

ST.MARY'S UNIVERSITY COLLEGE
FACULTY OF BUSINESS
DEPARTMENT OF MARKETING MANAGEMENT

AN ASSESSMENT OF SELLING PROCESS PRACTICE IN THE CASE OF EAST
AFRICA BOTTLING SHARE COMPANY

BY
ABEBE GEREMEW

JUNE 2013

SUMC

ADDIS ABABA

AN ASSESSMENT OF SELLING PROCESS PRACTICE IN THE CASE OF EAST
AFRICA BOTTLING SHARE COMPANY
A SENIOR ESSAY

SUBMITTED TO THE DEPARTMENT OF MARKETING
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OF BACHELOR OF ARTS IN MARKETING MANAGEMNT

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LIST OF ABBREVIATIONS/ACRONYMS

EABSCO East Africa Bottling Share Company

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Sahu&Raut (2003) pointed out that sales process refers to a sequence series of action by which the salesperson that lead towards the customer a desired action and ends with a follow up to ensure purchase satisfaction. Although many factors may influence how salesperson makes a presentation selling process in anyone situation, there does exist a logical sequential series of actions that if followed can greatly increase the chance of making sales.

Moreover, Charles Futrell (2005:29) the sales process refers to a sequential serious of actions by the salesperson that leads toward the customer taking a desired and ends with a follow-up to ensure purchase satisfaction. This desired action by a prospect is usually buying and certainly that is the most important action. Such desired actions can also include advertising, displaying, or reducing the price of the product.

The first coca cola bottler in Ethiopia was established in 1959 privately shared Business Company in Addis Ababa it is located in at lideta k/ketemakebele 04 around abnet areas the East Africa Bottling Company (EABC) at the business expand a branch was established in Dire Dawa in 1965.The two plants were nationalized in 1975 when government system changed from monarchy to socialism and run as a public company until 1996. On 19th may 1999 a joint venture agreement was signed between EABC founder's shareholders and Coca-Cola SABCO (CCS) or Coca Cola South Africa Bottling Company. In December 2001 CCS shareholding increase to 61% with remaining balance belongs to EABSC'S founder share holder. The company then becomes known as the east Africa bottling share company (EABSC'S). The east Africa bottling share company (coca cola) is producing and selling different kinds of nonalcoholic beverages.

EABSC products are soft drinks some of them are the following: Coca-Cola, Fanta, Sprite, Fanta Ananas, Fanta Tonic and Crystal Water.

However, since the company has such kind of product and customers to have a salesmanship. The major concern of this paper was to assess the selling process of East Africa Bottling Share Company (EABSCO).

1.2. Statement of the Problem

Presentation: Are the sales person should present his product and describe its characteristics in brief. He should understand the attitude of the prospect and match with his attitude so that he may be able to hold his attention and create interest in the product. There is no specific approach which will be successful in all cases. Demonstration is one of the best methods of presentation. If necessary, the salesperson should display and demonstrate the working of the product. He should explain and describe the utility of the product in brief through demonstration so that prospect realizes the need for the product to satisfy his wants. He should not be in a hurry to impress the customer and should avoid any controversy. He may suggest uses of the product and may create and impulsive urge to possess the commodity, by appealing to human instinct.

As every customer wants to make a best bargain for the money he is spending, presentation and demonstration of the product are likely to create some doubts and objections in the minds of the prospects. The sales person should be ready to clear all doubts and queries if the prospects without losing his temper. Handling objections tactfully helps in convincing the customers. (Still & others 2003:30)

The salesmanship knowledge of East Africa Bottling Share Company (EABSCO) mainly focused on increase the number of customers by training salespersons in order to have skill to persuade. But the authenticity is that the company made no effort on salesmanship to develop sales process.

Precisely the Company has to serve the customer for the past few years the firm used keen salespeople and get gratitude of customers and trying to increase sales volume. The company has presentation and customer complaints office but use presentation and customer objection handling system is traditional way.

1.3 Research Question

The following research questions tried to answer in this research:

- A. What are the factors that affect the sales presentation of East Africa Bottling Share Company (EABSCO)?
- B. What are the major challenges of handling objection of customer compliant?
- C. What is the Sales Presentation practice of the company?

1.4 Objective of the Study

This paper has general and specific objectives

1.4.1. General Objective

The general objective of this study is to assess the sales process Practices with Reference to East Africa Bottling Share Company (EABSCO).

1.4.2. Specific Objective

The following Specific Objective of the study was describe:

- To indicate factors that affects the sales presentation of East Africa Bottling Share Company (EABSCO).
- To point out the major challenges of customer objection handling of the company.
- To identify the Sales Presentation practice of the company.

1.5 Significance of the Study

Hence this paper focuses to assess the salesmanship of east Africa bottling share Company(EABSC).it has significance for the following parties:

- The significance of this research will contribute to the company to solve problems in improving the salesmanship and its process.
- It has also significance for the student researcher to implement and theoretical applications in real world.
- This paper helps other researcher to use as the base on conducting further research in this area.

1.6 Delimitation of the Study

General selling process involves seven basic steps the student researcher subject delimitation focused on Sales Presentation and Handling Objection of East Africa Bottling Share Company (EABSCO) .This paper was also delimited the time of the study review the past five years (from January 2007 to April 2013) to assessed the sales process. However East Africa Bottling Share Company (EABSCO) has 2 branches and more customers in Addis Ababa but this paper was focused on the head office located at abenet area as area delimitation.

1.8. Research Design and Methodology

1.8.1 Research Design

In order to assess the sales process of the company the student researcher used descriptive research method. This is because it helps to describe the problem of the research.

1.8.2 Population and Sampling Technique

The population of the research was divided into three parts. The sales department head number 2 regional managers. On the other hand there are customers to use product of the company. All of them were contacted through questionnaire used to gather information. The student researcher applied non probability convenience sampling technique. In addition based on the book of Marketing Research (Malhotra, 2007:339) the student researcher taken a sample of 200 people who are ordinary customers which do not have a listed name and specific identification code.

1.8.3 Types of Data collected

For the fulfillment of the study the student researcher was gathered data from Primary sources & secondary source of data. The type of data was primary from customer & managers and secondary from company sales department record, internet, relevant books and reports presented by the company.

1.8.4 Methods of Data Collection

The research mainly used both primary and secondary sources. Primary data was gathered by questionnaire from Customers, Employee, and management officials. The Questionnaire mostly focused on prospective customers and to fulfillment of secondary data the student researcher uses the company brochures, Newsletters; Referral books as the most essential tools that to be collected accurate information about the Company.

1.8.5 Data Analysis Method

The quantitative data that collected through questionnaires analyzed through tabulation and percentage. However, the data collected through interview narrated qualitatively.

1.9 limitations of the study

While conducting the study the student researcher had experienced certain limitations among others. The following are the major limitations encountered.

- Some respondents were not willing to complete the questionnaires
- Late reply to respondents time to complete and return questionnaires
- Electric power interruption
- Time limitation to conduct the study.

1.10 Organization of the Research

The final paper contains four chapters. The first chapter includes the introduction part and it contains background of the study, statement of the problem, research questions, Objective of the study, Significance of the study, delimitation of the study, research design and methodology, limitation of the study and organization of the paper. The second chapter includes the review of related literature of the study. The third chapter includes data analysis and interpretation and presentation. The last chapter contains the summary, conclusions and recommendations part. Finally, bibliography, questionnaires & interview checklist are attached.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Overview of selling Process

The research paper Focus on Studying the Selling process Practice of East Africa Bottling Share Company (EABSCO) .Therefore, the research Paper tries to review related literature on Selling Process and give Explanation as well as conceptualized ideas.

2.1.1 Definition of Selling Process

According to Kotler, (2010:400) The Selling Process consists of Several Steps that is the Sales person must muster. The focus on the goal of getting new customer and obtaining orders them. However sales people spend much of their time maintaining existing accounts and building long customer relationships.

To add on the above definition Krshana and other (2007:2.9) The Sale Process, Sales people perform many activities which can be broadly grouped into selling activities and none selling activates. The selling activities consists of the various steps of the selling process The non-selling activities report collecting payments obtaining make information, traveling and welting to see customers.

States that selling process is number of games persistence in prospecting for customers is a important to sales success as eloquence in front of customers in am any selling situations, the opportunities to make pervasive states presentation depend on systematic and regular prospecting (David Stockes and others 2000:236).

