

Addis Ababa

University

(Since 1950)



**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**The Practice and Challenges of
ethio telecom
Enterprise Sales Executives**

By: - Serkalem Sebsibe

Advisor: - Derebssa Dufera (Professor)

**June, 2013
Addis Ababa**

Addis Ababa
University

(Since 1950)



**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**The Practice and Challenges of
ethio telecom
Enterprise Sales Executives**

By: - Serkalem Sebsibe

Advisor: - Derebssa Dufera (Professor)

**June, 2013
Addis Ababa**

Addis Ababa
University
(Since 1950)



ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**The Practice and Challenges
of ethio telecom
Enterprise Sales Executives**

This work is submitted to the school of Graduate Studies of Addis Ababa University in partial fulfillment of the requirement for the Degree of Masters of Arts in Educational Research and Development

By: - Serkalem Sebsibe

Advisor: - Derbssa Dufera (Professor)

**June, 2013
Addis Ababa**

B

**ADDIS ABABA UNIVERSITY
LIBRARIES
P. O. BOX 1176
ADDIS ABABA, ETHIOPIA**

LETTER OF APPROVAL

The Practice and Challenges of ethio telecom
Enterprise Sales Executives

This work is submitted to the school of Graduate Studies of Addis Ababa University in partial fulfillment of the requirement for the Degree of Masters of Arts in Educational Research and Development.

By: - Serkalem Sebsibe

Approved by:

Derebessa Dargasa (Prof)

Advisor

[Signature]

Signature

Mulu Neges

Internal Examiner

[Signature]

Signature

Teshome Fola

External Examiner

[Signature]

Signature

DECLARATION

This paper work is a presentation of my original research work. Wherever contributors of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions. Information derived from the published or unpublished work of others has been acknowledged in the text and a list of references is given.

Thus, I declare that this research has not been submitted in any university or other institution.

Declared by:

Name: _____ Signature: _____ Date: _____

LETTER OF APPROVAL.....	I
DECLARATION.....	II
TABLE OF CONTENTS.....	III
TABLE OF FIGURES AND TABLES.....	V
ACKNOWLEDGEMENTS	V
ABSTRACT	VI
CHAPTER ONE.....	1
1. INTRODUCTION	1
1.1. BACK GROUND OF THE STUDY	1
1.2. STATEMENT OF THE PROBLEM.....	4
1.3. BASIC QUESTIONS OF THE STUDY	5
1.4. OBJECTIVES OF THE STUDY.....	5
1.5. SCOPE OF THE STUDY.....	6
1.6. LIMITATIONS OF THE STUDY	6
1.7. SIGNIFICANCE OF THE STUDY	6
1.8. ORGANIZATION OF THE STUDY.....	7
1.9. OPERATIONAL DEFINITION	7
CHAPTER TWO	8
2. LITERATURE REVIEW	8
2.1 INTRODUCTION.....	8
2.2 SALES AND SALES EXECUTIVES	9
2.3 TYPE OF SALES PEOPLE	9
2.4 MAJOR CHARACTERISTICS OF SALESPEOPLE	10
2.5 SALES PERFORMANCE	12
2.6 SALESPERSON PERFORMANCE MODEL	13
2.7 PURPOSES OF SALESPERSON PERFORMANCE EVALUATIONS	19
2.8 SALES FORCES EFFECTIVENESS.....	20

CHAPTER THREE	23
3. METHODS OF THE STUDY	23
3.1. RESEARCH DESIGN.....	23
3.2. DATA SOURCES.....	24
3.3. SUBJECTS.....	24
3.4. SAMPLING TECHNIQUE.....	25
3.5. INSTRUMENTS OF DATA COLLECTION.....	25
3.6. QUESTIONNAIRE PILOT TEST.....	26
3.7. TECHNIQUES OF DATA ANALYSIS.....	26
CHAPTER FOUR	27
4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION	27
4.1. SALES PERFORMANCE ANALYSES.....	27
4.2. CHARACTERISTICS OF RESPONDENTS.....	29
4.3. SALES TARGET SETTING AND ALLOCATION APPROPRIATENESS.....	30
4.4. ATTITUDE OF SALES EXECUTIVES' TOWARDS THEIR PROFESSION.....	31
4.5. CUSTOMERS' PERCEPTION TOWARDS SELES EXECUTIVES & SERVICE DELIVERY.....	33
4.5.1. SALES EXECUTIVES' KNOWLEDGE/SKILL.....	33
4.5.2. SALES EXECUTIVES' ATTRACTIVE AND PROFESSIONALLY WELL APPEARING.....	35
4.5.3. CUSTOMER PERCEPTION ON SALES EXECUTIVES' HELPFULNESS AND BEHAVIOR.....	36
4.6. SERVICE DELIVERY.....	38
4.7. MANAGEMENT SUPPORT FOR THE TARGET ACHIEVEMENT.....	40
CHAPTER FIVE	49
5. SUMMARY, CONCLUSION AND RECOMMENDATION	49
5.1. SUMMARY.....	49
5.2. CONCLUSION.....	51
5.3. RECOMMENDATIONS.....	53
5.4. IMPLICATIONS FOR FURTHER RESEARCH.....	54
REFERENCES	55
ANNEXES	58

TABLE OF FIGURES AND TABLES

FIGURES

FIGURE 1. <i>MODEL OF SALESPERSONS PERFORMANCE</i>	13
FIGURE 2. <i>CORE DRIVERS OF SALES EFFECTIVENESS</i>	21
FIGURE 3. <i>ENTERPRISE SALES TARGET VS SALES PERFORMANCE</i>	28
FIGURE 4. <i>SALES EXECUTIVES' PERCEPTION ON ETHIO TELECOM TRAINING PROVISION</i>	34
FIGURE 5. <i>SALES EXECUTIVES' ATTRACTIVE AND PROFESSIONALLY WELL APPEARANCE</i>	35
FIGURE 6. <i>CUSTOMERS FEELING WHEN THEY PERFORM BUSINESS WITH ETHIO TELECOM</i>	38
FIGURE 7. <i>ETHIO TELECOM SUPPORT TO SALES EXECUTIVES' TO GET BETTER POSITION</i>	42

TABLES

TABLE 1. <i>ENTERPRISE SALES PERFORMANCE (YEAR 2011/2012)</i>	27
TABLE 2. <i>CHARACTERISTICS OF RESPONDENTS</i>	29
TABLE 3. <i>SALES TARGET SETTING</i>	30
TABLE 4. <i>ATTITUDE OF SALES EXECUTIVES' TO THEIR PROFESSION</i>	32
TABLE 5. <i>SALES EXECUTIVES' KNOWLEDGE/SKILL ABOUT THE SERVICE</i>	33
TABLE 6. <i>CUSTOMER PERCEPTION ON SALES EXECUTIVES' HELPFULNESS</i>	36
TABLE 7. <i>CUSTOMER PERCEPTION ON SALES EXECUTIVES' BEHAVIOR</i>	37
TABLE 8. <i>ETHIO TELECOM SERVICE DELIVERY SYSTEM</i>	39
TABLE 9. <i>MANAGEMENT SUPPORT</i>	41

ACKNOWLEDGEMENTS

I would like to thank Addis Ababa University for giving me the chance of this Masters of Arts – program .I would like also to express my sincere gratitude to my advisor, Derebsa Dufera (Professor) for his unreserved guidance, advice and critical comments of my research work.

In addition, my appreciation is forwarded to ethio telecom Enterprise sales Division especially for key account department managers and employees who gave me the necessary information, relevant documents, and their time and voluntarily support on data collection, which were very important for my research project.

Moreover, I would like to extend my especial thanks to my friend Ato Elias Negash & my family for their support in accomplishing this research project.

ABSTRACT

The purpose of this paper is to determine the challenges of ethio telecom - enterprise sales executives, product and service sales performance. To identify the challenges through comprehensive answer to the research questions the researcher used mixed *research method* that going beyond the limitations of a single approach. Subsequently, the researcher developed and distributed three types of questionnaire to 40 sales executives, 75 enterprises – key account customers and five key account departments mangers. In addition, the current year enterprise products and service of sales target and performance report were collected. The findings indicate that, ambitious sales target setting, lack of resources, lack of technical and managers support, and unavailability of incentive and reward system are the main challenges of the sales executives which are hindered to achieve their target. It is recommended that achievable targets should be planned and the current targets needs to be reviewed. Furthermore ethio telecom should provide enough resources and support , provide update and continuous training and achievement based motivation and reward are key issues.

- **Key terms: Sales Performance, Sales Executives , Key Account**

CHAPTER ONE

1. INTRODUCTION

1.1. Back Ground of The Study

In this dynamic and competitive environment, any organization, which runs any business for profit through different product and service delivery, sales, is the most important and the core part of its activity. This activity is concerned with finding potential customers in the market, informing potential customers about product and service offerings, and facilitating sales transactions. In general, the organization's *sales performance* effectiveness can be measured based on its market position, customer satisfaction, and profits, relative to the objectives.

Rajagopal, (2008:76) described that; sales performance in an organization is largely associated with the derived customer value, delivery of goods and services, and customer relations. Therefore, to do all these and to ensure the sales performance effectiveness, good sales forces and sales management are important. *IILM –Gorgon: in Sales management-self learning manual (2011: 5)* defined “Sales management” as the term implies, means management of sales. Often it is considered as synonymous with the management of personal sales. It involves an understanding of the effort that goes into the management of the sales force and the various processes of sales.

Accordingly, most big organizations divided their market in different segmentation, based on different factors to manage their sales/market. Moreover, segmenting the market as Residential Marketing and Enterprise marketing is the most organization common practice in market segmentation. Among this organization, ethio telecom is one of the biggest companies in Ethiopia and it uses this market segmentation based on its customer to manage their sales.

Currently named ethio telecom is sole telecommunications service provider in the country, which was introduced in Ethiopia by Emperor Menelik II in 1890 is more than a century old, with passing through different stage of different technologies. *Telenegerit (2007:13)*

This sole organization in the country is restructured at different time ,and also recently as a continuation of the last five-year country plan and after concentrating its efforts on education, health and agriculture, the Ethiopian Government has decided to transform the telecommunication infrastructure and services to world class standard, considering them as a key lever to the development of Ethiopia. <http://www.ethiotelecom.et>

Thus, ethio telecom is born for this ambition in order to bring about a paradigm shift in the development of the telecom sector to support the steady growth of our country with the name of ethio telecom, on Monday 29th November 2010, with the broad objectives.
<http://www.ethiotelecom.et>

In order to achieve its objective, ethio telecom constructed new company structure with 16 Division. Among these divisions, Enterprise Sales Division is the one, which was constructed to manage its enterprise customers/sales separately from the individual/residential customers.

Following this Enterprise division establishment, all enterprise tasks are performed separately in line with the general objective of the company. Thus, managing *Enterprise sales* is considered as a core responsibility of this Division. It deals specifically with high-volume or high-value sales to business customers. Thus, understanding enterprise selling can open a world of profitable opportunities for any business.

As explained above about ethio telecom marketing segmentation, it has two big market segmentations, as residential sales and enterprise sales. These segmentations help the company to manage its sales, based on its customer behavior, interest, and financial strength. Consequently, under the enterprise sales there are three segments in the category of Key account, SOHO (Small Office & Home Office) and SME (Small Enterprise & Medium Enterprise) customers. Among these, the Key Account is the main department of the enterprise division and key account customers are managed separately.

As David J. and Geoff L. (2009) discussed briefly, *Key account management* is a strategy used by company to target and serve high-potential customers with complex needs by providing them with special treatment in the areas of marketing, administration, and service. In order to receive key account status, a customer must have high sales potential. A second characteristic is that of complex buying behavior. Third, key account status is more likely to be given to customers willing to enter into a long-term alliance or partnership. Such relationships offer buyers many benefits including reliability of supply, risk reduction, easier problem solving, better communications, and high levels of service. Key accounts that are geographically widespread are often called national accounts. Key account management has three features.

I. Key account management involves special treatment of major customers that is not offered to other accounts.

This may involve preferential treatment in the areas of pricing, products, services, distribution, and information sharing. This may take the form of special pricing, customization of products, provision of special services, customization of services, joint co-ordination of distribution and workflow, information sharing and joint development of business processes and new products.

II. It is associated with dedicated key account managers who typically serve several key accounts.

III. Key account management requires a multifunctional effort involving, in addition to sales, such groups as engineering, marketing, finance, information technology, research and development and logistics. Such cross-functional selling teams have the ability to increase an organization's competitive advantage.

Key account handling requires a special kind of attention from the seller that may be beyond the capacity of the regular field sales force.

Accordingly, to give more attention to the most potential customers from the enterprise market, ethio divided the Key account customers in to five main segments. These are Financial Institutions, Government Administration, International Organization, Embassy & NGO Sector, Production Enterprises, and Service Enterprise Section. In addition to this, for each key account segment, ethio assigned managers and to each organization (enterprise customers) has its own dedicated sales Executives (Sales Representative).

Therefore, to achieve the company objective or targeted sales through increasing the sales volume and its revenue; introducing, convincing and selling the new and existing ethio telecom service and product is, the responsibility of these sales Executives (Sales Representative). However, there are doubts that the sales executives sales performance fulfills the expectation. Hence, this studies undertaken for assessing the challenges that hinder the key account sales executives' sales performance.

1.2. Statement of The Problem

Every business firm has certain objectives to achieve. These objectives may be very explicit or general. According to *Kundu(2013)* firms have different mixes of objectives, and they do place differing emphasis, on individual ones, the typical objectives include; Sales-Volume, Profitability, Growth, and Corporate – Image.

