

**ASSESSMENT OF SALES FORCES MANAGEMENT PRACTICES (IN CASE OF
ZEBEDER BREWERY COMPANY)**



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**A SENIOR ESSAY RESEARCH SUBMITTED TO PARTIAL FULFILLMENT OF
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ABSTRACT

This research was conducted under the title of assessment of the sales force Management practice (In the case of Zebeder brewery in Gubre town). The purpose of the study was to assess how the company relatively manages sales force practice in systematic way. The research focuses on identifying and clarifying the main problems associated with the sales force management practice. The researcher was used census method. Both primary and secondary data would be used in this study. Primary data was obtained from the company manager through interview. Secondary data was obtained from different documents of the company such as magazines and letters of the company. The researcher used descriptive approach to describing the sales force management practice in the company. Data were collected from employees, and manager of the company. The analysis and interpretation was made through the usage of table and percentage. Finally, the researcher would conclude and would give recommendation based on the Assessment of sales force management practice.

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CHAPTER ONE

1 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Sales force refers to the division of a business that's responsible for selling product or service. Evaluating current sales force was an important step in the process of deciding whether and how to grow sales team. A factory sales force consists of its staff of salespeople. The role of the sales force depends to a large extent on whether the factory is selling directly to consumer or to other business. In consumer sales, the sales force typically concerned simply with taking and closing orders. Now in the period of stiff competition, each factory needs to have effective sales force because it occupies an important place in the sales organization. The success of any selling organization largely depends on ability and willingness of the sales force to work for the achievement of the desired goal. (Palmer and Catherine 1994; p19). Now the role of sales force is not as need in earlier period. In the production orientation era when there was an excess demand, the producers for having qualified sales force is limited. But latter demand decreases this failed to achieve its objectives and in the selling orientation era factory focused on promotional effort to attract customers but since this failed to achieve its objectives marketers and business professionals start to use effective and qualified sales force now a sales person should be skilled in attracting, prospecting customer problem solving and creating satisfied customer, (palmer and Catherine 1995 p.20) Sales forces are found both in profit and non-profit making organizations and used as the factory's link to its customer sales force are representative who brings much information about the customers to the factory. A carefully planned and systematic managing and evaluating sales force performance is essential for the successful implementation of the sales objectives. Policies and programs of an organization, hardworking and high calibre sales force is prime importance for an organization to be successful in the modern competitive business world.

Today all business organization realized the importance of sales force so that they are spending much money on proper recruiting, selecting training motivating supervising, controlling and evaluating, it has been pointed out that the importance of personal selling is evidence not only by its universal use and variety of forms but also by the obvious fact that without it our marketing mechanism would break down (pksahu and klkaut 2003 P 174). It is

necessary or important to say that managing and evaluating sales force performance will be an important aspect of the organization the quality of sales force has influence on the performance of the organization, effective sales force should possess good personality, product knowledge and customer psychology because the success of sales person depend on the extent of his ability to impress on customer and through knowledge of the product makes every sales person efficient and successful in this job, so every factory should have effective recruiting, selecting, training, supervising controlling and evaluating procedure. a proper managing and evaluating sales force ensure that the factory is well managed. Therefore the researches will assess the company ability in managing and evaluating sales force performance in Zebeder beer factory.

1.2 Background of the organization

BGI Ethiopia, a pioneer foreign brewer in Ethiopia, has finished buying out all the shares in Zebeder Brewery at a total cost of 1.825 billion birr. Previously in January 2018, the mother company of BGI Ethiopia, Castel Group, bought the shares of Belgian brewery, Unibra S.A. which was the major shareholder of Zebeder. Since then the board of Jemar General Industries, a company formed by Ethiopians had a 42 percent share in the brewery. Zebeder Brewery is located about 166kmsouth west of Addis Ababa at Gubre Town around Wolkite town of Gurag Zone, SNNP. According to information Capital obtained from BGI Ethiopia, Jemar and BGI agreed on the buyout of the Ethiopian share at more than 1.8 billion birr. “Of the stated amount about 430 million birr is capital gains tax which has already been settled,” sources at BGI said. Jemar has also received a 350-million-birr installment and the balance will be settled every month based on an agreement between the two sides, according sources. Initiated by local shareholders Zebeder began making beer on January 5, 2017 with a unique pull-off cap bottle and an investment of 1.3 billion birr. The factory has a production capacity of 350,000 hectoliters per year. Jemar has 1,100 shareholders who invested in the brewery and Zebeder is the second beer maker in the SNNP region after Hawassa BGI factory.

