

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

**AN ASSESSMENT OF SALESMANSHIP PRACTICE IN CASE  
OF HABESHA CONSTRUCTION MATERIALS AND  
DEVELOPMENT S.C.**

**BY**  
**BEZAWIT SOLOMON**

**JUNE 2013**  
**SMUC**  
**ADDIS ABABA**

**AN ASSESSMENT OF SALESMANSHIP PRACTICE IN CASE  
OF HABESHA CONSTRUCTION MATERIALS AND  
DEVELOPMENT S.C.**

**A SENIOR RESEARCH SUBMITTED  
TO THE DEPARTMENT OF MARKETING MANAGEMENT  
FACULTY OF BUSINESS  
ST. MARY'S UNIVERSITY COLLEGE**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF BACHELOR OF ARTS IN MARKETING  
MANAGEMENT**

**BY  
BEZAWIT SOLOMON**

**JUNE 2013  
SMUC  
ADDIS ABABA**

**ST. MARY'S UNIVERSITY COLLEGE**

**AN ASSESSMENT OF SALESMANSHIP PRACTICE IN CASE  
OF HABESHA CONSTRUCTION MATERIALS AND  
DEVELOPMENT S.C.**

**BY  
BEZAWIT SOLOMON**

**FACULTY OF BUSINESS  
DEPARTMENT OF MARKETING MANAGEMENT**

**APPROVED BY THE COMMITTEE OF EXAMINERS**

\_\_\_\_\_  
DEPARTMENT HEAD

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
ADVISOR

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
INTERNAL EXAMINER

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
EXTERNAL EXAMINER

\_\_\_\_\_  
SIGNATURE

## **Acknowledgements**

My first acknowledgment is to my God and my savior Jesus Christ whom “Everything is from Him, by Him and for Him”. All Glory and Praise be to You!

This work is the result of a life time of learning and development from many mentors, teachers, supporters, advisors, friends, family, who invested their time, energy and interest in my life. For this, I am very grateful.

Here are just a few who made this work possible:

To my advisor, Ato Yalew Gorfu, for your talented, excellent and patiently help and guidance. Thank you.

To my husband, for your understanding and support. I love you and thank God for our baby daughter.

To my blessed beloved mother. I’m really in depth of your love, kindness, and all your good doings. I don’t know how I’ll be able to pay you back but to Love You and Thank You.

To my family, for your love and support I’m so grateful to have you.

Last but not least, I would like to thank Miss Mahider Negussie, the Marekting Manager of HACOMAL S.C. (Edna Mall Office) and the respodnets whom have been very helpful for the completeness of this research paper.

Thank you All!

# Table of Contents

| Contents   | Page |
|--|------|
| Acknowledgements.....                              | i    |
| Table of Contents.....                             | ii   |
| List of Tables .....                               | iv   |
| Chapter One  |      |
| Introduction.....                                  | 1    |
| 1.1. Background of the Study .....                 | 1    |
| 1.2. Statement of the Problem.....                 | 2    |
| 1.3. Basic Research Questions .....                | 3    |
| 1.4. Objectives of the Study.....                  | 3    |
| 1.4.1. General Objective .....                     | 3    |
| 1.4.2. Specific Objectives .....                   | 4    |
| 1.5. Significance of the Study .....               | 4    |
| 1.6. Delimitation of the Study.....                | 4    |
| 1.7. Research Design and Methodology .....         | 5    |
| 1.7.1. Research Design .....                       | 5    |
| 1.7.2. Population and Sampling Techniques .....    | 5    |
| 1.7.3. Types of Data Collected .....               | 5    |
| 1.7.4. Method of Data Collection .....             | 5    |
| 1.7.5. Method of Data Analysis.....                | 6    |
| 1.8. Limitation of the Study .....                 | 6    |
| 1.9. Organization of the Study .....               | 6    |
| Chapter Two  |      |
| Review Of Related Literature .....                 | 7    |
| 2.1. Overview of Salesmanship .....                | 7    |
| 2.1.1. Salesmanship: Meaning and Definition .....  | 7    |
| 2.1.2. Importance and Utility of Salesmanship..... | 9    |
| 2.1.3. Scope of Salesmanship.....                  | 9    |
| 2.2. What is Selling? .....                        | 10   |
| 2.2.1. AIDAS Theory of Selling .....               | 10   |

|        |   |    |
|--------|---|----|
| 2.3.   | Personal Selling .....                              | 12 |
| 2.3.1. | The Selling Process .....                           | 12 |
| 2.4.   | Overcoming Objections .....                         | 14 |
| 2.4.1. | What are Objections? .....                          | 14 |
| 2.4.2. | Why do Prospects Object? .....                      | 14 |
| 2.4.3. | Basic Points to Consider in Meeting Objections..... | 15 |
| 2.4.4. | Methods of Handling Objections .....                | 16 |
| 2.4.5. | Some Common Objection .....                         | 17 |
| 2.4.6. | Techniques for Overcoming Objections .....          | 19 |
| 2.5.   | The Close .....                                     | 20 |
| 2.5.1. | What is Close?.....                                 | 20 |
| 2.5.2. | Objective of the Close.....                         | 20 |
| 2.5.3. | Reasons of Unsuccessful Closing .....               | 21 |
| 2.5.4. | Features of Successful Closing .....                | 22 |
| 2.5.5. | Methods of Closing .....                            | 24 |

### Chapter Three

|   |    |
|---|----|
| Data Presentation, Analysis and Interpretation.....             | 26 |
| 3.1. General Characteristics of the Respondents .....           | 26 |
| 3.2. Analysis of the Major Findings of the Study.....           | 28 |
| 3.3. Data Analysis for Open Ended Questions and Interview ..... | 35 |
| 3.3.1. Customers Response to Open Ended Questions.....          | 35 |
| 3.3.2. Interview with the Marketing Manager.....                | 36 |

### Chapter Four

|  |    |
|--|----|
| Summary, Conclusions, and Recommendations..... | 39 |
| 4.1. Summary of the Major Findings .....       | 39 |
| 4.2. Conclusions.....                          | 40 |
| 4.3. Recommendations.....                      | 41 |

### BIBLIOGRAPHY

APPENDIX A English Questionnaire

APPENDIX B Interview Checklist

APPENDIX C Amharic Questionnaire

## **List of Tables**

| Tables  | Page |
|---|------|
| Table 1: General Characteristics of the Respondents .....             | 27   |
| Table 2: Acquisition of the Company's Product.....                    | 28   |
| Table 3: The Salespeople's Presentation .....                         | 29   |
| Table 4: The Communication and Persuasive Skill of the Salesmen ..... | 30   |
| Table 5: Trained Salespeople.....                                     | 31   |
| Table 6: Customers Raising Objections.....                            | 31   |
| Table 7: The Salesmen Overcoming Objections .....                     | 32   |
| Table 8: The Salespeople's Effort to Sell the Company's Product ..... | 33   |
| Table 9: Customers Opinions about HACOMAL's Salespeople .....         | 33   |
| Table 10: Buying HACOMAL's Homes .....                                | 34   |
| Table 11: Customers Expectations towards HACOMA'S Constructions ..... | 35   |

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1. Background of the Study**

Salesmanship is the art of persuading persons to buy goods or services which will give them lasting satisfaction. The salesman ascertains the prospects needs and indicates convincingly how the needs can honestly be satisfied through the purchase of goods and services (Davar, 2005).

As Sahu (2003) has stated salesmanship has become an indispensable part of business activity. Today everybody is a seller, selling something or the other. It has been rightly pointed out that sales are the life blood of business.

The sales process or selling process refers to a sequential or series of action undertaken by the salesman to convert a prospect into a customer. In other words, selling process is a series of logical steps taken by a salesman in order to induce prospects to take the desired actions leading to purchase and post-purchase satisfaction. It is well know that the selling process occurs in stages. The most commonly accepted stages of the sales process are: 1) prospecting, 2) pre-approach, 3) approach, 4) presentation and demonstration, 5) meeting of objection and 6) closing the sale (Sahu, 2003).

Oppositions or resistance to the request of the salesperson is labeled as sales objection and closing is the process of helping people makes a decision that will benefit them. You help people make that decision by asking them to buy. As successful salespeople know, there are no magic phrases and techniques to use in closing a sale. It is simply the end result of your presentation (Futrell, 2005).

Handling objectives and closing the sale constitute the very heart of selling. Many sales managers suggest that selling has not really begun until the prospect voices objections. They believe that many potential salesmen prove to be effective only until the buyers object. Then the poor salesman loses heart and considers his efforts to be fruitless. Salesman who succeed, however, prove their merit and their abilities under the actual test of meeting and overcoming a good percentage of the objections they encounter (Pederson and Wright, 1998).



Habesha Construction Materials and Development S. C. (HACOMAL) was founded in 2010 and it has 2060 share holders and 7 Board Directors. At the beginning, HACOMAL was devoted only into importing and distributing construction materials and machines then after, it expanded its business into real estate. Its vision is to address the acute shortage of affordable quality housing in Addis Ababa in a systematic and innovative way that focuses on satisfying customers while also enhancing the quality of the city.

The CEO of the company is Eskender Desta. HACOMAL consists of 8 sales offices in different places (Casainchis, Bole Medhanealem (Edna Mall), Urael, Plaza...) and 15 salespeople in each office having their own marketing manager. The company has numerous sites at various zones of the city but the houses are still under constructions which are promised to be delivered in a short time to come.

This study focused on the practice of salesmanship of HACOMAL S.C., and it concentrates specifically on “handling objection” and “closing the sale”.

## **1.2. Statement of the Problem**

According to Futrell (2005), during the sale, objections are often raised and the manner in which the salesperson responds often constitutes the difference between success and failure. The salesperson should resist being defensive or put off by objections; rather he or she should address them confidently, keeping in mind that they're fundamental to the sale. It's been said that the selling process doesn't begin until the buyer raises an objection. Moreover, Futrell (2005) pointed out that objections are often raised for the following reasons: the buyers want to avoid a decision; they are operating with misinformation; they want or need more information; or they simply, want reassurance. In each case, the salesperson who listen closely and attempts to understand the buyer's needs and objectives can respond appropriately.

Furthermore, Futrell, (2005) stated that closing the sale should be the easiest part of the presentation. It serves as a natural wrap-up to your sales presentation because you are now solidifying the details of the purchase agreement. Yet salespeople sometimes have difficulties closing the sale for a number of reasons.