The above objectives are important to a business firms, but sales-volume and profitability are the most important objectives for the company and also these objectives are greatly affected by the effectiveness and efficiency of sales executives, and how the sales - function is managed. Thus, each stakeholders of the company, either directly or indirect affects sales performance. Moreover the ultimate success depends largely on, the performance of sales executives, because, their good performance will enhance the overall effectiveness of the company.

However, according to ethio telecom performance report of year (2011/2012), specifically Enterprise Division sales report; most of the product and service sales were below the target. Its shows that, the product and service sales performance compare with their sales target; on average only 77% were achieved (Annex –I).

Hence, even if there was no any conducted research regarding the performance achievement of the company, based on the report facts, this study attempt to see the challenges that are hindered the enterprise sales performance from the sales executives' perspectives. Moreover, it try to present recommendations that help to resolve the encountered problems in sales performance and contributes significantly to ethio telecom officials to oversee the associated challenges of enterprise sales Executives.

1.3. Basic Questions of the Study

This study was conducted to determine the challenges in the ethio telecom enterprise Sales Division that hinders its key account Sales Executives' from performing their sales activities as expected. Hence, the following basic research questions guide the study:-

1. Are the sales targets setting and allocation appropriate according to achievability?
2. What are the attitudes of Sales Executives' towards their profession?
3. What is the perception of the customers regarding, Sales Executives sales skill, and service delivery system of ethio telecom?
4. To what extent managers are committed to support the Sales Executives to attain their target sales.

1.4. Objectives of the Study

The main purpose of this study is to determine the problems of ethio telecom - enterprise sales executives, from achieving the target sales as expectedly, in accordance with the achievement of the intended enterprise division and the general company objectives.

Therefore, the general objective of this study is identifying the main challenges of key account Sales Executives' on their sales activities/performance in ethio telecom Enterprise sales Division.

Specifically the study has the following objectives:-

- To assess the attitudes of sales executives' towards their profession.
- To evaluate the sales targets setting mechanism from achievability perspective and the management commitment to support the Sales Executives to attain their target sales.
- To assess the customers perception, regarding the sales skills of Sales Executives and service delivery system of ethio telecom.
- To provide the necessary recommendations those are possibly improve the sales practices of ethio telecom - enterprise sales performance depending on findings.

1.5. Scope of The Study

As a result of the problem statement, research questions and objectives, this study focused on identifying the challenges of ethio telecom - enterprise sales executives' sales performance, in the major sales area of Enterprise Sales Division specifically in key account sales department located in Addis Ababa.

1.6. Limitations of The Study

Even if, the researcher consider all of key account department managers and sales executives, because of financial and time constraints the researcher could not consider all population of the enterprise – key account customers as participants of the research. Therefore, this study has some limitations regarding;

- As a limited number of customer participation, generalizing to over all the country may not be good result.
- As the sales executives are, the dedicated contact person for each company, the customer may not response their real feeling.
- As enterprise sales handling is new system in the organization, the current information may be changed when the company becomes experienced on the area. So considering this the respondent may provide the real situation

However, all necessary actions are taken to solve this problem and to make this study complete.

1.7. Significance of The Study

The link between the decisions that managers make to create opportunities for salespeople and the performance of their sales forces is noticeable. Salespersons' high performance builds; sales, profits, market position, and customer satisfaction. Effective sales performance is the lifeblood of any business and delivers directly to the bottom line.

Therefore, the finding of this study is, supposed to be important, mainly to provide deep insight of the sales executives' challenges and valuable recommendations to the concerned officials on how to improve the sales target performance. Thereby, sales executives can determine what actions need to be taken to ensure their performance is aligned with company goals.

1.8. Organization of The Study

This study is organized in five sections. The first section is the introductory chapter that consist the background of the study, statement of the problem, objectives of the study, basic research questions, significance of the study, scope of the study, limitation and organization of the study. Under the second section, Review of related literatures that are cover concepts, model and theoretical framework of sales and Sales Executives sales performances are considered. In section three, the research methods used for conducting the study is discussed. The data presentation, analysis, and interpretations of the study presented in the fourth section. The final study section, chapter five is presents conclusions and recommendations.

1.9. Operational Definition

Sales executives: - Sales executives are persons in ethio telecom - sales divisions that are in charge of sales. Their function is to help the company to improve sales of goods and services to customers, and introducing, convincing, negotiation with customer and help them to buy and use the product and service of ethio telecom.

Sales Performance: - is the ethio telecom executives' sales volume of the enterprise product and services to meet the sales target as outlined by the ethio telecom.

Key account:- one of the ethio telecom Enterprise sales division ,that manage five main enterprise customers department (Financial Institutions, Government Administration, International Organization, Embassy & NGO Sector, Production Enterprises, and Service Enterprise) under its division.

Enterprise customers: - customers who are treated in special way from the individual customers by ethio telecom. These customers have different attention on the areas of pricing, products, services, distribution, and information sharing. In addition each of enterprise, customers have their own dedicated sales executive for to identify their need and facilitate to get the service and product of ethio telecom.

Product and service:- are the offer of ethio telecom for its customers . This product and services are mainly categorized as Voice and Internet /Data. In Voice, Mobile (pre and Post paid) and fixed line services are main part of it. In addition, in internet and data, Broadband and VPN are the main part of it.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

In any business organization like ethio telecom, sale is the core part of the organization that generates revenue, to run stable, profitable, with dependable continuity as a sound business. Therefore, no matter how good the business operation is, how advanced the technology is, how progressive and forward thinking the management techniques are, it must still have a good sales mechanism in place with all. Because, the long run survival of any organization depends on its sales performance.

Sales activity involving selling of products and services in return of money or other compensation, which is initiated and completed by the seller of the product and service. Thus, for an organization to improve its sales performance, its sales force should be well trained and equipped with resources.

Pendharkar (2011)

However, as *Pendharkar (2011)* explanation, the performance of sales person affecting by different factors, these factors can be classified as internal and external, factors like motivation, skill set, knowledge, job satisfaction, role perception, and empathy towards the customers are inherent in the individual sales person. Among these factors, skill set have been broaden into competencies, which include knowledge, skills, and abilities of the sales person.

Thus, to have a good sales performance, at some point or the other, sales professionals will need a mechanism or a coaching service through which they can maintain motivational levels and increase their sales Performance. Hence, Sales Performance Management and systematic approach to managing the performance of sales staff is very important.

2.2 Sales and Sales Executives

Dr. Surinder S. (2009) explained that, in daily life, a nonprofessional deals with different transaction in terms of selling and purchasing of goods and services. In these transactions, the second one persuades the first person. Therefore, *selling defined as*;

- Persuading people to satisfy the want of first one, the person, who does this act, is called as the *salesman/sales executive*, the result of this action as *sales*, while these activities of the person, are supervised and controlled by sales-management.

In the present scenario, *sales executives are Professionals*. They plan, build and maintain effective organizations and design and utilize efficient control procedures. The professionals approach requires thorough analysis, market-efficient qualitative and quantitative personal-selling strategy. It calls for skilful application of organizational principles to the conduct of sales operations. Sales Executives are capable of applying the professional approach to sales management in high demand today. In general, the primary responsibility of a salesperson is to conclude a sale successfully. This task will involve, the identification of customer needs, presentation and demonstration, negotiation, handling objections and closing the sale.

2.3 Type of Sales People

Salespeople, Sales forces, Sales Representatives, and Sales persons are different name of Sales Executives that used interchangeably and they come in all shapes and sizes. Some salespeople are more successful than others are, because they understand what type of salesperson they are and how to utilize their key characteristics or personality traits. The business owner who wants to build his business quickly through the ability of his salespeople needs to know what type of salespeople he can hire. Knowing the different types of salespeople will help to determine if those who apply for positions will fit within the organization.

Accordingly, (Lynettel R. and Iain D. (2011) are described difference type of sales people as follows;

- **Transactional salespeople:** are those that simply wait for the transaction to make their sale. These salespeople might refer to as the order-takers because they passively sit by waiting for the sale to come to them. They may still be quite successful in what they do, despite their passive

attitude, because they may become adept at positioning themselves in the right place at the right time to get the sale.

- **Relational salesperson:** flourish off the customer salesperson relationship. This type of salesperson is good at quickly building rapport with the customer and often gets sales because the buyer likes her\his enough that she\he becomes the deciding factor in the sales process. These salespeople also establish the long-term relationship with a customer that brings the customer back around for repeat business.
- **Closers:** are a large portion of the sales force in many different industries, this type of salesperson is constantly inching the customer toward the goal of closing the deal. The relationships with customers are important, but, usually it is secondary to the immediate goal of going for the close. while
- **Consultants** are probably the best rounded of the different types of salespeople. These are people persons who know how to close a deal and build relationships at the same time. Consultants genuinely thrive off the problem-solving aspect of their job, listening to customer needs and helping them find a solution to their problem.

2.4 Major Characteristics of Salespeople

As explained *Johne Asher (2012)* by the cost of hiring the wrong salesperson can be substantial, even for companies that does not pay a base or draw against commissions. Once advertising, trade shows, hiring bonuses, training expenses and lost revenue opportunities are tallied; the price tag for each failed salesperson can reach many thousands of dollars.

Hiring the right people is therefore a crucial activity for every sales manager. Even the best sales training will not create a valuable salesperson that produces reliable results if the person is not suited to the job. Natural talent has been shown to play a definite role in salesperson success. So, what qualities should a sales manager seek when making a hire, and, perhaps more importantly, what should company stress when developing the best sales training program possible for the staff. And according to *Pendharkar (2011)* the major characteristics of salespeople are explained as follows;

1. Product Knowledge

Top salespeople are devoted students of their offerings. Not only that, but they constantly study their competition to determine their strengths and weaknesses, while also staying alongside each other of their customers' businesses to adapt their offerings to their specific needs.

2. Aptitude

According to Dr. Larry L. Clark of Clark Systems, everyone can be successful in sales (which are supported by some sales trainers), plenty of evidence exists to show that those born with natural talent for sales simply do better than those that have to be taught to sell. It is not impossible for a salesperson that is not a "natural" to be successful, but they might have to work harder.

3. Selling Skills

The top salespeople know and use the techniques proven most effective in building a sales career, such as:

- Focusing on a few top prospects rather than using a "shotgun" approach
- Thoroughly researching prospects and their business before the appointment
- Building rapport before trying to sell
- Listening more than they talk
- Knowing how to best present a marketing message
- Acting as trusted advisors
- Recognizing when and how to close

4. Motivation

Self-motivation and independence are hallmarks of excellent salespeople. In fact, it can be said that great salespeople "create something from nothing" and sell constantly, no matter where they are. In short, the best sales personnel simply do not quit and hit the pavement every day looking for opportunities to sell.

5. Sales Process

While most factors that determine each salesperson's success are directly controllable by him, the sales process used by each company is different and depends on people besides himself. The greatest salespeople tend to demand excellence and that their companies provide the best sales training, branding, marketing, fulfillment, and customer relationship processes to support them or they move to companies that will.

2.5 Sales Performance

Anderson and Oliver (1987) explained that, sales support and planning are, as elements of salesperson behavior performance. Other dimensions of behavior performance are technical knowledge, adaptive selling, teamwork, and sales presentations. The consequences of salespeople's efforts and skills are outcomes (results) such as sales volume, market share, customer retention, and new customers. These consequences comprise salesperson outcome/ sales performance.

Piercy, Cravens, and Morgan (1997) described that, sales force performance is related to the work behavior of salespeople and the results they achieve. While high sales force performance is expected to contribute to the effectiveness of the sales organization. Thus, in different scholars, sales or sales person performance is defined as follows;

- As *Churchill et al, (1993)* definition, *Salesperson performance* is evaluation of the behavior of the salesperson (i.e. the tasks consuming effort while working), since behavior contributes to the achievement of the organization's objectives
- *Anderson and Oliver (1987)* conceptualization, in suggesting that it is potentially insightful to evaluate salesperson performance both in what they do (e.g. sales planning) as well as the outcomes (e.g. sales results) that are attributed to them. This view of performance suggests that salesperson performance can be studied both as behavior performance and as outcome performance.
- *Ken Grant, David W. Cravens (1998)* Sales force performance is an evaluation of the activities and strategies of salespeople in carrying out their job assignments and responsibilities. The focus is on what salespeople do rather than outcomes.

