



**BUILDING MATERIALS SALES STRATEGY AND
CHALLENGES IN ADDIS ABABA:
THE CASE OF L AND H BUILDING MATERIALS PLC**

**THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF THE
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BY

MALEFIYA MANAYE

(ID No: SGS|0345|2011A)

ADVISOR: SHIFERAW MITIKU (PhD)

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ST. MARY'S UNIVERSTY
SCHOOL OF GRADUATE
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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature & Date

Advisor

Signature & Date

External Examiner

Signature & Date

Internal Examiner

Signature & Date

Declaration

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Advisor: Shiferaw Mitiku (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Malefiya Manaye

Name

Signature & Date

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The Researcher

List of Abbreviations and Acronyms

ADSTR - adaptive selling strategy

COMMSTR - commitment sales strategy

COSTR - customer oriented sales strategy

ECOFAC - economic factor

LEGFAC - legal factor

LIASTR - liability sales strategy

RELSTR - relational sales strategy

SALPERF -sales performance

SINSTR - sincerity sales strategy

SOCFAC - social factor

TECHFAC -technological factor

Abstract

This study is conducted with an objective to examine the sales strategy and challenges of L and H Building Materials plc. It uses (Adaptive selling strategy, Customer oriented selling strategy, Relational selling strategy and sales person's characteristics) as a dimension of sales strategy. It also identified the main external challenges from the dimension of (legal factor, economic factor, social factor, technological factor) and the study also measured the sales performance from the dimension of (customer loyalty, acquisition of new customers, achieving the desired market Share and achieving the desired growth) This study is conducted by using both descriptive and explanatory research designs .96 employees of the company were participated in the study by providing their responses through questionnaire & interview. The data collected with questionnaire was analyzed by using both descriptive and explanatory analysis methods. Frequencies, percentiles, mean and standard deviation were used as descriptive methods, multiple linear regression and Pearson correlation analysis methods were used to answer research questions. For the qualitative part an interview was conducted with the sales manager of the company. The findings emphasize the role of developing effective selling strategies to improve sales performance. Thus, recognizing these factors and the rate of their influence will enable the top managers of companies to use effective and suitable strategies for preserving and retaining customers.

Key words, sales strategy & sales performance

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CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, operational definitions and organization of the thesis.

1.1. Background of the Study

Selling strategy is the set of integrated decisions and actions, by which a company wants to recognize and meet customer needs in order to achieve marketing goals. Accordingly, a selling strategy can be defined as a plan by a company to differentiate the company itself positively from its competitors, using its relative strength to better satisfy customer needs in a given environment (Kisaka, 2012). Selling strategy has become an important tool globally for any organization to remain in competitive market environment and wax stronger. Sales strategy is a vital prerequisite of Industry's ability to strengthen its market share and minimize the impact of the competition (Adewale, Adesola, & Oyewale, 2013). Selling strategy is a way of providing quality product that satisfies targeted customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy. (Adewale et al, 2013).

In adaptive selling, salespeople adjust their sales approach with respect to the specific characteristics and needs of a customer (McFarland et al. 2006; Román and Iacobucci 2010; Sharma and Levy 1995). At the beginning of a sales encounter, salespeople often use intuitive judgments to assess the customer's needs and characteristics (Hall et al. 2015). When salespeople need to correct their initial judgment and alter their approach, changes need to be made in the right direction; as otherwise, they are ineffective or can even harm the influence attempt (Evans et al. 2012; Hall et al. 2015). High levels of empathy facilitate a salesperson's customer orientation (Delpechitre et al. 2019) and in order to adapt their selling strategies accordingly within a sales conversation, listening skills are of crucial importance. Salespeople with good listening skills can adapt their approaches better, create more trust with customers and thus increase their perceived value (Itani et al. 2019)

Customer orientation is a concept and belief that always put the customer's interest as first priority and it embraces owners, managers and employees to create a profitable business for long

term. Efforts in understanding how employees could effectively establish and maintain long term positive relationships with their customers have led researchers to study and understand the term “Customer Orientation” Johari and Ong (2013) and Ong and Johari (2014). The term customer-oriented behavior refers to particular behaviors exhibited by an individual during the interaction with his or her customers that will lead to customer satisfaction (Farrell, Souchon and Furden, 2001).

Customer-oriented behavior has been conceptualized from customer orientation literature in the marketing management. Customer orientation was defined as a group of actions taken by the business provider to support their sales business and service staff based on the prioritization of customer needs and satisfaction (Farrell, Souchon and Furden, 2001). By defining the work behavior itself, it is the range of actions or response of an individual as well as group to an action, environment, person or stimulus. Various definitions of customer-oriented behavior have been defined by researchers. Johari and Ong (2013) viewed customer-oriented as the practice of marketing concept at individual level and described customer-oriented behavior as behavior of an individual which focus on resolving customer problems, meeting customer needs, ensure customer satisfaction and long term profitability.

In the current turbulent competitive environment, the key to success for most companies is the sales skill of its salesperson, because the skills and characteristics of its salesperson, including liability, developing trust and friendship, and commitment, coupled with honesty, result in a long-term relationship with customers (Anderson, 1996). Sales forces are playing the role of a company’s personal relationship with the customer. From many customers point of view, the sales representative is the company, and it is the sales representative that provides the firm with valued and required customer information. Successful salespersons are adept at identifying consumer needs and supplying a solution that helps provide for them; this role has remained constant from the development of modern sales concepts to the present day.

Ideally, sales representatives should establish and maintain long relationships with customers through their behavior. To do so, it is required to identify customer’s aims and requirements and use appropriate strategy to meet them (Weitz and Bradford, 1999). Enhancing the salesperson’s skills in the selling strategy would lead to a better ability to understand the customer’s situation, which would lead to better performance in the selling interaction and should also lead to improved ability to build and maintain relationships with customers. Napolitano (1997) suggests that salespersons who are responsible for implementing a partnering buyer-seller strategy must

have the conceptual and analytical skills to understand customers' key profit/productivity goals, and the skills to identify problems and provide solutions based on the selling firm's resources and creativity.

According to Slater and Olson (2000), a relational selling strategy is based on supplier and customer interdependence, an exchange of critical information, trust between partners and a stable relationship that allows each party to benefit from a fair return on its investments in keeping with the orientation towards relational exchanges, which has been recognized as one of the fundamental changes in business-to-business markets during the last decades (Weitz and Bradford, 1999). In short, it has been pointed out that, in the current relational era, radical changes have occurred in sales force activities and selling strategy. The fundamental goal of salespeople in the new millennium is to develop long-term, mutually profitable partnerships with customers (Anderson, 1996), or more precisely with certain types of customers if we are to integrate the recent findings on the profitability of relational programs (Reinartz and Kumar, 2000).

The findings from the previous studies by (Ghazaleh, Moghareh and Mohammad, (2009); Ramendra and Gopal, (2013); Sergio and Pedro, (2014)) clearly shows that managers perception of the adoption of strategies on the part of the selling firm is associated with the adoption of some specific classes of behaviors (customer-oriented selling, adaptive selling, relational selling) that can contribute to the creation of strong and long-lasting positive relationships with customers. An effective strategy means an adequate formulation process, competitive positioning and proper implementation. The studies examined the most effective sales strategies and found that customer-oriented, relational selling strategies and salespeople characteristic have positive effect on sales performance and finally through applying such strategies managers can meet their goal of meeting customer satisfaction and establishing positive long-term relation with customers. On the other hand, the managerial problem of aligning the actual behaviors of the sales force to the firm's intended strategy has become even more important in the strategic perspective, due to the fundamental role played by salespeople in the implementation of such selling strategies.

1.2. Statement of the Problem

Adaptive selling is defined as the altering of sales behaviors during a customer interaction or across interactions based on perceived information about the nature of the selling situation by employing adaptive selling techniques, salespeople try to steer a sales conversation in the desired

direction by fitting the sales approach to the customer's character, behavior and needs (McFarland et al. 2006; Román and Iacobucci 2010; Sharma and Levy 1995). In the presence of a companion, this can also include a seller's attempt either to reinforce positive influences of a companion, or to mitigate potentially harmful behaviors. Literature on adaptive selling suggests adequate approaches for salespeople depending on various shopper characteristics (Guo and Main 2017; McFarland et al. 2006

Customer-oriented managers have to engage in the difficult process of discovering their customers' needs and designing products and services that provide consistent benefits to them. Saxe and Weitz (1982) argued that customer-oriented individuals would defer short-term returns for long-term dividends. Thus, managers will engage in customer-oriented selling when they expect future transactions with the buyer. Williams (1998) pointed out that customer oriented selling is of fundamental importance in customer relationship development. Beatty and Lee (1996) also found an association between successful long-term relationships with clients and customer-oriented selling.

For selling firms, the adoption of a relational strategy is aimed at building ongoing customer relationships and gaining competitive advantage through the acquisition of intangible assets such as customer trust and commitment (Morgan and Hunt, 1994). A relational selling strategy might be defined as a strategic approach developed by a supplier willing to establish long-term and mutually profitable relationships with some of its clients. In a relational strategy, the trust created between seller and buyer results in risk reduction and encourages interaction and a long-term relationship; this leads to the customer maintaining a relationship with the firm and also increases sales in the future (Flaherty and Pappas, 2008).