2.1.2 Basic Concepts of Selling Process

The selling process map. A “customer relationship” is the result of two or more independent processes combining and groups of people interacting. Two processes always present in any customer relationship are the selling process of the vendor and the customer’s buying process. Other processes can be involved if other parties are involved in the relationship for buying, selling, implementing, or supporting the products. Unlike manufacturing environments that are

set up to control the entire fabrication process, Sales can only try to influence the actions of the prospect. Even in executing the fundamentals of its selling process, Sales must accommodate the needs of the prospect's buying process. This points to why many veterans insist that selling is an "art" and that "talent" is what sells. Insofar as art is a medium to convey knowledge, meaning, and emotion, salespeople indeed educate and create interpersonal rapport, trust, and confidence with prospects. They must certainly inspire emotional desire in the prospect to *want to* commit to a relationship. Yet, as a repeating business operating function, there is also mechanical process or science underlying selling. A sales manager once described selling as being like a bicycle. The gears, chain, sprockets, pedals, frame, and wheels are the process – the bicycle's capability and capacity. However, the steering, balancing and quality of energy powering it – that's talent. The selling process map is a common framework for guiding and measuring selling workflow through the sales pipeline. Development of the map started with Trailer Vavricka, Inc. facilitating a two-day session for the sales force to map its own "best methods" selling process. This identified and captured what seemed to produce the most consistent closing and best quality of customer results. The sales force defined six macro-steps to their selling process. Each step contains an objective (*what* it is designed to accomplish), a desired result (*how* to determine the objective is accomplished), and two subsets of detail step actions that usually lead to achieving the desired result. One set of actions list what the selling team generally needs to accomplish, while the other set lays out what the prospect's buying team typically needs to do at each point in the cycle. In the same session, the group also derived their prospect quality criteria, set its team operating rules for using the process consistently, and loaded their pipeline database with current sales-in-process. This produced a unanimously agreed upon selling process insufficient detail to serve as the common structure to meaningfully measure operating performance for each individual territory and every management level (Joe Vavrica and Barry Trailr 2004:10)

Selling is a challenging Profession sales people according to from many activities which can be broadly grouped into selling activities there is no magic formula to make a sale it is widely believed that if a sales person follows the steps, the chances of success are greatly improved (krishina and others 2000 :2.9)

The sales concept assumes that the existing products or services of the organization meet most customers' requirements and that the sales or promotional techniques are all that is required to

increase acceptance and demand. the sales process used by successful sales people the sales process refers to a sequential series of actions by the sales person that leads toward the a customer taking a desired action and ends with a follow up to ensure purchase satisfaction.(David stokes and others 2000:13)

2.1.3 The importance of selling process

You follow a process because it's all about direction. The buyer is progressing through a process, and you can choose to lead, follow, or get out of the way. Buyers need direction with their process. You can provide this direction and add value to their process, especially at the higher levels within an organization. If you have confidence in the process and the ability to lead and provide direction, buyers will follow you. You will be in charge, you will have a plan and a process, and the confidence you project is contagious. Without a process, the buyers are left to their own devices, and as we discussed before, a buyer is always neutral. They want to be led, and led down a process. Make it your process, which mirrors the buy process so as to feel very natural for a buyer. Mastering the buy/sell process will shorten your sales cycles, provide you with control, and give you direction throughout the sale. Without it, a salesperson is at the whim of the buyer, or worse, the competition. Learning and practicing the buy/sell process, and applying the Proactive tools you are about to learn will result in a fully armed and competent salesperson.(William 'Skip 'Miller 2003:19)

2.2 Nature of selling process

Since it focuses on tactics before strategies within a process, you can coach and council to specific actions and can measure improvements. The skills of selling are teachable, and it is your job as a sales manager to make sure your sales team and the culture of your sales organization are in learn and grow mode. Top salespeople want to be in a "learn and grow" organization, since that is what they desire most and excel in. If they can learn and grow, the income associated with being in a learn and grow organization will follow. In this spirit, the tools *Proactive Selling* offers fit sales management's coaching skills very well. (Miller, 2003:221)

Furthermore, under the tremendous pressure to produce revenues, salespeople resort to working whatever prospects they happen to have at-hand – regardless of their low quality. Consequently,

the close rate remains chronically low. Desperate to close anything to achieve revenue targets, the company aggressively discounts price, agrees to special terms, makes commitments it can't meet, and gives away normally paid consulting, training, or support services. Ironically, these very situations have a tendency to turn into post-sale nightmares because of high expectations and poor quality throughout the sales production, delivery, and support processes. (Joe Vavrica and Barry Trailer 1997:3)

2.3 Objectives of selling process

RELATIONSHIP BUILDING

This third step of the global sales process includes meeting, making a favorable impression, and gaining the trust and cooperation of the potential customer. In some cultures relationship building happens quickly, while in other cultures it takes longer to form a relationship. There are a number of ways to meet the prospect that include:

Guaranteed introduction: - when the salesperson meets the prospect in the presence of a mutual friend or business acquaintance that speaks positively of each person and serves as a reference or guarantor for each party.

Referral introduction: - In some cultures it is acceptable to inform the potential customer upon meeting for the first time that a mutual friend has referred the customer to them.

Personal introduction: - In some cultures, salespersons introduce themselves personally or, as in Japan, through a ritual exchanging of business cards.

Benefit introduction: - The salesperson introduces him/her by asking if the buyer would like to save money, time, or gain some type of benefit. In addition to greeting the prospect, it is important to know appropriate greetings and Phrases in the prospective buyer's language. In most Asian cultures professional business cards, printed on one side in the local language, are essential. For example, in Japan, the formal exchanging of business cards has taken the place of personal introductions. At a minimum, the salesperson must understand how and when to bow or shake hands, rudimentary phrases in the national language, and local etiquette for eating and

drinking. Such cultural expertise can be acquired through cross-cultural training prior to undertaking international travel.

Cultures differ slightly in how relationships are formed, but trust is an essential relationship component, regardless of the culture. That is, the buyer and seller must trust one another to do what is promised and they must be able to depend upon one another.

1 Getting to know a Japanese buyer means formal business meetings during the day and forays to karaoke bars at night, where singing and drinking extend until the early morning hours. At karaoke bars, both the buyer and the seller can observe one another's actions in a social situation where prescribed roles are played.

2 A buyer and seller in Japan may also visit a *riokan* or hot spring resort to relax and become better acquainted. The *riokan* provides an opportunity to relax in a hot mineral spring, receive massages, consume sake, smoke, and talk. In effect the buyer and seller are establishing rapport.

3 Only after long periods of establishing rapport and trust do discussions move to important business issues. In cultures like Japan, business does not occur quickly. (Earl D. Honycutt and others, 2003:74-75)

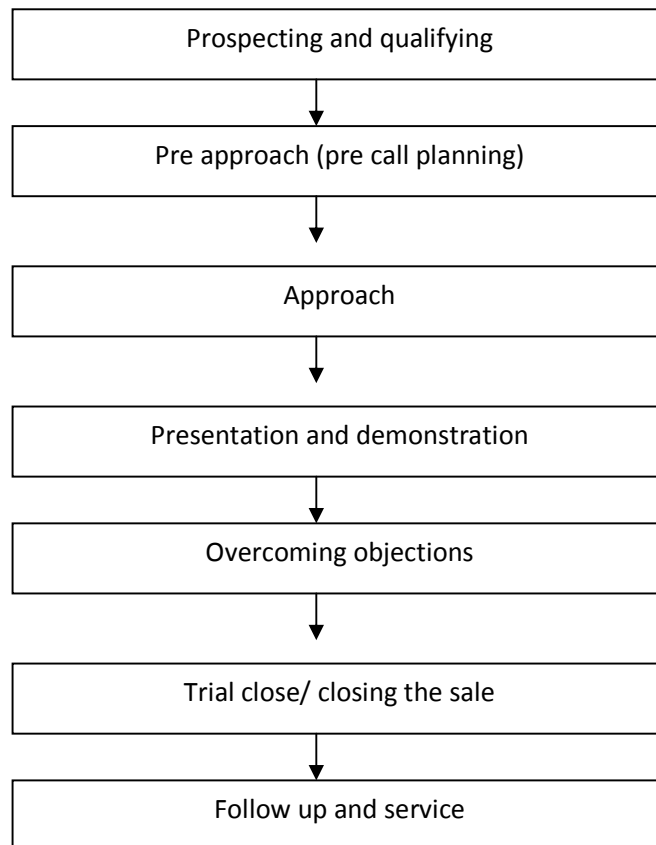
2.4 Steps of Selling Process

The sales process

According to Khishna (2007:29-219) Sales people perform many activities which can be broadly grouped into selling activities and non-selling activities. The selling activity consists of the various steps of the selling process. The non-selling activities include preparation of sales reports, collecting payments obtaining market information, traveling and waiting to see customers.