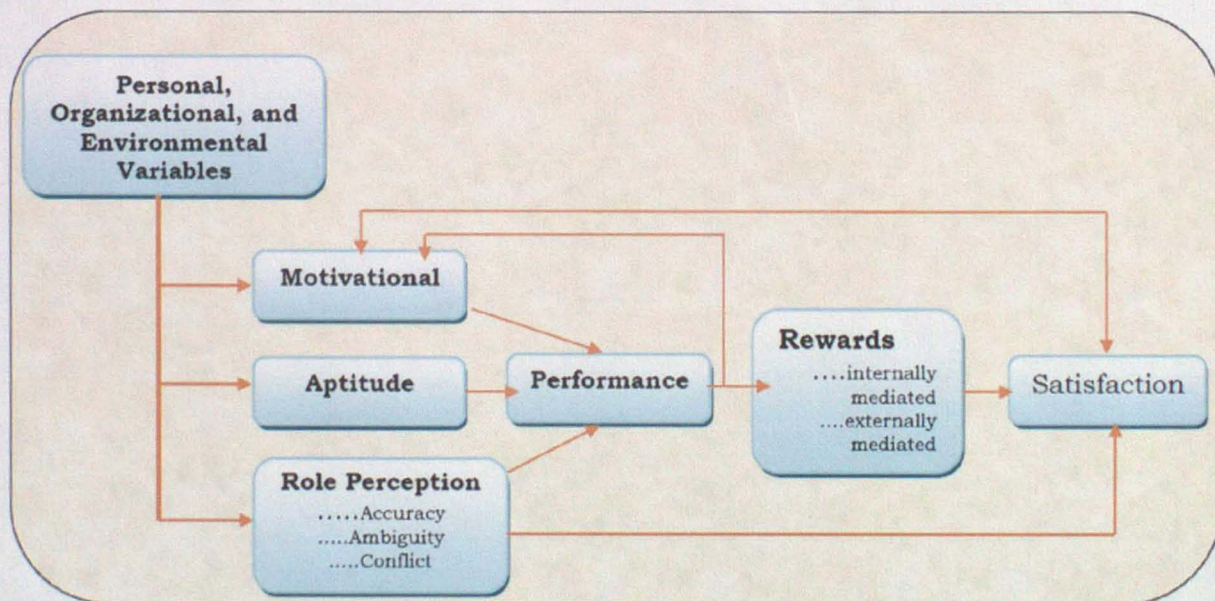
2.6 Salesperson Performance Model

Sales forces are the backbone of all the companies all over the world. Due to its correct use the profitability of the company is maximize. The procedures adopted must be to the desire and consent of the sales force. If they are poorly designed, then it leads to lower motivation level, aptitude and skill level.

Additionally *Pendharkar* (2011) explained that, there are many factors affecting sales performance of the sales person, these factors can be like motivation, skill set, and knowledge, job satisfaction, role perception, and empathy towards the customers are inherent in the individual sales person. In addition, environmental and organizational aspects of the job and other different functions of sales are other factors.

Churchill, Ford and Walker (1985), in general, divided the determinants for sales performance into five main categories: *role perceptions, aptitude, motivation, personal factors* and *organizational and environmental factors*, and they developed these factors as *model of the determinants of salesperson performance*.

Figure 1. Model of salespersons performance



Source: - Churchill, Ford, and Walker (1985) model of the determinants of salespersons performance

2.6.1. Personal ,Organizational and Environment Variables

According to explanation of, *Vijai K. Pandey (2011)*, there are many factors affecting sales performance of the sales person, these factors are classified as internal and external, factors towards the customers are inherent in the individual sales person.

Research on competencies have shown that there are three to four broad categories which influence of sales peoples performance; these are selling skills, general management skills, technical skills, interpersonal skills and emotional intelligence of the person.

- *Interpersonal skills* reflect the contribution of sales person's ability to form and develop relationship with their clients to create profitable and productive relation between both the parties.
- *Emotional intelligence* is another factor, which influence their performance, persons high on emotional intelligence display self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness improves the impression they create on their clients, the level of motivation also contributes their performance.
- *The external factors* include environmental and organizational aspects of the job and other different functions of sales management.

Churchill et al. (1997) define selling skill as a salesperson's "learned proficiencies at performing job activities," and describe two general types relevant to professional salespeople:

- *Professional skills*: - Job and company specific skills such as technical knowledge and vocabulary related to the firm's product line, the company, and its policies.
- *Sales presentation skills*: - Skills related to effectively conducting the personal selling process. Therefore, amount of high-quality sales training received are seen as primary qualifications to the entire set of sales presentation skills.

Peterson and Smith (1995) described that, sales presentation skills are necessary for sales success. The skills widely held to comprise the sales process includes; prospecting new customers, arranging to meet with potential customers, and understanding customer needs through proper questioning,

developing a product solution based upon customer needs. Present the solution back to the customer, handling customer objections and questions regarding the proposed solution, closing the sale, and negotiating the transaction.

Alan J. Dubinsky (1999) explained that, the environment facing the salesperson constitutes the external and internal (organizational) situation. Both can have dramatic influences on salesperson failure/success.

Personal Variables: - Personal variables are intra-individual factors that might be related to salespeople's performance , studies have included such factors as the salesperson's age, height, sex, weight, race, appearance, education, and other similar characteristics. *Churchill, (1985)*

Organizational/Internal environment: A variety of factors within the organization can have an impact on the performance (failure) of sales person. Such as, company objectives, resources, training, company policies and managerial support.

Environmental/External environment: variables outside the firm, can contribute to salesperson effectiveness. Some of these factors include social trends, technological innovation, regulatory forces, political issues, ethical climate, cultural changes, and others.

2.6.2. Motivation

Smarta Enterprises Ltd. (2012) explained on its web site, sales force is vitally important. The revenue they bring in is the lifeblood of the business. So need to know how to get the best sales performance out of each one. It is worth time and effort to do this and the following tactics should consider motivating the sales force.

- I. Develop a good incentive program
 - II. The rewards
 - III. Extra training
 - IV. Keeping staff motivated
- I. Develop a good incentive Program:-** They should be understandable, measurable and achievable. They should meet the hopes of each salesperson. The programs can be set either for the whole team or for each individual. Each part of the program must be clearly stated and put in writing.

-
- II. The reward:** - Offering bonus money and extra commission for more sales is an obvious tactic. Reward the whole team for meeting targets or offer rewards such as a weekend's use of a sports car to the best seller. It is also worthwhile to find out the personal interests of your sales force and align the rewards for more sales accordingly. Use a whiteboard to display sales records, which will encourage healthy competition between staff.
- III. Extra training:** - Get sales force involved in a series of workshops. These should have practical examples and not just be theory based. Training workshops can be useful if they teach practical tools. Thus, As explained by Zoltners & Sinha(2011) training programs are an essential element of the sales performance improvement model because they help ensure that the team has the right skills for carrying out the sales process. An effective program fills in the skill gaps.
- IV. Keeping staff motivated-**Setting new targets, giving extra training and offering rewards is fine but you must think about long-term motivation as well. And, company should pay a decent base salary in addition to the commission. Also offer competitive benefits such as health insurance, retirement plans and generous holiday times. This will help keep sales force motivated to work for the company and be happy to stay.

2.6.3. Aptitude

As, business dictionary definition, aptitude is overall ability of a person to convert prospects into paying customers. And it is commonly understood to be a function of appearance, mental abilities, personality, social skills, motivation, and a well thought out and flexible sales approach.

Dr. Larry (2013) said, everyone can be successful in sales (which are supported by some sales trainers), plenty of evidence exists to show that those born with natural talent for sales simply do better than those that have to be taught to sell. It is not impossible for a salesperson that is not a "natural" to be successful, but they might have to work harder. Continuing personal characteristics that determine individual's overall ability to perform a sales job factors are;

- Physical factors – age, height, sex, and physical attractiveness
- Aptitude factors – verbal intelligence, mathematical ability and sales expertise

-
- Personality characteristics – empathy, ego, sociability, aggressiveness, and dominance

2.6.4. Role perceptions

Today, the body of empirical studies on role perceptions in selling is substantial. The work in this field is consistently dominated by three interrelated constructs that form the basis of our sub-classification: role conflict, role ambiguity, and accuracy/ role overload. (Rhoads 1994; Singh 1998)

Thus, feeling of ambiguity, conflict, and inaccurate role perception can cause psychological stress and job – related anxiety for salespeople. This in turn leads to low performance.

- *Role conflict*: salesperson believes role demands of two or more role partners are incompatible and/or the perceived mismatch between requirements and expectations of the various role partners with whom salespeople interact.
- *Role ambiguity*: salesperson believes he/she does not have information necessary to perform job adequately, which takes place when salespeople feel that they have insufficient information to perform effectively and when they are uncertain about the expectations of role partners.

Accordingly, Churchill, Ford and Walker (1985) explained the common expectations and key areas of conflict and ambiguity

- Different role partners emphasize different types of expectations
- Perceived role expectations are consistent among salespeople
- Industrial salespeople are more certain about their job delivery and evaluation
- Most salespeople perceive conflict between customer expectation and company policies
- *Role accuracy /Role overload*: degree to which a salesperson's perceptions of role partners' demands are accurate and the perceived surplus of job demands in comparison to perceived personal motivation and abilities.

McGraw-Hill/Irwin (2009) stated that, role accuracy is correct understanding of job performance expectations like;

- Price negotiations
- Promise of shorter delivery times
- Handling customer back charges and adjustments

-
- Personality characteristics – empathy, ego, sociability, aggressiveness, and dominance

2.6.4. Role perceptions

Today, the body of empirical studies on role perceptions in selling is substantial. The work in this field is consistently dominated by three interrelated constructs that form the basis of our sub-classification: role conflict, role ambiguity, and accuracy/ role overload. (Rhoads 1994; Singh 1998)

Thus, feeling of ambiguity, conflict, and inaccurate role perception can cause psychological stress and job – related anxiety for salespeople. This in turn leads to low performance.

- *Role conflict*: salesperson believes role demands of two or more role partners are incompatible and/or the perceived mismatch between requirements and expectations of the various role partners with whom salespeople interact.
- *Role ambiguity*: salesperson believes he/she does not have information necessary to perform job adequately, which takes place when salespeople feel that they have insufficient information to perform effectively and when they are uncertain about the expectations of role partners.

Accordingly, Churchill, Ford and Walker (1985) explained the common expectations and key areas of conflict and ambiguity

- Different role partners emphasize different types of expectations
 - Perceived role expectations are consistent among salespeople
 - Industrial salespeople are more certain about their job delivery and evaluation
 - Most salespeople perceive conflict between customer expectation and company policies
- *Role accuracy /Role overload*: degree to which a salesperson's perceptions of role partners' demands are accurate and the perceived surplus of job demands in comparison to perceived personal motivation and abilities.

McGraw-Hill/Irwin (2009) stated that, role accuracy is correct understanding of job performance expectations like;

- Price negotiations
- Promise of shorter delivery times
- Handling customer back charges and adjustments

2.6.5. Sales Performance Measurement

According to Westin (1998), Performance measurement is the ongoing monitoring and reporting of program accomplishments, particularly progress towards pre-established goals. Performance measures may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), and/or the results of those products and services (outcomes).

Measuring sales performance is critical to evaluating the success of organization. Without it there is very little else, that can give us a sense for how we are doing. The methods of evaluating are also critical because without a fair, detailed review and understanding, actions taken and decisions made could unknowingly hurt the performance of the company instead of helping it. Take a moment to review the evaluation methodology and understand the key components to proper evaluation.

A performance measure tells something important about products, services, and the processes that produce them. They are a tool to help to understand, manage, and improve what the organizations do. Performance measures help to know:

- How well it is doing
- If we are meeting the goals
- If the customers are satisfied
- If the processes are in statistical control
- If and where improvements are necessary

The best sales forces are professional, well compensated, supported with a strong marketing effort and empowered to act, serving key client interests with marketing support, money, and time. They have strong personal relationships with key customers, or they learn how to build them.

2.6.6. Reward

Michael Alpert (2013) stated that as a motivation model; recognize improvement as well team leaders. Take the time to recognize the team members who have improved the most in the short-term. Offer non-monetary rewards on a regular basis. Most salespeople are used to being paid on a commission basis, but other types of recognition can go a long way at a low cost. Simple rewards like tickets to local events, a free stay at a local hotel or sporting equipment can act as inexpensive

incentives to excel. This will encourage members of the team to work hard at all times. In general, *McGraw-Hill/Irwin (2009)* listed common rewards of salespeople, these are;

- **Extrinsic rewards** – controlled and bestowed by people other than the salesperson
 - Pay , Promotion and Job security
 - Nonfinancial incentives:- (contests, travel, prizes, etc.)
 - Special recognitions (clubs, awards, etc.)
- **Intrinsic rewards** – things that salespeople primarily attain for themselves
 - Feelings of accomplishment and Personal growth
 - Self-worth and feeling of self-fulfillment
 - Opportunity for personal growth and development
 - Opportunity for independent thought and action

2.7 Purposes of Salesperson Performance Evaluations

According to Jr. Williams et al (2003) , explanation; the purpose of performance evaluation are discussed as follows;

- To ensure that compensation and other reward disbursements are consistent with actual salesperson performance
- To identify salespeople that might be promoted
- To determine the specific training and counseling needs of individual salespeople and the overall sales force
- To identify criteria that can be used to recruit salespeople in the future
- To motivate salespeople and to improve salesperson performance
- To help salespeople set career goals
- To relate salesperson performance to sales organization goals
- To enhance communications between salesperson and sales manager

2.8 Sales Forces Effectiveness

As described on *Wikipedia, free encyclopedia*, sales effectiveness refers to the ability of a company's sales professionals to "win" at each stage of the customer's buying process, and ultimately earn the business on the right terms and in the right timeframe.