The studies regarding the subject matter in Ethiopia by Guesh, (2010) the study assessing of factors affecting sales volume: a case study of Mesfin industrial engineering PLC has been formulated by five leading research questions. The objective of this study is to assess the internal and external environmental factors affecting sales volume of Mesfin Industrial Engineering PLC. Mohammed (2014) study the influence of sales skill dimensions namely; interpersonal, salesmanship, technical and marketing skills; on sales person performance in Ethio Telecom enterprise (B2B) sales force. Secondly find out the effect of organizational commitment both as moderator and independent variable. A study by Meheret, (2017) stated that understanding how technology investments create business value is a research priority in today's technology-intensive world; one of these technologies is the sales force automation technology. The study by

Henok Sirak (2018) investigates the effect of personal selling on customer Loyalty the case of Ethiopian Airlines. The study finding shows that, among five variables, two variables (selling skill and trust) were identified as the main factors that affect the loyalty of Ethiopian Airlines customers. Chalachew, (2018) study the sales force performance is undeniably the central interest in the field of sales force management due to the obvious link between sales performance and overall corporate performance. The aim of the study was to examine different factors affecting the performance of sales force and identify the most powerful determinates of performance. Ambaye, (2018) study the wellbeing of one company may depend up on its performance of selling. The aim of this research was to assess factors that affect sales performance of MOHA soft drink industry summit and T/Haimanot plants. The study by Beza Lebeta, (2018) conducted with an objective of identifying effect of sales skills on sales performance of salesperson in Chora Gas and Chemical Factory. Technical, interpersonal, marketing and salesmanship skills were used as dimensions of sales skills.

As the researcher visits the company and revise the company's sales report, effective sales strategy is important in sales practice of the factory. Even if sales strategy is important in building materials industry, L and H building materials plc gives less emphasis on this. As to the researcher's search, this study is the first of its kind in the in the company. It doesn't have a clear picture on what sales strategy is used by the company, what are personal selling key success factors in the industry and what kind of personal selling strategy to follow to enhance sales performance.

Even though the above significant studies have conducted in Ethiopia to evaluate the sales practice of the different companies but with the limited scope and under the influence of few variables. Specifically they didn't use the conceptual model concerning the relationship between the independent variables selling strategy and challenges affecting sales performance and dependent variable sales performance. On the other hand they didn't used the six measures of selling strategy (adaptive selling strategy, customer oriented selling strategy, sincerity salespeople strategy, commitment salespeople strategy, liability salespeople strategy and relational selling strategy) as well as the four measures of sales performance (customer loyalty, acquisition of new customers, achieving the desired market share and achieving the desired growth). Therefore, the aim of this study is to assess the sales strategy and challenges of L and H Building Materials plc by using the four pillars of (Ghazaleh, Moghareh and Mohammad, 2009; Ramendra and Gopal, 2013; Sergio and Pedro, 2014) most effective sales strategies conceptual

model which are customer-oriented selling, adaptive selling, relational selling and salespeople characteristic. The study might also give some clue to building materials developers and owners in making effective sales practice.

1.3. Objective of the Study

1.3.1. General Objective

The general objective of the study is to examine the sales strategy and challenges of L and H Building Materials plc.

1.3.2. Specific Objectives

In order to address the stated general objective in detail, the following specific objectives are drawn:

- To assess the sales strategy of the company in terms of (customer-oriented, adaptive, relational and salespeople characteristic).
- To determine the effectiveness of the sales strategy on the sales performance of the company.
- To identify factors affecting the sales performance of the company.

1.4. Basic Research Questions

In order to come up with a possible solution to the stated problem, the researcher will try to answer for the following basic research questions.

- How sales strategy is being practiced in the company?
- How effective the company's sales strategy to improve the sales performance in terms of (customer loyalty, acquisition of new customers, achieving the desired market share and achieving the desired growth)?
- What are the major challenges that affecting the sales performance of the company?

1.5. Scope of the study

The purpose of this study will be will be examine the sales strategy and challenges of L and H Building Materials plc. A research like this is essential to assess and improve the sales practice and strategy, because it provides management with data that they can use in making inferences

about the customers. The results of this study will be proved useful for academics; business in the field of marketing and management researchers of customer satisfaction and service quality especially in building material supplier organizations.

So as to make the study manageable, it is necessary to define the scope of the study. The study will be delimited geographically, conceptually, and methodologically.

Geographically: The study is delimited to single industry sales strategy and challenges affecting sales performance (building materials industry) specifically L and H building materials plc. The study will be delimited on sales practice in L and H Building Materials plc and agents who are contracted to the organization. Besides, L and H Building Materials plc has agents in many parts of the country but the current study will be limited to only the sales practice from Addis Ababa due to limited time and resources.

Conceptually: The study will be will be examine the sales strategy and challenges of L and H Building Materials plc by using effective sales strategies model which are customer-oriented selling, adaptive selling, relational selling and salespeople characteristic.

Methodologically: The study will be executed only with the methodologies described in chapter three and the discussion only depends on the findings after processing the data that will be gathered and analyzed through this methodologies

1.6. Limitation of the Study

To accomplish this study it requires spending much time in the study area for collecting data. Due to the current situation covid19 for the researcher the availability of enough time for research work was questionable. There are Lack of seriousness on research response by some participants in the study, because despite of being aware of the research topic respondents did not provide detailed opinions/views to some question and also Resistance from other respondents due to lack of trust on the subject matter on the study, resistance was common among few individuals fearing that the results might have negative impact on their jobs.

1.7. Significance of the Study

This research will be able to provide: First and for most it was very important to the student researcher to implement her knowledge on the real world, Other researchers can also benefit from this study as it adds on to the growing body of knowledge and as a baseline for further

researches. It will be used as a source of reference for studies will be done on the sales strategy and challenges, As the company under a research, L and H Building Materials plc will also be benefited from the information from the finding of the study that could guide the company in making informed decisions based on facts found during this research, Last but not list other similar companies in Ethiopia will also use this study as reference point for identifying the important aspects of sales strategy.

1.8. Operational Definition of the Key Terms

Adaptive selling strategy; the salespeople able to altering of sales behaviors or sense buyers' personalities, moods, information needs, risk aversion etc and thus change (adapt) their selling strategies to match the needs of each individual buyer (Baumgartner *et.al* 2016).

Customer-oriented selling strategy; themanagers have to engage in the difficult process of discovering their customers' needs and designing products and services that provide consistent benefits to them (Dixon *et.al*, 2011).

Effectiveness; meeting the expectations i.e. plans or by benchmarking themselves against their competition by setting the strategic goals aligning the business/internal environment with the external environment (Kotler and Keller, 2008).

Relational selling strategy; the adoption relational strategy, the trust created between seller and buyer results in risk reduction and encourages interaction and a long-term relationship; this leads to the customer maintaining a relationship with the firm and also increases sales in the future (Palmatier *et.al.*, 2013).

Selling strategy is a collection of processes that firms utilize or approach to the customer before selling their goods and/or services (Kelvin, 2006).

Sincerity, commitment, liability and salespeople strategy; thesales managers dedicate much of their time to transferring sales skill to salespeople that the sales force should obtain in order to increase sales performance include sincerity, commitment, and liability (Palmatier *et.al.*, 2013).

1.9. Organization of the Paper

The study will be divided into five chapters in order to provide clarity and coherence on the discussion of the study. The first part of the dissertation will be discussing the background,

problem statement, questions, objectives, the significance and limitations. The second chapter shall be discussing the relevance of the study in the existing literature. After the presentation of the existing related literature, the researcher shall provide a synthesis of the whole chapter in relation to the study. The third part of the study will be discussing the methods and procedures use in the study. The chapter shall comprise the presentation of the utilized techniques for data collection and research methodology. Similarly, it shall also contain a discussion using techniques in data analysis as well as utilize some tools to acquire the said data. The fourth chapter will be discussion of the results of the study. Data to be presented will be statistically treated in order to uncover the relationship of the variable involved in the study. With the said data, the chapter seeks to address the statement of the problem noted in the first chapter. The last chapter will comprise three sections: the summary of the major findings, conclusions of the study, and the recommendations. Reference and annex is presented in the final part of the paper.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter reviews appropriate literature from referenced books, journals, magazines, newspapers, reports, dissertations and other publications. The chapter is arranged under three sections that include the theoretical review, empirical review and conceptual framework. The theoretical review looks into the definition, explanation of the importance and the implementation of the four variables: the independent variable selling strategy dimensions (adaptive selling strategy; customer oriented selling strategy; sincerity, commitment liability of salesperson's strategy; relational selling strategy); and the challenges affecting sales performance and the dependent variable sales performance. In the empirical review section citations of past research concerning the study variables are discussed in detail. The third part discuss about conceptualization for the study is developed through the exploration and definition of the constructs of conceptual model that describes the relationship between dependent and independent variables.

2.1. Theoretical Literature Review

2.1.1 Selling Strategy

In today's highly competitive environment, there is intense pressure to improve the efficiency and effectiveness of manufacturing and procurement activities. When faced with revenue and cost concerns that are compounded by shortening product life cycles, changes in process and product technology, and evolving business practices, firms are looking for new ways to address business problems (Pelham, 2006). Managers and researchers are interested in how to develop more effective selling strategies for increased sales performance which can contribute to the creation of strong and long-lasting positive relationships with customers. Managers believe that these approaches can create more flexible, responsive partnerships, thereby improving the firm's performance. Customers have more information, demand increased levels of customer service and have higher expectations. Furthermore, competition is stronger due to market globalization, and technology is continually becoming more advanced (Anderson, 1996; Wotruba, 1996). Producing the best available product or service is not enough; it has to be sold. If companies are to survive, they must pay great attention to the training of their sales force and their selling strategies.

During the past decade, both academics and practitioners have devoted increasing attention to the selling strategies approach in managing customer relationships (Morgan and Hunt, 1994). This trend has been particularly relevant in industrial markets, where buyer-seller relationships are typically characterized by complexity, interdependence and long-term orientation. A competitive advantage exists for companies that are engaged in successful long-term buyer-seller relationships (Porter and Inks, 2000).

Long-term buyer-seller relationships have been the focus of much research during the past few years because managers and researchers believe these relationships represent one of the greatest resources for developing sustainable competitive advantage for both buyers and sellers. In particular, long-term buyer-seller relationships provide a firm with: fast access to new technologies or markets; the ability to provide a wider range of goods and services; economies of scale in joint research and production; access to knowledge beyond a firm's boundaries; bridges to other firms; sharing of risks; and access to complementary skills (Porter and Inks, 2000).

This makes it important for companies to understand what strategies influence their relationships with other firms. Identification of the relative influence of these strategies can be used to focus a company's efforts on the areas that are most important, improving the sustainable competitive advantage derived from that relationship (Pelham, 2006).