There is no magic formula to make a sale. However, it is widely believed that if a salesperson follows the steps shown in fig 23, the chances of success are greatly improved. The steps or the phases may not occur in the same sequence or order that is shown-customers may raise

objections during a sales presentation and trial close may be attempted after the presentation, if the customer's interest is high. Similarly, the customer may or may not start the negotiation after a presentation. The sales process is a recommended set of phases or steps that works better than any other process in certain situations let us discuss each of the steps.



2.4.1 Prospecting

A prospect is an individual family, or an organization that needs a product or the service a salesperson is selling and also has the ability to buy. A prospect is not the same as a sales lead or a lead. A sales lead generates the name of a person or a person or a business firm that is a probable prospect.

Sales and distribution management once it is found that the sales lead wants the product and has the ability to buy the sales lead becomes a prospect or a potential customer.

It is an important activity for succeeding in today's competitive environment. To increase or even maintain sales volume, particularly if the sales from the existing customers is stagnating or declining a company, must continuously prospect for new customers. Earlier most organization need left it to their salespeople to find leads. Now more companies are taking the responsibility of searching and qualifying the leads. This enables sales persons to use their expensive time on selling activities. Organizations can generate leads (or obtain names and addresses of probable prospects) in a number of ways.

2.4.2 Pre approach

The pre approach step generally includes two tasks information gathering in greater depth about prospect, and planning the sales call on the prospect.

- **Information gathering**

The salesperson needs to collect as much information as possible about the prospect. The prospect's business, its products and services, purchasing practices, location of plants, names and background of people who make buying decisions, purchasing orientations and practices, the major problems or issues faced by the prospect and the prospect and the industry in which it is operating and so on. The source of obtaining information about the prospect include the internet or online information services, trade magazine industrial directress, chambers of commerce, annual reports of companies, existing customers and suppliers, and government publications. In depth information about the customer makes the salesperson.

- **Planning the sales call**

The salesperson should then do the planning before approaching the customer. This consists of setting objectives for the sales calls, and planning the sales strategy.

- **Setting call objectives:** this include gathering information about needs from the prospect understanding buying orientation and practices, checking merchandise and making a reorder from the existing distributor, or making a sales presentation. The salesperson must set an objective for each of the sales calls.
- **Planning the sales strategy:** It consists of finding out when (date and time) and whom (purchase executive or administration officer) to approach by phone call followed by personal visit in includes a tentative plan for presenting the specific product features and benefits. It should be understood that the tentative planning of the sales strategy that is made at this stage may have to be changed later on after gaining the information based on the actual calls made by the salesperson. Thus type of modification to selling objectives or plans is called adaptive selling. Salespersons often deal with multicultural customers in domestic as well as international markets. Because salespeople can change their sales presentations, sales message or behavior for different customers and differing sales situations personal selling is referred to as adaptive selling.

2.4.3 Approach

After collecting the prospects name and other relevant information as mentioned earlier in pre approach, the next step is to make an appointment to see the prospect. This is called the approach. The approach (or meeting the buyer for the first time) takes a few minutes of a call, but it can make or break a sale when a salesperson meets a potential customer for the first time, the first impression should be favorable. The initial impression of a salesperson is based on his/her appearance (for example, wearing clothes similar to what the buyers wear), the attitude, and the opening line. Depending on the selling situation, a salesperson can decide on the methods or techniques to be used to approach the prospect.

2.4.4 Presentation and Demonstration

Considering the current importance of relationship selling it is necessary for a sales person to understand customer needs first before considering the methods of sales presentation and developing an effective presentation. The sequence of our discussion will be

- (a) Understanding the buyer's needs,
- (b) Knowing sales presentation method (or strategies) and
- (c) Developing and effective presentation.

Demonstration

Demonstration is one of the important selling tools of a salesperson. Sales presentation can be improved by demonstration. Demonstration proves the benefit is the produced and reduces the risk of a wrong purchase to the buyer. That is the reason car salespeople allow prospective customers to test drive cars and many industrial products manufactures arrange demonstration of their products in use.

Some of the benefits of using the demonstration as a tool for selling are as follows:

- Buyer's doubts or objections are cleared and their questions are answered. This improves a buyers purchasing interest
- It provides a good support in the selling process
- It helps the salesperson to find out specific benefits of the prospective customer. The salesperson can then show how his/her products or services can meet with these benefits better than the competitors overcoming objections. (Krishna & others, 2007: 2.13)

2.4.5 Overcoming objections

Very often it is said that selling process begins only when prospects raise objections. If no objections are raised, the salesman remains merely an order taker. Some experts have opined that objections give birth to the selling process. It is but natural that at any stage of the sale process, the salesman is confronted by objection or objections. In other words all salesmen encounter

objection in every sale. It is equally true that objections provide a golden opportunity for the sales man to prove his point and make the customers agree to the sales proposition. It has been rightly pointed out that without objection the salesman cannot sell anything. Therefore the success of a salesman depends on the handling of objections efficiently and tactfully to a great extent. Hence, rising of objections are a normal and inherent feature of selling process and extremely important from the point of view of the salesmen. (P.K Sahu&Ke Rout, 2003: 143)

2.4.6 Trial close / closing the sale

Trail close is one of the selling techniques. It checks the attitude, or asks the opinion of the prospect. Trail close not ask the decision of the prospect to buy. It is used after the sales presentation after an objection is answered, or before closing the sale. The reason for using the trail close is that if the sales person tries to close the sale by asking for the order after the presentation, and if the gets the answer as “no”, it would be very difficult to change the mind of the prospect some of the trial close examples are as follows:

- To what extent this product meets with your needs?
- Which of these benefits are important to you?
- Out of the three models that are here, I think you like this model. Am I right?

If the prospect has responded favorably to the salesperson’s trial close questions then the salesperson should know that it is time to close the sale. However, if the prospect’s feed back or response to the trial question is not liked by the prospect. In such a case, the salesperson should go back to the presentation, instead of closing the sale.

Closing the sale means asking for the order closing is the process of helping the buyers to make a decision that will benefit him/her. When should a salesperson a salesperson close the sale? The answer is when the buyer is ready in the mental buying process. Most of the time, prospective buyers give indications about their readiness to buy. Some of these buying signals are follows.

- Examines the product when a prospect examines the product carefully, the salesperson should use a trail close question such as
 - What is your opinion about this product? “If the answer from the prospect is positive, the salesperson should move on to close the sale.

- Asks another person's opinion. The prospect asks the opinion of another person colleague in office or a relative at home "What do you think about this product?" (Krishna and others, 2007:2-21)

2.4.7 Closing

According to Kotler & others, (2010: 403). After handling the prospect's objections, the salesperson now tries to close the sale. Some sales person do not get around do closing or do not handle it well. They may lack confidence, feel guilty about asking for the order, or fail to recognize the right moment to close the sale. Salespeople should now to recognize closing signals from the buyer, including physical action, comments, and the questions. For example, the customer might sit forward and nod approvingly or ask about prices and credit terms.

Salespeople can use one of several closing techniques. They can ask for the order, review points of agreement, and offer to help write up the order, ask whether the buyer wants' this model or that one, or note that the buyer will lose out if the order is not placed now. The salesperson may after the buyer special reasons to close. Such as a lower price or an extra quantity at no charge.

2.4.8 Follow up

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

2.5 Factors that affect the sales Presentation

Sales force morale exerts a strong influence on individual morale. Good group morale can improve the attitude of a Sales rep whose morale is flagging. (William J. Stanton 1999:371)

Objections and the sales process certainly, objections can occur at any time, many times, however, the prospect will allow you to make your presentation of ten asking questions along the way(Charlesfutrell 2005:308) .

Geofrey Lancaster and others, (1994-98: 115) it involves the use of an objection as a stimulus to buy if the sales person is convinced that the objection is the major stumbling block to the sale. A positive response from the buyer and reference to an objective static companion by the seller effectively seals the sale.

2.6 The Major Benefits of Handling Objections of Customer Complaint

The sales person of today is a problem solver who works in conjunction with the customer to identify any issues that the customer has and then uses the information to offer a solution to the customer. These look at an objection as an opportunity for you to work with the partner to come to a solution. You might be able to:-

- Offer a better product or solution than the specific one the customer asked for
- Offer a broader solution that the customer didn't know even they need or wanted
- Offer additional products or services that enhance your sale and also exceed the customer's expectation
- Identify additional needs that the customer has which you can then offer to resolve with other products or services
- Determine that you don't actually have a product or service that will solve the customer's problem

The final point above may not seem like a solution you would want to offer. But the fact is that telling the customer the truth will establish you as a reliable, trustworthy source of information for the next time they need something even if you don't make the sale this time (MTD Training 2010: 25-26).