Salesmanship stands for commercial honesty. Ideal salesmanship necessarily depends on the principle that honesty is the best policy. Unlike the earlier concept of fraudulent transaction, modern salesmanship operates on the principle of commercial honesty. Today's salesman seldom resorts to duping or cheating customers in the selling process because it can never create permanent customers. A good salesman rather guides the customer in buying goods or service which provides utmost satisfaction and value for the money spent by them (Sahu, 2003).

HACOMAL's sales force fail in closing sales with their prospects by more than 40% as the Marketing Manager has justified. The reason for this is that the salesmen have challenges and weakness in overcoming the prospects objections. These people object, because of the absence of any samples of the company's constructions. This fact leads the prospects into not trusting the salesman and the company too.

In this case, the problem observed is that, firstly, the salespeople couldn't build trust in some prospect to make them buy and secondly, when the customers raise objections because of lack of any sample, some salesmen seem not to have the tactic and knowledge to convince them by handling well their complaints.

### **1.3. Basic Research Questions**

To investigate the above stated problems, this research has attempted to answer the following basic research questions:

- Why do Habesha Construction Materials and Development's prospects raise objections?
- How do the company's salesmen handle their prospects' objections?
- Which techniques do the salespeople practice to have successful closing of the sales?
- Why do the company's salesmen fail in closing the sales with their prospects?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective**

The general objective of the study was to assess the practice of salesmanship of HABESHAa Construction Materials and Development S. c.

### **1.4.2. Specific Objectives**

The specific objectives of the study were to:

- indicate why Habesha Construction Materials and Development's prospects raise objections.
- describe how the company's salesmen handle their prospects objections.
- point out the techniques that the salespeople practice to have successful closing of the sales.
- identify why the company's salesmen fail in closing the sales with their prospects.

### **1.5. Significance of the Study**

It is the student researcher's belief that the study will firstly benefit HACOMAL S.C. and its employees meaning the sales force to improve their practice of salesmanship and be a strong leader in Ethiopia's real estate sector for a long time to come. Moreover, the study will serve as a basis for detailed and further study, for other researcher who is interested to make future study on similar research topic. Mostly this study has created an opportunity for the student researcher to enhance and develop the knowledge in these specific issues of study, and to have a favorable experience or practice on the same research topic.

### **1.6. Delimitation of the Study**

The scope of salesmanship is vast and varied. Even though salesmanship today covers a wide range of activities, the focus of this study has been on the practice of salesmanship of HACOMAL S.C. specifically on "handling objections" and "closing the sale".

HACOMAL has been found and operating since 2010, but this study has covered only the data that is available from September 2012 – April 2013 to have recent data for the study.

Even though the company's sales offices are 8 (eight) in number, the student researcher has focused only on the one which is located in Edna Mall (Head Office) because all resources necessary for the study are found in this office.

Furthermore, because of the absence of complete list of customers, the student researcher has chosen 200 customers as respondents depending on Malhotra's (2006) recommendation.

Moreover, instead of selecting all the salespeople as sample for the study, the Marketing Manager of the head office has been selected because she represents all the sales persons and their activities in the company.

## **1.7. Research Design and Methodology**

### **1.7.1. Research Design**

According to Malhotra (2006) descriptive research is a type of conclusive research that has as its major objectives the description of something – usually market characteristics or functions. Therefore, the student researcher has used descriptive research to achieve the entire objectives of the study.

### **1.7.2. Population and Sampling Techniques**

Since the total population of the customers is infinite and there's no complete list of the company's customers, the student researcher has used non probability sampling technique specifically convenience sampling technique and has chosen 200 prospects as a sample size as Malhotra (2006) has recommended. In addition to this, the Marketing Manager has been selected for interview.

### **1.7.3. Types of Data Collected**

Both primary and secondary sources of data have been used by the student researcher to collect all the necessary data for the study. The primary data has been collected from the Marketing Manager and from the company's prospects and customers and, the secondary data has been gathered from the company's records and publications.

### **1.7.4. Method of Data Collection**

The primary data has been collected through interview and questionnaires which contained both open-ended and close-ended questions which were distributed among the company's prospects and the secondary data, from the Real Estate's records, magazines and brushers.

### **1.7.5. Method of Data Analysis**

Data that have been collected through interviews and from open ended questions in the questionnaires have been analyzed qualitatively. On the other hand, data collected from the close- ended questions have been analyzed quantitatively using percentages and tables.

### **1.8. Limitation of the Study**

The student researcher has come across a number of challenges which have due impact on the study. Among these: lack of recently published books and references on the specific topic of study. In addition, some of the customers that were chosen as a sample for this study did not cooperate to respond to the questions made for them.

### **1.9. Organization of the Study**

The study is composed of four chapters. The first chapter is the introductory part of the study which includes: background of the study, statement of the problem, basic research questions, objectives of the study, significance of the study, delimitation of the study, research design and methodology and organization of the study. The second chapter deals with the review of related literature. In the third chapter the data that have been collected are presented, analyzed and interpreted. Summary of the major findings, conclusion and recommendation are given in the last chapter.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Overview of Salesmanship**

##### **2.1.1. Salesmanship: Meaning and Definition**

Sahu and Raut (2003) said that basically, salesmanship is the knack of selling a product or service. It is the art of convening the customer to buy a given product or service. Authors have given a variety of definitions of salesmanship. According to National Association of Marketing Teachers of American “Salesmanship is the ability to persuade people to buy goods or services at a profit to the seller and benefit to the buyers “stated otherwise “it is the ability to induce other to accept a benefit at a fair price, the benefit being the service rendered”.

According to Davar (2006), various definitions ranging from the cynical such as “the art of persuading one to spend money he has not get for something he does not want for more than it is worth” to the more modern and correct description, viz. “the art of serving the customer” have been offered for the word “salesmanship”.

##### **1. Salesmanship is the ability to persuade**

Persons involved in the selling process usually possess the necessary skill and ability to convince others. Salesmanship essentially involves the ability to influence or persuade people to buy a product or service. In fact, persuasion is the soul of modern salesmanship. Gone are the days when a sale was forced on the customers. Modern salesmanship does not rely on pressure tactics or compulsion to clinch a sale. The customer is led to a favorable buying decision through careful and imaginative handling. The salesman necessarily creates a favorable impression on the prospective buyer’s mind by presenting the benefits associated with the product or service being offered for sale.

##### **2. Salesmanship benefits both the buyer and seller**

Salesmanship is founded on the rock of mutual benefit. Since the salesman is the link between the seller and the buyer, it is always ensured that both the parties involved in the selling process are benefited. He ascertains that his employer (the seller) earns profit out of the sale and the

customer derives the desired benefits out of the purchase. Thus, salesmanship is beneficial to both consumers and producers.

### **3. Salesmanship stands for commercial honesty**

Ideal salesmanship necessarily depends on the principle that honesty is the best policy. Unlike the earlier concept of fraudulent transaction, modern salesmanship operates on the principle of commercial honesty. Today's salesman seldom resorts to duping or cheating customers in the selling process because it can never create permanent customers. A good salesman rather guides the customers in buying goods or services which provides utmost satisfaction and value for the money spent by them.

### **4. Salesmanship aims at winning the buyer's confidence**

Modern salesmanship usually does not employ dubious methods to influence buyers. On the contrary, it always aims at winning the confidence of the buyers by persuading and educating them about the availability of product and services, their special features and their utility in satisfying their respective needs.

### **5. Ideal salesmanship aims at serving the producer, distributor and consumer**

The salesman helps the producers in disposing of their goods at a profit. The manufacturer usually produces in large scale in anticipation of demand. In the world of stiff market competition, salesmen facilitate sales at a profit. For the distributor, the salesman makes the distribution process smooth and easy by creating, maintaining and extending sales. Above all, the salesman guides the consumer in the proper and wise selection of product or service. Thus, modern salesmanship looks after the respective interests of the producer distributor and consumer in the sales process.

### **6. Salesman act as a link between the seller and the consumer**

Salesman always acts as a link between the seller and the buyer. He ascertains that the seller makes profit as a result of the sale and he customer also derives benefits by purchasing the goods or services offered for sale.

### **7. Salesmanship is an educative process**

Salesmanship not only sells products or service but also educates people about their needs as well as the way in which they could satisfy those needs. Salesman performs the function of educating the customers about their needs and the satisfaction thereof through the purchase of goods and services.

## **8. Salesmanship creates satisfied customers**

Salesmanship in modern day aims at creating satisfied customers, rather than just profit-generating sales. In any marketing transaction, a sale once made would indicate the end of the process. However, once there is a satisfied customer, it is the beginning of a long lasting relationship which can create many more sales in future. Therefore, modern salesmanship always aims at creating satisfied customers who will most likely purchase his goods and services as when necessary.

### **2.1.2. Importance and Utility of Salesmanship**

In the modern day world, distribution system is a complex as well as difficult process. With the vast expansion of business and commerce and increasing competition, establishment of link between the manufacturer and the consumers has become very essential. Successful and profitable operation of business enterprises depend to a great extent on the creation of such a connection. In the process of maintaining the link between the manufacturer, seller and the consumers, salesmanship plays a vital and significant role (Sahu and Raut, 2003).

Moreover, Davar (2006) explained that after industrial revolution, production activities started being undertaken on a fairly large scale and mostly in anticipation of demand. Consequently, greater efforts became essential on the part of the sellers to create demand. With the substantial increase in the volume, the business territory also expanded and spread to national and international levels. Distribution also became quite complicated because of stiff competition among producers of similar and identical products. Therefore, the producers and the distributors needed the skill and persuasive ability of efficient sales force in order to sell their products and services in the market. In fact, distribution of products and services in today's competitive as well as ever expanding market is impossible without modern salesmanship and publicity.

### **2.1.3. Scope of Salesmanship**

According to Futrell (2005), the scope of salesmanship is vast and varied. With the advancement of science and technology, the scope of salesmanship has become unlimited. It is a skill which is essential in every sphere of human activity. Every one of us, in one sense or the other is a salesman. The job of a lawyer pleading his case, a teacher teaching his ideas, an applicant applying for a job, resembles the job, of a salesman. In each of these cases, skill and ability of a



salesman is very much necessary in order to be successful. Thus we observe that the skill of salesmanship is not restricted to selling goods and services but is applicable in several other fields.