Strategy is a collection of processes that firms utilize before selling their goods and/or services. The aim of a good strategy in selling is that one can meet a proper person at the proper time and location using the best technique in order to influence that person. The real meaning of strategy is doing all things needed to do in the best situation and achieving goals. In the next subsection we discuss the role of selling strategies on sales performance (Spiro and Weitz, 1990).

The next section discusses about the components of sales strategy presented by Spiro and Weitz, (1990) which are adaptive selling strategy; customer oriented selling strategy; sincerity, commitment liability of salesperson's strategy and relational selling strategy.

2.1.1.1. Adaptive Selling Strategy

Adaptive selling is conceptualized as the process a salesperson goes through to gather information about the selling situation and use this information to develop unique sales presentations designed to meet the needs of the customer (Spiro and Weitz, 1990). The adaptive selling framework proposes that the proper use of an adaptive selling strategy can be critical to a

salesperson's effectiveness (Spiro and Weitz, 1990; Goolsby *et al.*, 1992; Boorum, Goolsby and Ramsey, 1998; Porter, 1998; Porter and Inks, 2000) which is defined as the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation (Weitz, Sujan and Sujan, 1986).

Adaptive selling is defined as the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation (Weitz *et.al*, 1986). Then key account managers exhibit low level of adaptive selling when they use the same sales presentation in and during all customer encounters. In contrast, a high level of adaptive selling is indicated by the use of different sales presentations and communication styles across encounters (Spiro and Weitz, 1990). Organizational citizenship behaviors (OCB) are voluntary behaviors performed by the workforce, not explicitly evaluated and rewarded by the company, which can be expected to increase the firm's overall performance (Posdakoff and MacKenzie, 1994; Netemeyer *et al.*, 1997). In a personal selling context, four types of organizational citizenship behaviors had been categorized.

Adaptive selling may cause a salesperson to sacrifice short-term sales to maintain customer satisfaction and increase the probability of future sales (Porter, Wiener and Frankwick, 2003). High adaptation to customer needs and customization of the offer are usually considered important dimensions of an adaptive strategy.

An extreme case of selling adaptive would be to use a unique sales presentation for each customer, whereas adaptive will not be present if salespeople use the same presentation for all customers. The base for adaptive behavior is perceived information about the nature of the selling situation (Boorum *et al.*, 1998).

It should be able to deploy adaptive selling effectively with different sales approaches. Being flexible in the sales approaches used, adaptive selling adjusts approaches from one customer to another, varying sales style from situation to situation. The adaptive nature of the personal selling process hinges on a salesperson's ability to gather information about the sales interaction, effectively design and transmit a sales message that is appropriate for the customer, and then gather feedback from the buyer to determine if the sales message has been effective. Thus, advanced communication skills are necessary to use an adaptive selling strategy effectively. Listening skills are critical for assessing a customer's needs and gaining information about the selling environment (Morgan and Stoltman, 1990).

Adaptive Selling Behavior of Salesperson Sales person behaviors embody sales force activities needed within the sales process and activities associated with the development of in progress relationships with customers/buyers. As, Porter and Inks (2000) represented adaptive selling as the customizing of sales behaviors throughout a client dealing or across client dealings based on perceived data regarding the nature of the selling scenario. Adaptive selling behavior includes shaping the content and quantity of information to share with completely different customers who have different wants, e.g., a repeat client doesn't need the background information needed by a new buyer. Salespeople additionally adapt their selling techniques according to the buyer's communication style (McFarland *et al.*, 2006). As an example, a salesperson could tailor a presentation to specialize in the bottom-line once talking to a "task-oriented" client (Williams and Spiro, 1985). But in keeping with past literature, adaptive selling additionally needs some sacrifices because it could cause a salesperson to trade off short sales to develop client satisfaction and increase the prospect of future sales (Porter *et al.*, 2003). Moreover, high adaptation to customer needs and customization of the offer are sometimes thought of necessary dimensions of an adaptive strategy.

Sujan (1986) found that the salesperson's adaptive selling technique had a robust positive relationship with the preference for a relational message, suggesting that salespeople will work effectively by selecting techniques that are acceptable for explicit customers, or by improving their skills of various sales approaches. Adaptive selling is vital indicator that shows what proportion of customization a salesperson is using (Baldauf and Carvens, 2002).

Marketing scholars have established empirical proof for many antecedents that enhance adaptive selling or encourage following adaptive selling. As, trait theory also suggests that salesperson's performance (behavioral) may be a function of his or her individual personality traits, means that sales success depends upon how much a salesperson possesses certain individual personality traits. Therefore, several studies target the characteristics of the salespeople, like ability and motivation that's can and will salespeople perform well (Boorum *et al.* 1998; Jaramillo, 2007).

2.1.1.2. Customer-Oriented Selling Strategy

A contemporary belief holds that a vital key to performance rests with being able to maintain customer relationships. In order to have a successful long-term relationship with customers, the organization should be customer-oriented.

As pointed out by Wilson (2000), salespeople attempt to persuade the buyer to do something that will benefit the salesperson's company. A win-win approach should be adopted, where salespeople should become customer partners (Weitz and Bradford, 1999) and increase their customer orientation, as opposed to selling orientation (Saxe and Weitz, 1982). Consequently, a customer-oriented selling strategy is widely recognized as an important class of selling strategy (Flaherty *et al.*, 1999; Keillor *et al.*, 2000).

Customer-oriented selling strategy evolves from the marketing concept, a management philosophy which states that an organization should strive to satisfy customer needs through a coordinated set of activities that also allows the organization to achieve its objectives. The successful implementation of customer orientation requires that salespeople should have the necessary skills and knowledge to: gather information about the customer through effective listening (Boorom *et al.*, 1998); analyze and understand customer problems; and tailor their offerings to customer needs (Saxe and Weitz, 1982; Boorom *et al.*, 1998).

It is appropriate to assess the connections of this well-established construct (customer orientation) to long-term relationships more specifically, while salespeople who are customer-oriented attempt to satisfy buyer's needs, which is not a short-term venture. Instead sellers committed to this orientation must be willing to spend considerable time dedicated to understanding and then satisfying the customer through enduring buyer-seller relationships that transcend occasional relational disruptions.

The firm can provide the appropriate training so that salespeople gain the aforementioned resources to become more customer-oriented (Siguaw *et al.*, 1994; Flaherty *et al.*, 1999).

Williams (1998) found that customer-oriented selling strategy leads to the successful development of relationships with customers and positive impact on sales performance.

When a company pursue a relationship selling approach, its sales force is supposed to adopt relational selling behaviors (Wotruba, 1996). In this study we focus our attention on four classes of sales people relational behaviors: customer oriented selling, adaptive selling, organizational citizenship behaviors and team selling. Customer oriented selling is a selling approach consistent with the building of long lasting positive relationships between the buyer and the seller. It is considered to be an important class of relational selling behaviors (Williams, 1998; Weitz and Bradford, 1999).

The scale developed by Saxe and Weitz (1982) and shorten by Thomas, Sutar and Ryan (2001) included questions to evaluate the following characteristics of the customer oriented sales process: (i) a desire to help customers make satisfactory purchase decisions; (ii) helping customers assess their needs; (iii) offering products that will satisfy customers' needs; (iv) describing products (and services) adequately; (v) avoiding descriptive or manipulative tactics; and (vi) avoiding the use of high pressure selling.

2.1.1.3. Sincerity, Commitment: Liability of Salesperson's Strategy

In the current turbulent competitive environment, the key to success for most companies is the sales skill of its salespeople, because the skills and characteristics of its salespeople, including liability, developing trust and friendship, and commitment, coupled with honesty, result in a long-term relationship with customers (Anderson, 1996).

Sales forces are playing the role of a company's personal relationship with the customer. From many customers' point of view, the sales representative is the company, and it is the sales representative that provides the firm with valued and required customer information.

Successful salespeople are adept at identifying consumer needs and supplying a solution that helps provide for them; this role has remained constant from the development of modern sales concepts to the present day.

Ideally, sales representatives should establish and maintain long relationships with customers through their behavior. To do so, it is required to identify customers' aims and requirements and use appropriate strategy to meet them (Weitz and Bradford, 1999). Enhancing the salesperson's skills in the selling strategy would lead to a better ability to understand the customer's situation, which would lead to better performance in the selling interaction and should also lead to improved ability to build and maintain relationships with customers. Napolitano (1997) suggests that salespeople who are responsible for implementing a partnering buyer-seller strategy must have the conceptual and analytical skills to understand customers' key profit/productivity goals, and the skills to identify problems and provide solutions based on the selling firm's resources and creativity.

2.1.1.4. Relational Selling Strategy

During the past decade, both academics and practitioners have devoted increasing attention to the relational selling strategy (Morgan and Hunt, 1994). This trend has been particularly relevant in industrial markets, where buyer-seller relationships are typically characterized by complexity, interdependence and long-term orientation.

In applying the relational perspective to business-to-business environments, two aspects deserve special attention. First, scholars have pointed out that relational strategies should be adopted selectively, because, due to the high costs and the risk they imply, they may not be the optimal solution in managing all customer relationships (Reinartz and Kumar, 2000; Sheth and Reshma, 2003). Hence, a relational approach should be applied mainly to key (or strategic) accounts. Second, the success of such relational strategies is strongly dependent on the ability to create interpersonal bonds between the supplier and the customer (Narayandas and Rangan, 2004).

According to Slater and Olson (2000), a relational selling strategy is based on supplier and customer interdependence, an exchange of critical information, trust between partners and a stable relationship that allows each party to benefit from a fair return on its investments in keeping with the orientation towards relational exchanges, which has been recognized as one of the fundamental changes in business-to-business markets during the last decades (Weitz and Bradford, 1999).

In short, it has been pointed out that, in the current relational era, radical changes have occurred in sales force activities and selling strategy. The fundamental goal of salespeople in the new millennium is to develop long-term, mutually profitable partnerships with customers (Anderson, 1996), or more precisely with certain types of customers if we are to integrate the recent findings on the profitability of relational programs (Reinartz and Kumar, 2000).