1.3 Statements of the problem

Assessment of sales force management practice was not developed when compared with developed countries. In earliest time special attention was, given to production. But now in the period of stiff competition special attention turns to identifying customer’s needs and wants and exerting the maximum efforts to satisfy customers and to be competent in the market. For this there must be effective sales force hence Zebeder beer factory being is one of

the companies working in the country is not unique and suffering from the problem. So this research would be conducted at the factory by assessing the sales force management practice. According to the manager of the Zebeder beer factory, there is no any research conducted based on this study. Therefore this inspires the researcher to conduct this study on this particular factory.

1.4 Basic research question

- How does the factory recruit and trains the sales force?
- What factors were affecting factory's sales force management?
- What should be done to improve the factory's sales force management practice?

1.5 Objective of the study

1.5.1 General objective

The general objective of this research would be to assess the sales force management practice in Zebeder brewery factory.

1.5.2 Specific Objectives

In relation to the general objective of the study addresses the following specific objectives.

- Examine the recruitment and training system of zebeder beer factory.
- Identify the factors that affect the factory's sales force management.
- Forward suggestion that can improve the factory's sales force management.

1.6 Significance of the Study

The study would be carried on the assessment of sales force management practice in Zebeder beer factory and up on the completion of the study. It has the following significance:

- It helps the sale force of the factory themselves to know there, weakness and strength to carry out their job in an effective and efficient manner.
- It will enable the factory to manage and evaluates its sales force performance of the past and take corrective measures in the future to correct past weaknesses.
- As a beginner for the research the study will provide the necessary basic experience of the conducting a detailed research process.

- The findings of the study will help organization to improve its sales process as a result the customers will obtain better sales service.

1.7 Scope of the Study

This research assesses the sales force management practices of Zebeder beer factory. The study was made its focus on the recruitment and training functions.

1.8 Limitation of the study

The research to become effective many things must be necessary while the researcher have undertaking the investigation limitation was occur that will lead to ineffective of the study.

- Lack of experience on conducting research on the side of researcher.
- Lack of time and money
- Lack of respondent willingness
- Lack of facility specially laptop

1.9 Organization of the study

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, significant of the study, and organization of the study. The second chapter was made its focus on literature review. 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 is deals with summary, conclusion and recommendations based on the facts found on the research.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter reviews theories and concepts that are related to managing and evaluating sales force performance which has considered the research to proceed easily.

2.1 Overview Of Personal Selling

Personal selling refers to personal communication with an audience through paid personnel of an organization or its agents in such a way that the audience perceives the communicators organizations as being the source of the message. The nature of personal selling jobs and the role of personal selling can vary from one company to another here; we look at the nature of personal selling positions and at the role of the sales force plays in modern marketing organizations. Selling is one of the oldest professions in the world. The people who do the selling go by many names sales peoples, sales representatives, account executives, sales consultants, sales engineers, agents distinct managers and marketing representatives; (1996; p 532).

The term sales person covers a wide range of position, from the clerk selling in retail store to the engineering sales person who results with client companies. Sales force management is the analysis planning, implementation and control of the sales force actives it includes designing sales force strategy and structure and recruiting selecting, training, compensating, supervising the firms sales people.

Force strategy and structure selecting sales people compensating sales people supervising sales people evaluating sales people Major steps in sales force management

As an element of the marketing mix the sales force is very effective in achieving certain marketing objectives and carrying out such objectives as prospecting, communication selling and serving and information gathering. A market oriented sales force need skills in marketing analysis and planning in addition to the traditional selling skills; (Kotler: p 533).

The success of any selling organization largely depends up on ability and willingness of the sales force to work for the achievement of the desired goal. Sales forces are found both in profit and non-profit making organizations. Today all business organizations have realized the importance of sales force so that they are spending enormous money on proper recruitment, selecting, training, motivating, supervising and evaluating. It has been pointed

out that the important of personal selling is evident not only its universal use and variety of forms but also by the obvious fact that without it, our entire marketing mechanism would break down; (Kotler: p 533).