2.7 The major challenges of handling objection of customer complaint

The heart of the CARE revenue production process is the sales pipeline (selling process). It contains an ever-changing volume of potential sales revenue, in the form of individual sales opportunities as they flow through the selling process. The never-ending challenge facing every corporation is keeping its sales pipelines flowing at full capacity with good quality prospects. Each week prospect sales opportunities can and do scrap out of the pipeline anywhere along their way as "fall-out," for a myriad of reasons. New and different sales opportunities are being

entered as “input.” Others are closed as booked business, moving out of the pipeline as “output.” The volume and content of “sales-in-process” is in constant flux. Some prospects are maturing, moving forward in the selling/buying process, while others stay put or even move backwards. From the CARE model, the responsibilities of the field sales staff and their corresponding performance measures were determined. Each field person would be accountable for getting their pipeline’s operating performance measurements healthy and keeping them in balance. Sales managers, in addition to improving the performance of their consolidated regional pipelines, would be accountable for improving and synchronizing cross departmental activities to attain it. (Joe Vavricka and others, 1997.9)

2.8 Essential of Effective Sales Presentation Techniques

According to Charlesfitrell, (2005:156) Sales Presentation a successful salesperson is involved in Prospecting , Obtaining an Appointment with the prospects and planning the sales interview prior to ever actually meeting with the prospect.

Moreover, if you don’t know the answer to these questions you won’t be effective at presenting to your prospects however, you might not know all of this information when you first contact the prospect. Your first contact might involve some information gathering with the prospect before you can know all of this information in fact, few of us ever start the process of sales presentations with a face to face presentation we usually start with a phone or written presentation before we are invited to present to the organization face-to-face. In fact that organizations have for their sales teams in traditional sales environments the focus has been only on prospecting and acquiring new customers. Today through prospecting and landing new sales is important organizations now encourage sales people to focus on retaining current customers and selling new products and services to them this is because it is much easier and more cost effective to present and sell to your existing customers so depending on the relationship that you have with a customer. Your sales presentation would be different for existing customer than for customers you have never worked before (MTD Training 2010: 16).

2.9 The Selling Process and Performance Measures

The selling process map A “customer relationship” is the result of two or more independent processes combining and groups of people interacting. Two processes always present in any customer relationship are the selling process of the vendor and the customer’s buying process. Other processes can be involved if other parties are involved in the relationship for buying, selling, implementing, or supporting the products. Unlike manufacturing environments that are set up to control the entire fabrication process, Sales can only try to influence the actions of the prospect. Even in executing the fundamentals of its selling process, Sales must accommodate the needs of the prospect’s buying process. This points to why many veterans insist that selling is an “art” and that “talent” is what sells. Insofar as art is a medium to convey knowledge, meaning, and emotion, salespeople indeed educate and create interpersonal rapport, trust, and confidence with prospects. They must certainly inspire emotional desire in the prospect to *want to* commit to a

Relationship

.Yet, as a repeating business operating function, there is also mechanical process or science underlying selling. A sales manager once described selling as being like a bicycle. The gears, chain, sprockets, pedals, frame, and wheels are the process – the bicycle’s capability and capacity. However, the steering, balancing and quality of energy powering it – that’s talent. The selling process map is a common framework for guiding and measuring selling workflow through the sales pipeline. Development of the map started with Trailer Vavricka, Inc. facilitating a two-day session for the sales force to map its own “best methods” selling process. This identified and captured what seemed to produce the most consistent closing and best quality of customer results. The sales force defined six macro-steps to their selling process. Each step contains an objective (*what* it is designed to accomplish), a desired result (*how* to determine the objective is accomplished), and two subsets of detail step actions that usually lead to achieving the desired result. One set of actions list what the selling team generally needs to accomplish, while the other set lays out what the prospect’s buying team typically needs to do at each point in the cycle. In the same session, the group also derived their prospect quality criteria, set its team operating rules for using the process consistently, and loaded their pipeline database withal current sales-in-process. This produced a unanimously agreed upon selling process insufficient

Detail to serve as the common structure to meaningfully measure operating performance for each individual territory and every management level. (Joe Vavica and others,1997:10)

2.10. The Selling Process: Steps to Success

Business owners understand the importance of fulfilling the needs of existing customers who are usually easier to work with and less time-consuming. However, to be successful and grow your business you need to direct a lot of energy and effort toward landing the new customer. This means that you have to sell and not just be an ordertaker. We have all experienced the salesperson that seems disinterested in what we want and uninformed about the products and services of the company that they represent. This is assuring sign of the need to introduce that salesperson to the selling process. The selling process involves series of steps that may appear to be a straight-line process, but there is a lot of movement back and forth between the different steps that will ultimately lead to closing the deal. The selling process will vary by industry and personal preference, but these six essential steps will help you close more deals.

1. The Meet and Greet: This initial introduction will set the stage for the rest of the selling process. This is the icebreaker, the time to get the customer to relax and feel comfortable. This is your chance to build rapport with the customer so you need to be sincere, friendly and humorous. You try to capture the customer's interest by asking them questions that make them think.

2. Qualifying the Customer's Needs: This is the step where you ask questions to help you identify what the customer wants. It really is who, what, where, when, why and how of the selling process. If you qualify the customer properly you will be able to fulfill his/her needs and wants. Don't rush through this step; time spent qualifying will allow a smooth transition in to the next step.

3. Presentation or Demonstration: This is the step where the salesperson can show all they know about their products or services. Naturally, the presentation will cover the features of the products, the physical characteristics. But, you need to concentrate on the benefits of your products or services, as well. The benefits will show the customer "what is in it for them" and benefits are why people buy the products/services that they do.

4. Overcoming Objections: This step is critical to the selling process since objections are usually the customer's reasons for not buying your product or service. Objections are just another step in the selling process and give you opportunity to reinforce in the customer's mind the benefits to them while you move them toward completing the deal. Now is not the time to give up. Ask them why they feel like they do and respond directly to their statements.

5. Closing: After you have handled the objections that the customer presents, you must ask for their business. Generally, the customer will have given you signals along the way. Your job is to pick up on those signals and ask for their business. There are many techniques that can be employed in closing the sale, and you need to find the techniques that you can use comfortably. 6. Follow up Now that the sale has been made, don't just let that hard work go to waste. Follow up with the customer and start building that long-term relationship that will assure you of a satisfied repeat customer who will most likely send referrals your way. Remember, your future success relies upon making the sale. So, always try to improve the quality of your salespeople through training and skills development. (Peter Matthews, 2001:212)

2.11 Sales Process strategy

Sales Strategies and tactics

There is relationship between objectives, strategies and tactics or action plan strategies include ways of achieving the objectives and tactics (of an action – plan) Strategies include ways of achieving objectives, and tactics at Action Plans) are the activities or the actions that should be carried out in order to implement the strategy.) personal selling Preparation and process planning the Sales strategy if consists of finding out when (Date & time) and whom Purchase executive or administrative officer to approach by phone call followed by personal Visit (Krishna and others, 2000: 2:11)

Chapter Three

Data presentation Analysis and Interpretation

This chapter is dedicated to the presentation, analysis and interpretation of the data collected through questionnaires distributed to the target customers and interview was held with the Sales Managers of East African Bottling Share Company (EABSCO)

In order to make this research paper relevant interview with Sales Manager of the company was conducted. and from the total number of 200 respondents all questionnaires were distributed for customers but 170 questionnaires were filled and returned back this means 85% were by the raw data is computed in percentage and presented in a tabularized form followed by detail explanation.

3.1 General Characteristics of the Respondents

The data analysis on written responses is described as follows the general profile of sample respondents are presented in a summarized table which is followed by separated table on each questions.

