behavior first appearance to the prospects.

According to the research findings, most of the respondents are satisfied with the factories salesmanship practice regarding to fulfilling what selling requires, the sales persons willingness

to help customers and the factories responsiveness to handle customer compliant regarding to sales persons performance so it is obvious that the sales persons and the factory have a good appearance in the above mentioned aspects.

According to the research findings, most of the respondents, satisfied with the way the sales person handled their objection. Therefore, it is logical to conclude that the factory sales persons have strong appearance on overcoming the customer's objections.

According to the research findings, most of the respondents have a medium thought on the sales person's product knowledge, the sales person's feedback regarding to giving a satisfactory advice to customers, and handing customer's objections regarding to the product of the factory. Therefore, it is logical to conclude that the factory sales persons have a medium product knowledge and medium performance regarding to giving a satisfactory advice to customers and handing customer's objections regarding to the product of the factory.

Finally, even though the research finding indicated that the sales person made much effort to sell the product on closing some sales. Thus it is reasonable to infer that the sales force is not completely equipped with all the necessary salesmanship skill and ability to persuade prospects to make them buy goods/ service from them.

5.3. Recommendations

Based on the conclusions drown the following recommendations are forwarded:

Amru hairu flour factory have to work and invest on its sales force to enhance its salesmanship practice because the factory uses salesmanship practice mainly so they must invest and use their resource to keep the sales force happy and to must motivate its sales force by using tools of motivation like promotion and participation in which due to promotion by offering financial incentive to the sale force for showing better performance and make the selling job more attractive. And due to participation by offering the sales force a psychological satisfaction of co-partnership instead of subordinate ship.

The factory have to concentrate on satisfying customers with their salesmanship practice because customers are the main target in salesmanship practice and they must be satisfied to have a better and good salesmanship practice so the factory must work on satisfying customers with their salesmanship practice by giving the sales persons more training to upgrade their persuasive skill and ability regarding to their communication skill with customers, ethics they show when they

contact with customers, the ability of convincing customers to buy the product and the factory should also give training to the sales persons to upgrade their product knowledge that helps them to give proper answers for the customer's questions because customers ask information about the product frequently and if the sales persons don't answer a satisfying response the customers might have a negative image to the product and they will not buy that product. Therefore the factory must concentrate on the sales person's product knowledge and must also upgrade their knowledge.

The sales force have to concentrate and work on the sales person's feedback regarding to giving a satisfactory advice to customers that is customers want a satisfactory advice that fills their gap. And regarding to these being reasonable to every response and providing a psychological satisfaction is required the sales persons. By considering this the sales force must improve the response of the sales person to customers regarding to giving a satisfactory advice.

The factory has to be able to handle customer's objections regarding to the product of the factory and be successful in closing sales to have a better salesmanship practice that is they have to concentrate their product quality and must select the products that are defective and non-defective before they reach to customers and give a quick response to customer's objection.

The factory have to maintain its positive sides towards its salesmanship practice like fulfilling what selling requires, factories responsiveness to handle customer compliant regarding to sales persons performance and so on, so that it is going to be helpful to attract new customers and maintain current customers.

The Manager has to lay off (fire) those employees that wouldn't change/be successful be fruitful for themselves and for the factory (including the sales persons and others) by following procedures like first to punish those who are not doing their job effectively regarding to finance and secondly if it is going in the same way, the manager have to take an action that is sacking the underperformers.