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

## **2.2. What is Selling?**

Futrell (2005) discussed that everyone sells. From an early age, you develop communications techniques for trying to get your way in life. You are involved in selling when you want someone to do something. For example, if you want to get a date, ask for a pay increase, return merchandise, urges your professor to arise your grade, or apply for a new job, you are selling. You use personal communication skills to persuade someone to act. Your ability to communicate effectively is a key to success in life. This is why so many people take sales courses. They want to improve their commotion skills to be more successful in both their personal and business lives. The skills and knowledge gained from a selling course can be used used by a student who plan to go into virtually any field, such as law, medicine, journalism, the military, or his or her own business.

Furthermore, Lancaster and Jobber (1994) said that selling is not just for salespeople; it is a must for everyone. In today's competitive environment, where good interpersonal skills are so valued, the lack of selling capability can put anyone at disadvantage.

### **2.2.1. AIDAS Theory of Selling**

According to Still (2007) this theory popularly known as the AIDAS theory, after the initials of the five words used to express it (attention, interest, desire, action, and satisfaction) is the basis for many sales and advertising texts and is the skeleton around which many sales training programs are organized. Some support for this theory is found in the psychological writings of William James, "but there is little doubt that the construct is based upon experiential knowledge and, in fact, was in existence as early as 1898. During the successful selling interview, according

to this theory, the prospect's mind passes through five successive mental states: attention, interest, desire, action, and satisfaction. Implicit in this theory is the notion that the prospect goes through these five stages consciously, so the sales presentation must lead the prospect through them in the right sequence if a sale is to result.

**Securing attention** - The goal is to put the prospect in to a receptive state of mind. The first few minutes of the interview are crucial. The salesperson has to have a reason or an excuse for conducting the interview. If the salesperson previously has made an appointment, this phase presents no problem, but experienced sales personnel say that even with an appointment, a salesperson must possess considerable mental alertness, and be a skilled conversationalist, to survive the start of the interview. The prospect's guard is natural up, since he or she realizes that the caller is bent on selling something. The salesperson must establish good rapport at once. The salesperson needs an ample supply of "conversation openers".

**Gaining interest** - The second goal is to intensify the prospect's attention so that it evolves into strong interest. Many techniques are used to gain interest. Some salespeople develop a contagious enthusiasm for the product or a sample. When the product is bulky or technical, sales portfolios, flipcharts, or other visual aids serve the same purpose.

**Kindling desire** - The third goal is to kindle the prospect's desire to ready to-buy point .The salesperson must keep the conversation running along the main line toward the sale. The development of sale obstacles, the prospect's objections, external interruptions, and digressive remarks can sidetrack the presentations during this phase. Obstacles must be faced and ways found to get around them. Objections need answering to the prospect's satisfaction. Time is saved, and the chance of making a sale improves if objections are anticipated and answer before the prospect raises them. External interruptions cause breaks in the presentation, and when conversation resumes, good salespeople summarize what has been said earlier before continuing.

**Inducing action** - If the presentation has been perfect, the prospect is ready to act-that is, to buy. However, buying is not automatic and, as a rule, must be induced. Experienced sales personnel rarely try for a close until they are positive that the prospect is fully convinced of the merits of the proposition. Thus, it is up to the salesperson to sense when the time is right. The trial close, the close on a minor point, and the trick close are used to test the prospect's reactions. Some sales personnel never ask for a definite "yes" or "no" for fear of getting a "no," from which they

think there is no retreat. But it is better to ask for the order straight forwardly. Most prospects find it is easier to slide away from hints than from frank requests for an order.

**Building satisfaction** - After the customer has given the order, the salesperson should reassure the customer that the decision was correct. The customer should be left with the impression that the salesperson merely helped in deciding. Building satisfaction means thanking the customer for the order, and attending the matters as making certain that the order is filled as written, and following up on promises made. The order is the climax of the selling situation, so the possibility of an anticlimax should be avoided - customers sometimes unsell themselves and the salesperson should not linger too long.

## **2.3. Personal Selling**

Selling is one of the oldest professions in the world. The people who do the selling go by many names: salespeople, sales representatives, account executives, sales consultants, sales engineers, agents, district managers, and account development reps to name just a few.

Today, most salespeople are well-educated, well- trained, professionals who work to build and maintain long-term customer relationships. They listen to their customers, assess customer needs, and organize the company's efforts to solve customer problems (Kotler, 2005).

According to Futrell (2005), the term **salesperson** covers a wide range of positions. At one extreme, a salesperson might be largely an order taker, such as the department store salesperson standing behind the counter. At the other extreme are order getters, whose position demands creative selling and relationship building for products and services ranging from appliances, industrial equipment, and airplanes to insurance and information technology services.

### **2.3.1. The Selling Process**

The selling process is the steps that the salesperson follows when selling, which include: prospecting and qualifying, preapproach, approach, presentation and demonstration, handling objections, closing, and follow-up.

According to Kotler (2005), the selling process consists of several steps that the salesperson must master. These steps focus on the goal of getting new customers and obtaining orders from them.

However, most salespeople spend much of their time maintaining existing accounts and building long-term customer relationships.

### **Prospecting and qualifying**

The first step in a selling process is prospecting -identifying qualified potential customers. Approaching the right potential customers is crucial to selling success.

### **Preapproach**

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

### **Approach**

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

### **Presentation and demonstration**

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

### **Handling Objections**

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

## **Closing**

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

## **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 any details on delivery time, purchase terms and other matters. The salesperson then should schedule a follow-up call when the initial order is received, to make sure there 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.

## **2.4. Overcoming Objections**

### **2.4.1. What are Objections?**

Interestingly, prospects who present objection often are easily sold on your product. They are interested enough to object; they want to know what you have to offer.

According to Futrell (1999) opposition or resistance to information or to the salesperson's request is labeled a **sales objection**. Sales objections must be welcomed because they show prospect interest and help determine what stage the prospect has reached in the buying cycle – attention, interest, desire, conviction, or readiness to close.

### **2.4.2. Why do Prospects Object?**

There are a number of reasons behind the objections raised by the prospects. As Sahu and Raut (2003) listed some of the important reasons are:

1. Some prospects are either not able to understand the salesman fully or not convinced about the proposition of the salesman. Therefore they raise objections.
2. Some prospects raise objections if the salesman start pressurizing them or uses some unfair means to sell the product.

3. Some prospects raise objections merely to postpone buying, or they really don't want to buy.
4. Some prospects raise objections if they are not really convinced about the possible benefits and service of the proposed purchase. Therefore, they raise objections in an attempt to secure more information.
5. Some prospects raise objection if the salesman is not able to recognize their real need.

### **2.4.3. Basic Points to Consider in Meeting Objections**

Futrell in (2005) said that no matter what type of objection are raised by the prospects, there are certain basic points to consider in meeting objections.

**Plan for objections** - This author said that you must plan for objections that might be raised by your presentation. Consider not only the reasons that prospects should buy but why they should not buy. Structure your presentation to minimize the disadvantages of your product. Do not discuss disadvantages unless prospects raise them in the conversation.

**Anticipate and forestall** - Moreover the same author in 1999 said that forestalling the objection has the salesperson discussing an objection before it is raised by the prospect. It often is better to forestall or discuss objecting before they arise. The sales presentation can be developed to address anticipated objection directly.

With regards to **handling objections as they arise**, Sahu and Raut (2003) wrote that at times, situations arise where it is best to postpone your answer to an objection. When the objection raised will be covered later in your presentation or when you build to that point, pass over it for a while. However, it is best to meet objections as they arise:

**Be positive** - When responding to an objection, use positive body language such as a smile. Strive to respond in a manner that keeps your prospect friendly and in a positive mood. Do not take the objection personally. Never treat the objection with hostility. Take the objection in stride by responding respectfully and showing sincere interest in your prospect's opinion (Davar, 2006).

**Listen –Hear them out** - Many salespeople leap on an objection before the other person has a chance to finish. The prospect barely says five words-and already the salesperson is hammering away as though the evil thing will multiply unless it's stomped out. "I have to prove he is

mistaken, or he won't take the product," is a panicky reaction to the first hint of any objection (Futrell, 2005).

**Understand Objections** – Furthermore, Futrell in 1999 said that when customers object, they do one of several things: they are requesting more information, setting a condition, or giving a genuine objection. The objection can be hopeless or true.

**Request for information** - Many times, prospect appear to make objections when they are requesting more information. That is why it is important to listen. If prospects request more information, chances are that they are in the conviction stage. You have created a desire; they want the product, but they are not convinced that you have the best product.

#### **2.4.4. Methods of Handling Objections**

According to Sahu and Raut (2003), despite all the care, caution and adoption of all precautionary measures during the sales talk, the salesman can never ensure that prospects will not raise objection at all.

There are several methods of handling objections. A few important methods are discussed below:

##### **Direct Denial Method**

The above mentioned authors said that normally a salesman should avoid confrontation or contradiction with the prospects. However, at times, it is essential to do the same while meeting objections. As the name implies, under this method the prospect is told that he is mistaken. This method is an offensive form of handling objections.

##### **Indirect Denial or Yes...But Method**

According to Futrell (1999), this is one of the most popular and widely used methods of overcoming objections raised by the prospect. It is also often termed as side-stepping method. Under this method, initially the salesman agrees with the objection raised by the prospect but subsequently differs in a humble and polite manner. No doubt, most people hate to be contradicted or denied on their faces but can be conquered through convincing. This method suits such situations. This method is popularly known as 'Yes... but method' or 'you are right but,... method' or 'I agree but... method'.

### **Reverse Position Method**

The above author in 2005 said that this is also known as ‘why method’ or ‘question method’. Under this method, instead of explaining the objections, the salesman asks the prospect questions relating to the objection such as ‘why’ and ‘what do you really mean, Sir?’

### **Boomerang Method**

Davar in 2006 explained that in this method, the objection of the prospect is converted in to a reason in favor of a purchase. This method is also known as ‘translation method’ because it converts the objection in the minds of customers into a reason for making a purchase.

### **Superior Point or Compensation Method**

According to Lancaster and Jobber (1994) in this method, the salesman frankly admits the validity of the objection raised by the prospect, but simultaneously, offsets the objection by a superior point of greater advantage. In other words, the salesman points out an advantage which is supposed to compensate the objection. For instance, when the prospect raises the objection that, ‘This cloth does not seem to be of high quality’, the salesman can reply that ‘You are right, sir, had it been of high quality, the price would have been considerably higher’. Here low price compensates the low quality.

### **Interrogation Method**

According to Still and other authors (2006), this method has some similarity with the reverse method. Under this method, the prospects are asked questions tactfully so that their objections are answered by themselves.