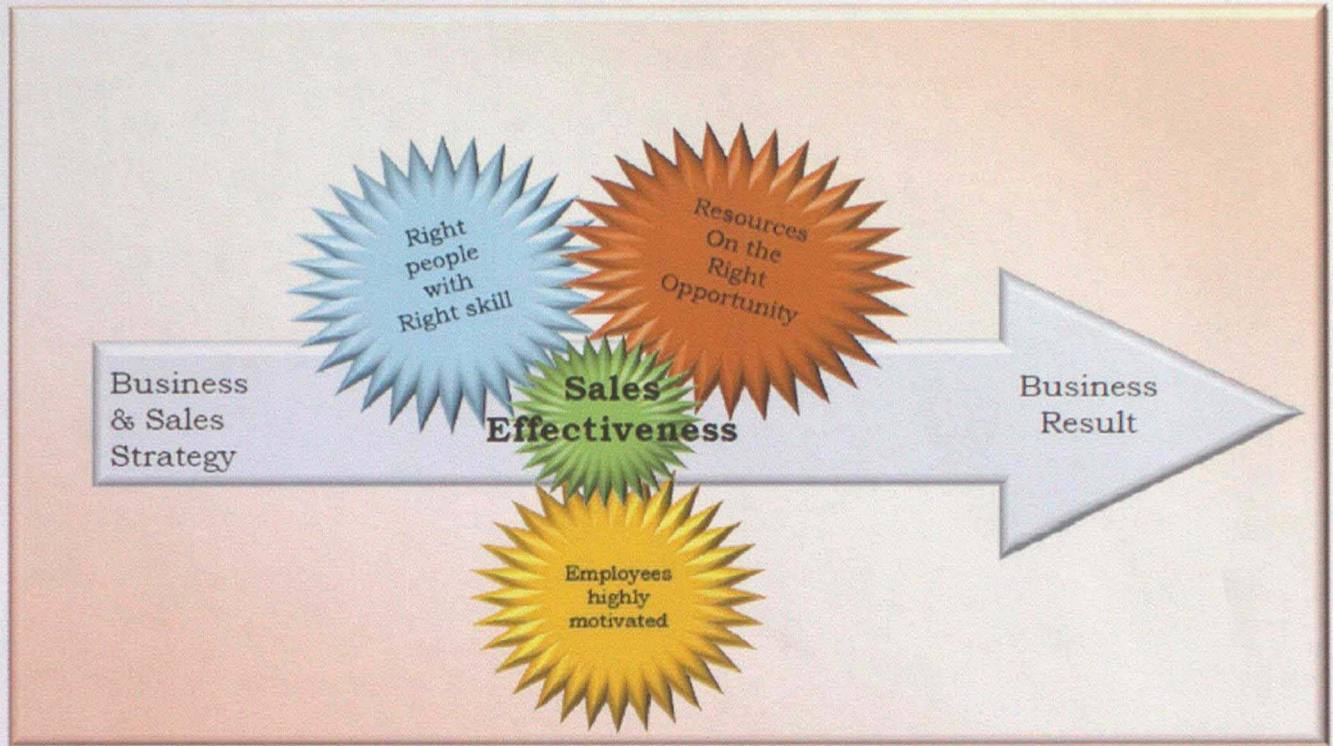
Improving sales effectiveness is not just a sales function issue; it's a company issue, as it requires deep collaboration between sales and marketing to understand what's working and not working, and continuous improvement of the knowledge, messages, skills, and strategies that sales people apply as they work sales opportunities. <http://en.wikipedia.org>

Andersen (2009), High performing sales teams develop design and deploy sales effectiveness-measuring programs to help them understand past performance, enable current sales execution, and improve their future results. By analyzing sales force performance, managers also can make changes to optimize sales going forward. Toward that end, there are many ways to gauge the performance of individual salespeople and of the sales force as a whole, in addition to total annual sales.

Towers Watson(2012), in his years of consulting work in the area of sales force effectiveness; have identified three core drivers of sales effectiveness. The three drivers' are-

1. Having right people with the right skill
2. Having sales resources focused on the right opportunities
3. Having sales employees highly motivated

Figure 2. Core drivers of sales effectiveness



Source: - Towers Watson (2012), Staffing Industry sales force effectiveness survey.

On the other hand, *Aon Hewitt*, (2012) stated that, understanding of sales force/ Sales executives effectiveness practice is important and sales people are expensive resource and have significant impact on business results. Given these factors, believe on proper customer targeting, organization deployment, sales talent management and motivation of sales people are critical to success. *Aon Hewitt* explains these success factors as follows;

1. **Targeting** - Specific markets and customers are the primary growth, retention and profit levers for sales. It is also one of the best ways to ensure that investments in sales resources are optimize. Divide long-term goals into more realistic, short-term goals. ThomasNet, Michele Micheler, suggests, salespeople break their goals down into monthly, weekly, and even daily activities that will help them achieve a larger goal.

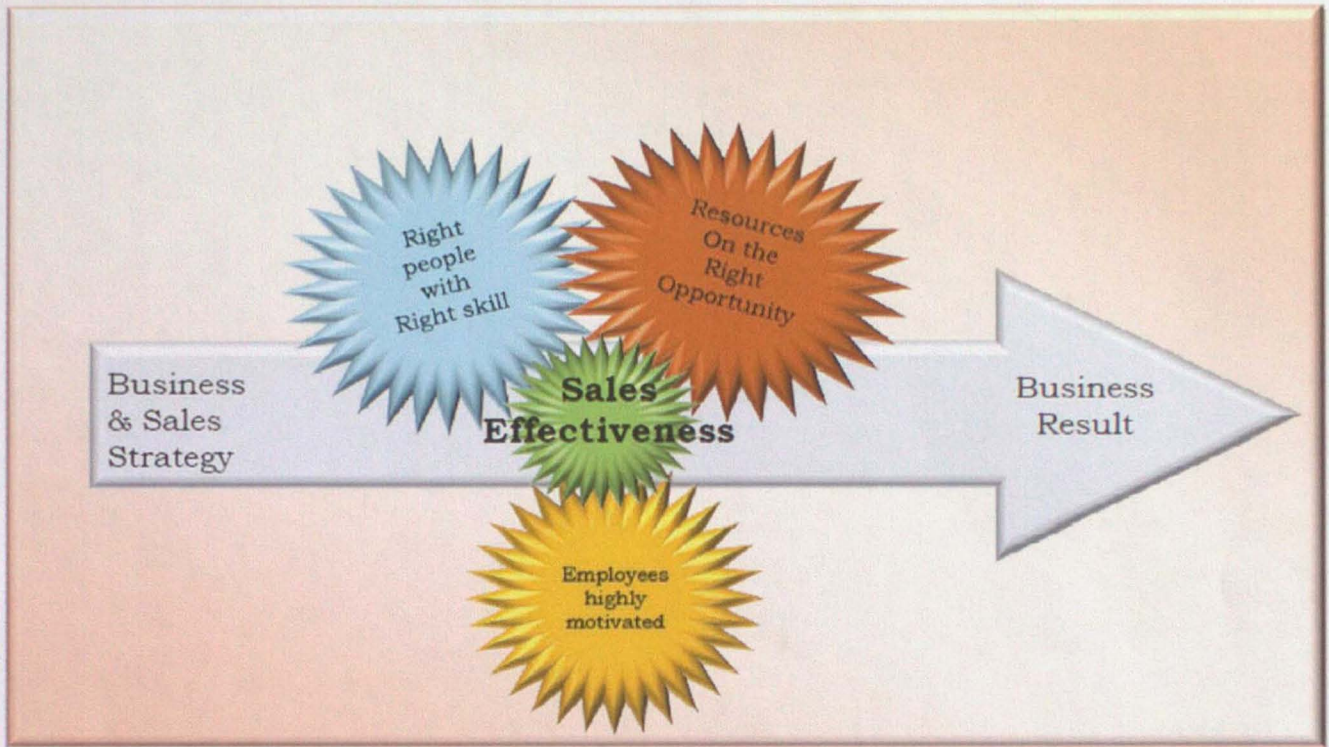
2. **Sales Organization Deployment:** - is a critical factor in improving revenue and decreasing cost of sales. *Aon Hewitt* provides the basis for a structured, intelligent sales territory plan that puts the right skills in the right place to achieve strategic objectives.

3. **Talent Selection and Management:-** are common hurdles that prevent a sales force from being successful. Attracting and retaining top talent provides an important advantage over competitors.

As Alan J. Dubinsky (1999), when selecting individuals to fill, sales positions, sales managers tend to examine physical and behavioral variables and psychological traits and abilities. Physical and behavioral dimensions include such criteria as demographic, physical, background, and lifestyle characteristics. Psychological traits and abilities include such aspects as aptitude, personality, and skills.

4. **Sales Force Rewards:** - are the primary means of motivating salespeople. Incentive plans influence the activities and behaviors of salespeople and push them to higher levels of performance.

Figure 2. Core drivers of sales effectiveness



Source: - Towers Watson (2012), Staffing Industry sales force effectiveness survey.

On the other hand, *Aon Hewitt*, (2012) stated that, understanding of sales force/ Sales executives effectiveness practice is important and sales people are expensive resource and have significant impact on business results. Given these factors, believe on proper customer targeting, organization deployment, sales talent management and motivation of sales people are critical to success. *Aon Hewitt* explains these success factors as follows;

1. **Targeting** - Specific markets and customers are the primary growth, retention and profit levers for sales. It is also one of the best ways to ensure that investments in sales resources are optimize. Divide long-term goals into more realistic, short-term goals. ThomasNet, Michele Micheler, suggests, salespeople break their goals down into monthly, weekly, and even daily activities that will help them achieve a larger goal.

2. **Sales Organization Deployment:** - is a critical factor in improving revenue and decreasing cost of sales. *Aon Hewitt* provides the basis for a structured, intelligent sales territory plan that puts the right skills in the right place to achieve strategic objectives.

3. **Talent Selection and Management:-** are common hurdles that prevent a sales force from being successful. Attracting and retaining top talent provides an important advantage over competitors.

As Alan J. Dubinsky (1999), when selecting individuals to fill, sales positions, sales managers tend to examine physical and behavioral variables and psychological traits and abilities. Physical and behavioral dimensions include such criteria as demographic, physical, background, and lifestyle characteristics. Psychological traits and abilities include such aspects as aptitude, personality, and skills.

4. **Sales Force Rewards:** - are the primary means of motivating salespeople. Incentive plans influence the activities and behaviors of salespeople and push them to higher levels of performance.

CHAPTER THREE

3. METHODS OF THE STUDY

This section describes the research type, sampling technique, data source, instruments of data collection, and data analysis method of the research.

Thus, methods applied in this research, were chosen in order to acquire information and infer conclusions about the challenges of Sales Executives' sales performance in ethio telecom - Enterprise Sales Division.

3.1. Research Design

To get comprehensive answer to the research questions, the researcher used the *mixed research method* through going beyond the limitations of a single approach.

As stated by Creswell, J. (2012), mixed research methods is a procedure for collecting, analyzing, and "mixing" both quantitative and qualitative research and methods in a single study to understand a research problem.

The mixed methods design model most commonly used is the concurrent triangulation model (Creswell, 2009). In this approach, the researcher collects both qualitative and quantitative data concurrently. This approach is important because it allows the researcher to determine if there is a pattern evident in the data. Most researchers employ this model of gathering both quantitative and qualitative data and compare the two data sources (Creswell, 2009). Comparison information can provide the researcher with valuable information that can enrich the descriptive reporting of data. For example, a closed-end survey can be administered, and at the same time, the researcher could conduct an open-end questionnaire to gather additional details. This approach permits the researcher to collect two types of data at once. The provided data is well rounded and detailed.

Accordingly, In order to see the challenges of ethio telecom-Enterprise Sales Executives' performance, the researcher used the *convergent parallel* research design. Convergent parallel research design is one type of mixed research design that helps the researcher to conduct the study through using the process of; collecting both qualitative and quantitative data concurrently,

analyzing the two data sets separately and mixes the two data by merging the results during interpretation (and sometimes during data analysis). *Creswell, J. (2012)*

Accordingly, the researcher collect quantitative data from the sales executives and customers through cross sectional survey method using likert scale questionnaires and qualitative data were also collected from the enterprise key account managers through open-ended questionnaires.

3.2. Data Sources

Data sources were usually classified into two broad categories: primary and secondary. Both primary and secondary data were used in conducting this study. The primary data were collected through questionnaires, which were distributed to the respondents during the data collection phase. In addition, the secondary and tertiary data were collected from related documents, books, journals, research papers, and internet and from the company report.

3.3. Subjects

The subjects of this study are all ethio telecom - enterprise sales executives, enterprise sales managers, and enterprise customers in Addis Ababa..

To conduct this study ,the researcher considered all the key account department managers and sales executives as a sample of this study, and because of financial and time constraints the researcher could not consider all 1500 population of the enterprise – key account customers as participants of the sample research.

Therefore, according to the rules of thumb for determining sample size suggested by Roscoe, sample size larger than 30 and less than 500 are appropriate for most research (Dr Saiful),from 1500 customers researcher takes 5% (75) of enterprise customers as a representatives of the total population.

3.4. Sampling Technique

To make an inference that can be generalized for and to carry out with few rules governing how the sample should be collected with the relative cost and time required, *convenience sampling* and *Stratified Random Sampling* is applied for this research.

In the first stage of the process, depending on the availability of the participant researcher used convenience-sampling technique to address all 40 sales executives and five managers in Addis Ababa are considered as a selected sample of this study. Also using more sample size and gathering useful data and information helps to get relatively accurate result.

The second stage were identifying the clusters and selecting the samples from the selected cluster. Since ethio telecom segment and perform its sales using five main sections of key account customers, this study used this section as a cluster. In these cluster there are 1500 customers and to address the specific participant researcher used stratified random sampling. Moreover, to ensure equal participation from each section the study given proportionally an equal chance for each segment.

3.5. Instruments of Data Collection

In order to gather valuable information for this study, the researcher used different type of questionnaire. Based on this, three different types of questionnaire were developed in English language, for sales executives' managers and enterprise customers.