The sales force should possess good personality, product knowledge of customer psychology because the success of the sales personal depends on the extent of his ability to impress up on the customers and a thorough knowledge of the product makes very sales person efficient and successful in his job and strengthen his self-confidence so every company should be careful in selecting sales force careful selection could be followed by, recruitment, training has to followed by compensation plan contentment, efficiency and loyalty of sales force are closely related with the method by which the selling efforts of the sales force are compensated for having effective management and evaluation of a sales force every company uses the following

2.2 Sales Force Management

- Recruitment and selection
- Training of a sales force
- Motivation of sales force
- Central and supervision of a sales force
- Evaluation of performance

2.2.1 Recruiting And Selection

It is needless to say that recruitment and selection of right type of people for the right type of job is an important aspect of all originations. The equality of sales force has a direct influence on the performance of the organization in order to make all subsequent activities like training, supervision, motivation remuneration and control meaningful; PkSau and kcRaut2003; p 175).

Recruitment and selection are closely related terms and considered as two sides of the same coin. Recruitment is the process where the prospecting candidate are found and encouraged to apply. On the other hand selecting is the process of choosing a few out of the total large reserve. So, provided by recruitment, selection is the process of weeding out or reflecting the misfits. Thus, it can be said that selection is the step following recruitment is positive in

approach, whereas selecting is negative by its function, thus clearly distinguished between the two.

2.2.2 Importance Of Recruitment

Recruitment of sales personal is an endless job for any organizations. Recruitment of the right type of sales people possessing all the essential qualities in sufficient number are necessary to carry out the selling activities of an organizations. This is totally dependent on a sound recruitment policy. It has been rightly pointed out that sales person is spear head of any business. The aim of any recruitment policy should always be to the right man job. Otherwise recruitment became a burden on the organization. Good recruitment policies build a stable and efficient work force and helps in achieving organizational goal and objectives in a planned and systematic manner. Good recruitment policies also reduce the works of the management by considerably reducing the supervising responsibilities. In sum a good sales force once recruited, contributes significantly to increased sales as well as higher profit of an organization. This increases the sales manager as the cleared of the sales force; (PkSahu Kc. Raut: 2003; p 176)

Recruitment of sales person is considered as an endless job any organization. The need for continuous recruitment is felt because of the following reasons.

- To replace the vacancy created
- To cope up with expansion programs

2.2.3. The Process Of Recruitment

Recruitment of a sales force involves certain steps or processes these are:-

- analysis of the job to be done by the sales man
- Determination of the characteristics and qualities to be possessed by a sales person (personal analysis)
- Tapping the various source of recruitment.
- Appointment agreement

All these steps or process are basically sequential and at most care is needed at each step in order to select the right man for the right job success or failure of an organization depends a lot on the type of sales man selected.

Therefore, selection must be made very carefully; (Pk Raut: 2003; P 175).

2.3. Careful Selection

after the candidate have been solicited for the job by using various source of recruitment, the sales manager has to take necessary steps to select the best possible candidates as sales people. The main purpose of selection is to find out the right man for the right job in an organization. The selection procedure adopted to select a candidate usually varies from firm to firm depending up on the management and selection policy of the firm, however, in general, as (Pk Sahu and Kc Raut: 2003; p 181). Describes the usual procedure adopted for selecting candidate as sales person is as follows:-

2.3.1 Procedures Of Careful Selection

A. Application blank

It is a form of application submitted by the person in search of a job usually this contains a number of questions having blank spaces to be field by the applicant, the question so included are framed in such a way that answer to them would give a clear idea about the candidates as sales man as follows.

- Personal data sheet
- Hob description sheet
- Man specification sheet

The personal data sheet is to be filled up by the applicants; it contains questions seeking information about all possible personal data about the candidate which are considered essential for the job.

Job description sheet or job analysis is the statement of the specific job responsibilities activities and authority. All this are related to the job only and not with any individual man specification sheet indicates the specific request qualities usually related to educational qualification, experiences and qualities like physical fitness, mental aptitude and personality. The number of personal interview to be conducted depends on the type of job the interview is being conducted for; (pksahu an kcraut; 2003; p 182).