### **Pass up Method**

The above mentioned authors also, discussed that under this method, the salesman clearly passes up most of the objections. The salesman just smiles or merely shrugs his shoulder or uses any other method to avoid answer to objections. However, such dodging can successfully be applied only while meeting minor objection, false excuses and trivial things having little base. In fact, such objections are not worth meeting. This method is not recommended for in case of objection based up on valid grounds.

## **2.4.5. Some Common Objections**

There are certain common objections which are usually raised by the prospects. These common objections are as follows:



## **Price objections**

As Sahu and Raut in 2003 stated, it is the most common type of objection raised by the prospects in a country like India. In order to overcome such price related objections, the sales man may adopt the following methods:

- a. **Offer substitute** The sales man can offer substitutes that are comparatively cheaper.
- b. **Justify the price** The price can be justified by the sales man by explaining about the quality, utility and durability of the product. He can also compare the product with other competing products and prove its superiority. Even in some cases, he has to show invoices, cash bills, etc. to prove the price.
- c. **Offer discount** When some prospects raise objects about the price, the sales man offer discounts to them so that they buy the product or service.
- d. **Offer installment payment** The salesman can offer installment payment facility (incase it is available) to the customer who plans to pay the price in installments.
- e. **Price factor can be avoided** Sometimes, the sales man can avoid talking about the price when the customer raises objection, and start talking about the durability, utility, and service of the product.
- f. **Show proofs** Prospects often raise objections about the price. Sometimes, objections are also raised about design, durability, size, color, packing, etc. The salesman has to apply his intelligence and experience to meet such objections. He has to prove the superiority of the product by making a comparison of competing products.

## **Payment objection**

Moreover, these authors said that at times, customers may object to buying because of non-availability, no ready cash or inadequate cash to pay the full price of the product. It may be genuine or a mere excuse. If such objection is found genuine, the salesman can offer credit. He can tell that the customer need not to worry for the money at present or that he needed to partly pay now and take the product home. He could allow the customer to pay the rest amount fully or in installment at a later period.

## **Service objections**

Very often, the salesman is confronted with objections regarding the service offered by the organization. Some common service objections relate to repair, delivery of goods, timely

attendance of the worker, etc. The salesman while meeting such objections has to emphasize the service facilities offered by the organizations. He can illustrate prompt service by expert service personell, quick deliverance at doorstep, prompt attendance of service or repair calls and so on. In order to prove his point, he can present the testimonials of leading users and service experience of satisfied customers (Futrell, 1999).

### **Time to buy objection**

This is another important objection. Some prospects may say that they want buy the product now. Some others may tell that they are not interested in the product at present. Some others may even express that they are waiting for the new model and so on. While meeting such objections, the sales man has to emphasize the value of time and induce them to purchase immediately. In some specific cases, he can say that in the near future the price is going to rise or the new model will be too costly or the new model will enter the market after a long period and so on (Lancaster and Jobber,1994).

## **2.4.6. Techniques for Overcoming Objections**

Some common objections and the best possible method of overcoming them has been discussed below with reference to different authors.

- Direct denial or contradiction method can be applied where the prospect raises a false objection. It can also be used when the objections is raised due to ignorance or mischievousness of the prospective buyer. This method can also be used successfully with broad minded and frank prospects (Sahu and Raut, 2003).
- According to Futrell (2005), indirect denial method is the most widely used method of overcoming objections period it helps to overcome important objections in a courteous and non offensive manner. Similarly, the prospects get the feeling that his objections have been properly taken care by the salesman.
- Moreover, Futrell in 1999 said that the pass up method can be used only when the objections has got no validity either for the product or for the salesman .For example, when the customer asks for a variety in an exclusive show room which deals with one product, this method can be used. When false and baseless objections are made, this method can be used.

- On the other hand, said the same author, compensation method can be used in cases where the objection has got validity and truthfulness. The objections can be admitted by the sales man and can be compensated by an advantage in favor of the customer.
- The boomerang method is not used frequently because it generally offends the customer. However, in tricky and helpless situations this method can be use (Davar, 2006).
- Furthermore, Sahu and Raut (2003) wrote that the question method is used when the objection raised by the prospect is vague in nature. It's used to provide answers to the doubts and objections by the prospect himself. It's used frequently to indicate the absence of logic in the objections raised.

## **2.5. The Close**

The ultimate objective of the selling plan is to sell products and services to the consumer. Therefore, closing the sale is the final step in the selling programme. Unless a sales man is able to close the cell successfully, all the earlier efforts with the prospects simply go waste. Therefore, closing the cell is the most important and crucial stage from the point of the business.

### **2.5.1. What is Close?**

'Closing' is the action on the part of the sales man to close the sales transaction. Closing the cell is nothing but making the prospects say 'yes' to the salesman's proposition. Is the simple and logical conclusion to a satisfactory and successful completion of the various steps of the selling plan. Thus, securing a positive reply from the prospect to the selling plan of the sells man is otherwise is known as 'closing the sell'. The rules for closing is as simple as ABC – 'always be closing' (Sahu and Raut, 2003).

### **2.5.2. Objective of the Close**

According to Futrell (2005), the objective of closing the cell is to persuade the prospect that he or she should act now and not later, usually in the favor of the sells proposition. In other words it aims at converting a desire into a demand by convincing the prospect in favour of the purchase. This, in fact is the climax of all the efforts earlier made by the sales man. If the sales man successes in drawing the curtains down at the stage of closing, he is considered efficient. Successful closing as a matter of fact provides the tangible results of sells propositions. At the

earlier stages of selling, the prospects need to be thoroughly convinced about the advantages and the benefits of the cells proposition. Successful completion of the earlier stages of selling leads the prospect to form positive opinion about the product of service. Sells man and organization and ultimately saying 'yes' to the sales propositions. In that case only the sales man can ask for the order. At the stage of closing the prospect is converted into a customer at this level of selling, the ability of the sales man to convert the desire of the prospect into expressed demand is put to crucial test. A lot of self confidence, tact and experience are required for the sales man to close the sale successfully.

### **2.5.3. Reasons of Unsuccessful Closing**

#### **Wrong attitude**

Sahu and Raut (2003) discussed that most often, the mental attitude of the sales man considerably dictates the success or failure sales man in closing sells. A salesman is determined and has enough faith and confidence; he can persuade the prospects in favor of a purchase and thereby, close the sales successfully. Some sales man have the preconceived desire of hearing 'yes, I will buy', from the prospects, at this stage once the prospect expresses his feelings in negation, some salesman develop the negative attitude immediately about the sales proposition. However negative replies by the prospect should never deter the sales man from making continues efforts in winning the confidence and conviction such prospects. Therefore, the fear of failure should never override the sales mans confidence.

#### **Inadequate presentation**

According to Davar (2006), the earlier steps of the selling process like prospecting, preapproach, approach, presentation, demonstration and overcoming objections are to be covered carefully and step by step. Once a small mistake is committed and lapse creeps into any of these stage the selling processes develop vital snags. As a result the sales man I bound to meet failure at the time closing the sell. Therefore, each and every steps of the selling process has to be carefully built up in order to insure success at the time of closing the sale.

#### **Wrong interpretation**

Moreover, FutreII in 1999 said that some of the sales men are of the opinion that the prospects need not to be convinced and persuaded to buy a particular product or service. They argue that

since the prospect has need, and has move through a early stages of the selling process, he will be automatically purchasing the product or service offered for sale.

### **Interruption**

Again, Futrell in 2005 wrote that at times, it may so happen that the salesman might have brought the prospect to the point of closing a sale successfully. At this very juncture, a friend or a relative or an acquaintance may interrupt and for that reason the prospect may withdraw from closing the sale for the salesman

### **A Trial Close**

As the name implies, trial close is not the final close. A trial close is a question or a set of question asked by the sales man to the prospects at different stages of the sales talk, in order to get buying signals. Through the trial close, the sales man tries to determine whether the prospect is ready to buy. In fact, it is an attempt to see whether the prospect is on his way to say 'yes' to the selling proposition. If the sales man get clear signals from the prospect regarding the buying decision, he (the sales man) need not to continue his sales talk any more (Sahu and Raut, 2003).

## **2.5.4. Features of Successful Closing**

### **Positive Attitude**

According to Lancaster and Jobber (1994), as a salesman and the prospect move along the various stages of selling process, automatically they become tense. However, it is better on the part of the salesman to remain calm and handle the situation with enough confidence. He should always remain alert and wait for the appropriate moment to close a sale the moment he finds that the prospect is in a favorable and receptive mood and can easily get his positive approval; he should try to close the sale.

### **Effective Presentation and Demonstration**

Moreover, Still and other authors in 2007 said that the sales man should always try to convince the prospect through an effective presentation and demonstration. This is Important because through effective demonstration and presentation only the prospect is able to know the benefits and utilities of the production. This makes the prospect think that he will get his money's worth by purchasing the product, offered for sale. As a matter of fact, the prospect should be thoroughly convinced by the sales talk of the salesman.

### **Hold the Attention**

The salesman, in order to be successful, should always try to hold and capture the attention of the prospect towards the product he should always avoid diverting the prospects attention to other things. It may also happen that the prospect may be mentally absent at the time of the sales talk. Therefore, before starting the sales talk therefore, the salesman has to make all efforts like repeating the selling points. Presenting and demonstrating again, etc. in order to hold the mental and physical attention of the prospect (Sahu and Raut, 2003).

### **Allow questions**

The same authors explained that a wise salesman always encourages the prospects to ask questions about the product and tries to remove the doubts from their minds. At no point of the selling process, the prospect should think that the sale is being forced upon him. Rather, the selling process, the prospect should accept the sales proposition willingly. All possible queries and doubts must be removed so that the prospect accepts the product gladly and without any hesitation. The salesman, therefore, should be prepared to answer the queries of the prospect.

### **Let the Prospect Decide**

According to Futrell (1999) the salesman's duty is to assist the prospect in taking a wise decision to ultimately buy a product by which not only the salesman but also the prospect will be benefitted. But the final decision to purchase the product is to be left entirely on the prospect and he should be given complete freedom to make the buying decision himself.

### **Reserve Selling Points**

An intelligent salesman never discloses all the selling points during the course of the sales talk itself. Rather he should reserve some selling point often referred as unique sale propositions to be applied at appropriate moment. Such reserved selling point are also called as surprise or premium point. These points are used at crucial junctures when the prospect remains undecided about the purchase. Use of this reserved selling point at the right moment can be used to prospect's "no" into "yes" (Davar, 2006).