Table 1 below describes the demographic characteristics of the respondents including sex, age, educational level and occupation,

Table I General profile of sample respondents

Item	Question	Customer Respondent	
		Number	Percentage (%)
1	Sex		
	A .Male	90	52.9
	B .Female	80	47.1
	Total	170	100.0
2	Age		
	A.< 27 years	33	19.4
	B .28-37years	57	33.5
	C. 38-47years	42	24.7
	D .48-56years	22	12.9
	E .>56	16	9.4
	Total	170	100.0
3	Education Status		
	A.< 10th grade	37	21.8
	B .10th grade	33	19.4
	C .Certificate	25	14.7
	D. Diploma	47	27.6
	E. first degree and above	28	16.5
	Total	170	100.0
4	Occupation		
	A .Governmental	12	7.1
	B. Private	48	28.2
	C .Student	13	7.6
	D .Merchant	97	57.1
	E. others		
	Total	170	100.0

- As can be seen item 1 of table 1 above regarding sex distribution of respondents 90(52.9%) were Male. the other 80(47.1%) were Females. According to above data majority of the respondents were male.The survey showed that there were more males as associated to females who has customer with East African Bottling Share Company (EABSCO).

With regard to item 2 of table 1, which indicates age composition of respondents 33 (19.4%) of the respondent indicated that they are in the age range of above 27, 57 (33.5%) of them said they are within the age range of 28-37 years old, 42(24.7%) of them indicated that they are within the age range of 38-47 years old, 22(12.9%) of them said they are between the age range of respectively 48-56 years old, while the rest 16 (9.4%) of them said they are above 56 years old, based on the data indicated were the student researcher can infer that majority of the respondents are mature enough to respond to question.

With regard to educational background of the respondent which is indicated in item 3 of table 1 in the previous page 37(21.8%) of respondents were less than grade 10 and the other 33(19.4%) of the respondents said they are grade 10 complete. Customers who are 25(14.7%) of them are certificate holders, 47 (27.6%) of them pointed out that they are diploma holders, and 28(16.5%) of them said they are degree holders. This implies that the academic status of the majority business customer were diploma holders. From this we can infer that most customer can communicate effectively is the product providers.

With respect to item 4 of table 1 in the previous page which indicates the occupation status of respondents 12(7.1%) of the respondents indicated that they are governmental employees, 48(28.2%) of them said they are private company employees. 13(7.6%) students, 96(36.5%) of the respondents answered as they were a merchant, and the last other option of this survey 1(.6%) public recreation center. From this we can deduce that merchants are upstanding members for the future survival of the East African Bottling Share company.(EABSCO)

3.2. Analysis of Data which is Related to the Study Under Considered

The customer questionnaire is made depending on the filled and returned questionnaires, and manager interviews analysis which is the major finding

3.2.1 Analysis regarding the EABSCO Products

Table II Analysis of EABSCO products

Item	Question	Customer Respondent	
		Number	Percentage (%)
1	For how many years have you been using East African bottling Share Company products?		
	A. 1-5 Years	40	23.5
	B. 6-10 Years	71	41.8
	C .11-20 years	46	27.1
	D. above 20 years	13	7.6
	Total	170	100.0
2	Which product do you use from East African Bottling Share Company?	Frequency	Percent
	A .Coca Cola	13	7.6
	B. Fanta	9	5.3
	C. Fanta Ananas	8	4.7
	D .Sprite	10	5.9
	E .All products	130	76.5
	Total	170	100.0

As it is represented item 1 of table 5 above, regarding of using East African bottling Share Company products 40 (23.5%) were 1-5 Years, 71(41.8%) were 6-10 Years, 46(27.1%) were 11-20 years, 13 (7.6%) were above 20 years. From this one can conclude that most of East African bottling Share Company customers were using East African bottling Share Company products for 6-10 years.

By way of it is showed item 1 of table 2 above, concerning type of product respondents used from EABSCO 13 (7.6%) of them said were Coca-Cola, 9(5.3%) were Fanta, 8(4.7%) were Fanta Ananas, 10(5.9%) were Sprite, and 130(76.5%) were all products. most of East African bottling Share Company customers were using all types of soft drinks that produce by East African bottling Share Company. So the company produces all products equally.

3.2.2 Regarding the Company Presentation

Table III Analysis of company presentation related questions

Item	Question	Customer Response	
		Frequency	Percent
1	How do you evaluate the company's sales personnel experience During sales presentation?		
	A.very good	29	17.1
	B. good	35	20.6
	C.medium	49	28.8
	D.bad	47	27.6
	E.very bad	10	5.9
	Total	170	100.0
2	To what extent do you think that the company's sales persons performed during sales presentation?		
	A .very good	26	15.3
	B .good	28	16.5
	C .medium	55	32.3
	D. bad	52	30.6
	E .very bad	9	5.3
	Total	170	100.0
3	How Is the any sales presentation method of the Company performed?		
	A .Very good	27	15.8
	B .Good	20	11.8
	C .Medium	71	41.8
	D .Bad	46	27.1
	E. very bad	6	3.5
	Total	170	100.0

As it is portrayed item 1 of table 3 above, about sales person ability of the way to make sales presentation 29(17.1%) were very good, 35(20.6%) good, 49(28.8%) were medium, 47(27.6%) were bad, and 10(5.9%) were very bad. From this one can possibly said that medium ability of sales person experience during sales presentation.

As it is described item 2 of table 3 above, regarding of sales person performance on sales presentation 26(15.3%) were very good, 28(16.5%) were good, 55(32.3%) were medium, 52(30.6%) were bad, and 9(5.3%) were very bad. As we can grasp the above the company's sales person sales presentation performs were medium level.

As it is shown item 3 of table 3 above, concerning of presentation method 27(15.8%) were Very good, 20(11.8%) were Good, 71(41.8%) were Medium, 46(27.1%) were Bad, and 6(3.5%) were very bad. This shows that sales presentation method of a Companyperformed somehow medium level.

3.2.3 Regarding Objections and complaints handling sales and after sales

Table IV company objection and complaints related response

Item	Question	Customer Response	
		Frequency	Percent
1	Have you ever object the Company's product during sales?		
	A. Yes	78	45.9
	B. No	70	41.2
	C .I don't remember	22	12.9
	Total	170	100.0
2	How do you convey yourcomplain if dissatisfaction happen?		
	A .By using suggestion box	32	18.8
	B .For frontline employees	98	57.6
	C. For customer compliant handling	24	14.2
	D. For family and customer's	16	9.4
	E .Other		
	Total	170	100.0
3	How do you rate customers complaining handling mechanisms of East African Bottling Share Company during dissatisfaction?		
	A. Very good	23	13.5
	B. Good	21	12.4
	C. Medium	52	30.6
	D. Bad	67	39.4
	E. Very bad	7	4.1
	Total	170	100.0
4	How do you evaluate the responsiveness of the company to customers compliant?		
	A .Very good	20	11.8
	B .Good	32	18.8
	C .Medium	59	34.7
	D .Bad	44	25.9
	E .Very bad	15	8.8
	Total	170	100.0
5	Do you agree the company's sales person is capable to overcome objections?		
	A. Strongly agree	18	10.6
	B .Agree	86	50.5
	C .Neutral	44	25.9
	D .Disagree	20	11.8
	E. Strongly disagree	2	1.2
	Total	170	100.0
6	Do you believe to complain about products of East African Bottling Share company has value?		
	A .Yes	93	54.7
	B .No	77	45.3
	Total	170	100.0

With respect to item 1 of table 4, which asked respondents to complain about East African Bottling Share Company's product, 78(45.9%) of them said Yes, 70(41.2%) of them indicated that it is No, and 22(12.9%) of them were I don't remember. Most customers are complaining about East African Bottling Share Company's products.

As it is represented item 2 of table 4 above in relation to customer compliant, 32(18.8%) were complain about East African Bottling Share Company's product by using suggestion box, 98(57.6%) were complain for frontline employees, 24(14.2%) were complain For customer compliant handling office, 16(9.4%) were complain For family, and customer's, . Most customers are complaining for frontline employees or sells persons.

As it is depicted item 3 of table 4 above concerning of customers complaining handling mechanisms 23(13.5%) were Very good, 21(12.4%) were Good, 52(30.6%) were Medium, 67(39.4%) were Bad, and 7 (4.1%) were Very bad. From this one can possibly said that East African Bottling Share Company cannot work for a good customer complaining handling mechanisms as well.

With respect to item 4 of table 4 above, which asked respondents to rate the response of East African Bottling Share Company to customer compliant, 20(11.8%) of them said Very good, 32(18.8%) of them indicated that it is Good, 59(34.7%) of them pointed out that it is Medium, while 44(25.9%) and 15 (8.8%) of them indicated that it is Bad and Very bad respectively. Based on the data indicated above the student researcher can conclude that majority of the respondents 59(34.7%) indicated that they are not satisfied with the response they provide to customers' compliant.