The structured questionnaire was employed for sales executives' and the customers' , which were consist of 20 items each, with typical form of fixed response alternative that require the respondent to select from a predetermined set of answers to every question. The questionnaire were applied the likert scaling technique and it is a widely used rating scale which requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements or questions. This rating scale is easy to respondents to give their response.

In addition to this, six open-ended questions for the managers and each products and service of enterprise sales performance of the current year report was collected

3.6. Questionnaire Pilot Test

Through pilot test need to make sure those questions are clear, unambiguous, and useful. The wording is fundamental to both the validity and reliability of any study. The Reliability in questionnaire studies relates to the ability of the tool to produce the same results and Validity is the extent to which the questions provide a true measure of what they are designed to measure by the expertise of the area.

Accordingly, before starting the actual data collection process, questionnaire pilot test was conducted in ethio telecom - enterprise division experts. The purpose of the pilot test was to check the clarity of the customers', Seles Executives' and Managers' questionnaires. Accordingly, the first drafts of the questionnaires were distributed to Five customers, three Sales Executives and one Manager.

As a result, customers, Seles Executives' and Managers accepted the questionnaires, except suggested to modify some ambiguous word in the questioner. Hence, minor modifications have been made on some area of the questionnaires after the pilot test.

3.7. Techniques of Data Analysis

Descriptive statistics were used to analysis the collected data. The gathered quantitative data was encoded into the Statistical Package for the Social Sciences (SPSS) for analysis. After the completing entering data, frequencies were generated for descriptive statistics. For each question or variable in the study, the overall frequencies, and percentages were presented in table and chart form.

The qualitative data collected from the managers through open-ended questions also analysed using content analysis - deductive approach, through grouping, coding and categorizing process of the model . (Annex I).

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Sales performance analyses

As stated by *Arnold Anderson (2013)*, a sales objective is a goal that is established for quantifying the success of a process. He stated also, to *Documen Information Design*, there are two kinds of objectives: one is an objective that measures the results, and the other is an objective that judges the performance of the process. In sales, it is important to analyze performance in order to refine them for greater efficiency and better revenue results.

According to this, evaluating the sales team's performance is a key to ensuring that the team is ready to deliver maximum performance and results. However, evaluating performance by sales volume and by the sales team results alone will not give the real picture. Because, for different reason the sales and sales team performance could be below/above the target/plan. Therefore, especially to know the low performance result reasons, need to determine salesperson's challenges and areas for improvement.

It is in view of this , the research was conducted to find out the challenges of Sales Executives' that affect their performance, based on Enterprise Division one year (2011/2012) sales target versus sales report, i.e. low performance report, as shown in the table and graphs below.

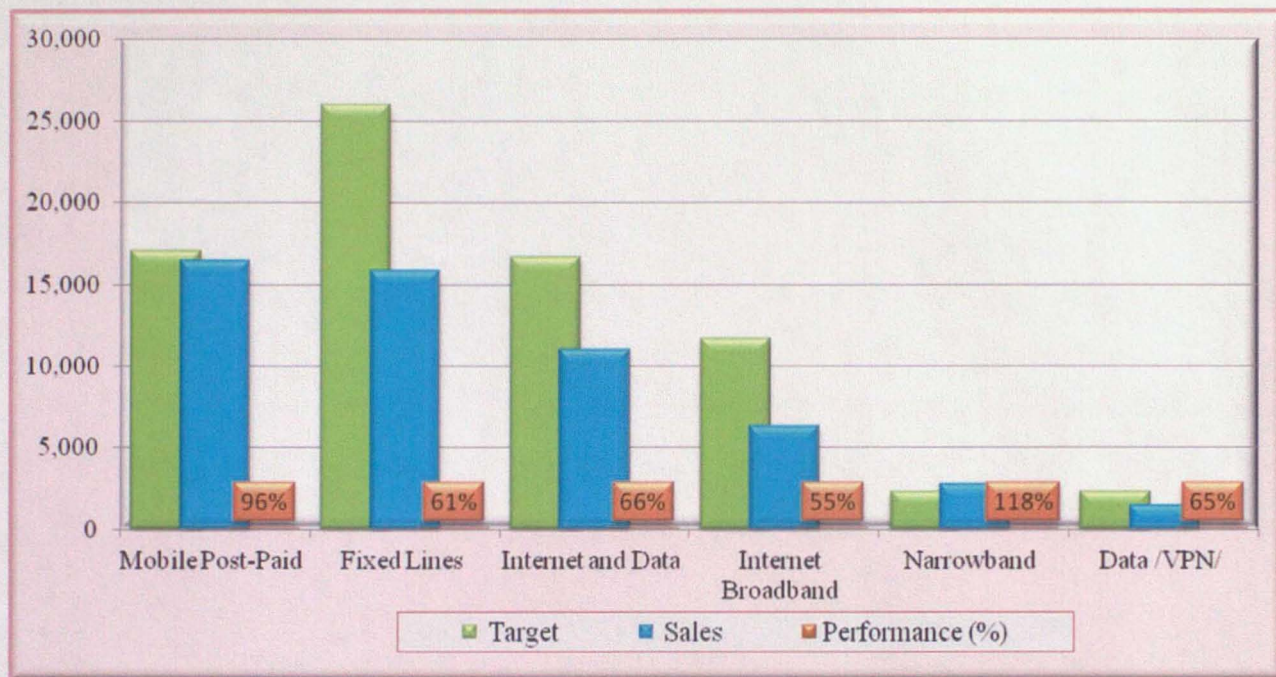
Table 1. *Enterprise sales Performance (Year 2011/2012)*

Product/Service Type	Target	Sales	Performance (%)
Mobile Post-Paid	17,100	16,430	96%
Fixed Lines	26,000	15,823	61%
Internet and Data	16,680	11,016	66%
Internet Broadband	11,700	6,400	55%
Data /VPN/	2,400	1,558	65%
Average Sales Performance (%)			77%

Source: 2011/2012 Sales performance report of Enterprise Division.

As shown on the sales achievement report (Table - 2), more than 80% of the product and service sales were below the target, and it shows that, from the six category of product and service sales compare to the sales target; on average only 77% were achieved.

Figure 3. Enterprise sales target Vs sales performance



Source: 2011/2012 Sales performance report of Enterprise division.

Therefore, to identify the challenges that hindered the sales executives to achieve the sales target, researcher used quantitative and qualitative data that makes the study result more accurate.

Consequently, the quantitative data assessment was made based on the above low performance indicator report and the raw data obtained from the questionnaires that were collected from the sales executives and the customers. The collected data were analyzed using descriptive statistical tools.

On the other hand, the qualitative data collected from the managers through open-ended questions were analysed using content analysis - deductive approach, through grouping, coding and categorizing process (Annex I).

4.2. Characteristics of Respondents

In order to conduct this study the researcher were distributed 75 questionnaires to ethio telecom Enterprise customers, from these 68 questioners were returned. This shows a response rate of 90.6%. Among the total collected questionnaires, 42 (62%) respondents were male. The other demographic variable was age distribution of the respondents. As we have seen from Table – 3 most of (69%) respondents were in the age distribution rang of 18-35, and the rest 22% and 6% respondents were in rang of 36-45 and 46-60 respectively.

Therefore, majority of respondents were males and most of them were in the age groups of (18-35) which were uses the telecommunication services as a main part of their business.

Table 2. *Characteristics of Respondents*

Customers			Sales Executives		Managers	
Gender	Frequency	Percent	Frequency	Percent	Frequency	Percent
Male	42	62%	29	73%	5	100%
Female	26	38%	11	27%		
Age Distribution						
18-35	47	69%	39	98%	4	80%
36-45	15	22%	1	2%	1	20%
46-60	6	9%				
Educational Background						
First Degree			39	98%	2	40%
Second Degree			1	2%	3	60%

Source: survey result

On the other hand, the researcher collected the data from 40 sales executives and five managers. From the total participant of sales executives , (73%) are Male , and except one of respondents all (98%) are in the age distribution rang of 18-35. Regarding the educational background of these sales executives (98%) are first-degree holders and the remaining one has second-degree.

On the other part, all managers are male and four of them are in the age distribution of 18 – 35 the rest one is in the age group 36 – 45. And the educational background of the three (60%) managers is second degree in Economics, Management and marketing Management, and the other two (40%) are first degree in Economics and Management.

In general, most of sales executives and all managers are male and most of them are in the age group of (18-35) and all of them educational background is first degree and above. It shows that enterprise-marketing division has competent employees to perform the enterprise sales.

Thus, based on the questionnaires representing a minimum response rate of 90.6% which is acceptable and enough for conducting the necessary statistical analysis and served as to present the findings and draw conclusion.

4.3. Sales target setting and allocation appropriateness

As explained by Robert M.(2013), higher sales targets are rarely an effective solution to weak demand, sliding quality, increased competition, or other problems in your market. Sales goals based on organizational or psychological factors rather than market ones can have a negative impact on the business. There is no simple formula for setting appropriate sales goals. The deception is to balance such factors as:

- The sales rep’s skills and abilities
- The challenges of the sales rep’s prospects
- The temperature of the overall market
- The power of the competition

Table 3. Sales Target Setting

Descriptions	Participation in sales target setting		Sales target achievability		Sales targets allocation to sales executives		The target is specific enough(clear)		The target set by ethio telecom is measurable		Appropriateness of sales performance evaluation method	
	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%
Respondents Choice												
Strongly Disagree	16	40	9	23	8	20	3	7	2	5	10	25.
Disagree	13	33	20	50	16	40	13	33	9	23	17	43
Neither disagree Nor agree	2	5	9	23	8	20	12	30	5	12	10	25
Agree	8	20	1	2	8	20	12	30	23	58	3	7
Strongly Agree	-	-	1	2	-	-	-	-	1	2	-	-
Total	39	98	40	100	40	100	40	100	40	100	40	100
Missing System	1	2										
Total	40	100										

Source: Survey result

As we can see in the table - 9 regarding the sales target setting participation of the executives, achievability and appropriate sales targets allocation to sales executives, 29(73%), 29(73%) and 24(60%) of sales executives replied that they were not participated in sales target setting, they didn't believe that, the sales target achievability and the allocation system appropriateness respectively.

The other factors, which have seen from the sales executive side, are concerning specificnesses of the target and its measurability, 16(40%), 24(60%) of the sales executives evaluation shows, ethio telecom sales target is not specific enough (clear) but the target is measurable respectively.

About the appropriateness of the sales performance -evaluation method, 27(68%) sales executives said that, the performance evaluation method is not good enough. to measure appropriately their performance.

As a result, ethio's enterprise sales target is measurable and somehow specific enough, but it is not achievable, not fairly allocated to sales executives, and not participatory. Also, the performance evaluation method not appropriate.

On the other, hand the mangers responses also shows that, the target is ambitious and lack of resource the target is not achievable. According to, *Robert M. (2013)*: when too many of the salespeople fail to meet their quotas, company should look to management, which may be setting sales goals too high or hiring inadequate salespeople.

4.4. Attitude of Sales Executives' towards their profession

Christon L. (2010), stated in his study, employees and their attitude to work are paramount importance to the achievement of any organizational goals. Thus, effective leadership enables greater participation of the entire workforce, and can influence both individual and organizational performance. *Mullins (1999)*.

Table 4. Attitude of Sales Executives' to their profession

Description	Happy & proud your profession		Positive feeling with the level of pressure over the job		satisfied with the amount of salary		Happy with the achievement of job		Satisfaction with the work level (Grade)		The level of satisfaction affects the result of sales performance	
	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%
Respondents Choice												
Strongly Disagree			3	8	4	10	1	3	9	23	4	10
Disagree	6	15	9	23	10	25	8	20	11	28	3	8
Neither disagree Nor agree	6	15	6	15	9	23	8	20	9	23	9	23
Agree	17	43	18	45	16	40	19	48	10	25	19	48
Strongly Agree	12	28	3	8	1	2	4	10	1	2	5	13
Total	40	100	39	98	40	100	40	100	40	100	40	100
Missing			1	2								
System												
Total			40	100								

Source: Survey result

Regarding sales executives happiness and proud on their profession , most of sales executives rated that , they are happy and proud on their profession, their positive feeling on level of job pressure and their happiness on the achievement of their job respectively. However, majority of respondents are disagree, regarding “satisfied on work level (grade) and salary “, and (62%) said agreed, we are satisfied on our work level and salary, respectively and the rest 23% said neither disagree nor agree on both case.

Grade/Work level is the position rank of the company .i.e. in ethio telecom there are different work level /grade likeE, D,C ,B and A , to different position top to bottom. And employees' salary and some benefits are based on these work level.

In general, 24(61%) of sales executives are in sum agreed and strongly agreed on, the level of satisfaction to the above issues are affects their result of sales performance.

4.5. Customers' perception towards Sales Executives & Service delivery

4.5.1. Sales Executives' knowledge/Skill

As Wise Geek (2013) stated that, the ability to be persuasive is an essential skill for all sales jobs. If sales persons /Executives cannot convince people they need to purchase the product or service, sales executives really do not belong in sales. Of course, this does not mean they have to persuade every potential customer to buy, which is impossible. However, they do have to make enough potential customers become buyers to meet a sales quota or projected number of sales to make a company plan achieve. In communicating how the product or service they are selling will meet the buyer's needs and desires, product knowledge plus an ability to relate to people is crucial.

Accordingly, related to the sales executives of ethio telecom Knowledge and real time information about the product and service with communication and presentation skill, the respondents responses are presented in the Table-4.