B. References

In almost all the cases the candidate is required to mention the names of two or three individuals called referees. The reference information may be about the integrity of the candidates or may relate to character, educational qualification previous experience, etc. of the candidates. After getting the references provided by the candidates, it is one of the important duties of the sales manager to verify the general character and ability of the applicant concerned from the reference. The sales manager can also ask them to send confidential reports about the candidates sometimes telephone calls or personal inquiries can be made from reference in order to get correct and accurate information about the candidates. Personal contact is one of the best ways to obtain honest and frank opinion of the reference because people are more frank orally than in writing; ; (Pk Sahu An Kc Raut; 2003;

Personal Interview

Personal interview is the most common as well as important stage in the selection process. It is used to weed out the misfit or unfit candidates. The interview should start with friendly and cordial welcome to put the candidates at ease and the atmosphere should be relaxed. The interview should begin with routing questions which generally expected by the candidates.

D. Psychological Test

This test help the organization in measuring the candidate's ability, attitude, interest and capacity from an integral part of such psychological test intelligence test usually measures the mental capacity knowledge, memory fact etc. of the candidate.

E. Medical Examination

The next step in selection procedure is the physical examination of the candidates. To be efficient, a sales man is required to possess a good health. The candidate is medically examined by a panel of company doctors who certify his/her fitness; (Pk Sahu An Kc Raut; 2003; p 182).

F. Final Interview

Here all the information regarding the qualification experience, reference of the candidates and the formal test helps to arrive at a final decision. Thus is a formal interview to the candidate during this the candidates may be asked about the willingness to accept the job and term and condition; (Pk Sahu: 2003; p 183).

2.4. Training Of Sales Force

For both in acquired abilities proper training is essential for effective sales performance. Since training make man perfect, even in born sales people needs formal training. Training enables the sales force of an organization to perform their duties in the most efficient manner and according to the need of our; (Kotler: 1996; p 539).

According to C.L Hudson training is a process at learning that is specifically directed to the acquiring and developing specific attitudes and skill for the successful carrying out of specific objectives and tasks. As a matter of fact newly selected sales people however, efficient he/she may be needs some formal training. Even the existing sales forced needs training form time to time in order to acquaint with the new product and new selling techniques; (pksahu: 2003; p 184).

Importance of sales training includes improving sales performance, to influence prospect in a better way, provides expert knowledge, reduce wastage, control and supervision, low turnover sales force and so on. There are methods of involves four steps. These are

- telling the sales personals what to do
- showing them how to do it
- let them to do it
- monitoring and controlling their work

As (pksahu 2003; p 185) states, there are a number of sales training method out of which a company may choose its own method depending up on sweat ability and requirement. These are:-

- initial training
- On the job training
- Institutions
- Correspondence training
- sales manual
- sales meeting and conference

- visual training
- role playing
- brain storming
- field training

2.5 Motivation Of Sales Force

It is observed that In spite of having best possible sales force, many organizations have failed to achieve the sales objectives because of lack of motivation within the sales force. Therefore, performance of the sales force is determined by two factors

- level of ability to work
- level of motivation

While the ability of the sales force is governed by education and training willingness to perform can be affected by the factors influencing sales force behaviour. A thoroughly motivated sales force, infect, is able to achieve greater selling efficiency in the form of higher sales volumes. A motive is an idea, a need or an emotion within an individual which incites to action.

It can aroused by some external Influence or incentive or stimuli such motivations for the sales force is highly essential in order to put the firm on the road to progress and prosperity; (Michael j baker: 1996; P 305).

Motivation is the process of stimulating people to perform in order to accomplish desired goals (William Scott). The need for motivation arises due to the following reasons.

- Improve efficiency
- Receive the tension keep the sales force happy
- Human treatment

There are a number of tools of motivation

These are incentive remuneration, promotion, personal contact, correspondence, sales contest and sales conference.

2.6 Control And Supervision Of The Sales Force

In an organization, the success of planning largely depends on the efficient supervision and control of the sales force. It is the important aspect of the management of the sales force. In fact the activity of the sales person have to be supervised and controlled to insure that the job is done properly and effort have being made toward the achievement of the sales objectives. An organization may have talented and efficient sales force with adequate training and compensation plan may be attractive, but unless the activity of the sales force are properly supervised and controlled it is hardly possible for the organization to achieve the sales target; (Michael j baker: 1996; P 307).