In order to accomplish a relationship selling strategy, salespeople are likely to engage in enhanced interaction and interdependence with customers. As a result, they have access to a greater amount of customer information. To the extent that they are exposed to valuable customer information that will enable them to make an improved strategic contribution, we suggest that this group may be more likely to become involved in strategic activities. As salespeople share valuable customer information with managers, managers are likely to respond by sharing more information and responsibility with salespeople. As a result, the foundation for a

high-quality exchange relationship that fosters greater cross-participation in the strategy process is laid (Flaherty and Pappas, 2008).

Salespeople play a key role in the formation of long-term buyer-seller relationships; buyers often have a greater loyalty to salespeople than they have to the firms employing the salespeople (Weitz and Bradford, 1999). Relationship selling is at the forefront of marketing practice and research (Palmatier, Houston, Dant, & Grewal, 2013), especially as new challenges such as the rapid development of new technologies, growing expectations from buyers, and more administrative activities hinder opportunities for relationship building (Dixon, Frewer, & Kent, 2011). As e-commerce has expanded both business to business and consumer transactions increasingly take place on digital platforms; by 2020, an estimated 85% of customer transactions will not require any salesperson involvement, implying a 33% potential reduction in the sales force (Baumgartner, Hatami, & Valdivieso, 2016). Yet B2B customers also confront increasingly complex service and solution offerings, which make trust and personal relationships critical and assign more strategic relationship management responsibilities to sales forces. In this sense, relational selling is at a crossroads, such that some trends undermine strong, face-to-face relationships, but other trends demand such interactions. In response, this study seeks to provide insights into the future of relational selling by undertaking a comprehensive review of research and practice that can reveal the impact of changing conditions, on the basis of three critical perspectives.

2.1.2. Selling Strategies on Sales Performance

Another study which was conducted by Ghazaleh.M and Mohammad.H(2009) with the title *The effect of selling strategies on sales performance* states that the findings from their study clearly show that managers' perception of the adoption of strategies on the part of the selling firm is associated with the adoption of some specific classes of behaviors (customer-oriented selling, adaptive selling, relational selling) that can contribute to the creation of strong and long-lasting positive relationships with customers. An effective strategy means an adequate formulation process, competitive positioning and proper implementation. We examined the most effective sales strategies and found that customer-oriented, relational selling strategies and salespeople characteristic have positive effect on sales performance and finally through applying such strategies managers can meet their goal of meeting customer satisfaction and establishing positive long-term relation with customers.

On the other hand, the managerial problem of aligning the actual behaviors of the sales force to the firm's intended strategy has become even more important in the strategic perspective, due to the fundamental role played by sales people in the implementation of such selling strategies Guenzi (*et al.*, 2007). From their findings, it can be learned that selling strategy has significant impact on the creation of strong and long-lasting positive relationships with customers who will end up in customer loyalty. This is therefore one of the variable is taken from this study to ascertain whether selling strategy has impact on customer loyalty in an airline industry.

The imperative to dissect the mechanism of sales force effectiveness is anchored in multiple perspectives held by sales researchers and sales managers. There is general agreement on the role of salespeople as a key resource for sales revenue, real-time market intelligence, trend spotting and business forecasting, but there has been an increasingly greater emphasis on developing a broader understanding of a salesperson's capabilities to meet rising customer expectations (Rapp *et al.*, 2006). Rapid changes in the business environment warrant the realignment of customer-facing roles within an organization to best serve the current and future needs of its customers (Singh and Venugopal, 2015). Performance remains the focal issue within the firms as they direct their selling strategies toward attaining higher levels of customer value creation and building higher shareholder value; hence, the firms need to clearly understand the building block of its performance: the sales force (Agnihotri *et al.*, 2012). From the sales managers' perspective, one of the critical organizational inputs that shape an effective sales force is about leading salespeople; therefore, sales leadership has attracted the attention of several researchers (Ingram *et al.*, 2005), and the discipline has been strengthened by mining useful and actionable insights. In general, the approach toward sales leadership has been from a top-down perspective and in a recent meta-analysis by Verbeke *et al.* (2011), leadership behaviors demonstrates significant influence on salesperson performance. Much of the leadership research in the sales discipline has focused on the dyadic relationship that seeks to explain the influence of the sales manager's leadership behaviors on the salespeople (Panagopoulos and Ogilvie, 2015).

2.1.3. Challenges Affecting Sales Performance

Did you ever think you had the perfect business plan and strategy, only to be blindsided by an increase in tariffs or a new environmental regulation? This article will help you discover how to think about and manage external factors that can cripple the strategy (or open up new opportunities) (Tamminga, 2008).

The controllable and uncontrollable aspects that affect a business can be categorized as internal and external factors, respectively. From goal setting to daily operations, it can be easy for an organization to focus on what it feels it can control internally. Yet it's critical not to overlook the uncontrollable, external factors that impact a business (Tamminga, 2008).

2.1.3.1. The Importance of External Factors

The external factors; the economy, politics, competitors, customers, and even the weather are all uncontrollable factors that can influence an organization's performance. This is in comparison to internal factors such as staff, company culture, processes, and finances. A company's stability and profitability are interdependent on its ability to quickly identify and respond to changes in the external environment. Change is inevitable and having the flexibility to deal with unexpected market mutations can mean the difference between survival and extinction for an organization. Something as common as a shift in government policy could have a significant effect on a business. Proposed legislation at the federal and state level might legally require a company to make changes to its operations and therefore become a critical success factor (Cortwell, 2009).

Every company must have staff and procedures (internal factors) in place to learn the new code (external factor) and make necessary accounting changes in order to file correctly. If a company is slow to respond and only begins to address the revisions to the tax code, it will create additional organizational challenges and potential financial penalties (Tamminga, 2008).

While external factors like government policy changes are sometimes unexpected, that doesn't mean the company can't prepare for them. The most effective way for a business to prime itself to be flexible and adaptive is to develop a framework for conducting an environmental scan.

An environmental scan is the process of methodically gathering, analyzing, and interpreting data about external opportunities and threats. It's a mechanism to collect relevant information about the outside world, the competitors, and the company itself (Tamminga, 2008).

One of the most popular methods used to perform an environmental scan is the PESTEL analysis. This model is an external factor evaluation matrix that focuses on six spheres of data:

Political: The extent to which a government may influence the economy and thereby impact organizations within a certain industry. This includes government policy, political stability, and trade and tax policy.

Economic: How economic conditions shift supply and demand to directly affect a company. This includes economic growth or decline, and changes in interest and inflation rates.

Social: Changes in the socio-cultural market environment that illustrates customer needs and wants. This includes emerging trends, population analytics, and demographics.

Technological: How innovation and development evolve a market or industry. This includes automation, technology awareness and adoption rates, and new services or products.

Environmental: The ecological and environmental aspects that affect a company's operations or consumer demand. This includes access to renewable resources, weather or climate changes, and corporate responsibility initiatives.

Legal: The current legal allowances or requirements within countries or territories in which an organization operates (Cortwell, 2009).

This includes health and safety requirements, labor laws, and consumer protection laws. The following paragraphs will discuss synthesis of empirical studies made on each of the four dimensions of sales strategy (which are adaptive selling strategy, customer oriented selling strategy, sincerity, commitment liability of salesperson's strategy and relational selling strategy), the effect of selling strategies on sales performance and factors affecting sales performance.

2.2. Empirical Literature Review

Selling strategy is doing all collection of procedures needed to do in the best situation that companies employ before selling their goods and/or services to achieving the goals. The aim of a good strategy in selling is that one can meet a proper person at the proper time and location using the best technique in order to influence that person. Selling strategies and tactics should be geared towards customer loyalty and customer retention by inspiring and motivating people. People are emotional creatures (Kelvin, 2006).

2.2.1. Adaptive Selling Strategy

In line with previous research (Panagopoulos & Avlonitis, 2010), we consider market performance as a key consequence of sales strategy. We define market performance as a firm's performance in terms of the development of the number of products or services sold, which in turn is captured by customer loyalty, the acquisition of new customers, and the achievement of the desired market share and growth rate (Homburg, Klarmann & Schmitt, 2010).

Sales strategy requires firms to engage in segmenting and prioritizing customers, as well as in developing different selling models to reach each customer (Panagopoulos & Avlonitis, 2010). Performing these activities enables firms to efficiently allocate resources across different customers so that they can effectively interact with and relate to their customers (Leigh & Marshall, 2001; Ramani & Kumar, 2008).

The study by Henok Sirak (2018) investigates the effect of personal selling on customer Loyalty the case of Ethiopian Airlines. The study finding, among five variables, two variables (selling skill and trust) were identified as the main factors that affect the loyalty of Ethiopian Airlines customers. The study also finds out that the remaining 3 variables: selling strategy, product or service knowledge and organizational policy and procedure knowledge have no significant effect on the loyalty of Ethiopian Airlines Customers. The finding of the study showed that there is a significance difference in perceiving the five factors between and among the customers of Ethiopian airlines with different demographic profiles.

2.2.2. Customer-Oriented Selling Strategy

More specifically, segmentation should help firm's sales forces to better understand and identify customers with different types of business needs and to align their sales approaches accordingly. Prioritization helps salespeople to allocate their limited resources more effectively to customers according to the value they represent for the selling firm. It should also have a positive overall effect on customers as studies have shown that prioritization increases the satisfaction and loyalty of top tier customers while not having any harmful effects on the satisfaction of lower tier customers (Homburg, Droll & Totzek, 2008). Finally, specific selling models, ranging from transactional to collaborative modes, should enable salespeople to effectively match their selling approach with customers and therefore to help develop long-lasting relationships, which is generally considered to be related to superior sales force performance (Panagopoulos & Avlonitis, 2010).