As it is shown item 5 of table 4 above, as regards of company's sales person's ability to overcome objections, 18(10.6%) were Strongly agree,86(50.5%) were Agree,44(25.9%) were Neutral, 20(11.8%) of them Disagree, and 2(1.2%) were Strongly disagree. This implies that the majority means 86(50.5%) of the respondents Agreed that the sales persons of the company are capable to overcome objections.

As it is portrayed item 6 of table 4 above, in relation to believe to complain about products of East African Bottling Share company, 93 (54.7%) of them believe to complain about products of East African Bottling Share company, and 77 (45.3%) were not believe to complain about

products of East African Bottling Share company. As we can see from the above findings most respondents are believe to complain about products of East African Bottling Share Company.

3.2.4. Regarding The Company Employees

Table V company employees

Item	Question	Customer Respondent	
		Number	Percentage (%)
1	How do you evaluate customer service of employee's relation with customers who are dissatisfied?		
	A. Very good	24	14.1
	B .Good	38	22.4
	C. Medium	53	31.2
	D. Bad	48	28.2
	E. Very Bad	7	4.1
	Total	170	100.0
2	How do you rate the focus of employees of East African Bottling Share Company for your compliant during dissatisfaction?		
	A. Very good	17	10.0
	B .Good	51	30.0
	C .Medium	59	34.7
	D Bad	29	17.1
	E Very Bad	14	8.2
	Total	170	100.0

As it is give a picture of item 1 of table 5 above, as to evaluation of customer service employee's relation with dissatisfied customers, 24 (14.1%) were Very good relation, 38 (22.4%) were Good relation, 53 (31.2%) were Medium, 48 (28.2%) were Bad, and 7 (4.1%) were Very Bad. This implies that customer service employees are somehow relation with his unhappy customers.

As it is depicted item 2 of table 5 above, concerning of the focus of employees of East African Bottling Share Company for compliant during dissatisfaction,17 (10.0 %) were Very good focus,51 (30.0%) were Good,59 (34.7%) were Medium,29 (17.1%) were Bad, and 14 (8.2%)

were Very Bad. This shows that customer service employees as respondents data indicated that medium and bad or week attention for customers compliant.

3.2.5. Analysis of overall selling process

Table VI overall selling process

Item	Question	Customer Respondent	
		Number	Percentage (%)
1	How do you evaluate the overall selling process of East African Bottling Share Company?		
	A .Very good	31	18.2
	B .Good	42	24.7
	C .Medium	49	28.8
	D. Bad	37	21.8
	E .Very bad	11	6.5
	Total	159	100

With respect to item 1 of table 6 above, regarding of the overall selling process of East African Bottling Share Company 31(18.2%)were Very good, 42(24.7%)were Good, 49 (28.8%)were Medium, 37(21.8%)were Bad, and 11(6.5%)were Very bad. As the above data revealed most of customers means 49 (28.8%)and 42(24.7%) of the replied medium and good respectively. This shows that, the company performs good selling process.

3.2.6. Issue related to respondents personal opinion

The respondents give a chance to forward their suggestions, comments and opinions related to the sales presentation and customer objection their point are arranged and listed as follows:-

- ❖ Complain To the company is useful both customers and the company to improve the company's weakness.
- ❖ Train salespersons in order to handle customer complaints, solve the problem and products presentation.
- ❖ The company should extend additional flavors and plastic products.
- ❖ The management should improve their works.
- ❖ The company should response to customer complaints.
- ❖ The company has competitors so to complain the company is important for the company.
- ❖ The company should promote widely.
- ❖ The company has Shortage of sprite and coca light for diabetics.
- ❖ Collect customer complaints through form or free talk line.
- ❖ Sales persons must responsible transfer customer complaints to another officer.
- ❖ The company should Control wholesalers.
- ❖ Customer complaint has contribution to produce quality products
- ❖ The company has Distribution problem so handle this problem.
- ❖ The company should practice modern way to serve customers.
- ❖ The company should offer empty bottles and plastics box widely or in paid form.

3.2.7. Interview with the marketing manager

As the interview held with the Sales Manager of East African Bottling Share Company (EABSCO) the interview mentioned that for the question that asks the Sales Manager about relation to their selling process practices and, the interviewee replied as follows:-

The first question asked what are the major Presentations methods of the company. To what extent are they properly practiced by sales people?

The Manager replied our products are not new for our customers. It is old or existing product. It does not need sales presentation most of the time. But sometimes when an existing product modified or improved some parts like changing package or wrapper, entering new market areas, slight change of contents etc. the sales presentation will practiced at that time. the sales persons of the company mostly the sales presentation was conducted at trade fair / exhibition center ,during new product launching program at the premises of the company for the customers entertainment program for the customers etc.

- ✓ Frequently light coke product is complained by the customers most of the time. Because of expiry date is very short and it changes to normal coke nature after few days. This will be problem for the coke light users/diabetes. Additionally fanta product is also has problem and customers complaint about it. Because it has low market or it has less need by the customers.
- ✓ In order to handle customer complain company tries taking corrective measure for the created customer complain. The company tries to improve the contents or the nature of coke light by extending its usage of duration or expiry date. And also the fanta product was improved its quality and now it has normal condition in the market.
- ✓ Customer objection arises during sales presentation. Therefore; before objection arises the sales person should anticipate and take proactive action as soon as possible. Additionally if the objection is happen during sales presentation the salesman should try to handle the objections by using objection handling techniques according to the nature of objections.

- ✓ The product is sufficiently produced or available but the reason behind the problem is that specially during summer the demand of customer is very high and the supply is low means the product produced was not properly distributed to the customers. Some of them get the product sufficient distribution and others do not. Therefore, the customers do not get the product as promised.

- ✓ There are various types of training programs. In order to develop the skill of sales supervisors like,
 - about sales force territory assignment
 - The management of sales activities.
 - About sales planning
 - Complain handling procedures and techniques.
 - About preparing entertainment program for the customers and its benefits for the customers and also for the company itself .etc.

- ✓ Yes, this is frequently practiced by the service officers. They try to solve sales related problems when it happens. Even they take proactive action before the problem is exists.

- ✓ Really, this is correct that customer complains provides important contribution for the company. The company uses the customer complaints as important tools to solve its problem or to take corrective action to its weakness in order to improve its performance.

- ✓ As I know there is customer complain handling office in the company. The resolution or response for customers complain is practicing as nature of complains happens. This means the response was given as the nature of complain, in sequential way or in orderly manner.

The best sales presentation method for the company product is memorized/scanned presentation method or techniques. Because the company s product is consumer product and it needs more sales talk. Therefore, our sales person take more time of presentation than the customer in order to convince the customer means 80%--90% of sales talk was covered by sales man.

CHAPTER FOUR

Summary, Conclusion and Recommendations

The General objective of this study to explore the applicability of selling process practices in East African bottling share company (EABSCO). A prominent soft drink factory in Ethiopia For this particular study the sampling units who are customers they have close relationship with a company sales person in selected areas of the capital Addis Ababa Questionnaire and interview methods were used to collect primary data. And 200 were selected to respond the questionnaire .moreover the student researcher has made interview with East African Bottling Share Company(EABSC)'s regional sales managers.

4.1 Summary of the Major Findings,

- The study shown that regarding educational level of the majority business customer were diploma holders. It exposed that most customer have better academics prestige and sells related communicate with their customers as well as sells persons of the company.
- About occupation 97(57.1%) of the respondents were Merchant it can showed assume that merchants are upstanding members for the future survival of the (EABSCO).
- Concerning the response for the question which product does you use from the Company is that, 130(76.5%) of the sample respondents said that they uses all type of company's products.
- Concerning the way of conveying their complaints if dissatisfaction happen. 98(57.6) of the sample customers replied through frontline employees.
- According to the study, 86(50.5%), which the majority of sample respondents agreed that the sales persons of the company are capable to overcome the objections.
- As response given by the sample respondents concerning the value of complaining about the product of the company. 93(54.7%) of them replied yes.

4.2 Conclusions

According to the summary discussed in the previous page the following conclusions are drawn;

- According to data gathered that the company's customers used its product for long period of time means from 6-10 years and still now. Therefore, from this we can conclude that the customers have long time relationship with a company means it create good condition for both parties.
- Regarding the usage of company's product is that almost all sample respondents answered that they uses all types of products. It has positive response and the usage level of company's product is different for various customers' means some of them want to use Coca-Cola others uses Fanta etc.
- As observed from findings the company's sales persons experience is medium level .they are well experienced but some of them are careless and some of them performs their job very good and appreciated.
- As we have seen from findings about sales persons performance during sales presentation is medium, but most of respondents indicated that some of sales persons performs unsatisfactory sales presentation. From this we can conclude that the company's salespersons perform unsatisfied sales presentation.
- According information gathered from study towards sales presentation method performed in the company somehow has medium level. As company has sales presentation method, it has something negative performance that it should have to improve its activities regarding sales presentation method or display method.
- As study revealed that some of the customers object sometimes the company's product during sales. From this we can say that, the company's product has some problem that needs some solutions.
- Concerning the way of conveying their complaints during dissatisfaction happen is that, the customers used only front line employees only. This means the company has only one way of suggestion collection method and the customers have no any other alternatives to present their complaints.
- As study shows that the company complaint handling mechanism is poor. From this we can conclude that that the company doesn't use or perform customers handling activities.