Table 5. Sales Executives' Knowledge/skill about the service

Descriptions	Knowledge/skill about the service		Real time information about the service		Communication skill		Skill in product and service presentation	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Respondents Choice								
Strongly Disagree	3	4	8	12	3	4	5	7
Disagree	12	18	11	16	13	19	13	20
Neither Disagree Nor Agree	11	16	9	13	8	12	7	11
Agree	37	54	38	56	42	63	39	58
Strongly Agree	5	7	2	3	1	1	2	3
Total	68	100	68	100	67	99	67	99
Missing System					1	1	1	1
Total					68	100	68	100

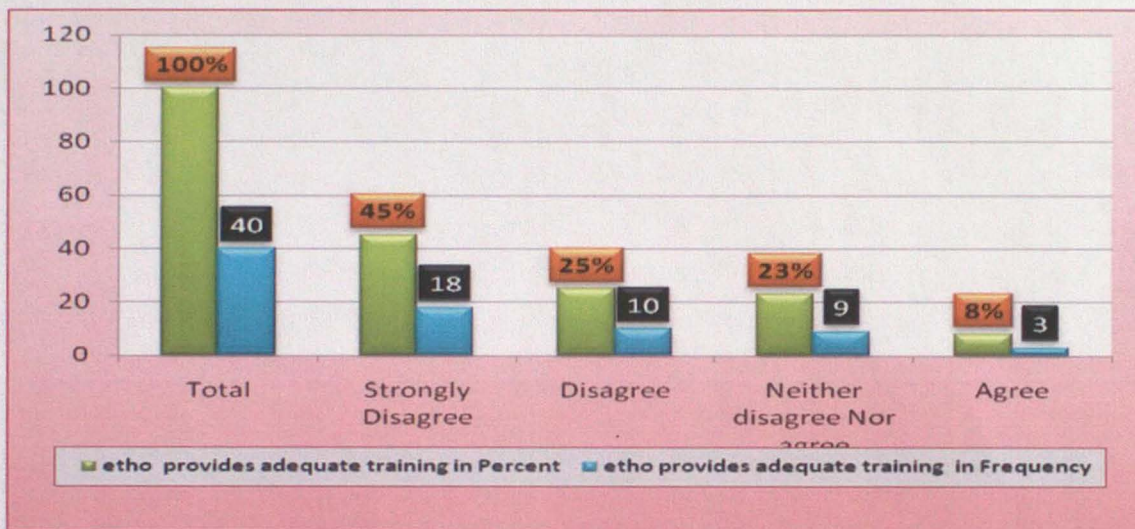
Source: survey result

As shown on the table - 4, the customers' attitudes towards to the sales representatives' knowledge and skills, majority of the respondents perceived, they have knowledge and skills about the product and service. However, 11(16%), respondents have neutral attitude and the remaining are rated the sales representatives do not have knowledge and skills about the services.

In addition, related with, real time information about the service, 40 (59%) of the respondents agreed on the sales representatives' have real time information about the service. On the other side 19(28%) of customers responses show that, they have no real time information about the product and service and the rest are neutral.

Regarding communication and presentation skill of the sales executives, most of respondents perceived their skills positively for the respectively raised questions.

Figure 4. Sales executives' perception on ethio telecom training provision



Source: survey result

As shown on the Figure - 4 , for the issue of etho telecom adequate training provision to upgrade the sales executives skills , (70%) of respondents are replied that the company is not provided adequate training to sales executives.

Thus, most of the customers agreed with the ethio telecom - sales executives' knowledge/skill of the product and services, and their communication and presentation skill.

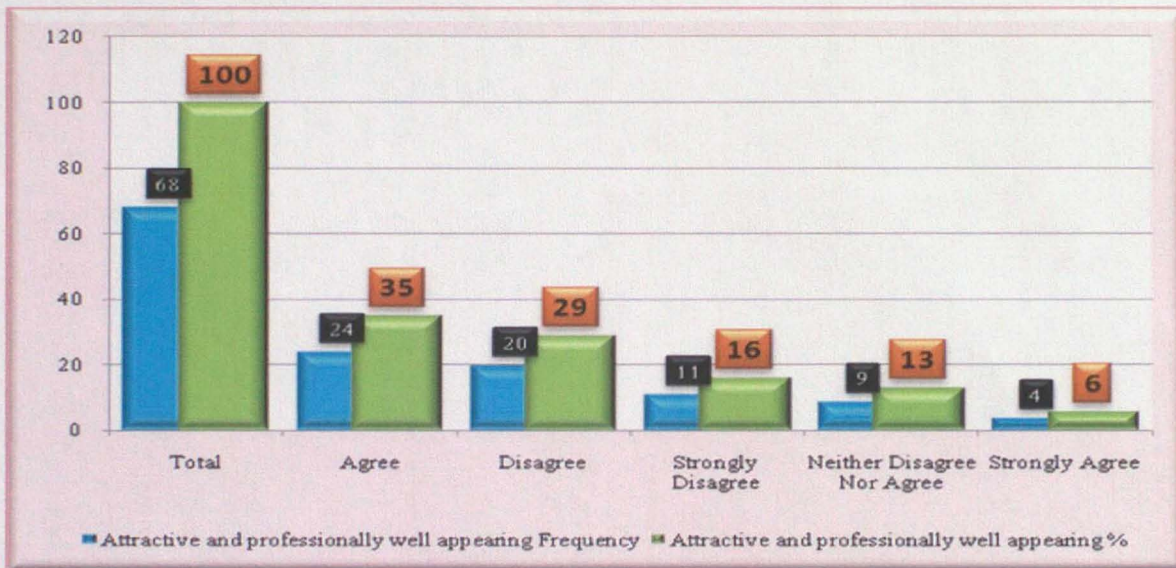
The managers also explained that, even if it needs more improvement especially in some specific internet services the sales executives have knowledge/skill on the product and service and convincing the customers. In addition ,the sales excutives responces also indicate that ,to upgrade the sales executives' skills the training is not adequate. Thus, ethio should improve its training provision.

4.5.2. Sales Executives' attractive and professionally well appearing

Siwon Cho (2001) explained that, as a critical factor of the salesperson's appearance, appropriate clothing of the salesperson might be an important factor in influencing apparel consumer satisfaction with salesperson's performance.

Customers may fully anticipate buying a particular brand of product, but this purchase intention might not be fulfilled if the appearance of the salesperson is not appropriate (Engel et al., 1995).

Figure 5. Sales Executives' attractive and professionally well appearance



Source: Survey result

As we can see on the figure - 5, the sales executives' appearance from the customer perception, (41%) of the respondents perceives the executives are attractive and professionally well appearing. In contrary 31(45%) respondents are replied their appearance is not attractive and professional, and the rest few have neutral perception. Therefore, according to the data shown on the graph, majority of the customers (i.e. more than 55%) are not satisfied on professional appearance of the sales executives.

4.5.3. Customer Perception on Sales Executives' helpfulness and behavior

J. E. Swan et al. (1999,) stated that, most recent concepts of trust have three elements in common;

- I. Trust is supported by salesperson competence, which includes skills, expertise, and ability such that information provided by the salesperson is valid and reliable.
- II. Theme is that trust is rooted in the salespersons' kindness, or motivation to protect the customer's interests.
- III. the relevance of trust increases as risk to the buyer of the failure of the salesperson to be trustworthy increases.

In addition, according to different study on customer handling explanation, ultimately, to deliver successful service, effective communication skills, positive attitude, patience, and willingness are important to help the customer.

Based on the customer responses, this study tried to assess customers' perception on the ethio telecom - sales executives' customer handling as explained on the next two tables.

Table 6. *Customer Perception on Sales Executives' helpfulness*

Descriptions	Delivered the service at the time promised to do so		Information about the progress of request or complaint		Never hesitate to help you in any situation		Always willing to help		Attention better and new technologies	
	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%
Respondents Choice										
Strongly Disagree	22	32	7	10	3	4	4	6	4	6
Disagree	15	22	32	47	27	40	23	34	15	22
Neither Disagree Nor Agree	9	13	4	6	16	24	13	19	18	27
Agree	17	25	19	28	21	30	23	34	26	38
Strongly Agree	5	7	6	9	1	2	3	4	5	7
Total	68	100	68	100	68	100	66	97	68	100
Missing System							2	3		
Total							68	100		

Source: Survey result

As we can see from the table - 5, concerning the sales executives' timely delivering of the services, the majority of the respondents replied that sales executives' do not deliver the promised service on time. While the other 22 (32%) respondents are replied, the sales executives' deliver the service at the time promised to do so.

Regarding to sales executives' *Information provision for the progress of complaint*, 39(57%) respondent replied that sales executives have problem to provide information about provision of the service and the progress of customers' complaint and request. On the other hand 25(37%) of the respondent replied the executives provide the necessary information about provision of the service and the progress of their complaint and request.

The other variable which were asked the respondent was, their feeling regarding how the sales executives are committed to help them and their willingness majority of the participant replied that , sales executives are hesitated to help them. While 22(32%), 26(38%) respondents are happy with the sales executives' commitment to help them and their willingness respectively. The remaining customers have neutral felling on the sales executives commitment and willingness to helpfulness.

In addition to these, customers are rated the sales representatives' concerning to giving attention to the customer to have better and new technologies, 31(45%) of customers are replied that the sales executives are provided information about new technologies. Whereas 19(28%) of customers said, they did not gave attention and information from the sales executive to use new technologies.

In general, regarding service delivery at the time promised, Information provision for the progress of customers' complaint, help without hesitation in any situation and always willing to help greater part of respondents' were not agreed. However, on sales representatives' help to customer to get better and new technologies, most of respondents are rated positively

Table 7. Customer Perception on Sales Executives' behavior

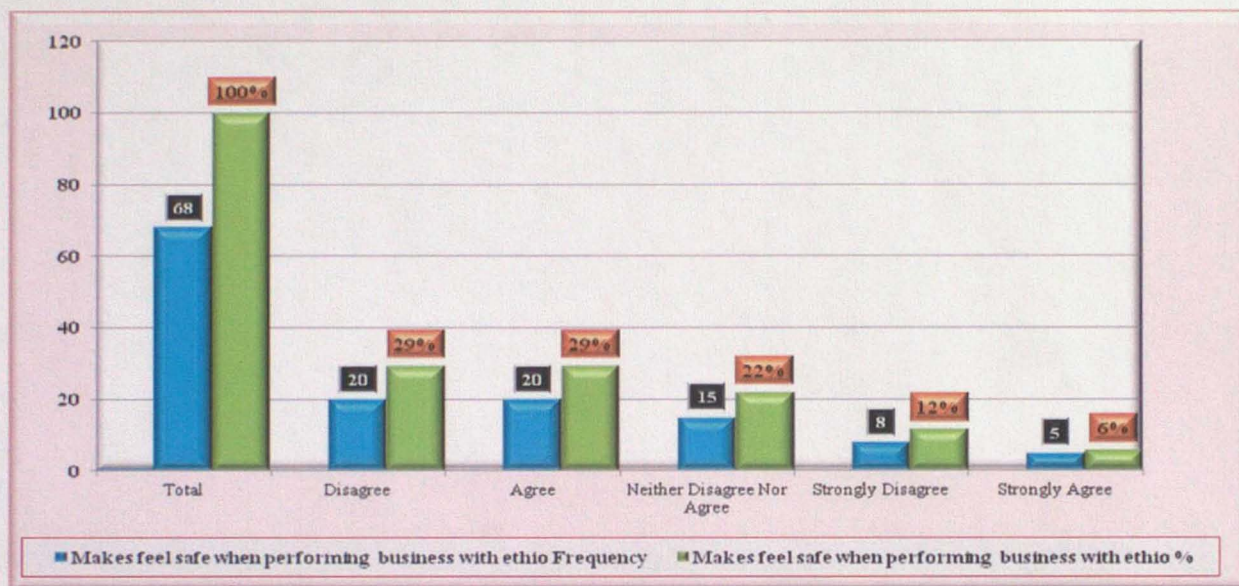
Descriptions	Understand the specific needs of customers		Communicate in a caring manner		Friendly and polite handling of complaints/queries		Good behavior in developing trust and confidence	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Strongly Disagree	1	1	4	6	4	6	3	4
Disagree	16	24	13	19	12	17	6	9
Neither Disagree Nor Agree	9	13	10	15	4	6	17	25
Agree	39	57	35	51	39	57	34	50
Strongly Agree	3	4	6	9	8	13	8	12
Total	68	100	68	100	67	99	68	100
Missing					1	1		
System								
Total					68	100		

Source: Survey result

Table – 6 result shows that , the sales executives customer handling behavior, generally, greater part of respondents have positive perception related with sales executives understand the specific needs of customer, caring manner communication, Friendly and polite handling of complaints/queries and Good behavior in developing trust and confidence, respectively.

4.6. Service delivery

Figure 6. Customers feeling when they perform business with ethio telecom



Source: Survey result

Customers trust on the subject of, safe feeling when they perform business with the company, (35%) replied they feel safe and the (22) % respondent have neutral felling whereas (41%) are not feel safe with ethio telecom.

Thus, the result implies, most of ethio telecom customers have no positive feeling when they perform business with ethio telecom.