2.2.3. Sincerity, Commitment: Liability of Salesperson's Strategy

(Mokwa, 1999; Panagopoulos & Avlonitis, 2010; Wiesecke, Homburg, & Lee, 2008), sales strategy dimensions should support salespeople in their selling efforts. Since the dimensions represent distinct areas of sales strategy with different emphases, they should affect salesperson

performance in unique ways based on the different mechanisms discussed in more depth below in the light of theory.

Customer segmentation refers to the degree to which a firm undertakes the systematic process of developing a highly granular customer typology that allows for the identification of individual customers within each target market (Panagopoulos & Avlonitis, 2010).

Mohammed (2014) the influence of sales skill dimensions namely; interpersonal, salesmanship, technical and marketing skills; on sales person performance in Ethio Telecom enterprise (B2B) sales force. Secondly find out the effect of organizational commitment both as moderator and independent variable. The findings from this research inferred that from the dimensions of sales skills, technical and salesmanship skills appeared to be significant predictors of sales performance. However, unexpectedly the finding also revealed that interpersonal skills, do not influence salesperson performance. In terms of magnitude of effect, technical skill is superior. The research also confirmed that organizational commitment of the sales person has both direct and moderating influence on sales person performance.

2.2.4. Relational Selling Strategy

Leigh and Marshall (2001) highlight that best-practice business-to-business firms should segment their markets according to how their customers prefer to buy. When salespeople understand their customers better in terms of, for example, the customers' buying behaviors, needs, and fit with the firm's value creation strategy, they are likely to spend fewer resources on planning their sales calls and are more effective in interacting with the customers, which results in increased performance. It suggests that there is a positive relationship between firm customer prioritization and salesperson performance. Customer prioritization refers to a firm's differential and preferential treatment of customers according to their economic or strategic value to the firm (Homburg, Droll & Totzek, 2008).

Meheret, (2017) understanding how technology investments create business value is a research priority in today's technology-intensive world; one of these technologies is the sales force automation technology. The result shows that those CSRs using sales force automation technology scored better sales volume. Factors such as education, salary, sex of the sales person and experience also showed a positive relationship with sales people performance.

2.2.5. Selling Strategies on Sales Performance

Systematic prioritization efforts by a firm help the firm's salespeople rank their customers according to the customers' likely returns and align efforts accordingly, which should increase the salespeople's performance (Storbacka *et al.*, 2011). The sales strategy dimension of selling models relates to the degree to which firms pursue systematic activities in order to develop different relationship objectives and selling approaches to reach each customer (Panagopoulos & Avlonitis, 2010; Rackham & DeVincentis, 1999). As firms develop different sales processes in accordance with customers' different goals and needs, the firms' salespeople receive support in matching their selling approaches to customers' buying approaches (Autry, Williams & Moncrief 2013). As a consequence, salespeople should be more efficient and effective in applying appropriate selling approaches across customers and, in so doing, enhance their performance.

Sales strategy can also be expected to improve salesperson performance indirectly by driving effective salesperson selling approaches. More specifically, we suggest that customer segmentation and customer prioritization have a positive effect on value-based selling. Firms that engage in segmentation and prioritization invest resources in order to support their salespeople by identifying meaningful customer segments and rank-ordering customers according to their value to the firm (Homburg, Droll & Totzek, 2008; Panagopoulos & Avlonitis, 2010). Given these investments, firms should expect their salespeople to use the information resulting from their segmentation and prioritization processes to generate returns on the investments. This effect may take time as firms may find it difficult to obtain strategy commitment from their salespeople (Wieseke, Homburg, & Lee, 2008).

Chalachew, (2018) sales force performance is undeniably the central interest in the field of sales forcemanagement due to the obvious link between sales performance and overall corporate performance. The aim of the study was to examine different factors affecting the performance of sales force and identify the most powerful determinates of performance. the results of the study indicates selling skills, basic salary, recognition and supervisory support are statistically significant factors in explaining sales force performance but commission, role perception and career development are found to be ineffective factors affecting performance.

The study by Beza Lebeta, (2018) is conducted with an objective of identifying effect of sales skills on sales performance of salesperson in Chora Gas and Chemical Factory. Technical,

interpersonal, marketing and salesmanship skills were used as dimensions of sales skills. The study has identified that sales skills have significant effect on sales performance of the salespersons. Among the dimensions of sales skills used in the study, marketing skill has no statistically significant effect on sales performance of the sales persons. But technical, interpersonal and salesmanship skills have positive significant effect on sales performance of the salesperson in the company.

2.2.6. Challenges Affecting Sales Performance

Firms that invest in customer segmentation create a better understanding of their customers' business needs and the type of value their customers are looking for (Leigh & Marshall, 2001). Importantly, investments in segmentation should lead to the identification of customer groups who are looking for high value-added offerings. This should encourage salespeople to adopt a value-based selling approach for these customer groups, since the efforts to proactively craft value propositions that are substantive from the customer's point of view and the related efforts to communicate the value potential of the offering to the customer should be highly appealing for these segments (Terho *et al.*, 2012; Töytäri *et al.*, 2011). The knowledge related to customer needs and buying approaches is also important for carrying out value-based selling because such a selling approach may vary in its importance across customers. For example, customers may look for predefined resources for their business and buy based on lowest price or on their loyalty to existing suppliers (Anderson, Thomson & Wynstra 2000, Grönroos, 2008; Kowalkowski 2011; Storbacka *et al.*, 2011).

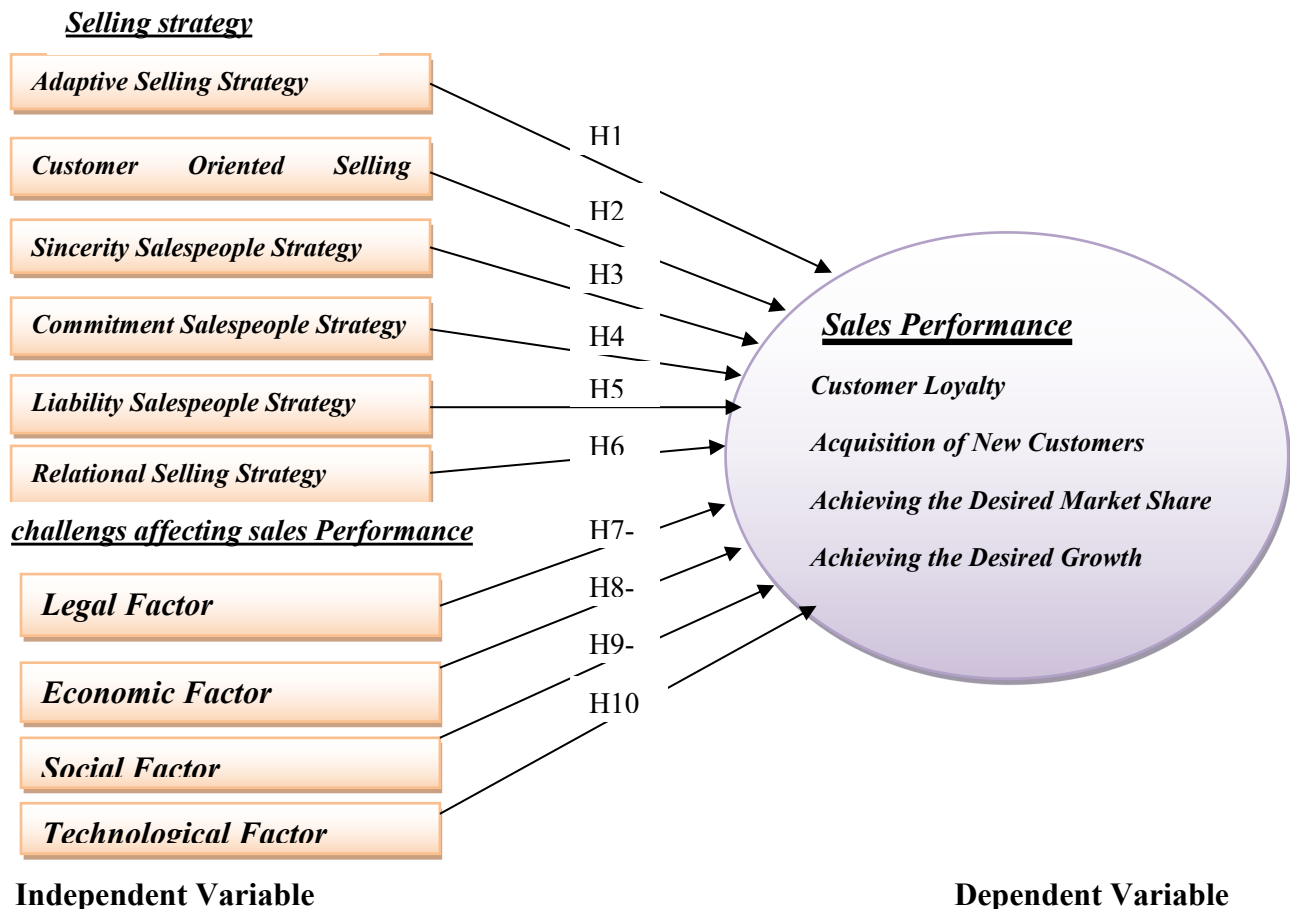
Guesh, (2010) the study assessing of factors affecting sales volume: a case study of Mesfin industrial engineering PLC has been formulated by five leading research questions. The objective of this study is to assess the internal and external environmental factors affecting sales volume of Mesfin Industrial Engineering PLC. Taking this view in to account, the internal factors like price, product quality, place, and promotion mix elements, level of inventory of MIE has been discussed. In addition to this, the external environmental factors like natural, economical, technological, political-legal, and the nature of competition in the market have been assessed & described and also the way these factors are affecting the company has been described. Furthermore, the sales trends of the company and the type of promotion tools that company employ have been assessed. Finally, based on the findings, some suggestions on how to improve the existing situation have been forwarded.

Ambaye Kefyalew, (2018) the wellbeing of one company may depend up on its performance of selling. The aim of this research was to assess factors that affect sales performance of MOHA soft drink industry summit and T/Haimanot plants. The findings show that major factor that affects sales performance of the company is sales volume fluctuation. This fluctuation is caused by shortage of raw material and seasonality due to weather. At the end of the study recommendations were forwarded by the researcher, such as the company should study and determine the nature of the seasons and their differences clearly and there should be an incentive or promotional packages for the end users during off peak sales season.