- Regarding company's responsiveness for the customers complaints is somehow negative response from this we can conclude that the company does not response promptly the complaint of the customers.
- As observed from study concerning sales people's capability to overcome objection have positive response means that they are well trained and experienced to handle the objections coming from their customers during sales and sales presentation.
- As we have understood from gathered information, regarding value of complaint about the company's product has positive response, it means that complaint created will give a value for both the company and the customers for their mutual benefits.
- as study revealed that the relationship of customer service employees with their dissatisfied(unhappy customers is good means when the customers come with their complaint, customers service employees have capability of handling complaint and they can give prompt solution for the created complaint.)
- Concerning the selling process of the company has good response. From this we can conclude that the company performs or uses selling process. Sometimes when new product is launched. This means we can say that the company performs the selling process for attracting and finding new customers who buys its product.

4.3 Recommendation

According to The majority that have been discussed so far the following points due recommended by the student researcher.

- In order to solve the problem of sales forces work experience, the management of the company should have to improveth the salespersons experience through theoretical training and practical demonstration activities. Therefore the company must have to do this in the future.
- By way of study indicated concerning the performance of sales persons during sales presentation is poor. This is happen because of deficiency of sales training and experience of sales force and it affects overall sales performance of the company. Therefore, the management of the company recommended that it should have to proper sales training program and give training and practical exercises for sales forces in order build up their skill and experience for their qualification.
- Regarding the relationship of customers with company, as study indicated that it has good condition and it should be continue more than present situation or relationship. The relationship or communication is very important for both parties and for their mutual benefit.
- In order to improve sales presentation method performed in the company should have to implement with various type sales presentation method it does not confined or limit with only one type of sales presentation means only display type of presentation. Therefore it should have to use many alternatives type of sales presentation.
- According to objection raises by the customers concerning company's product has negative response. Therefore the company should have to improve or maintain its product feature or quality in order to convince or attract its customers and to make them constant loyal customers for its product in the future.
- Concerning company's suggestion collection method should have to improve means should have to expand at various areas. This helps the customers to find the

suggestion boxes at the nearest possible places and they can easily use the suggestion boxes for their complaints. It is limited and not advisable to use only one type of suggestion collection method.

- In order to reduce the problem of complaint handling system of the company should have to observe attentively and seriously. The management of the company strongly recommended in order to handle customer's complaint properly they should have to establish customer's complaint handling offices and employees at various areas. This is important because the company can easily control customers complaints coming from different directions.
- Regarding the responsiveness of the company for the customers complaint have negative response. Therefore, the company's management advised that they should have to improve its responsiveness for its customers complaint and it should have to give prompt response for its customer's complaints. This will benefit for company itself.
- Concerning the selling process of the company has appreciated response. But it uses selling process activities only sometimes when new product developed or some improvement or modification of product and at trade fair or exhibition shows etc. therefore the company advised to improve more than this condition and try to find any other alternatives in order to upgrade its quality or image.

LIST OF ABBREVIATIONS/ACRONYMS

EABSCO East Africa Bottling Share Company

APPENDICES

Appendix A

St. Mary's university college

Faculty of business

Department of marketing management

This interview questions is prepared for Sales Manager, in relation to selling process practices of East Africa Bottling Share Company (EABSCO) head office.

1. What are the reasons that all East Africa Bottling Share Company products are not delivered as promised by the company?
2. What are the major presentations methods of the company? To what extent are they properly practiced by sales people?
3. Which part of a product delivery is frequently complained by customers of East Africa Bottling Share Company?
4. What specific mechanisms are used by the East Africa Bottling Share Company for customers as an opportunity to complain?
5. How do you handle customer's objection?
6. What type of training does East Africa Bottling Share Company give for its customer service officers to improve customer handling?
7. When sells fails or errors made, do you let your customer service officers resolve the situation using their judgment?
8. How does East Africa Bottling Share Company use customers' complaint and suggestion as a contribution for problem improvement?
9. How does East Africa Bottling Share Company respond different kinds of complainers during sells failure?
10. Is that East Africa Bottling Share Company using the right selling process?

Appendix B

St. Mary's university college

Faculty of business

Department of marketing management

Questionnaire to be filled by customers of East African Bottling Share Company.

This Questionnaire is prepared by a student researcher who is prospective graduate of year 2013 in the field of Marketing Management at St. Mary's University College. The objective of this Questionnaire is analyzed and assess selling process practices of East Africa Bottling Share Company (EABSCO). Hence, the Information gathered through this questionnaire will only be used for academic purpose. Any information whatever its nature will be kept confidential.

The validity of your response high contribution for the successes of this senior essay. Therefore the student researcher will like to extend your sincere appreciation sparing your precious time.

Instruction

- It is not required to write your name.
- Please mark (✓) in the box for your answer.
- Questions related to your opinion ,please ,write on the space provided

Part I. General Information

- | | | | | |
|-----------------------|--------------------------------|--------------------------|-----------------------------------|--------------------------|
| 1. Sex | A. Male | <input type="checkbox"/> | B. Female | <input type="checkbox"/> |
| 2. Age | A. <27 years | <input type="checkbox"/> | D. 48 -56years | <input type="checkbox"/> |
| | B.28-37 years | <input type="checkbox"/> | E.> 57years | <input type="checkbox"/> |
| | C. 38-47 years | <input type="checkbox"/> | | |
| 3. Educational status | | | | |
| | A Below 10 th grade | <input type="checkbox"/> | D .Diploma | <input type="checkbox"/> |
| | B.10 th complete | <input type="checkbox"/> | E.1 st degreeand above | <input type="checkbox"/> |

C. Certificate

4. Occupation

A. Governmental D. Merchant

B. Private E. Others (please specify) _____

C. Student

5. For how many years have you been using East African Bottling Share Company?

A. < 1year C. 6-10 years E. above 20 years

B. 1-5 years D. 11-20 years

Part II. Questions directly related to the study

1. Which product do you use from East African Bottling Share Company?

A. Coca Cola D. Sprite

B. Fanta E. Others (please specify) _____

C. Fanta Ananas

2. How do you evaluate the Company's sales person experience during sales presentation?

A. Very good D. Bad

B. Good E. very bad

C. Medium

3. To what extent do you think that the Company's sales person perform sales presentation?

A. Very good D. Bad

B. Good E. very bad

C. Medium

4. How is that any sales presentation method of the company performed ?

A. Very good D. Bad

B. Good E. very bad

C. Medium

5. Have you ever object the company's product during sales?

A. Yes B. No c. I don't remember

6. If your answer is "yes" for question no 5, please, explain your reason/s?

7. How do you convey your complain if dissatisfaction happen ?

A. By using suggestion box D.F. nily and customer

B. For frontline employees E.O. (please specify) _____

C. For customer complaint handling

8. How do you rate customers complaining handling mechanisms of East Africa Bottling Share Company during dissatisfaction?

A. Very good D. E.

B. Good ry bad

C. Medium

9. How do you evaluate customer service employees' relation with customers who are dissatisfied?

A. Very good D. Bad

B. Good E. Very bad

C. Medium

10. How do you rate the focus of employees of East Africa Bottling Share Company for your complaint during dissatisfaction?