### **Hit at the Right Time**

As the sale talks progresses, the salesman should watch carefully and wait for the indications of agreement or acceptance on the part of the prospect. The salesman should be thoroughly alert during the sales talks and try to find out the most appropriate moment when the sale can be closed. This is known as psychological moment or the reaction moment (Futrell, 2005).

### **2.5.5. Methods of Closing**

There are certain methods for stimulating the decision of the buyer with a view to close the sale. It should be pointed out that there is no single method or technique of closing which can be used successfully under all circumstance.

#### **Getting a Series of Positive Answer**

Moving towards closing a sale, the salesman should ask the prospect a series of questions in the process of the sales talk. The questions are asked in such a way that the prospect also provides a series of yes answer. This method aims at getting a series of positive answer all questions and ultimately making the sale. This method is also known as continued affirmation technique (Sahu and Raut).

#### **Narrowing the Choice**

This method of close is particularly suitable to tackle undecided prospects .Many prospects find it really difficult to choose a specific product when they are offered a wide range of product. This happens particularly in case of ladies selecting series and dress materials, gents selecting suit cloth.

#### **Summing Up of the Selling Points**

Moreover, Davar (2005) said that at the closing stage of the sale when the sales man feels that the buyer is still undecided, he can explain the main features and benefits of the product again. This is done to remind the prospect of the benefit which they will be acquiring by the purchase of the product. At times such reminders change the attitude of the undecided prospect and they may finally decide to buy.

#### **Offering Inducement to Buy Now**

The same author stated that the salesman, in order to close the sale, can offer certain inducements to the prospect. Nowadays, it's a very common method of closing a sale. Such special inducement may be in the form of discount price reduction free home delivery, after sales service, guarantee, free pre budget prices etc.

#### **Asking Direct and Indirect Questions**

Furthermore, Futrel in 2005 proved that the sales man may try to close a sell by asking the prospect directly if he has finally decided to purchase. When the sales man comes to know that the prospect has almost reached a decision to buy the product but is not disclosing his decision,

he can ask questions about his financial selection. In direct questions maybe 'how many will you need' or 'when do you need it?'

### **Assuming the Choice**

Sahu and Raut (2003) demonstrated that under this method the sales man assumes that the prospect has already decided and is going to buy. Accordingly he tries to assess the eagerness of the prospect. Typically, you can ask questions like 'which color do you prefer-the light blue or the dark blue?' or 'where do you want this to be delivered?' In this way, the sales man tries to close the cell by assuming that the prospect has already decided to buy.

### **Complementing the Choice**

This method of closing sale is most suitable for silent, unresponsive and thoughtful prospects when the salesman finds the prospect is having his eyes fixed on a particular article or touching one article several times, he may start complementing about his (prospect) choice. Typical complementing sentence are like 'how right your choice is or 'thing are meant for best people' and so on. And a sales man can impress the customer as well as close the sale by complementing the prospect about his choice (Lancaster and Jobber, 1994).

### **Suggestive Close**

The above authors mentioned that sometimes a salesman uses suggestions to close a sale. For example, he may say 'if you send your employee who will operate it, I shall explain a few things right now', or ' this painting will suit the décor of your drawing room.'

### **Closing on Minor Points**

Under this method, the sales man tries to get the decision of the buyer over minor points. Some typical minor points to be decided by the prospect are color, size, brand, delivery date, payment schedule, discount etc. any one of these points can be used by the sales man to close the close. For example, the sales man may ask, 'do you want a 100 gram pack or a 200 gram pack?' or do you prefer the light blue or the dark blue?' (Sahu and Raut).

### **Appealing**

Sometimes, the salesman has to appeal to the prospect to buy in order to close the sale. For example, he can say,' this is my appeal to you sir, please enquire any where, our terms and conditions are definitely better than the others.' At times, such type of appeal works like a miracle. When the prospect is undecided about purchase, this method can be used as the last ditch effort to close a sale by appealing to his sentiment (Futrell, 1999).



# **CHAPTER THREE**

## **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

This chapter is devoted to data presentation, analysis and interpretation of the study based on the data gathered from the respondent customers and Marketing Manager of Habesha Construction Materials and Development S.C.

The primary data for this research was collected via questionnaire. Out of unknown number of customers considered as target population, 200 of the customers were selected as sample respondents using convenience sampling technique. Two hundred (200) copies of questionnaires were distributed for HACOMAL's customers, among these, 170 were completed and returned (a response rate of 85%); the rest number of respondent customers which were 30 (15%) couldn't cooperate due to various reasons.

The secondary data gathered from the Marketing Manager through interview and from the customers through open ended questions are, interpreted on the final part of this chapter.

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

### **3.1. General Characteristics of the Respondents**

Table 1 in the next page describes the demographic characteristics of the respondents including gender, educational level, and occupation.

**Table 1: General Characteristics of the Respondents**

| Item | Question             | Respondents |            |
|------|----------------------|-------------|------------|
|      |                      | No          | %          |
| 1    | Gender               |             |            |
|      | Male                 | 105         | 61.76      |
|      | Female               | 65          | 38.24      |
|      | <b>Total</b>         | <b>170</b>  | <b>100</b> |
| 2.   | Age                  |             |            |
|      | 18 – 25              | 15          | 8.83       |
|      | 26 – 30              | 20          | 11.76      |
|      | 31 – 36              | 60          | 35.29      |
|      | 37 and above         | 75          | 44.12      |
|      | <b>Total</b>         | <b>170</b>  | <b>100</b> |
| 3.   | Educational level    |             |            |
|      | Elementary           | 0           | 0          |
|      | High school          | 0           | 0          |
|      | Preparatory          | 25          | 14.71      |
|      | College              | 75          | 44.12      |
|      | University and above | 70          | 41.17      |
|      | <b>Total</b>         | <b>170</b>  | <b>100</b> |
| 4    | Occupation           |             |            |
|      | Government           | 45          | 26.47      |
|      | Non government       | 110         | 64.71      |
|      | Student              | 5           | 2.94       |
|      | Unemployed           | 10          | 5.88       |
|      | <b>Total</b>         | <b>170</b>  | <b>100</b> |

Concerning gender distribution of the respondents, 105(61.76%) of them were male, while 65(38.24%) of them were female. This implies that men are more interested than women in this real estate' homes.

In the item 2 of table 1 which indicates the age distribution of respondent's, 15(8.83%) of customers found in the age range of 18 - 25, 20(11.76%) in the age range of 26 - 30, 60(35.29%) were found in the age range of 31 – 36, and the remaining 75(44.12%) are found in the range of 37 and above. This indicates that most of the respondents 75(44.12%) are able to understand very well and answer/give appropriate response to the questionnaires they have received.

As it is depicted in item 3 of table 1 in the previous page, majority of the respondent 75(44.12%) have a college educational level followed by university and above 70(41.17%), and 25(14.70%) preparatory level. Those in elementary and high school level are in zero percentage, 0(0%) respectively. This implies that most of the customer respondents have the skill and the knowledge/education for responding these questions.

As it is indicated in item, of the same table in the previous page, the study found that of the total respondents, 110(64.71%) are nongovernmental employees, while 45(26.47%) of them are government employees, the rest 5(2.94%) and 10(5.88%) of them are students and unemployed respectively. This shows that the majority of the respondents are self employed and have bought HACOMAL's homes by doing their own business.

### 3.2. Analysis of the Major Findings of the Study

The student researcher under this particular study has tried to assess salesmanship practice in Habesha Construction Materials and Development S.C from the point of view of the company's customers and the Marketing Manager. Accordingly, the collected data are presented, analyzed and interpreted as follows:

**Table 2: Acquisition of the Company's Product**

| Item | Question  | Alternative          | Respondent |            |
|------|---|----------------------|------------|------------|
|      |   |                      | No         | %          |
| 1    | Have you bought HACOMA'S homes?                           | Yes                  | 127        | 74.71      |
|      |   | No                   | 43         | 25.29      |
|      | <b>Total</b>  |                      | <b>170</b> | <b>100</b> |
| 2    | If yes for the above question, when did you buy the home? | 3 months ago         | 10         | 7.87       |
|      |   | 6 month ago          | 41         | 32.29      |
|      |   | 1 year before        | 52         | 40.94      |
|      |   | 1 - 2 years before   | 24         | 18.90      |
|      | <b>Total</b>  |                      | <b>127</b> | <b>100</b> |
| 3    | How did you pay for the house you bought?                 | Quarter of the price | 29         | 22.83      |
|      |   | Half of the price    | 48         | 37.80      |
|      |   | Partially            | 37         | 29.13      |
|      |   | Full of the price    | 13         | 10.24      |
|      | <b>Total</b>  |                      | <b>127</b> | <b>100</b> |

As indicated in item 1 of table 2 in the previous page, 127(74.71%) of the respondents have bought HACOMAL'S Homes and the rest 43(25.29%) of them haven't bought the company's homes. This implies that the majority of the respondents have been convinced to buy homes from this company.

In item 2, of table 2 in the previous page, is indicated the timing of buying the homes: 10(7.87%) of the customers bought the houses 3 months ago, 41(32.29%) 6 months ago, 52(40.94%) one year before and the remaining 24(18.90%) from 1 to 2 years before. Based on the above data, it's observed that most of the customers have bought HACOMAL'S Homes after one year of the foundation of the company.

As it is shown in item 3, of the same table, only 13(10.24%) of the customers have payed fully for the homes that they bought, 29(22.83%) of them paid quarter of the home's price, 48(37.80%) paid half of the price and the majority 37(29.13%) paid just partially. This implies that those that have paid the full amount of price for HACOMAL's homes are very few compared to those that have paid just part of the price due to different reasons.

**Table 3: The Salespeople's Presentation**

| Item | Question   | Alternatives     | Respondents |            |
|------|--|------------------|-------------|------------|
|      |  |                  | No          | %          |
| 1    | What do you think about the salespeople's presentation?        | Very good        | 65          | 38.24      |
|      |  | Good             | 100         | 58.82      |
|      |  | Medium           | 0           | 0.00       |
|      |  | Bad              | 5           | 2.94       |
|      |  | Very bad         | 0           | 0.00       |
|      | <b>Total</b>   |                  | <b>170</b>  | <b>100</b> |
| 2    | Did you feel confident/believe in the salesmen's presentation? | Very confident   | 80          | 47.06      |
|      |  | Confident        | 85          | 50.00      |
|      |  | Little confident | 5           | 2.94       |
|      |  | Unconfident      | 0           | 0.00       |
|      |  | Very unconfident | 0           | 0.00       |
|      | <b>Total</b>   |                  | <b>170</b>  | <b>100</b> |

According to item 1 of table 3, 65(38.24%) of the respondents said that the salesmen's presentation is very good, 5(2.94%) of them scored the salesmen's presentation as bad but most

of them which are 100(58.82%) said that the sales presentation was good and, none of the respondents 0(0%) scored the presentation as very bad. This implies that most of the customer liked the salespeople’s presentation and very few didn’t agree with these.