Therefore, a continuous evaluation of the performance of each sales force essential for the following reason

- To measure the performance in comparison to the planned target.
- To recognize efficient sales people and suitably reward them for their effort and hard work.
- To guide the sales force
- To identify inefficient sales people measurement of the performance of each individual sales man can be made with the help of the following six methods as painted by pro. He Yosdal, in these book principles of personal selling.

They are:-

- Volume of sales
- Relation of sales to quota
- Expense In relation to sales
- Call and sales
- Number of call and relation of calls to sales
- Other records

The management can obtain information about sales representatives in several ways:-

- Sales plan report

- Personal observation
- Customer letters and complaints
- Customer survey and conversation with other sales representatives; (Kotler: 1996; p 563)

We have thus far described how management communicates what sales people should be doing and how it motivates them to do it.

Control is the process of trying to achieve conformity between goals and avoid actions. Controlling is an act of checking and verifying an act to know whether everything is taking place in accordance with the predetermined plan. The process of controlling consists of the following steps.

- Establishing standard or measures for performance
- Measuring and recording of actual performance
- Compiling actual with the planned measures to find out the deviations
- Taking corrective measures

The need for exercising control and supervision in a sales organization are to:- improve efficiency in saving, evaluate the performance, coordinate effort, guide the sales force. Thus, control is one of the important ingredients for the success of the sales department. Therefore an effective method of supervision, direction and control of the sales force is extremely important in order to secure the most productive and economic performance from the establishment of sales territories and sales quotas are the specific control devices by which the sales manager exercises control on the sales people.

2.7. Evaluation Of Performance

The work of sales force in general and the individual sales man should be continuously evaluated by the sales organization. When the sales force is aware that the management is having a constant watch over the selling activities and keenly observing the sales reports for judging their efficiency and merit, their level best and put extra efforts.

This process requires good feedback. And good feedback means getting regular information from sales people to evaluate their performance.

Source of information

Management gets information about its sales people in several ways. The most important source is the sales report. Additional information comes from personal observation, customer letters and complaints, customer surveys, and talks with other sales people; (Kotler: 1996; p 545).

Sales reports are divided into plans for future activities and write-ups of completed activities. The work plan describes intended calls and routing. From this report the sales force plan and scheduler's activities. It also informs management of the sales people's work and provides a basis for comparing plans and performance. Sales people can then be evaluated on their ability to plan their work and work their plan. Sometimes managers contact individual sales people to suggest improvement in work plans; (Kotler: 1996; p 545).

Companies also are beginning to require their sales people to draft annual territory marketing plans in which increasing sales from existing accounts. Formats vary greatly. Some ask for general ideas on territory development, others ask for detailed sales and profit estimates. Such reports cost sales people as territory marketing managers. Sales managers study these territory plans, make suggestions, and use the plan to provide sales quota; (Kotler: 1996; p 545).

Sales people write up their completed activities on call reports. Call reports keep sales management informed of the sales person's activities, show what is happening with each customer account and provide information that might be useful in later calls. Sales people also turn in expense reports for which they are partly or new business lost and local business and economic condition.

These condition reports supply the raw data from which sales management can evaluate sales force performance. Are sales people making too few calls per day? Are they spending too much money on entertainment? Are they founding enough new customers and holding on to enough old customers?

Using sales force reports and other information, sales management formally evaluates members of the sales force. Formal evaluation produces four benefits. First, management must develop and communicate clear standards for judging performance. Second, management must gather well-rounded information about each sales person. Third, sales people receive

constructive feedback that helps them to improve future performance. Finally, sales people are motivated to perform. Finally, sales people are motivated to perform well because they know they will have to sit down with the sales managers and explain their performance.

Comparing sales peoples performance

One type of evaluation compares and ranks the sales performance of different sales people. Such comparisons can be misleading; however sales people may perform differently because of difference in territory potential, work load, level of competition, company promotion effort and other factors.

Furthermore, sales are not usually the best indicator of achievement management should be more interested in how much each sales person contributed to new profit, a concern that requires looking at each sales person's sales mix and expenses; (Kotler: 1996; p 546).