2.3. Conceptual Framework of the Study

In this section of the study discuss theoretical and empirical foundations to support the hypotheses concerning the relationship between the independent variable selling strategy and the challenges affecting sales performance and the dependent variable sales performance becomes contingent on the third variable.

Figure 1 Conceptual Framework



Source; (Ghazaleh, Moghareh and Mohammad, 2009; Ramendra and Gopal, 2013; Sergio and Pedro, 2014)

Summary of the Hypothesis

H1. There is a positive and significant relationship between adaptive selling strategy and sales performance.

H2. There is a positive and significant relationship between customer-oriented selling strategy and sales performance.

H3. There is a positive and significant relationship between sincerity in salesperson's strategy and sales performance.

H4. There is a positive and significant relationship between liability and salesperson's strategy and sales performance.

H5. There is a positive and significant relationship between commitment of salespeople and sales performance.

H6. There is a positive and significant relationship between a relational selling strategy and sales performance.

H7. There is a negative and significant relationship between legal factor and sales performance.

H8. There is a negative and significant relationship between economic factor and sales performance.

H9. There is a negative and significant relationship between social factor and sales performance.

H10. There is a negative and significant relationship between technological factor and sales performance.

CHAPTER THREE

METHODS OF THE STUDY

This chapter presents the methodology applied to conduct the proposed research approach and design, description of the study area, data type and source of data, data gathering technique and instruments, population and sampling design, validity and reliability test, and ethical consideration.

3.1. Description of the Study Area

L and H building materials plc was found on sep 2017 and it is privately owned china company which is located in Eastern industry Zone Dukem, and it have over 16 agents all over Ethiopia. The main products are the different kind of fashion designed iron security doors; it is devoted into the general Import construction materials production and sales. It was established with a wonderful mission and vision to improve the living standard of Ethiopian. In doing so L and H building materials plc is targeted efficiently to provide an excellent customer service that includes using quality materials, professional construction method and affordable price with high standard class. L and H building materials plc consists of one head office in Nifas silk A.A Sub city, near Kore condominium, Woreda 02.

3.2. Research Design

Based on the nature of the research enquiry, research design is classified as exploratory, descriptive, explanatory (causal) or predictive research. This study uses descriptive and explanatory research design. In descriptive research design is used to describing the state of affairs as it exists; the researcher will have no control over variables, can only report what happened or what is happening by using survey methods. It aims at answering the questions: Who? What? Where? When? How? and How Many? This type of research is carried out to answer more clearly defined research questions.

3.3. Research Approach

Based on the type of research data collected researches are classified as qualitative and quantitative. This study applies both qualitative and quantitative. Quantitative data that will the numeric values that indicate how much or how many of something. Quantitative research is

based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. Qualitative research applied to quality or kind to describe the underlying the result is either in non-quantitative form or in forms that are not subjected to rigorous quantitative analysis.

3.4. Data Type and Source of Data

Researcher can use both the primary and secondary data in their research study. Primary data is collected by the researcher directly for the research purpose and secondary data are the published data that are collected by another researcher for his/her purpose and researcher uses it for conducting the research (Ketchen and Bergh, 2004). Both the data sources enable the researcher to conduct their research. Researcher needs to be careful while using secondary data sources to match researcher's objects. Primary data produces more reliable result though it requires lot of time and cost to collect primary data.

Primary data was used in this research study and researcher collected the required data for this study through the survey questionnaire from the employees of L and H Building Materials plc in Addis Ababa regarding the sales strategy and challenges. The researcher used solely primary source because wanted to make her study and outcomes reliable and that is why it's collected the required data through sample questionnaires. The researcher collected required information by herself however the secondary data is only used in the literature review where the researcher used books, journal, and other materials for the secondary analysis. Researcher used survey questionnaire to collect the research data. Prescribes format for that survey questionnaires have been included in the appendix part and researcher collected the data from the respondents through direct interaction with the respondents.

3.5. Data Gathering Technique and Instruments

The primary data is gathered particularly using survey questionnaire and structured interview. The questionnaire, whether it is called a schedule, measuring instrument, is a formalized set of questions for obtaining information from respondents. The researcher distributes the questionnaires to sample respondents. For the purpose of this study a quantitative methodology involving a close-ended questionnaire was used as the measuring instrument. The close-ended questionnaires was administered to groups of people simultaneously, since they are less costly and less time consuming than other measuring instruments. The Likert-type scale method will be

used a range of responses: ‘Strongly Disagree’, ‘Disagree’, ‘Neutral’, ‘Agree’, and ‘Strongly Agree’ and the 5-point rating scale also is used a range of responses. The usage of this particular scaling method was ensured that the research study was illustrated the ability to assess the responses and measure the responses quantifiably so that a pattern or trend will be produced in order to assess research objective. Interview was conducted with the sales manager of the company.

3.6. Population & Sampling Design

3.6.1 Target Population

According to Hair (2010), sampling design begins by specifying the target population. This is the collection of elements or objects that possess the information sought by the researcher and about which inferences are to be made. The target population must be defined precisely. Imprecise definition of the target population will be result in research that is ineffective at best and misleading at worst. Therefore, for this study, the target population is 174 employees of L and H Building Materials plc working in the different department under various functions in Addis Ababa.

3.6.2 Sampling Techniques and Sample Size

From the total 174 employees of the organization the marketing department responsible for sales practice of the company’s product is accounted 96 the rest 78 employees are responsible on manufacturing purpose in the factory. The target population of this study was 96 employees comprises of one sales manager and (95) sales persons and supervisors who have been working in the sales process of the company Hence, census method was used as the number of the total population is manageable or below hundred.

3.7. Data Analysis

The data that was collected and edited, coded and entries was made into statistical software (Statistical Package for Social Sciences, SPSS version 20). This was involved converting quantitative (nominal and ordinal data) into numerical codes. Descriptive statistics is then run which consist of frequencies, percentages, means and standard deviation to summarize the data. The study was adopted multiple linear regression and Pearson correlation analysis to establish

the relationship between variables of interest. This helped in establishing the inferential significance of the relationship, direction and magnitude between variables.

In regression model the relationship between the dependent variable and the independent variables is expressed as a linear combination of the independent variables plus an error term. Following Greene (2003), the multiple linear regression models is specified as:

$$Y_i = \alpha_0 + \sum \beta_i X_i + \epsilon$$

Where Y_i – Dependent Variable

α_0 - is the intercept term

β_i - is the coefficient of x_i

X_i - are the explanatory variables

ϵ - The error term

Therefore, the model for this study was presented as follow

$$SP = \alpha_0 + \beta_1 (\text{ADSTR}) + \beta_2 (\text{COSTR}) + \beta_3 (\text{SINSTR}) + \beta_4 (\text{COMMSTR}) + \beta_5 (\text{LIASTR}) + \beta_6 (\text{RELSTR}) + \beta_7 (\text{LEGFAC}) + \beta_8 (\text{ECOFAC}) + \beta_9 (\text{SOCFAC}) + \beta_{10} (\text{TECHFAC}) + \epsilon$$

Where:

ADSTR = Adaptive Selling Strategy

COSTR = Customer Oriented Selling Strategy

SINSTR = Sincerity Salespeople Strategy

COMMSTR = Commitment Salespeople Strategy

LIASTR= Liability Salespeople Strategy

RELSTR = Relational Selling Strategy

LEGFAC = Legal Factor

ECOFAC = Economic Factor

SOCFAC = Social Factor

TECHFAC = Technological Factor

3.8. Validity and Reliability Test

The ultimate goal of any research study is to obtain high-quality, trusted, valid and reliable results Yilmaz, (2013). Therefore, researchers should ensure that the adopted research methodology meets the defined standards and criteria. Common criteria will be used to achieve these standards in research methodology are validity and reliability.

Yilmaz (2013) and Denscombe (2014) described the term ‘validity’ as the appropriateness and accuracy of collected data. Yilmaz (2013) defined reliability as ‘consistency or the degree to which a research instrument measures a given variable consistently every time it is used under the same condition’. Accordingly, to maximize the quality of the research, Yin (2014) suggested four tests for validity and reliability that are commonly used in social research regardless of the data collection technique. The tests include: Construct validity, internal validity, External validity and Reliability.

3.8.1 Construct validity

Construct validity is referred to as the establishment of the correct operational measures for the research topic under study (Yin, 2014). Yilmaz, (2013) stated that this type of validation is largely based on testing proper instruments during the data collection phase. This ensures that the most accurate and rich information is collected after a rigorous review of previous documents, an academic literature review and the conducted interviews; however, accuracy can be achieved through a focused use of different techniques/tactics, which include referring to multiple sources of evidence and establishing a chain of selections. The establishment of a rich chain can help immensely in producing a complete draft of evidence for further validity evaluations. For this research, construct validity was achieved through the triangulation of research techniques using different sources of evidence.

3.8.2 Internal Validity

This criterion refers to the appropriateness of the data analysis techniques utilized to analyze the collected data. It is therefore important that the theoretical propositions are linked with the data accurately in addition to the appropriate application of the analytical strategies. For this research, to increase the internal validity, a careful and comprehensive review of the literature related to the topic of choosing a research design to enable the selection of an accurate data analysis technique was conducted, and the analysis steps was followed precisely. In addition, by fulfilling all research objectives, internal validity was achieved.

3.8.3 External validity

External validity refers to the degree to which the research findings can be generalized or stratified in other research studies. For quantitative research, the generalization of results is applicable, as generalization can only occur for theoretical propositions. The findings of this research was generalized or transferred to a context similar to the company context. Therefore, as this research involves the study of the sales strategy and challenges the researcher examined this topic from the context of L and H Building Materials plc in Addis Ababa, the findings of this study will be generalized to other companies within the same industry.