As it is attested on the above table in item 2, majority of the respondents, 85(50%) felt confidence in the salesmen’s presentation while 80(47.06%) felt very confident 5(2.94%) felt little confidence and none of them felt unconfident or there was 0(0%) customers that didn’t believe in the salespeople’s presentation.

**Table 4: The Communication and Persuasive Skill of the Salesmen**

| Item | Question   | Alternatives   | Respondents |            |
|------|--|----------------|-------------|------------|
|      |  |                | No          | %          |
| 1    | How was your communication/ interaction with the salesperson?  | Very good      | 63          | 37.06      |
|      |  | Good           | 90          | 52.94      |
|      |  | Medium         |             |            |
|      |  | Bad            | 17          | 10.00      |
|      |  | Very bad       | 0           | 0.00       |
|      | <b>Total</b>   |                | <b>170</b>  | <b>100</b> |
| 2    | Where you satisfied with the persuasive skill of the salesmen? | Strongly sat.  | 50          | 29.41      |
|      |  | Satisfied      | 100         | 58.82      |
|      |  | Neutral        | 12          | 7.06       |
|      |  | Dissatisfied   | 8           | 4.70       |
|      |  | Strongly disa. |             |            |
|      | <b>Total</b>   |                | <b>170</b>  | <b>100</b> |

As indicated in table 4, item 1, shows that 63(37.06%) of the customers had very good interaction with the salesmen, 90(52.94%) of them had a good interaction, 17(10%) of them had bad communication and 0(0%) of them had very bad communication. This implies that most of the company’s salespeople have “good” communication skill and very few of them interact badly.

As shown in item 2, of the same table most of the respondents 100(58.82%) were satisfied with the ability of the sales to persuade prospects, 50(29.41%) of them were strongly satisfied, 12(7.06%) of them were neutral and only 8(4.71%) of them were dissatisfied. This shows that

most of the customers were lead to buy the houses through the satisfying persuasive skill of the salespersons.

**Table 5: Trained Salespeople**

| Item         | Question   | Alternatives      | Respondents |            |
|--------------|--|-------------------|-------------|------------|
|              |  |                   | No          | %          |
| 1            | Do you think that the company's salesmen are well trained? | Strongly agree    | 60          | 35.29      |
|              |  | Agree             | 80          | 47.06      |
|              |  | Neutral           | 21          | 12.35      |
|              |  | Disagree          | 9           | 5.30       |
|              |  | Strongly Disagree | 0           | 0          |
| <b>Total</b> |  |                   | <b>170</b>  | <b>100</b> |

As depicted on the above table, 60(35.29%) of the respondents strongly agree that the company's salesman are well trained, 80(47.06%) of them agree with this while 9(5.30%) of them disagree and, 21(12.35%) of them were neutral while 0(0%) of the respondent strongly disagree with this. This shows that most of the salespeople have proved to be well trained during the communication with majority of the customers.

**Table 6: Customers Raising Objections**

| Item         | Question                     | Alternatives | Respondents |            |
|--------------|------------------------------|--------------|-------------|------------|
|              |                              |              | No          | %          |
| 1            | Did you raise any objection? | Yes          | 145         | 85.30      |
|              |                              | No           | 25          | 14.70      |
| <b>Total</b> |                              |              | <b>170</b>  | <b>100</b> |
| 2            | What where your objections?  | Price        | 60          | 41.38      |
|              |                              | Payment      | 30          | 20.69      |
|              |                              | Service      | 55          | 37.93      |
|              |                              | Time of buy  | 0           | 0          |
| <b>Total</b> |                              |              | <b>145</b>  | <b>100</b> |

As indicated in item 1 of table 6, from the total number of respondents 145(85.30%) have raised objections to the sales persons and the rest 25(14.70%) haven't raised any objection. This shows

that most of the customers somehow, had questions/challenges for the salesmen because of various reasons (daughts, unconvinced, pressure, unclear ideas, refuse, etc).

As it is shown in item 2, of the same table, there are four types of the customers' objection: 60(41.38%) of them indicated that they raised price objections, 30(20.69%) of them had payment objections, 55(37.93%) of them raised service objection and 0(0%) of them on time of buying. This implies that many of the respondents were not that much satisfied with the service giving of the salesmen. This means that the sales force has some weakness on providing quality service.

**Table 7: The Salesmen Overcoming Objections**

| Item | Question   | Alternatives          | Respondents |            |
|------|--|-----------------------|-------------|------------|
|      |  |                       | No          | %          |
| 1    | How did the salesmen handle your objections?                           | Very good             | 10          | 5.88       |
|      |  | Good                  | 40          | 23.53      |
|      |  | Medium                | 77          | 45.30      |
|      |  | Bad                   | 38          | 22.35      |
|      |  | Very Bad              | 5           | 2.94       |
|      | <b>Total</b>   |                       | <b>170</b>  | <b>100</b> |
| 2    | Where you satisfied with the overall explanations for your objections? | Strongly Satisfied    | 10          | 5.88       |
|      |  | Satisfied             | 40          | 23.53      |
|      |  | Neutral               | 77          | 45.30      |
|      |  | Dissatisfied          | 38          | 22.35      |
|      |  | Strongly Dissatisfied | 5           | 2.94       |
|      | <b>Total</b>   |                       | <b>170</b>  | <b>100</b> |

As shown in the above table, item 1 and item 2 match each other with the numbers, meaning 10(5.88%) of the respondents respond saying that the salesman handled their objections in a very good way and that they were strongly satisfied, 40(23.53%) of them were satisfied because the salespeople handled their objection in a good way; majority of them 77(45.30%) were neutral because of medium handling of objections of the salesmen, 38(22.35%) and 5(2.94%) of them were dissatisfied and strongly dissatisfied respectively because of bad and very bad handling of objections receptivity. This shows that the sales force has weakness and failures on overcoming objections because very few customers only were strongly satisfied and satisfied with the way the salesman handled their objections.

**Table 8: The Salespeople’s Effort to Sell the Company’s Product**

| Item         | Question  | Alternatives | Respondents |            |
|--------------|---|--------------|-------------|------------|
|              |   |              | No          | %          |
| 1            | What effort did the salesman make to sell to you? | Very much    | 81          | 47.65      |
|              |   | Much         | 66          | 38.83      |
|              |   | Medium       | 20          | 11.76      |
|              |   | Little       | 3           | 1.76       |
|              |   | None         | 0           | 0          |
| <b>Total</b> |   |              | <b>170</b>  | <b>100</b> |

As item 1, of table 8, shows 81(47.65%) of the respondents replied saying that the salesman made very much effort to sell them the company’s offerings, 66(38.83%) of them said that the salesman made much effort to sell while, 3(1.76%) of them said little, 20(11.76%) of them replied by saying medium and no customer 0(0%) said that the salesperson didn’t make any effort to sell. This implies that the company’s salesmen tried their best/work hard to make sales and most of the customers have noticed this fact.

**Table 9: Customers Opinions about HACOMAL’s Salespeople**

| Alternatives            | Very Good |       | Good |       | Medium |       | Bad |       | Very Bad |   |
|-------------------------|-----------|-------|------|-------|--------|-------|-----|-------|----------|---|
|                         | No        | %     | No   | %     | No     | %     | No  | %     | No       | % |
| Physical appearance     | 152       | 89.41 | 11   | 6.47  | 7      | 4.11  | 0   | 0     | 0        | 0 |
| Skill/ability           | 66        | 38.82 | 66   | 38.82 | 38     | 23.55 | 0   | 0     | 0        | 0 |
| Ethical/Social behavior | 100       | 58.82 | 47   | 27.64 | 23     | 13.52 | 0   | 0     | 0        | 0 |
| Approach                | 80        | 47.05 | 85   | 50    | 5      | 2.94  | 0   | 0     | 0        | 0 |
| Presentation            | 20        | 11.76 | 57   | 33.52 | 90     | 52.94 | 3   | 1.76  | 0        | 0 |
| Overcoming objections   | 6         | 3.52  | 10   | 5.88  | 129    | 75.88 | 25  | 14.70 | 0        | 0 |
| Closing the sale        | 14        | 8.23  | 20   | 11.76 | 108    | 63.52 | 28  | 16.47 | 0        | 0 |

As indicated on the above table, the customer’s opinions about the company’s salespeople with regard to physical appearance: 152(89.41%) of them said that is ‘very good’, 11(6.47%) of them said ‘good’, 7(4.11%) of them ‘medium’ and none of them said bad or very bad.



Concerning the salesmen’s skill/ability 66(38.82%) of them said ‘very good’, again 66(38.82%) of them said ‘good’, 38(22.55%) of them said ‘medium’ and 0(0%) of them said ‘bad’ and ‘very bad’. About the salespeople ethical/social behavior the customers (100(58.82%)) said ‘very good’, 47(27.64%) of them ‘good’, 23(13.52%) of them ‘medium’ and no one of them said ‘bad’ or ‘very bad’. With regards to the salesmen’s approach the respondents (80(47.05%)) replied by saying ‘very good’, 85(50%) of them ‘good’, 5(2.94%) of them ‘medium’ and none said ‘bad’ or ‘very bad’. Concerning the salespersons’ presentation 20(11.76%) of them said ‘very good’, 57(33.52% ) of them ‘good’ , 90( 52.94%) of them ‘medium’, 3(1.76%) of them ‘bad’ and 0(0.00% ) of them ‘very bad’ , with regards to overcoming objections 6(3.52%) of the customers said ‘very good’ while 129(75.88%) of them said ‘medium’, 10(5.88%) of them said ‘good’ while 25(14.70%) of them said ‘bad’ and none said very bad. Lastly, concerning the closing of the sale 14(8.23%) and 20(11.76%) of them said ‘very good’ and ‘good’ respectively, 108(63.52%) and 28(16.47%) of them said ‘medium’ and ‘bad’ respectively and no one said very ‘bad’.