Bibliography

Davar. (2006). **salesmanship and sales management,** 12th edition, evik as publishing house private ltd

Davar. (2009), **salesmanship and publicity**, 16th edition, evik as publishing house private ltd

Don Peppers and Martha Rogers (2004). **managing customer relationships: A Strategic Framework,** Jon Wiley & Sons, Inc., Hoboken, New Jersey

Donald H. (2009) **Business: sales Training**, 6th edition, personal education limited

Faed. (2013). **An intelligent customer complaint management system with application to the transport and logistics industry,** Springer Cham Heidelberg, New York, USA

Janelle Barlow. (2008). **A complaint is a Gift: Recovering customer Loyalty when things go wrong,** Berrett-Koehler Publishers, Inc., San Francisco, California

Killer. (2007) **Death of salesman, person education**, New York City, 2nd edition

Kotler, p. (2000). Marketing **Management**. New DelhaskoGhoshprentice of India

Kvey.(2010).**Elements of retail salesmanship.** UBS publishers' distributors' private ltd

Malhotra. (2006)**, Marketing Research: An Applied Approach**, 9th edition financial times/prentice hall

Prof Uli C. (2008) **Motivating Sales force and Management,** volume 8, university of Nigeria Enugu state business school Enugu

Rescoe (1975) cites in sakaran (2000:296), **education research and development**, 5th edition

Sahlu&Raute.(2003).**salesmanship and sales management** Third revised edition, UBS publishers' distributors' private ltd

Sahlu.(2003).**salesmanship and sales management** third revised edition, UBS publishers, distributors private ltd

Sarah Cook. (2012). **Complaint management excellence: Creating customer's loyalty through service recovery, Kogan** Page Publishers, London, United Kingdom

Tony A., Scott M, (2009)**: The Platinum Rule for Sales Mastery,** 1st edition, Alessandra and associates Inc.

Victor T.C. Middleton and Jackie Clarke. (2001). Third Edition, **Marketing in Travel and Tourism, Butterworth-Heinemann**, New Delhi, India

APPENDIX I
Wolkite University
College of Business and Economics
Department of Marketing Management
Questionnaire to be filled by consumers of Amru hairu Flour Factory

Dear Respondent

I am a graduating student at Wolkite University in the department of marketing management. As partial fulfillment for graduation BA degree in Marketing Management, I have to conduct a research on assessment of salesmanship practice of Amru hairu flour factory. The information that you provide is kept secret and used only for academic purpose, so you are requested to give your answer for the following questions.

Thank you in advance for your cooperation!

Instruction:

- No need of writing your Name
- For close ended questions put''√'' mark on the box corresponding for your choice.
- For open ended questions you are kindly requested to write brief and short answer

Part 1. General characteristics of the respondents

1 .Gender: Female ☐male☐

2. Age: Below 25 years ☐ 26-35 years' ☐ 36-45years ☐above 55years ☐

3. Level of education: Twelve complete ☐ certificate ☐ diploma ☐ degree ☐

4. How long is your relationship with the factory?

1-5 years ☐6-10 years ☐ 11-15 years ☐ 16-20 years☐

Part 2: Questions directly related to the study

I: Questions related to salesmanship practice

5. Do you think the company sales persons are physically attractive?

Strongly Agree ☐Agree☐ Neutral ☐ Disagree ☐ Strongly Disagree☐

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

Very Good ☐Good☐ Medium ☐ Poor ☐Very Poor☐

7. The sales person gives clear information about the products they are selling

Strongly Agree☐Agree☐Neutral ☐ Disagree ☐Strongly Disagree☐

8. Dose Amru hairu flour factory sales person treat every customer equally?

Strongly Agree ☐ Agree ☐ Neural ☐ Disagree ☐Strongly Disagree☐

9. How do you evaluate the factory sales force performance regard to giving satisfactory advice?

Very High ☐High☐ Medium ☐ Low ☐ Very Low☐

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

Very High ☐High☐Medium ☐ Low ☐Very Low☐

11. Did you feel confident of salespersons presentation?

Very Good ☐Good☐ Medium ☐ Poor ☐Very Poor☐

II: Questions related to how the factory motivates its sales force

12. The sales person serves customers with passion

Strongly Agree☐Agree☐Neutral ☐Disagree ☐ Strongly Disagree☐

13. The sales person is more than happy to help customer

Strongly Agree ☐Agree☐ Neutral ☐ Disagree ☐Strongly Disagree ☐

14. How do you rate the way that factory motivates its sales force?

Very Good ☐Good☐Medium ☐ Poor ☐ Very Poor☐

III: Questions related to customer complaint handling

15. How do you evaluate the factory's responsiveness to handle customer complaints regarding to sales person performance?