3.8.4 Reliability

Reliability means that the process (such as data collection procedures) of the study can be repeated to obtain the same results (Yin, 2014). For this research, reliability was achieved by selecting and following an appropriate research methodology model to ensure that the aim and objectives are fulfilled. In addition, to further ensure reliability, all participants are provided with an overview of the research background to ensure all questions were understood in the same way.

In order to measure the consistency of the questionnaire and the overall reliability of constructs that it is measuring, the reliability test was carried out based on Cronbach's Alpha coefficient. Cronbach's Alpha can be interpreted like a correlation coefficient. Its coefficient range lay on the value from 0 to 1. A reliability coefficient (alpha) higher than or equal to 0.7 is considered as acceptable. That means the targeted questions raised in the questionnaires are capable to meet the objective of the study. (John, Hafiz, Khan and David, 2007)

The 96 questionnaires were administered in the second and third weeks of the month of February 2020. The first analysis was conducted, after coding and entry of data into SPSS version 20 was to check the reliabilities of the scales used in the data collection instrument. According to Malhotra & Birks (2007), reliability is the extent to which a measurement reproduces consistent results if the process of measurement were to be repeated. The Cronbach alpha was used to measure internal reliability as it is widely used to measure internal consistency. A Cronbach's Alpha above 0.7 is considered acceptable for most research objectives. Allen & Bennett, (2012). Overall, the internal reliability coefficients for the entire constructs are very strong as all alpha coefficients are more than 0.70 Singh, (2007). The Cronbach - alpha coefficient of this study ranged from 0.718 to 0.898, indicating acceptable internal consistency and reliability for the ten factors and the dependent variable which is sales performance.

Table 1 Reliability Statistics (N=11) as Pilot Study

No	Categories	Number of items	Cronbach alpha value
1	Relational Selling Strategy	4	0.718
2	Customer Orientation Selling	4	0.799
3	Adaptive Selling Strategy	5	0.825
4	Liability of Salesperson's Strategy	5	0.763
5	Commitment of Salesperson's Strategy	5	0.795
6	Sincerity of Salesperson's Strategy	6	0.759
7	Legal Factor	6	0.793
8	Economic Factor	7	0.782
9	Social Factor	6	0.798
10	Technological Factor	6	0.898
11	Sales Performance (Dependent Variable)	16	0.86
Average Cronbach Alpha value			0.799

Source: Researcher's Survey result (2020)

As it is described on table 1 above, the SPSS result the internal consistency of each of the identified factors as independent variables and sales performance which is the dependent variable was assessed individually and then computed as aggregate (total) reliability scale. The total reliability scale for the study was 0.799, indicating an overall reliability factor was an acceptable.

3.9. Ethical Considerations

This study was entirely devoted to identify the sales strategy and challenges affecting sales performance of L and H Building Materials plc in Addis Ababa and determine how these factors significantly affecting the success of their businesses so as to forward possible recommendation for future improvements and maintain marketing efficiency. It was not interested to defame or abuse or expose secrets (if any) in any way to the public. To realize this fact, formal letter will be written from St Mary's University from which the information has required. The study participants was informed about the purpose of the study and the informed verbal consent was obtained from each participant before data collection. The sales strategy and challenges affecting

sales performance was measured objectively, based on the collected information from respondents. Finally confidentiality was assured and the data was made to be kept by avoiding personal identifiers.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter deals with the results and analysis of the findings. The first three sections present the response rate, the reliability analysis and the demographic data of the respondents. The rest three sections deal about the correlation analysis and hypothesis testing, multiple regressions and discussion. Both descriptive and inferential statistics are used to analyze and interpret the findings. The frequency and percentage of the finding are interpreted using descriptive statistics where as inferential statistics are used to predict the relationship between the dependent variable sales performance and independent variables of selling strategy and challenges affecting sales performance constructs (Relational Selling Strategy, Customer Oriented Selling Strategy, Adaptive Selling Strategy, Liability Salespeople Strategy, Commitment Salespeople Strategy, Sincerity Salespeople Strategy, Legal Factor, Economic Factor, Social Factor and Technological Factor). The study has adopted multiple linear regression and Pearson correlation analysis to establish the relationship between variables of interest. Specifically, multiple linear regression analysis is used to determine the joint relationship between independent and dependent variables.

4.1 General information of the respondents

In this section, the personal and job related profile of the participants is presented. As it is presented in the following tables the gender, age, educational back ground, descriptive statistics of frequency and percentage. After the collection of the questionnaires from the respondents, the researcher explored the building materials sales strategy & challenges in Addis Ababa in the case of L & H building materials plc.

The researcher used the 2 dimensions of sales performance scale; (sales strategy and sales performance) which were subdivided into 10 statements, which were directed to measure and examine the sales strategy and challenges of L & H Building Materials plc. In addition to that respondents are also interviewed by the researcher.

4.1.1 Characteristics of Responses on Gender

As it is known the term "gender" or "sex" distinguishes the set of learned expectations, behaviours, and attitudes about being a man or woman from our biologically determined traits collectively termed our sex. During the study the researcher found that both genders which are male & females were involved in data collection and thus the findings of the study was free.

Demographic profile (N=96)

Table 2 Demographic profile (N=96)

Sex	variable	Frequency	Percent
	Male	12	11.3
	Female	84	79.2
	Total	96	100
Age	variable	Frequency	Percent
	18-28 years	28	26.4
	29-39 years	49	46.2
	40-50 years	19	17.9
	Total	96	100
Level of education	variable	Frequency	Percent
	Diploma	4	3.8
	First degree	90	84.9
	2 nd degree	2	1.9
	Total	96	100

Source; - own survey result 2020

Respondents Sex Distribution

As far as sex of the respondents is concerned, the result clearly shows that there is female dominance in L&H building materials PLC. The proportion of female in the company covers 79.2% and male constitute only 11.3 %, demonstrating that there is a clearly observable gender gap. There are some constraints for this variation such as sales performance as well as gender advantage.

Respondents age Distribution

The respondent's age distribution is presented in the above table. In terms of age, most of (46.2%) of the employees belong to the age group between 29-39 years suggesting that they were in the productive age category. About 26.4% were found in the age group of 18-28 years and the remaining 17.9% were found in the age group of 40-50 years. The result also showed that the company is more focused on the young ones as well fresh mind employees.

Respondents educational qualifications

Education can be formal or informal. Informal education indicates to the general social process by which human beings acquire the knowledge and skills needed to function in their culture. Formal education refers to the process by which teachers instruct students in courses of study within institutions. Therefore, the study was cover responses of both forms of education.

Regarding to the respondents educational level, it was revealed that 84.9% of the respondents were having a bachelor Degree, also 3.8% of the respondents were Diploma holders, and 1.9% were master's degree holders. As we saw from the above result most of the sales persons found in the company are young and fresh mind employees.

4.2 Descriptive Analysis on Questionnaires

4.2.1. Questions Related with sales Strategy and sales performance

The sales strategy and sales performance were the main variables used in this study and coded. These dimensions were available in order to do the analysis of data collected. The variables are here with their coding name for analysis.

Table 3 : Questions Related with sales Strategy and sales performance

Relational Selling Strategy (RELSTR)		Mean	Standard Deviation
RELSTR1	L&H and its partner expect their relationship to last a lifetime.	3.2300	0.2566
RELSTR2	It is assumed that renewal of agreements in their relationship will generally occur	3.6540	0.3658
RELSTR3	L&H and its partner make plans not only for the terms of individual purchases, but also for the continuance of the relationship	4.2820	0.4221

RELSTR4	The relationship between L& H with its key account is essentially “evergreen”	4.0008	0.38218
Customer Orientation Selling strategy (COSTR)			
COSTR1	L& H try to figure out the key account’s needs	4.3053	.30463
COSTR2	L& H have the key account’s best interest in mind	2.0810	.48821
COSTR3	L& H take a problem solving approach in selling products or services to the key account	3.3405	.27276
COSTR4	L& H recommend products or services that are best suited to solving problems	3.4400	.74472
Adaptive Selling Strategy (ADSTR)			
ADSTR1	When the L&H sales approach is not working, the company can easily change to Another	3.0012	.56578
ADSTR2	L& H like to experiment with different sales approach	1.9053	.77145
ADSTR3	L& H is using very flexible selling approach	2.8421	.37681
ADSTR4	L& H can easily use a wide variety of selling approaches	3.8316	.41371
ADSTR5	L& H try to understand how its key account differs from others	3.6388	.5327
Liability (LIASTR)			
LIASTR1	I consume a lot of time complaining about trivial matters	1.8421	.80412
LIASTR2	I tend to make “mountains out of molehills” (make problem bigger than they are)	2.8421	.90907
LIASTR3	I always focus on what’s wrong with my situation, rather than the positive side of it	3.1789	.76793
LIASTR4	I help orient new agents even though it is not required	2.0914	.87615
LIASTR5	I always ready to help or lend a helping hand to those around me	2.0976	1.17188
Commitment strategy (COMMSTR)			

COMMSTR1	I “Keep up” with developments in the company	1.9053	.80853
COMMSTR2	I attend functions that are not required, but that help the company image	2.0000	.87505
COMMSTR3	I involve in risk disapproval in order to express my beliefs about what’s best for the company	2.8421	.79014
COMMSTR4	I conscientiously follow the company’s regulations and procedures	2.7895	.97297
COMMSTR5	I highly turn in budgets, sales projections, expense reports, etc. earlier than required	2.0256	1.13661
Sincerity strategy (SINSTR)			
SINSTR 1	I work with my customers to find out what is needed to improve their performance.	1.1789	.33364
SINSTR 2	I actively demonstrate to your customers the financial impact of working with us.	1.4421	.16826
SINSTR3	I focus on proactively improving my customers’ business performance.	1.0016	.43571
SINSTR 4	I use a value-based selling approach.	1.1673	.23104
SINSTR 5	I work towards improving my customers’ bottom line.	1.0028	.18736
SINSTR 6	I focus on identifying opportunities to improve customers’ business profits.	1.9984	.21959

In addition based on the collected data using interview shows that, the majority of the L&H building materials plc company customers revealed that they purchase their products mainly after they have bought once. According to the interviewees, which indicate that the company sales activity is based on 3 months plan which means that once the new employee or sales person joined the existing sales team will have a specified plans that he/she have to sell per a month.