Comparing current sales with the past sales

A second type of evaluation is to compare a sales person current performance with past performance. Such a comparison should directly indicate the person's progress.

Qualitative evaluation of sales people

A qualitative evaluation usually looks a sales person's knowledge of the company, product, customer, territory and tasks. Personal traits manner, appearance, speech and temperament can be rated. The sales manager also can review any problems in motivation or compliance. Each company must decide what would be most useful to know it should communicate these criteria to sales people to they understand how their performance is evaluated and can made an effort to Improve it; (Kotler : 1996; p 547).

CHAPTER THREE

3. Research Methodology

3.1. Research Design

This research was used descriptive design so that the researcher is describing the variables under study in their setting.

3.2 Type and source of data

In conducting this research both primary and secondary data would be used. The primary data would be collected from the company's sales force using questionnaire and from the manager through interview. The secondary data would be obtained from related books, company broacher, sales manual sales report executive summary and other written materials.

3.3 Method of sampling technique

The target population of the study would be the marketing department of Zebeder beer factory specially the sales force of the company the study was censuses method. This method takes employees of marketing department of Zebeder beer factory the sales force in marketing department permanent employees with its members 13.

3.4 Method of data collection

The primary data was collected through both open ended and close ended questioner. The questionnaire helps to increase the response rate by providing easier response way. Interview schedule was develop and used for the overall control manager and marketing manager. Secondary data was obtained from company documents.

3.5 Method of data analysis and interpretation

The collected data first was sorted, to facility for proper analysis then for proper analysis a descriptive technique would be used such as, percentage calculation and tabulation of data was used for percentage the result. The tool facilitates the process of comparison and summation. The processed and analysed data was interpreted based on the common patterns identified through the data analysis.

CHAPTERFOUR

4. Data analysis presentation and interpretation

This section deals about analysis and interpretation that were collected from employees and manager of the company. The analysis of the data is based on the respondent's respective response to summarize the finding.

To assess of sales force management practice of the Zebeder brewery company, the researchers distribute the questionnaires to the employees of the company as well as the personal interview questions were prepared to manager of the company.

To collect from the respondents 13 questionnaires to the employees of the company, all distributed questionnaires are collect successfully.

The data presentation was interpreted as follows:

4.1Demographic characteristics of the respondents

To analyze the data the research present demographic question to employees of the company. The data was analyzed as follows.

Table 4.1 Demographic characteristics of the respondents

No.	Variable	Category	Employees response	
			No.	Percentage (%)
•	Sex	Male	8	61.53
		Female	5	38.47
		Total	13	100%
•	Age	18-25	4	30.76
		26-35	5	38.46
		36-45	3	23%
		Above 50	1	7%
		Total	13	100%
•	Level of education	Primary	-	-
		Secondary	1	8
		Certificate	3	23%
		Diploma	5	38%
		First degree	4	31%
		Total	13	100%
•	Work experience	<1 year	3	23%
		1-5 years	6	46%
		5-10 years	4	31%
		>10 years	0	0%
		Total	13	100%

Source questionnaire 2020

This study enrolls 13 sales forces at Zebeder Brewery Company from select 13 total target populations. There are 8(61.53%) males and 5(38.47%) female’s sales forces participated in this study nearly half of sales force were diploma and .their education followed by 1 secondary school graduate and 3 certificate and 4 sales force were degree level education. Workers were with five to ten years of work experience in the company. More than ten years are there is no in Zebeder Brewery in the company.

Table 4.2 Shows the sales forces in Zebeder Brewery Company.

Items	No respondent	Percentage
Is that your salary is enough or match with your expenditure		
Very enough	2	15%
Enough	4	31%
Not enough	7	54%
Total	13	100%

Source: own survey 2020

The above tables indicates, that 2(15%) of the respondents stated that their salary is very enough to cover their expenditures, where 4(31%) of the respondents said their salary as enough as to cover their expenditure. However the rest 7(5%) of the respondents informed that their salary as inadequate, when compared to the expenditure they mode.

Table 4.3 Response of employee the salary were motivated to work or not.