Very Good ☐Good☐ Medium ☐ Poor ☐ Very Poor☐

16. How does the factory solve customer objection about the product of the factory?

Very high☐High☐ Medium ☐ Low☐ Very low ☐

17. The sales person handles after sales objection efficiently

Strongly agree ☐Agree☐Neutral ☐ Disagree ☐strongly disagree☐

18. Have you ever received a defectives product?

Yes ☐ No☐

19. If your answer for question 18 is yes, how was the response by the sales person for the defected product?

Very Good ☐Good☐ Medium ☐ Poor ☐ Very Poor☐

20. If you have any further comments about the sales person of Amru hairu flour factory feel free to mention below.

_____

_____

APPENDIX II

Wolkite University

College of Business and Economics

Department of Marketing Management

Questionnaire to be filled by sales persons of Amru hairu Flour Factory

Dear Respondent

I am a graduating student at Wolkite University in the department of marketing management. As partial fulfillment for graduation BA degree in Marketing Management, I have to conduct a research on assessment of salesmanship practice of Amru hairu flour factory. The information that you provide is kept secret and used only for academic purpose, so you are requested to give your answer for the following questions.

Thank you in advance for your cooperation!

Instruction:

- No need of writing your Name
- For close ended questions put''√ '' mark on the box corresponding for your choice.
- For open ended questions you are kindly requested to write brief and short answer

Part 1. General characteristics of the respondents

1 .Gender: Female ☐ Male ☐

2. Age: Below 25 years ☐ 26-35 years' ☐ 36-45years ☐Above 55years ☐

3. Level of education: Twelve complete☐ certificate ☐ diploma ☐ degree ☐

4. How long is your relationship with the factory?

1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years☐

Part 2. General questions Related to the study

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

Very good ☐Good☐ Medium ☐ Poor ☐ Very Poor ☐

2. How do you measure the factories training program to the sales persons to update their selling skills?

Very high ☐high☐medium ☐ low ☐ very low ☐

3. Have you ever received a complaint from customers?

Yes ☐ No ☐

4. If your answer for question no 3 is yes how do you handle those complaints?

_____

_____.

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

Very good ☐Good☐ Medium ☐ Poor ☐Very Poor ☐

6. Have you ever received an objection from customers?

Yes ☐ No ☐

7. If your answer for question no 6 is yes how do you handle those objections?

_____

_____.

8. How frequent factory measures its sales person's performance

Every day ☐ every week ☐ every month ☐ every year ☐ No measurements taken ☐

9. If you have any further comments about the salesmanship practice of Amru hairu flour factory feel free to mention below.

_____

_____.

APPENDIX III

Wolkite University

College of Business and Economics

Department of Marketing Management

Interview Questions

Dear Manager,

I am a prospective undergraduate student in Wolkite University. I am working on the assessment of your factories' salesmanship practices.

This interview seeks to get your views regarding your factories' current practice of salesmanship specifically, on handling your prospects objections and on closing the sale.

Your valid and kind responses and suggestions are very important for the completeness of the research paper.

The information that you are providing will be treated as confidential and used only for the research purpose. The outcome of this interview is intended to support the research report to the partial fulfillment of the degree of BA in marketing management.

Thank you for devoting your valuable time and energy to answer my questions.

1. Would you please tell me briefly about the overall practice of salesmanship of your Factory?
2. What are the main objectives of your factory's salesmanship?
3. How do your sales person's handle objections?
4. How do you evaluate your sales person's performance?
5. How do you motivate and reward your sales persons?