All these data show that the company’s salespeople are ‘very good’ and ‘good’ on their physical appearance, skill/ability, ethical/social behavior and approach. But they are ‘weak’ and ‘medium’ at their presentation, overcoming objection and closing the sales.

**Table 10: Buying HACOMAL’s Homes**

| Item | Question  | Alternatives  | Respondents |            |
|------|---|---------------|-------------|------------|
|      |   |               | No          | %          |
| 1    | Will you recommend other people to buy HACOMAL’s Homes? | Yes , I will  | 93          | 54.70      |
|      |   | Maybe         | 55          | 32.35      |
|      |   | No I will not | 22          | 12.94      |
|      | <b>Total</b>  |               | <b>170</b>  | <b>100</b> |

As indicated on the above table in item 1, 93(54.70%) of the respondents said that they will recommend others to buy HACOMAL’s houses while 55(32.35%) and 22(12.94%) of them said “May be” and “No” I won’t respectively. This implies that most of the respondents are attracted or interested in HACOMAL’s buildings while some respondents are against this.

**Table 11: Customers Expectations towards HACOMA’S Constructions**

| Item | Question   | Alternative | Respondents |            |
|------|--|-------------|-------------|------------|
|      |  |             | No          | %          |
| 1    | What are your expectations towards HACOMA’S homes? | Shelter     | 2           | 1.18       |
|      |  | Quality     | 85          | 50.00      |
|      |  | Design      | 58          | 34.12      |
|      |  | Luxury      | 25          | 14.70      |
|      | <b>Total</b>                                       |             | <b>170</b>  | <b>100</b> |

Table 11 item 1, shows that half of the respondents’ (85(50%)) expectation towards the company’s constructions is on quality when 58(34.12%) of them is on design and 25(14.70%) of them are looking forward for luxury house, but 2(1.18%) respondents want only shelter. This implies that most of the customers want good quality (durability, etc) and also good looking houses so; they are smart people because they are balanced between these two factors.

### **3.3. Data Analysis for Open Ended Questions and Interview**

#### **3.3.1. Customers Response to Open Ended Questions**

What do you think about the salespeople’s presentation?

This question included both close and open ended choices. Many customers have responded on the close ended choices and some of them have said that the salespeople’s presentation was missing samples of the company’s buildings.

- Related with the previous fact the respondents were asked what were their objections and how did the salesmen handled their objections and they gave the same response as in the first case which was the case of the “sample of the houses” meaning the customers were looking for samples but the sales people couldn’t provide any.
- Again when the customers were asked to give their reasons honestly and precisely for not buying the company’s homes (if they have refused to do so), their reasons were the problem with trusting the salesmen and the company because of no prove of sample house.

- The customers were asked if they have any other opinion about the company's sales people and some of them have responded by saying that almost all of the company's salesmen are youngsters (very young people) and have big energy and enthusiasm to do business and make a fortune.
- Respondents were given the chance to respond why they wouldn't recommend people to buy HACOMAL's homes and some of them responded because of financial problems at the time and others have said because of lack of any sample (they don't have trust).
- At last, customers were asked to write any additional information or opinion regarding the company's practice of salesmanship and most of them have said that it would be good if the company shows any sample of its construction to convince prospects. Others recommended the company to keep its word/promises to deliver the houses within the given time, because of other real estate's failures to do so.

### **3.3.2. Interview with the Marketing Manager**

- Would you please tell me briefly about the overall practice of salesmanship of your company?

Yes, of course. Our salespeople bring so many customers for the company by doing the prospecting by themselves to begin with then they pre-approach the prospects. After, they present and demonstrate to the prospects our real estate's sites, plan and everything and finally they close sales by overcoming the prospects objections through the cooperation of the sales force and the marketing manager (which is me). In a month we sell from 3 to 8 houses.

- What are the main objectives of your company's salesmanship?

The main objectives of our salesmanship are: to create awareness in the community that we have better and good quality houses in convenient places/sites, to promote our company, to change and grow the life style of our salespeople and our society.

- What are the major problems that your company encountered on its salesmanship activities?

The major problems that our company faced were: the awareness and knowledge of real estate of our community is very poor, because of this customers do not look for houses and everything in

these so called “real estate’s”. The society doesn’t have trust in these real estate’s: in our case, because of lack of sample, people had doubts on our company since they want to have something to see and touch.

- How do you measure the effectiveness of your salesmanship?

To measure the effectiveness of our salesmanship we evaluate the performance of our salespeople meaning: the loyalty that they have for their job and if, they have reached the closing stage by convincing prospects and if they have obtained successful closes and how many of these did they obtained.

- How do you recruit your salespersons?

When we recruit salespeople we see their self confidence, dressing code, the way they express about the company’s product (product knowledge), their skill and ability to convince people and we see the way they approach the prospect: kindness or sympathy.

- How do you evaluate your salespeople’s performance?

To evaluate our salesmen’s performance we have a monthly report that includes all the information about the salesman performance like for example: how she/he selects potential prospects, how many customers did he/she have, if he/she has taken the prospects to visit our sites, if they have successful closing etc.

- Excuse me but earlier you have told me that you do not have any samples of your constructions, why is that?

The first reason for this is that it’s been only two year and months since we have founded our real estate and it’s early for us to have concluded our constructions. Even though, we have started constructions on one of our sites which will be completed and will be available also as a sample in a short time.

- How do your salespeople handle your prospects objections?

Unfortunately, not very well. Prospects have different objections and questions every time and our salesmen sometimes couldn’t handle some of these objections or questions. So we have one culture between us which is: the salespeople transfer these challenging or difficult types of

questions for the marketing manager (me) to handle. And most of the time the prospects have their answers from the manager.

- How do your salesmen close sales?

They convince the prospects and build trust firstly. Then they let the customers see the advantages of buying HACOMAAL's houses, they provide all the product materials for this and give the customers to see all the alternatives. After then, they provide the customer an agreement sample and finally they reach to the down payment (agreement).

- How do you motivate your salesmen?

We motivate our salesmen by rewarding them, paying them their commission within the time, provide them with all the materials they need for their job, take them on vacation or refreshment, we give them various training.

- How do you reward them?

Twice a year we select two of "best salesmen" and we reward them by giving money or various materials.

- How frequent do you train your sales force to update their selling skills?

We do train our sales force at various moments and every time when it is required, it could be once a week, once in two weeks, we do this to update their product knowledge and their service giving.

- What does your company do to enhance its overall practice of salesmanship?

The company sets budget only for the sales force for trainings, refreshments and alike. The company always makes sure that the sales force is provided with all the required materials and service (car, etc).

# **CHAPTER FOUR**

## **SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

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

### **4.1. Summary of the Major Findings**

- Generally the customer respondents are diversified in gender, age, educational background and occupation. Thus, based on the findings, the majority of them 105 (61.76%) were male and most of them 75(44.12%) were above 36 years old. With regards to educational level, most of the respondents (75(44.12%)) were college graduates and majority of them (110(64.71%)) were self employed.
- Among the total respondents 127(74.71%) of them were those who have bought HACOMAL's houses.
- Most of the customers 52(40.94%) have bought homes from HACOMAL one year before.
- Among the customers that have bought the company's houses, majority of them 37(29.13%) have payed partially for the homes bought.
- Concerning the sales people's presentation, more them half of the respondents 100(58.82%) said that it was good.
- Half of the respondents 85(50%) were confident/believed in the salesmen's presentations.
- Regarding to their communication with the salesman, 90(52.94%) of the respondent had a good interaction and 100(58.82%) of the respondents were satisfied.
- Most of the respondents 80(47.06%) agree that the company's salespeople are well trained.
- Among the total respondents, 145(85.30%) of them have raised objections

- 85(50%) of the respondents had complaints on the salespeople serving giving.
- Concerning their objections, most of the respondents 77(45.30%) responded that the salesmen handled their objections in a medium way (not that much good).
- Because of the fact stated above, most of the respondents 77(45.30%) were neutral about the way the salesmen handled their objections.
- Regarding the salesmen's effort to sell, majority of the respondents 81(47.65%) agreed that the salesmen made very much effort to sell.
- Concerning the salespeople's physical appearance skill ability and ethical/social behavior, majority of the respondents said it was very good.
- With regards to the salesmen's presentation, overcoming objections and closing sales, most of the respondents replied that it was medium.
- Among the total respondents, more than half of them 93(54.70%) will buy or recommend others to buy HACOMAL's homes.
- With respect to the customer's expectations towards the company's construction, 85(50%) of the respondents expect quality houses.

## **4.2. Conclusions**

Based on the major findings the following conclusions are drawn:

- As it is found in the research findings, majority of the respondents were male. This indicates that men are more interested and participating in real estates than women.
- The study indicated that most of the respondents were above 36 years old and college graduates. Therefore, it is rational to conclude that most of the respondents have the knowledge and experience to be helpful for this study.
- According to the research findings, majority of the respondents have bought the company's product. This shows that the majority of these people have been convinced by the salesman to do so.
- As the researcher findings showed that, a majority of the respondents have bought the homes one year before and have paid partially. This, it is reasonable to conclude that the company was able to sell houses for the customers within a short time of its establishment and it has different systems of payment for the soled houses.

- According to the research findings, most of the respondents liked the salesmen's first presentation, interaction skill and first impressions, so it is obvious that these sales people are good in their social behavior and first appearance to the prospects.
- But after then, the research findings showed that, majority of the respondents were not satisfied with the way the salespeople handled their objection their objective. Therefore, it is logical to conclude that the company salesmen have weakness on overcoming the customer's objections.
- Finally, even though the research finding indicated that the salespeople made much effort to sell they still failed on closing some sales. Thus it is reasonable to infer that the sales force is not completely equipped with all the necessary salesmanship skill and ability to persuade prospects to make them buy goods/ service from them.

### **4.3. Recommendations**

Based on the conclusions drawn previously the under mentioned recommendations are forwarded:

- Habesha Constriction materials and development S.C. has to work and invest on its sales force to enhance its salesmanship practice.
- The company has to be able to provide its customers with some samples.
- The salespeople have to be given more training to upgrade their persuasive skill and ability.
- They should upgrade their product knowledge to give proper answers for the customer's questions.
- The salespersons have to be able to convince and overcome their customer's objections and be successful in closing sales.
- The company should contribute everything for this to happen (materials, trainings, budget etc).
- The Marketing Manager has to lay off (fire) those employees that wouldn't change/be successful //be fruitful for themselves and for the company.