Item	No respondent	Percentage
Is your salary motive You to work well		
Yes	8	61.53%
No	5	38.47%
Total	13	100%

Source; own survey 2020

The respondent also added other factory such as job The above table indicates that out of the total respondents, is 8(61.53%) are motivated to work well because this salary is satisfactory .The rest of respondents, more specifically 5(38.47%) indicated that salary is not the only Experience in the respective work area and their love to their work makes them to do well in their work besides their salary.

Among the reasons mentioned as to they are happy majority of them said personal selling gives them a chance to help customers to buy by understanding the customer Need & presenting the advantage & disadvantage of their products.

Table 4.4. Response of employee the position of job were happy or not.

Item	Respondent	Percentages
Are you happy on your position job		
Yes	7	54%
No	6	46%
Total	13	100%

Source, own survey 2020

As shown the above table indicates that total respondent 7(54%) of the respondents are happy on your position job and the other 6(46%) of the respondents were no happy by yours position from this conclude the most of the respondents were happy by yours position job. additionally strong relationship with their customer that from the basis for a competitive advantage is mentioned as a reason for their happiness at work.

Table 4.5 how do you treat /give service/ for your customers

	Response	No respondent	Percentage %
Strategies for treating customers	According to manager order	8	61%
	On basis of my self	1	8%
	Both	4	31%
	Total	13	100%

Source own survey 2020

The above table indicated that their respondent 8(61%) percent of sales force were treating their customers in accordance with their manager order 1(8%) respondents gave service on the basis of their own strategy and 4(31%) are using both approaches of handing their customers.

4.2 Interview questions for the manager

Assessing the identifying of an effective control in sales force, training, motivation and evaluation procedures to the factors that can affect sales force and evaluation

- (1)How the companies identify the vital sales force roles?

The manager replied that sales force as the front of the company plays an important role in meeting the company's sales target as well as building image. and by swiveling analysis and Affordable price for consumers.

- (2)How the company recruits, train, sales force performance? And what are the criteria for recruiting and selecting sales force performance?

The manager replied that

- Personality
- Fitness
- Time management
- Relationship management is the criteria for recruiting and selecting sales forces in Zebeder brewery Company.
- (3)What do you think about the importance of these criteria?

The manager replied that, critical and equal importance. Training has to be providing to internalize the above criteria and to increase quality, price and delivery.

- (4)What type of training method you use in the company?

The manager replied that, in the company they give a lot of trainings like, initial training, on the job training, off the job training and sales meeting and conferences.

- (5)What the factor that affects the company's sales force management?

The manager replied that motivation and rewards are the factors that affect the company sales force management the next is independent work assignments give to the employee to improve their quality of service, transportation, soloing of price.

CHAPTER FIVE

5. SUMMARY CONCLUSION AND RECOMMENDATION

In this chapter the researcher tries to summarize and draw a conclusion about the outcomes of the research and give some recommendation, which could be important for the organization this research is entitled as assessment on sales force management practice.

5.1 SUMMARY

Although typical organization is making up number of different resources, now A Day the company need to have effective sales force because it occupies an important place in the sales organization. The success of any selling organization largely depends on ability and willingness of the sales force to work for the achievement of the desired goal. Now the role of sales force to work for the achievement of the production orientation era when there is an excess demand, the producers need for having qualified sales force was limited.

In this view the objectives of the study was to assess whether the company Is effective in managing its sales force or not, to assess the company's recruitment and training procedure, to identify the factors that affect the company's sales force management Practice.

The research grassed some important things from the theoretical early study of assessment. Sales force management practice. Over view of personal selling, careful selection, motivation of sales controls and supervision of the sales force evaluation of performance.

In this finding and analyses parts the research has used research method like deals with results and discussion of data collected through primary data collocation method, interview, questioner and the secondary data collection method like documentary evidence. It also examines the information through interview is going to analysed and presented in the table form and seems appropriate to interpret each data which are presented in the table form and that researcher in this section practice of assessment on sales force management in case of Zebeder Brewery company.

5.2 CONCLUSION

This study reveals that a payment to sales forces at Zebeder Brewery Company was not enough and that didn't motivate them to work.

Despite of the fact that the payment did not motivate those sales forces at Zebeder brewery Company. were happy at their position because of personal selling that gave them a chance to

help customers to buy- by understanding the customers' needs and presenting the advantages and disadvantages of their products.