Table 8. ethio telecom service delivery system

Descriptions	Application formalities and procedure		Delivers the promised service		working hours and office location convenience		Complaint handling system		The billing system	
	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%
Respondents Choice	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%	Frequ.	%
Strongly Disagree	10	15	28	41	4	6	30	44	13	19
Disagree	16	24	19	28	16	24	21	31	14	21
Neither Disagree Nor Agree	12	18	9	13	2	3	7	10	17	25
Agree	27	40	9	13	30	44	10	15	21	31
Strongly Agree	3	4	3	4	16	23	-	-	3	4
Total	68	100	68	100	68	100	68	100	68	100

Source: Survey result

Table - 7 presented the result of ethio telecom - service delivery system. The customer perception about the application formalities and procedure of the company is, 30 (44%) participants agreed with it is simple and 26(39%) of them not believe its simplicity. The remaining 12(18%) are neutral on the perception of it.

The other variable from the customer perspective was delivery of the promised service right at the time of subscription, mass of the respondent rate the company ist not provided the promised service right at the time of subscription. On the other side (17%) of the participant agree on the company delivery of the promised service right at the time of subscription.

The other factor considers in service delivery system of ethio telecom was the provision of convenience working hours and office location arrangements. The participants rate this aspect of service delivery system of the company as follows, majority of respondents considered that, ethio telecom has no convenience working hours and office location arrangements, whereas (30%) respondent believe that ethio telecom has convenience working hours and office location arrangements.

The other area that was seen in this study was the customer perception on the Complaint handling system of the company. Highest number of participant evaluate that ethio telecom complaint handling system as poor. Only 10(15%) of participant consider ethio telecom complaint handling system as fast and satisfactory.

In relation to accurate and error free billing system the respondents have the following attitude, (40%) believe the ethio telecom billing system is accurate and problem/error free, (35%) of participant rate the billing system accurate and problem/error free. The rest which were constitutes (25%) have indifferent on the billing system accuracy.

As a result, ethio's service delivery system regarding the simplicity of application formality and procedure, promised service delivery and convenience of office location and working hours, they said more or less it good ,but in most of respondent said complaint handling is not satisfactory and fast and billing system also is not accurate and error free.

Managers also explained that the service provisioning system is governed by standardized sales process therefore there is no problem on the system, however lack of sense of urgency from technical division (NW and IS) needs improvement with internal services level agreement (SLA).

4.7. Management support for the target achievement

A variety of factors within the organization can have an impact on the performance (failure) of sales person. To resolve these problems, appropriate resources, training, company policies, and managerial support are important. As Santander (2011), explained the motivation and support of the sales team is a key factor in achieving the sales and business objectives. Give sales people the support they need.

- This is particularly important for team members responsible for winning major contracts.
- Hold regular one-to-one meetings to discuss objectives, performance, and problems. Watch out for signs of low morale or personal problems.
- Take every opportunity to praise, congratulate, and motivate.
- Work to minimize stress levels among employees.

Table 9. Management support

Descriptions	Provision of necessary facility to sales activity		Fair and equal treatment of Sales managers		Managers support to achieve the sales target.		Managers' recognition for selling efforts.		Sales managers reward for sales achievement		Managers criticism and help to improve sales performance	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Strongly Disagree	14	35	3	8	2	5	1	3	14	35	2	5
Disagree	14	35	4	10	5	13	10	25	16	40	7	18
Neither disagree Nor agree	1	3	9	23	8	20	9	23	5	13	2	5
Agree	10	24	15	38	20	50	13	33	4	10	16	40
Strongly Agree	1	3	9	23	5	13	5	13			13	33
Total	40	100	40	100	40	100	38	95	39	98	40	100
Missing System							2	5	1	3		
Total							40	100	40	100		

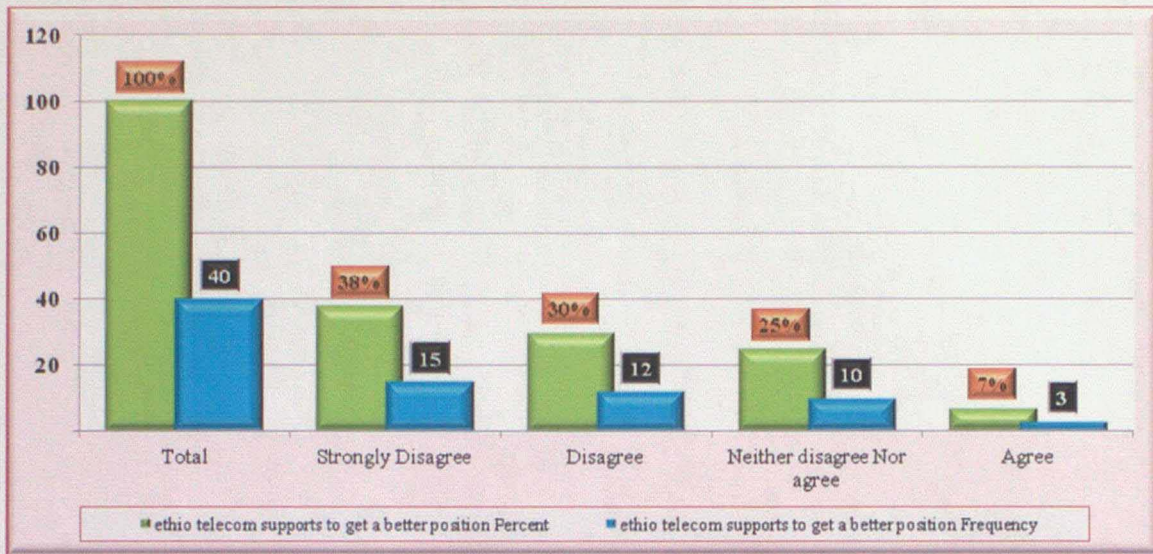
Source: Survey result

In view of that, the provision of necessary facility for sales activity, only 27% sales executives are rated positively. While concerning fair and equal treatment of the sales managers and managers' support to achieve the sales target, most of respondents responses that, managers are treat equally and support sales executives to achieve their sales target .

On the other hand, about the managers' recognition, for selling efforts, only 46% of respondents are agreed. Concerning the reward for sales achievement, the highest number of respondents' responses was indicated that, there is no reward for sales achievement.

Regarding the managers' criticism and help to improve sales executives' sales performance, (73%) of respondents perceived that, the managers are giving criticism and help for our sales performance improvement.

Figure 7. ethio telecom support to Sales Executives' to get better position



Source: Survey result

On the topic of the company support, for sales executives to get a better position within a reasonable period, as shown in the graph majority of respondents are not accept. I.e. around 70% respondents' response rated that, the company is not supporting the sales executives to get a better position within a reasonable time.

The managers' response for the question of "Could you explain the supportiveness of office environments and facilities for sales executives' sales performance achievement" they explained that, in general, because of lack of resource, incentives and less popularity of enterprise sales in other divisions the environment is not enough supportive. In addition, about the recognition and reward for sales executives' achievement, they stated that, there were rare incentive and event program participation, it has already stopped, so overall no recognition and rewards.

Additionally, the managers recommended some factors as crucial factors for the Sales Executives and must be present for them to work most effectively or to achieve the target. These are;

- Improve quality of network and service delivery
- Fulfill resource
- Launch sales incentive/reward(recognition – certificate, in cash ,in kind)
- Provide continuous training
- Explaining continuously how sales executives are working to internal work units

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

Sales are the most important and the core part of its activity for the business companies. These organizations's *sales performance* effectiveness can be measured based on its market position, customer satisfaction, and profits, relative to the objectives. Moreover, to ensure the sales performance effectiveness, sales management is important. It is considered as synonymous with the management of personal sales. However, their sales performance is affected by different factors.

Accordingly, as the ethio telecom performance report of year (2011/2012), specifically Enterprise Division sales report; most of the product and service sales were below the target. Its shows that, the product and service sales performance compare with their sales target; on average only 77% were achieved.

Hence, the study was conducted to find out the challenges of ethio telecom – enterprise Sales Executives that are hindered to perform the sales target. To identify the challenges the researcher used mixed research method, subsequently the researcher developed and distributed 75 questionnaires to Enterprise customers, and 68 (response rate of 90.6%) questionnaires were returned. Additionally, the researcher collected the data from 40 sales executives and five managers. On the other hand, the researcher considered the Churchill, Ford, and Walker (1985) model of the determinants of salespersons performance. After the collection of the questionnaire, researcher made analysis and identified the main challenges of the sales executives, which were hindered from achieving the target sales.

In general, the findings indicate that, ambitious sales target setting, lack of resources, lack of technical and managers support, and unavailability of incentive and reward system are the main challenges of the sales executives which are hindered to achieve their target. It is recommended that achievable targets should be planned and the current targets needs to be reviewed. Furthermore ethio telecom should provide enough resources and support , provide update and continuous training and achievement based motivation and reward are important.

5.2. Conclusion

Rajagopal, (2008:76) described that; sales performance in an organization is largely associated with the derived customer value, delivery of goods and services, and customer relations. Therefore, to do all these and to ensure the sales performance effectiveness, good sales forces and sales management are important. IILM –Gorgon (2011: 5) defined “Sales management” as the term implies often it is consider synonymous with the management of personal sales. It involves an understanding of the effort that goes into the management of the sales force and the various processes of sales.

Moreover, sales forces are the backbone of all the companies all over the world. Due to its correct management and use the profitability of the company is maximize. But, *as explained by Pendharkar* (2011) many factors affecting sales performance of the sales person.

From the finding of this study, the following are basic issues that are the challenges of ethio telecom - enterprise sales executives’ that are affects their sales performance.

- The sales target is not participatory and allocated to sales executives; in general, it is unachievable/ambitious sales target.
- Lack of adequate product or service knowledge and negotiation/convincing the customers skill, which seek continuous training for sales executives
- Unsupportive office environment, lack of resource, and less popularity of the enterprise sales by other division
- Lack of sense of urgency or internal service level of agreement (SLA) especially from technical division (NW and IS) including maintenance.
- There is no recognition, incentive and rewarding culture in the company for those achieve best performance and to motivate the sales executives

-
- As a key account representative, Sales Executives' are not enough attractive and professionally well appearing.
 - After sales executives convince and negotiate to the customer, lack service delivery at the time promised to do so by technical divisions.
 - The company is not support the sales executives to get a better position within a reasonable time.

5.3. Recommendations

In general explanation, according to Towers *Watson* (2012), to perform the sales process effectively, *the following* three drivers/area of sales force effectiveness is crucial.

- Having right people with the right skill
- Having sales resources focused on the right opportunities
- Having sales employees highly motivated

On the other hand, *Churchill, Ford and Walker* (1985), divided the determinants for sales performance into five main categories: *role perceptions, aptitude, motivation, personal factors* and *organizational and environmental factors*, and they developed these factors as *model of the determinants of salesperson performance*.

Accordingly, to have the above three crucial drivers of sales force effectiveness, considering the *model of the determinants of salesperson, performance is important*. Because, most of the challenges those are faced by etio enterprise sales executives are not out of the determinants of salesperson performance model.

Therefore, in general, etio should review its enterprise sales structure, environment, resource, customers, sales target, the sales executives and over all the sales management. Moreover, the company should give attention and solution for the problems that are hindered the sales executives to achieve their sales target. Especially;

- Sales executives being able to participate in the target setting and to achieve a best sales performance, the target should be achievable and appropriate. Because, if the target is too high de-motivates and leading to non-achievement, where as too low means paying bonus for poor performance.
- etio should fulfill the resources the can facilitate the sales, and should make the environment attractive and supportive to handle customers and perform the sales process.

-
- Provide appropriate, update and continuous training to the sales executives, about the product and services and improve the negotiation and convincing skill/power of them, for better and successful performance.
 - As discussed by Smarta Enterprises Ltd. (2012) sales force is vitally important. The revenue they bring in is the lifeblood of the business. So need to know how to get the best sales performance out of each one. It is worth time and effort to do this and different tactics should consider to motivate the sales force. Therefore, to keep its staff motivated, ethio should consider continuous reward and develop a good incentive program
 - To make the a sales executives sales complete on time, ethio-enterprise sales division, should have internal service level agreement (SLA) and communicate and create awareness about the key account customers for all the company stakeholders.

5.4. Implications for further research

- ❖ This research was made on the practice and challenges of ethio telecom sales performance from the sales executives' perspective and it focused only in Addis Ababa enterprise sales area. Therefore future researcher may include the other regional offices and investigate other variables which have potential impact to affect the sales performance.

REFERENCES

- A.C. Simintiras, G.A. Lancaster and J.W. Cadogan(1994) . Perceptions and Attitudes of Salespeople towards the verall Sales Job and the Work Itself
- Alan J. Dubinsky (1999).Salesperson Failure Sales Management is the Key
- Anuradha Pendharkar (2011). Personality and Sales Performance
- Arnold Anderson (2013). Sales Performance Objectives
- Carlene Jackson (2005) Maximize your sales teams performance to ensure they exceed their targets
- Dr. Surinder Singh Kundu(2009). Sales Management
- David Jobber .Geoff Lancaster(2009).Selling and sales management
- Dr. Surinder Singh Kundu Vetter: Dr. V.K. Bishnoi(2013)sales management
Course code: mm-308
- ethio telecom web site:- <http://www.ethiotelecom.et> :
- Gilberta. Churchill,Jr. , Neilm . Ford,S Tevenw . Hartley, and Orvillec. Walker,Jr .
(1985)The Determinants of salesperson performance: A Meta-Analysis
- Harish S. Barton A. Weitz and Mita Sujjan (1988).Increasing sales productivity by getting salespeople to work smarter

Ingram, Laforge, Avila, & William (2009). Evaluating the performance of sales people.