A. Very good D. Bad

B. Good E. very bad

C. Medium

11. How do you evaluate the overall selling process of East Africa Bottling Share Company?

A. Very good D. Bad

B. Good E. Very bad

C. Medium

12. If your answer is below good for question No 11 please indicate your reasons?

13. How do you evaluate the responsiveness of the company to customer complaint ?

- A. Very good D. Bad
B. Good E. Very bad
D. Medium

14. Do you agree that Company's sales persons are capable to overcome objections?

- A. Strongly agree D. disagree
B. Agree E. Strongly disagree
C. Neutral

15. Do you believe to complain about products of East Africa Bottling Share Company has value?

- A. yes B. no

16. If your answer is "yes" for question 15 please explain your reason/s?

17. If your answer is "no" for question 15 please explain your reason/s?

18. In addition to the above questions, please, suggest any suggestion for mentioned problem _____

Appendix C

ቅድስትማርያምዩኒቨርሲቲኮሌጅ

ቢዝነስፋካሊቲ

የማርኬቲንግማኔጅመንትትምህርትክፍል

ቃለመጠይቅ

ይህቃለመጠይቅለኢ.ስትሌፍሪካቦትሊንግኦክሲዮንማህበርየሽያጭስራአስኪያጅበሽያጭሂደቱላይ በገለጻናበሚቀርቡትቅሬታየመፍትሔእርምጃዎችአሰጣጥላይምንይመስላልለሚለውጥናትለማድረግየተዘጋጀነው፡፡

1. በኢ.ስትሌፍሪካቦትሊንግኦክሲዮንማህበርበገቡትቃለመሰረትምርቶቹንየማያቀርቡትለምንድን ነው?
2. በድርጅታችሁዋናውየገለጻመንገዶችምንድንናቸው?የሽያጭሰራተኞችስምንያህልይተገብሩታል?
3. በድርጅታችሁበየትኛውምርትላይነውደንበኞችቅሬታየሚያቀርቡት?
4. በኢ.ስትሌፍሪካቦትሊንግኦክሲዮንማህበርደንበኞችቅሬታየሚያቀርቡበትንኢጋጣሚያምታመቻቹበትመንገድእንዴትነው?
5. ደንበኞችለሚያቀርቡትቅሬታድርጅቱየሚያስተናግደውእንዴትነው?
6. ባንኩለሰራተኞችየደንበኛአያያዘለማሻሻልምንአይነትስልጠናነውየሚሰጠው?
7. በአገልግሎትአሰጣጡላይስህተትሲከሰትየአገልግሎትሰጪሰራተኞችመፍትሄየሚሰጡት?
8. በኢ.ስትሌፍሪካቦትሊንግኦክሲዮንማህበርየደንበኞችቅሬታናየሚሰጡትሀሳብምላሽችግሮችን ለመሻሻልምንአስተዋጽኦአለው?
9. በኢ.ስትሌፍሪካቦትሊንግኦክሲዮንማህበርበአገልግሎትአሰጣጡላይስህተትሲከሰትለደንበኞች ቅሬታየሚሰጠውምላሽእንዴትነው?
10. ኢ.ስትሌፍሪካቦትሊንግኦክሲዮንማህበርትክክለኛውንየሽያጭሂደትይጠቀማል?

ለ. 10ኛ የጨረሰ/ች መ.የመጀመሪያዲግሪናከዛበላይ

ሐ. ሠርተፊኬት

4. ሥራ

ሀ. የመንግስት

መ. ነጋዴ

ለ. የግል

ሠ.ሌላካለይግለፅ _____

ሐ. ተማሪ

5. የኢ.ስትሐፍሪካቦትሊንግአክሲዮንማህበርምርትለምንያህልአመትተጠቀሙ?

ሀ. ከ1 አመትበታች

መ. ከ11- 20ዓመት

ለ. ከ1 - 5 አመት

ሠ.ከ 20ዓመትበላይ

ሐ. ከ6 - 10 አመት

II. ጥናቱንየተመለከቱጥያቂዎች

1. የየትኛውየኢ.ስትሐፍሪካቦትሊንግአክሲዮንማህበርምርትተጠቃሚኖት?

ሀ. ኮካ መ. ስፕራይት

ለ. ፋንታ ሠ.ሌላካለይግለፅ _____

ሐ. ፋንታአናናስ

2. የድርጅቱንየሽያጭሰራተኞችየገለጻልምድእንዴትይገመግሙታል?

ሀ. በጣምጥሩ ሐ. መካከለኛ ሠ. በጣምዝቅተኛ

ለ. ጥሩ መ. ዝቅተኛ

3. የድርጅቱንየሽያጭሰራተኞችየገለጻብቃትምንያህልነው?

ሀ. በጣምጥሩ ሐ. መካከለኛ ሠ. በጣምዝቅተኛ

ለ. ጥሩ መ. ዝቅተኛ

4. የድርጅቱንየገለጻዘዴዎችእንዴትይለኩታል?

ሀ. በጣምጥሩ ሐ. መካከለኛ ሠ. በጣምዝቅተኛ

ለ. ጥሩ መ. ዝቅተኛ

5. በኢ.ስትሐፍሪካቦትሊንግአክሲዮንማህበርምርትላይቅሬታአቅርበውያውቃል?

ሀ. አዎን ለ. አላቀረብኩም ሐ. አላስታውስም

6. በተራቁጥር 5ላይለቀረበውጥያቂምላሽንአዎንከሆነእባክዎንቅሬታዎንበተገቢውያስፍሩ?

7. የኢ.ስትሌፍሪካቦትሊንግክክሲዮንማህበርምርትዙሪያቅሬታሲያጋጥሞቅሬታዎንበምንመልክቶቀርባለህ?

- ሀ. በሀሳብመስጫሳጥንመ. ለቤተሰብ ለደንበኞችበመንገር
- ለ. ለአገልግሎትሰጪሰራተኞቹም. ካለይገለፅ _____
- ሐ. ለቅሬታሰሚ

8. የኢ.ስትሌፍሪካቦትሊንግክክሲዮንማህበርምርትላይደንበኞችቅሬታየሚያቀርቡበትንመንገድሲገመግሙት?

- ሀ. በጣምጥሩ ሐ. መካከለኛ ሠ. በጣምዝቅተኛ
- ለ. ጥሩ መ. ዝቅተኛ

9. የአገልግሎትሰጪሰራተኞችቅሬታከሚያቀርቡደንበኞችጋርያላቸውንግንኙነትሲገመግሙት?

- ሀ. በጣምጥሩ ሐ. መካከለኛ ሠ. በጣምዝቅተኛ
- ለ. ጥሩ መ. ዝቅተኛ

10. በአገልግሎትአሰጣጡላይቅሬታሲያቀርቡየአገልግሎትሰጪሰራተኞችበቀረበውቅሬታየሚሰጡዎትንትኩረትሲገመግሙት?

- ሀ. በጣምከፍተኛ ሐ. መካከለኛ ሠ. በጣምዝቅተኛ
- ለ. ከፍተኛ መ. ዝቅተኛ

11. የኢ.ስትሌፍሪካቦትሊንግክክሲዮንማህበርአጠቃላይየሽያጭሒደትሲገመግሙት?

- ሀ. በጣምጥሩ ሐ. መካከለኛ ሠ. በጣምዝቅተኛ
- ለ. ጥሩ መ. ዝቅተኛ

12. በተራቁጥር

11ላይበቀረበውጥያቁምላሽያጭመካከለኛበታችከሆነትክከለኛምክንያትዎንይግለፅ?

13. ድርጅቱበምርቱላይከደንበኞችለቀረቡትቅሬታዎችየሰጠውንምላሽሲገመግሙት?

- ሀ. በጣምጥሩ ሐ. መካከለኛ ሠ. በጣምዝቅተኛ
- ለ. ጥሩ መ. ዝቅተኛ

14. የድርጅቱን የሽያጭ ሰራተኞች ቅሬታዎች ለመፍታት ብቁ ናቸው ብለው ይስማማሉ?

ሀ. በጣም እስማማለው መ. አልስማማም

ለ. እስማማለው ሠ. በፍፁም አልስማማም

ሐ. ለመወሰን ያስቸግረኛል

15. የኢስት አፍሪካ ቦታ ላይ ከሌሎች ጋር ሲነጻጸር የሥራ ጉዳይ ቅሬታዎች ለመቅረብ ወይም ለመቀረብ ይደረግባቸዋል?

ሀ. አለው

ለ. አይኖረውም

16. በተራ ቁጥር

15 ላይ በቀረበው ጥያቄ ላይ "አለው" ከሆነ እባክዎን ምክንያትዎን አብራርተው በአጭር ይግለጹ?

17. በተራ ቁጥር

15 ላይ በቀረበው ጥያቄ ላይ "አይኖረውም" ከሆነ እባክዎን ምክንያትዎን በግልፅ ይግለጹ?

18. ከላይ ከተዘረዘሩት ጥያቄዎች በተጨማሪ በግልፅ መፍትሔ ይሆናል የሚሉትን የግል አስተያየት ይግለጹ?

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Declaration

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato. YalewGorfu. All sources of material used for the manuscript have been duly acknowledged.

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Advisor's Declarations

This paper has been submitted for examination with my approval as the university college advisor.

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Date _____