## **BIBLIOGRAPHY**

Dr. Rustom S. Davar, Sohrab R. Davar and, Nusli R. Davar, (2006). **Salesmanship and Publicity**, Kumar Offset Printers, New Delhi.

Charles Futrell, (2005). **ABC's of Selling**, Sanjeev Offset Delhi.

Charles Futrell, (1999). **Fundamentals of Selling**, MC Gran Hill, USA.

Philip Kotler and Gary Armstrong, (2005). **Principle of Marketing**, Syndicate Binders, New Delhi.

Geoffrey Lancaster and David Jobber, (1994). **Selling and Sales Management**, Rajkamal Electric Press, New Delhi.

Naresh K. Malhotra, (2006). **Marketing Research**, Rekha Printers Private Limited, New Delhi.

Carlot A. Pedersen and Milburn D. Wright, (1966). **Salesmanship Principles and Methods**. Printed in the United States of America.

Pk Sahu and KI Raut, (2003). **Salesmanship and Sales Management**, Lalit Laminators and Binders, New Delhi.

Richard R. Still, Edward W. Cundiff and Norman A.P. Govoni, (2007). **Sales Management**, Jay Print Pack Private Limited, New Delhi.

**APPENDIX A**  
**St. Mary's University College**  
**Faculty of Business**  
**Department of Marketing Management**

**Questionnaire to be filled by the Customers of Habesha Construction  
Materials and Development S.C**

**Dear respondents**

This questionnaire is prepared by student researcher, a prospective degree graduate of year 2013 in the field of Marketing Management at St. Mary's University College. The aim of this research is to assess the practice of Salesmanship with reference to HACOMAL S.C. and its purpose is purely academic.

The information you provide with this questionnaire is highly valuable and has a paramount importance for the outcome of the research. Therefore, you are kindly requested to take few minutes of your precious time to fill this questionnaire honestly and at most care.

All information you provide to this study will be kept strictly confidential. The student researcher extends her gratitude in advance.

**General Direction**

- No need to write your name
- Please put “✓” mark on the box/s/ that most explain your answer
- Please write short and precise answers or additional opinions, if any in the space provided.
- “HACOMAL S.C.” is the abbreviation of Habesha Construction Materials and Development, Share Company.

## **I. General Characteristics of Respondents**

1. Gender

A. Male

B. Female

2. Age

A. 18 – 25 years

B. 26 – 30 years  E. above 42

C. 31 – 36 years

D. 37 - 42

3. Educational Background

A. Elementary

B. High School

C. Preparatory

D. College

E. University and above

4. Occupation

A. Government

B. Non Government

C. Student

D. Unemployed

E. If other, please specify \_\_\_\_\_

## **II. Questions Directly Related to the Study**

5. Have you bought HACOMAL's homes?

A. Yes, I did

B. Not Yet

C. No, I didn't

6. If yes, for question No. 5 when did you buy the home?

A. 3 months ago

B. 6 months ago

C. one year before

D. 1-2 years before

7. How did you pay for the house?

A. Quarter

B. Half

C. Partial

D. full

8. What do you think about the salespeople's presentation?

A. Very good

B. Good

C. Bad

D. Very bad

E. If other, please explain \_\_\_\_\_

9. Did you feel confident of the salespeople's presentation?

A. Very confident

B. Confident

C. Little Confident

D. Unconfident

10. How was your communication with the salesperson?

A. Very good

B. Good

C. Medium

D. Bad

E. Very bad

11. Were you satisfied with the persuasive skill of the salesmen?  
 A. Strongly Satisfied  B. Satisfied   
 C. Neutral  D. Dissatisfied
12. Do you think that the salesmen are well trained?  
 A. Strongly agree  B. Agree  C. Natural   
 D. Disagree  E. Strongly disagree
13. Did you raise any objection?  
 A. Yes  B. No  c. I don't remember
14. What were your objections?  
 A. Price  B. Payment  C. Service  D. Time of Buy   
 E. If others please specify \_\_\_\_\_
15. How did the salesmen handle your objections?  
 A. Very good  B. Good  C. Medium   
 D. Bad  E. Very bad   
 Explain if anything else \_\_\_\_\_  
 \_\_\_\_\_
16. Were you satisfied with the overall explanations for your objections?  
 A. Strongly satisfied  B. Satisfied  C. Neural   
 D. Dissatisfied  E. Strongly Dissatisfied
17. What efforts did the salesmen make to sell?  
 A. Very much  B. Much  C. Little   
 D. None  E. If others please specify \_\_\_\_\_
18. What was/were your ultimate reasons/s for not making the decision to buy? (please answer honestly and precisely)  
 \_\_\_\_\_  
 \_\_\_\_\_

19. What are your opinions about the salesmen of HACOMAL? Please, put “√” mark on your best choice based on the different characteristics concerning the company’s salespeople.

|                         | <b>Very Good</b> | <b>Good</b> | <b>Medium</b> | <b>Bad</b> | <b>Very Bad</b> |
|-------------------------|------------------|-------------|---------------|------------|-----------------|
| Physical appearance     |                  |             |               |            |                 |
| Skill ability           |                  |             |               |            |                 |
| Ethical social behavior |                  |             |               |            |                 |
| Approach                |                  |             |               |            |                 |
| Presentation            |                  |             |               |            |                 |
| Overcoming objections   |                  |             |               |            |                 |
| Closing the sale        |                  |             |               |            |                 |

If any other, please write \_\_\_\_\_

\_\_\_\_\_

20. Will you recommend other people to buy HACOMAL’s home?

A. Yes, I will

B. Maybe

C. No, I will not

21. If no, for the above question, why?

\_\_\_\_\_

\_\_\_\_\_

22. What are your expectations towards HACOMAL’s homes?

A. Shelter

B. Quality

C. Design

D. Luxury

23. At last but not least, if you have any additional information or opinion regarding the company’s practice of salesmanship, please write?

\_\_\_\_\_

\_\_\_\_\_

Thank you for answering this questionnaire.

**APPENDIX B**  
**St. Mary's University College**  
**Faculty of Business**  
**Department of Marketing Management**

**Interview Questions**

**Dear Manager,**

I am a prospective graduate student in the St. Mary's University College. I 'm working on the assessment of your company's salesmanship practices.

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

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

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

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

1. Would you please tell me briefly about the overall practice of salesmanship of your company?
2. What are the main objectives of your company's salesmanship?
3. What are the major problems that your company encountered on its salesmanship activities?
4. Why don't you have sample of your offerings?
5. How do you measure the effectiveness of your salesmanship?
6. How do you recruit your sales persons?
7. How do you evaluate your salesperson's performance?

8. How do your salespeople handle objections?
9. How do your salesmen close sales?
10. How do you motivate your salesmen?
11. How do you reward them?
12. How often you do this?
13. How frequent do you train your salesmen to update their selling skills?
14. What does your company do to upgrade its overall practice of salesmanship?

# APPENDIX C

••••• •••••••• ••••

••••• •••••

••••••••• •••••••• •••••••• •••••

••••••• •• •••• •• ••••• •••••••• ••••• •••••

•••••• ••••

•• ••••• ••••••• ••••• ••••• ••••• ••••• ••••• •••••  
••• ••••••• ••• ••••• ••••• ••••• ••• ••••• ••••••••• (salesmanship)  
••••• •• ••••••• ••••• ••• ••••••••••  
•••••••• •••••••• ••••••••••

•••••• ••••••• ••••• ••• ••••• ••••• ••••• ••••• ••••• •••••  
•••••• •••••••• •••••••••••••• •••••••• •••••••• ••••••••••••••  
•••••••• ••••••••• ••••• ••• ••••••• •••••••••••••••

••••••

• ••••• ••••••• ••• ••••••• ••••••••••••  
••••••• •••••••  
• •••••• •• ••••••• ••• ••••••••••••  
• ••••••• •••••••• ••• ••••• • "✓" •••••••••••  
• ••••••• •••••••• ••• ••••••••••••••••••••••••••••••••••••••  
• "••••• ••••••" ••••• ••  
••••••• •••••••• ••••••••••••

I. ••••••• •••••• •••••

1. ••  
•• •••  ••••• •••••
2. •••  
•• ••• 18-25 •••  ••• 26 -30 ••• ••• 31-36 •••   
••• 37-42 •••  ••• •42 •••••
3. ••••••• •••••





•. ••• ••      •. ••      •. •••••

•. •••      •. ••• •••

•. •••• •• ••• •••••• \_\_\_\_\_

16.      ••••• ••••• ••• •••••?

•. ••• •••••      •. •••••      •. •••••

•. •••••      •. ••• •••••••

17.      •••• ••••• •••• •• ••• ••• •••••••?

•. •••• ••      •. ••      •. •••

•. •••      •. ••••• •• ••• ••••••• \_\_\_\_\_

18.      ••••• ••••••• ••••• /•• •••••• \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

19.      ••••• •• •••• •••• ••••• ••••• •••••••••••••••? •••••

••••• ••••• •••• •••••• ••• •••••• ••••• • "✓" •••••

••••• •• ••••••

|                |        |    |       |     |         |
|----------------|--------|----|-------|-----|---------|
|                | ••• •• | •• | ••••• | ••• | ••• ••• |
| ••• •••        |        |    |       |     |         |
| ••••/•••       |        |    |       |     |         |
| ••••/••• •••   |        |    |       |     |         |
| •••••          |        |    |       |     |         |
| •••••          |        |    |       |     |         |
| ••••• ••••     |        |    |       |     |         |
| •••• ••••/•••• |        |    |       |     |         |

•• •••••• ••• ••••• \_\_\_\_\_

20.      ••• ••••• •• •••••• ••• •••••• ••••••••••••••••?

•. ••      •. •••••       •. ••

21.      •••• "•••" ••• ••••? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

22.      •••••• ••• •• •••••?

•. •••••  • ••••       •. •••••       •. •••••

••••• ••••• ••••• •••••• ••••• ••••••••••••••••



# DECLARATION

## Candidate's Declaration

I, the undersigned, declare that this senior research is my original work, prepared under the guidance of Ato Yalew Gorfu. All sources of materials used for the manuscript have been duly acknowledged.

Name: Bezawit Solomon

Signature: \_\_\_\_\_

Place of Submission: St. Mary's University College

Date of Submission: \_\_\_\_\_

## Advisor's Approval

This senior research has been submitted for examination with my approval as the University College advisor.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_