High rate of customers compliance was identified by the sales force of the company, because of the company policy followed such as production oriented strategy of the company as a primary factor for customers to complain.

Absence of continuous evaluation of workers for sales force to know their position to towards achievement of company's strategies and objective was also identified in this study no refreshment training was conducted for sales forces at Zebeder Brewery Company that would benefit the company from its workers with personal development.

Personality, fitness, time management and relation management were the criteria for recruiting and selecting sales force in Zebeder Brewery Company. The motivation and reward were the factor that affects the company sales force management the next is independent work assignment gives to employee to improve their quality of service, transportation and soloing of price.

5.3 RECOMMENDATIONS

Effective management of sales people is important to managers of a give company. Sales manager may implement such control effectively by establishing coordination, training and feedback rather than imposing command and control policy. Respondent's information revealed that of sales force management practice is needed. For this the following pints are forwarded on the basis of findings.

- Salary and compensation for sales personnel should be implemented and it should be a mix of salary and commission methods. Manager may emphasis more on commission oriented task as they are liked with performance. A successful sales commission plan should possess the following three characteristics

- The plan should offer an immediate positive reward to the sales person for his achievement.
- The composition plan linked to the career path should be clear easy to understand.
- It should be relatively free of influence from factors outside the control of sales personnel

- Sales teams need to be organized in view of territorial attribute such as a critical distance, density of customers and location of service provider to improve extensive coverage of

customers spread across the operational area. As it is known managers may categorically monitor and control the task of the sales personnel within the broad frame work of the sales process to enhance their performance.

- Sales force should participate in collecting basic information about consumers, reference, joining a prospect of organization, initiating communication, negotiation on the orders, delivery, pre and post-sales service, organizational benefit and the like.

- The company must consider the relationship between the differing roles of internal sales personnel and external selling partners, the size of the sales force, its degree of specialization, and how sales personnel share their effort among different customers, products and activity. Those variables are critical because they determine how quickly a sales force a firm responds to the market opportunity, influences performance of sales personnel and affect the revenue cost and profitability of the firm.

- Manager may define clear sales task to ensure significance results from sales people and effective performance feedback. A firm may focus on administrating sales activity in four major process territory target based deployment of the sales force, efficiency in managing the client accounts working with the improved

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APPENDIX 1
WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MARKETING MANAGEMENT

Questionnaire

To be filled by Marketing Manager and employee

Dear respondents

My name is Yisfalgn Edilu I am 3rd Year graduating class student in the department of marketing management in Wolkite University. currently am conducting my senior essay research in the area of assessment of company ability in managing and evaluating sales force performance in case of Zebeder beer factory in Gubra town. The information that you share me will be kept confidentially only used for academic purpose your corporation in providing true information is very much appreciated.

Thank you in advance for your kind cooperation and dedicating your time.

Name: Yisfalgn Edilu

Instructions:

1. Before you attempted to answer, please read the instruction.
2. It is not necessary to write your name in any page of this questionnaire.
3. Tick \surd for close-ended question provided in part one.
4. Write your opinion for open ended questionnaires.

Questionnaires for employee

Part one; Personal profile

- Sex A. Male B. Female
- Age A. 18-25 B. 26-35 C. 36-45 D. above

50

- Educational back ground A. Primary B. Secondary C.
Certificate

D. Diploma

- First degree and above Work experience?

A. Less than one year B. One up to five years

C. five to ten years D. above 10 years

Part two; Main question

- If your salary is enough or match with your expenditure

A. Very enough B. Enough C. not enough

- Is your salary motivating you to work well? A. Yes B. No

- If your answer is yes or no please specify the research? _____

- Are you happy on your position / job A. Yes B. No

- If you say yes or no why

-
- How do you treat give service for your customer?

A. According to manager B. On basis of myself C. Both

APPENDIX 2
WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MARKETING MANAGEMENT

Interview questions for the marketing manager

1. How the factory's identify the vital sales force roles?

2. How the factory recruits and train sales force performance? And what are the criteria for recruiting and selecting sales force performance?

3. What do you think about the importance of these criteria?

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4. What type of training method you use in the factory?

5. What the factor that affects the factory's sales force management practice? -----

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