Julia Chang, (July 2003): *Sales & Marketing Management*, "Born to Sell"

John Asher, (2010): How Important is Natural Aptitude in Sales?

Ken Grant, David W. Cravens (1998): Examining the antecedents of sales organization effectiveness: an Australian study

Michael Alpert (2013). How to improve the Performance of a Sales Team

Nigel F. Piercy, David W. Cravens, Neil A. Morgan (1997). Sources of effectiveness in the business-to-business sales organization

Robert Moskowitz (2013). How to Set Appropriate Sales Goals

Rajagopal, Ananya Rajagopal (2008). Performance Management; Emerald Article: Team performance and control process in sales Organizations

Satu Elo & Helvi Kynga" (2007): The qualitative content analysis process

Shauntelle Hamlett, (2013). Characteristics of a Good Sales Representative

Steve W. Martin, (2011). Are Top Salespeople Born or Made?

Siwon Cho (2001). Influence of Consumer Age and Clothing Type of Salesperson on
Consumer Satisfaction with Salesperson's Performance

Vijai K. Pandey, (2011): Personality and Sales Performance

Willem V., Bart D., and Ernst V. (2010). Drivers of Sales Performance: A
Contemporary Meta-Analysis

www.dti.gov.uk/quality/performance: Performance Measuremen

Annexes

Annex - I Sales target Vs Sales performance

Product/Service Type	Target	Sales	Performance (%)
Mobile Post-Paid	17,100	16,430	96%
Fixed Lines	26,000	15,823	61%
Internet and Data	16,680	11,016	66%
Internet Broadband	11,700	6,400	55%
Data /VPN/	2,400	1,558	65%
Average Sales Performance (%)			77%

Source: 2011/2012 Sales performance report of Enterprise Division.

Annex - II Qualitative data Analysis

Q No.	A No.	Raised Questions	Ethio's Enterprise Managers perception on the sales executives' sales Performance	Coding/Grouping	categorization
1	1.1	What is your opinion on the overall ethio's sales target achievability, and how would you perceive your sales team's performance compare with the sales target	The nature the customer are in different remote areas due to this mostly difficult to achieve the sales target	Not achievable	Because of ambitious and resource problem ,it is not achievable
	1.2		Regarding sales target and sales performance that much far, specially some products are not performing as well, because of ambitious target, and some of the product are achieved due to un expected sales.	Not achievable/ambitious	
	1.3		Most of the SE perform about 50% , but previously they were perform even up to 80-90% Since ,there was a compensation or benefit scheme upon achievement of the targets in comparison b/n the sales executives.	Not achievable	
	1.4		The target is achievable it fair and in consideration of the potential market, however it is not compatible with the resources we have at hand.	Not achievable/resource problem	
	1.5		The sales targets are very ambitious – despite these, our sales executives are performing restlessly exceeded some of the targets (e.g.. ADSL soled however in services like FL, we are below target due to different factors including maintenance.	Not achievable/ambitious	
2	2.1	How would you perceive your sales team's overall knowledge /skill to sale the product and service and also to convince the customer	They have a better knowledge selling the product and service, they know how to sell, to whom to sell, and they are trying to convince their clients.	They have knowledge to sell the p & S	They have knowledge selling the p & S but not enough
	2.2		The sales teams are somehow capable in convincing the customers but due to the quality of service and not capable from overall ethio telecom side and in every meeting and time the customers are complaining	They have knowledge selling the p & S but not enough	
	2.3		Most of the SE have a good knowledge of the basic products but on some products like, Web hosting , Domain name ,public IP there is lack. but regarding the sales skill convincing the customers it is good enough even if it could be improved.	They have knowledge selling the p & S but not enough	
	2.4		They have good sales skills on product and services ,however they are not yet required level to be sale engineer who mater all the skills and have ability to propose alternative solution .	They have knowledge selling the p & S but not enough	
	2.5		As sales executives sales through visit is new concept, their product and service knowledge and negotiation/convincing the customers is increasing from time to time.	They have knowledge selling the p & S but not enough	
3	3.1	Could you explain the supportiveness of office environments and facilities for sales Executives' sales performance achievement	Still nothing facility given to sales executives .The office layout is not convenient to the sales executives and no access for short meeting room etc	not supportive	Because of lack of resource, incentives and Less popularity of enterprise in other div. the environment is not supportive/not enough;
	3.2		When we looking the supportiveness part it can be good and improving from time to time but not enough and takes long-time and poor communication b/n our sales executives and back offices.	not supportive/not enough and poor internal communication	
	3.3		The office environment is not that much satisfactory but it is not bad, but the facilities has to be improved .the office layout is not convincing to welcome customers' and give a seat.	Office environment & lay out is not that much satisfactory	
	3.4		The support they all getting is not convincing and adequate. They have been treated as any normal staff. The environment is also not that much attractive and motivator.	not adequate and office is not attractive	
	3.5		The environment is still far from the standard due to ; 1. lack of resources like laptop, standard meeting room 2. lack of sales incentives for outstanding once 3. Less popularity of enterprise sales techniques, to many divisions.	Not supportive/not enough; lack of resource, incentives and Less popularity of enterprise in other Division.	

Q No.	A No.	Raised Questions	Ethio's Enterprise Managers perception on the sales executives' sales Performance	Coding/Grouping	categorization
4	4.1	How Sales Executives' are recognized and rewarded to their performance achievement	It should be create (set up)motivational strategy plan to ensure reward and recognize to those achieve best performance	No reward	there was rare incentive program overall no recognition and rewarding
	4.2		Giving some like Mobile apparatus and use the enterprise event ceremony recognition is given for those best performers in the division	Mobile apparatus and event participation	
	4.3		The only reward is via theory yearly performance evaluation grade, otherwise no reward mechanism till now .i.e. besides the monthly salary	No reward	
	4.4		There is very rare case in which sales executives are recognized. Over all we can say there is no recognition and rewarding culture in the company	rare/ overall no recognition and rewarding	
	4.5		No reward/recognition there was in the past like posting the sales person of the month and mobile hand set reward the later was stopped due to complain from other division and the former will start from may ,2013	No reward/recognition	
5	5.1	How the service provisioning system are simple and convenient to the customer, which part of it/ procedure needs improvement	Most of the implemented System is good but it needs some modification specially with concerning department	System is good but need modification concerning department	sales are governed by standardized process but lack of sense of urgency from technical division (NW and IS)
	5.2		The way, how to follow up and feedback mechanism on the service provisioning system and a way of mechanism set up, like duration of time, limitation for every assignment is suggested.	time limitation for every assignment is suggested to improve	
	5.3		Currently there is an internal SLA to perform provisioning of fixed service within 30days ,however due to various factors this time is not respected .But for other services like Mobile it's very easy for customers.	SLA for mobile	
	5.4		The system do not have any problem, those behind the system have great impact on services provisioning. the process and the procedures are very clear.	The system do not have any problem	
	5.5		All sales are governed by standardized process ,Due to its very nature all are dynamic and always under improvement .But there is lack of sense of urgency from technical division (Network and IS)	sales are governed by standardized process but lack of sense of urgency from technical division (NW and IS)	
6	6.1	What factors are crucial for the Sales Executives and must be present for them to work most effectively or to achieve the target	It should be provided something seen as recognition ,certificate ,cash based on performance, gift in kind to motivate Sales Executives	recognition ,certificate ,cash based on performance; gift in kind to motivate Sales Executives	Sales incentives (Recognition/reward, certificate, cash based on performance; gift in kind) and improve office facilities.
	6.2		The quality of service like network problem, dalliance on service order, Incoming cable dalliance problem.	NW quality, resource and survey dalliance	
	6.3		The reward scheme associated with the performance /achievement of target will motivate the sales executives, beside the improvement of the office facilities.	Reward and office facility improvement	
	6.4		Sales incentives are idea proposal for most of effective sales executives.	Incentive	
	6.5		Fulfill resource. Launch sales incentive/reward/recognition, provide continuous training , Explaining continuously how sales executives are working to internal work units\	Fulfill resource incentive/reward/recognition, training , Explaining continuously how sales executives are working to internal work units	

Annex - III

ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES

Questionnaire for Sales Executives

Dear Respondents,

The purpose of this study is purely academic, and the questionnaire is designed to find out the factors that are affecting Sales Executives' sales performance.

Your genuine and frank response is important for the success of this study. Hence, your honest responses are highly appreciated, and please, take some of your valuable time to fill this questionnaire. Your responses will only be used for the purpose of this study

Thank you for your cooperation in advance!

Direction

- I) For multiple choice questions, please answer by putting "√" mark in the boxes provided.
- II) For Part two questions, please give your opinion whether you are strongly disagree, Disagree, Neither disagree nor agree, Strongly agree or Agree by using "√" mark .

Part - I Personal Information

1. Sex: Male Female
2. Age: 18-35 36-45 6 - 60
3. Educational background: College Diploma First Degree
Second Degree
4. Your field of study _____

No	Attitude of Sales Executives' to their profession	Strongly disagree	Disagree	Neither disagree Nor agree	Agree	Strongly Agree
1	You are proud and happy with your profession					
2	You have positive feeling with the level of pressure over your sales job.					
3	You are satisfied with the amount of your salary					
4	You are happy with the achievement of your job.					
5	You are satisfied with the work level(Grade)					
6	The level of satisfaction related to the above issues are affects the result of your sales performance					
Sales Target setting						
7	ethio telecom Sales representatives participate on sales target setting					
8	The sales target is achievable					
9	The sales targets are allocated appropriately across the sales executives.					
10	The target set by ethio telecom is specific enough(clear)					
11	The target set by ethio telecom is measurable					
12	The evaluation method that used to measure your sales performance is appropriate.					
Management support						
13	etho telecom provides adequate training to upgrade your skills & needs to do sales job					
14	ethio telecom provides the necessary facility that helps to perform your sales activity.					
15	Sales managers treat you fairly and equitably					
16	Managers encourage and support to achieve the sales target.					
17	Managers give recognition to your selling efforts.					
18	Sales managers appropriately rewarded for your sales achievement.					
19	Managers gives constructive criticism and help to improve your sales performance					
20	ethio telecom supports to get a better position within a reasonable period of time					

✦ Do you have anything to add which are not discussed in the above questions with regard to factors that are affects *Seles Executives' sales performance*_____

Thank you!

Annex - IV

ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES

Questionnaire for Customers

Dear Respondents,

The purpose of this study is purely academic, and the questionnaire is designed to find out the factors that are affecting Sales Executives' sales performance.

Your genuine and frank response is important for the success of this study. Hence, your honest responses are highly appreciated and please, take some of your valuable time to fill this questionnaire. Your responses will only be used for the purpose of this study.

Thank you for your cooperation in advance!

Direction

III) For multiple choice questions, please answer by putting "√" mark in the boxes provided.

IV) For Part two questions, please give your opinion whether you are **Strongly Disagree, Disagree, Neither Disagree nor Agree, Strongly Agree or Agree** by using "√" mark.

Part - I Personal Information

1. Sex: Male Female

2. Age: 18-35 36-45 46 - 60

No	Sales Representatives Skills	Strongly disagree	Disagree	Neither disagree Nor Agree	Agree	Strongly Agree
1	ethio telecom sales representatives have excellent knowledge/skill about the service, they are presenting to you					
2	ethio telecom sales representatives have a real time information about the service.					
3	ethio telecom sales representatives have Excellent communication skill to convince you					
4	ethio telecom sales representatives have Excellent skill in product and service presentation					
Perception						
5	ethio telecom sales representatives are attractive and professionally well appearing					
6	ethio telecom sales representatives delivered their service at the time, it promises to do so.					
7	ethio telecom sales representatives inform to you about the progress of your request or complaint.					
8	Sales representatives never hesitate to help you in any situation					
9	ethio telecom sales representatives are always willing to help you.					
10	ethio telecom sales representatives gives attention to you to get better and new technologies .					
11	ethio telecom sales representatives uses the possible effort to understand the specific needs of you .					
12	ethio telecom sales representatives communicate with you in a caring manner.					
13	ethio telecom sales representatives makes you to feel safe when performing business with them.					
14	ethio telecom sales representatives are friendly and polite while handling your complaints/queries.					
15	ethio telecom sales representatives have good behavior in developing trust and confidence in you.					
Service delivery system						
16	ethio telecom application formalities and procedure are simple.					
17	Ethio telecom delivers the promised service right at the time of subscription.					
18	ethio telecom working hours and office location arrangements are convenient for customers.					
19	ethio telecom complaint handling system is satisfactory and fast					
20	The billing system is accurate and problem/error free.					

✚ Do you have anything to add which are not discussed in the above questions with regard to factors that are affects you on the service provision of ethio telecom _____

Thank you!

Annex - V

**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

Questionnaire for Manager

Dear Respondents,

The purpose of this study is purely academic, and the questionnaire is designed to find out the factors that are affecting ethio's Sales Executives' sales performance.

Your genuine and frank response is important for the success of this study. Hence, your honest responses are highly appreciated and please, take some of your valuable time to fill this questionnaire. Your responses will only be used for the purpose of this study

Thank you for your cooperation in advance!

Direction:

V) For multiple choice questions, please answer putting "√" mark in the boxes provided.

VI) For questions that require opinions, please give your short, precise and honest answer.

Part - I Personal Information

1. Sex: Male Female
2. Age: 18-35 36-45 6 - 60
3. Educational background: First Degree Second Degree PHD
4. Your field of study _____