As it was mentioned most of the company products are designed and imported from china with a standardized size and colours. The company sales team as well as the supervisors are requested to report the most preferred design and colour purchased by the customers at the end of every month; this helps the company sales team to increase availability and numbers of the most preferred designs to the market.

4.2.2. Questions Related with factors affecting sales Strategy.

Table 4 : Questions Related with factors affecting sales Strategy.

Legal Factor (LEGFAC)		Mean	Standard Deviation
LEGFAC1	Employment law of the country negatively affects the company sales performance	4.3053	.23022
LEGFAC2	The consumer protection practice of the company negatively affects its sales performance	3.7895	.29429
LEGFAC3	The industry-specific regulations of the country negatively affects the company sales performance	4.1056	.14935
LEGFAC4	The competitive regulations of the country negatively affects the company sales performance	4.8423	.31886
LEGFAC5	The current legislation home market of the country negatively affects the company sales performance	4.5895	.29174
LEGFAC6	The regulatory bodies and their processes of the country negatively affects the company sales performance	4.0346	.31598
Economic Factor (ECOFAC)			
ECOFAC1	Unemployment level of the country negatively affects the company sales performance	4.2042	.28962
ECOFAC2	Foreign exchange rates of the country negatively affects the company sales performance	3.8719	.22377
ECOFAC3	Interest rates of the country negatively affects the company sales performance	4.8593	.10020
ECOFAC4	Inflation rate of the country negatively affects the company sales performance	3.5671	.11960
ECOFAC5	General taxation issues of the country negatively affects the company sales performance	4.2051	.03118
ECOFAC6	Taxation changes specific to building related product/services of the country negatively affects the company sales performance	3.9451	.35818
ECOFAC7	Local economic situation and trends of the country negatively affects the company sales performance	4.2328	.0279
Social Factor (SOCFAC)			

SOCFAC1	The population growth rate and age profile of the society negatively affects the company sales performance	2.1788	.22153
SOCFAC2	The population health, education & social mobility, and attitudes of the society negatively affects the company sales performance	3.1985	.15058
SOCFAC3	The population employment patterns, job market freedom & attitudes to work of the society negatively affects the company sales performance	2.0601	.24109
SOCFAC4	The impacts of press attitudes, public opinion, social attitudes & social taboos of the society negatively affects the company sales performance	2.5771	.37921
SOCFAC5	The lifestyle choices and attitudes of the society negatively affects the company sales performance	3.0672	.11248
SOCFAC6	The socio-cultural changes of the society negatively affects the company sales performance	3.1168	.81247
Technological Factor (TECFAC)			
TECFAC1	The emerging technologies have negative impact on the company sales performance	3.9474	.2602
TECFAC2	The internet, reduction in communication costs & increased remote working have negative impact on the company sales performance	4.0016	.67462
TECFAC3	The technology transfer have negative impact on the company sales performance	3.1879	.35461
TECFAC4	The rate of technological change have negative impact on the company sales performance	4.1368	.46511
TECFAC5	The consumer preferences have negative impact on the company sales performance	3.6315	.37089
TECFAC6	The consumer buying trends have negative impact on the company sales performance	3.5738	0.02659

The finding obtained from the interview undertaken revealed that, “In building and construction industry the most and important parameter of the customers is the quality & size of the products they purchase” for most of the sales persons found in the company, the biggest battle is not the quality of the products it is the size of the designs found on their plans so as to change the existing plan we will always tell our customers the standardized sizes, so depending on that they

will take our advises and arranged their plans then we will proceed to sales. Sometimes we will take an orders from our customers based on their special interests and we will deliver their products based on the sizes as well as the colour of their choices this can help us to win the market on both sides. For most of the company’s the issues of the political, legal, economical as well as natural factors have an impact on the sales performance of the company. The researcher also argues on that and the answer of the manager was found to be parallel to the objective of this study.

4.3 Descriptive Statistics Results

Table 5- Mean and standard deviation of variables (N=96)

Variables	Number of items in each variable	Mean	Std. Deviation
RELSTR	4	3.7917	.35664
COSTR	4	3.2917	.45258
ADSTR	5	3.0438	.53209
LIASSTR	5	2.4104	.90583
COMMSTR	5	2.3125	.91666
SINSTR	6	1.2986	.26260
LEGFAC	6	4.2778	.26674
ECOFAC	7	4.1265	.16435
SOCFAC	6	2.6997	.31956
TECHFAC	6	3.7465	.35867
SALPERF	16	2.7361	.45606

As indicated in the above table the overall mean values shows that the target population choose more “agree” among the alternatives of the Likert scale for all dimensions which are the sales

strategy as well as challenges affect sales performance dimensions i.e. independent variables (Legal factormean=4.277, std.deviation=0.2667), (economical factor mean=4.126,std.deviation=0.164) and (Relational Selling Strategy mean=3.79,std. deviation =0.3566)as well as the dependent variable which is (sales performance mean=2.73, std..deviation=0.456).From all sales strategy dimensions Sincerity Salespeople Strategy have the lowest mean value and legal factors from challenges affecting sales performance holds the highest mean value.

4.4 Pearson Correlation Analysis

To determine the relationship between sales strategy & challenges affect sales performance with the dependent variable sales performance dimensions, Pearson correlation analysis was computed. The following table represents the results of Pearson correlation on the relationship between dependent and independent variables.

Table 6. Correlations (N=96)

Correlations												
		REL STR	CO STR	AD STR	LIA STR	COM MSTR	SIN STR	LEG FAC	ECO FAC	SOC FAC	TECH FAC	SALP ERF
RELS TR	Pearson Correlation	1	.621**	.639**	.771**	.766**	.657**	.882*	.454*	.931*	.968*	.856*
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
COST R	Pearson Correlation		1	.941**	.937**	.945**	.913**	.862*	.934*	.791*	.701*	.840*
	Sig. (2-tailed)			.000	.000	.000	.000	.000	.000	.000	.000	.000
ADSTR	Pearson Correlation			1	.968**	.953**	.920**	.813*	.933*	.817*	.741*	.861*
	Sig. (2-tailed)				.000	.000	.000	.000	.000	.000	.000	.000

LIASTR	Pearson Correlation				1	.978**	.940**	.882*	.874*	.898*	.851*	.926*
	Sig. (2-tailed)					.000	.000	.000	.000	.000	.000	.000
COM MSTR	Pearson Correlation					1	.946**	.901*	.887*	.889*	.828*	.933*
	Sig. (2-tailed)						.000	.000	.000	.000	.000	.000
SINSTR	Pearson Correlation						1	.803*	.864*	.780*	.744*	.886*
	Sig. (2-tailed)							.000	.000	.000	.000	.000
LEGFAC	Pearson Correlation							1	.722*	.927*	.900*	.905*
	Sig. (2-tailed)								.000	.000	.000	.000
ECOFAC	Pearson Correlation								1	.659*	.550*	.720*
	Sig. (2-tailed)									.000	.000	.000
SOCFAC	Pearson Correlation									1	.954*	.910*
	Sig. (2-tailed)										.000	.000
TECH	Pearson										1	.906*

FAC	Correlation											*
	Sig. (2-tailed)											.000
SALP ERF	Pearson Correlation											1
	Sig. (2-tailed)											
** . Correlation is significant at the 0.01 level (2-tailed).												

source: Own Survey, (2020)

This study employs the correlation analysis, which investigates the strength of relationships between the studied variables. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (−1.0 to +1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, et al., 2005). As per Marczyk, et al., (2005) general guidelines correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large.

As we can see from the above table there was a significant positive correlation between the dependent variable sales performance and independent variables of selling strategy and challenges affecting sales performance constructs (Relational Selling Strategy, Customer Oriented Selling Strategy, Adaptive Selling Strategy, Liability Salespeople Strategy, Commitment Salespeople Strategy, Sincerity Salespeople Strategy, Legal Factor, Economic Factor, Social Factor and Technological Factor).the result was found to be statistically significant at (P<0.01) for each variables. This shows that the factors have high as well as a moderate correlation and have an impact on the sales performance of the L&H Building Materials plc.

4.5 Multiple Regression Analysis of sales strategy and challenges

Multiple regression analysis was employed to examine the building materials sales strategy & challenges in Addis Ababa in the case of L&H building materials. The following subsections present the results of multiple regressions analysis.

4.5.1 Test for Multicollinearity

Multicollinearity (also collinearity) is a phenomenon in which two or more predictor variables in a multiple regression model are highly correlated, meaning that one can be linearly predicted from the others with a non-trivial degree of accuracy.

For this research Variance Inflation Factor (VIF) technique is employed. The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors: which is $(VIF=1/(1-r^2))$. The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of multicollinearity problem. Tolerance (TOL) defined as $1/VIF$, It also used by many researchers to check on the degree of collinearity among the variables. The decision rule for Tolerance is a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem. Gujarati, (2002)

Table 7: Tolerance and Variance Inflation Factor

Models	Co linearity Statistics	
	Tolerance	VIF
<i>RELSTR</i>	0.31	3.20
<i>COSTR</i>	0.26	3.85
<i>ADSTR</i>	0.26	3.86
<i>LIISTR</i>	0.23	4.43
<i>COMMSTR</i>	0.24	4.14
<i>SINSTR</i>	0.24	4.20
<i>LEGFAC</i>	0.29	3.49
<i>ECOFAC</i>	0.40	2.53
<i>SOCFAC</i>	0.25	4.07
<i>TECHFAC</i>	0.25	4.07

a. Dependent Variable: SALPERF (sales performance)

Source: Own Survey, (2020)

(*RELSTR*=relational sales strategy, *COSTR*=commitment sales strategy, *ADSTR*=adaptive sales strategy, *LIISTR*=liability sales strategy, *COMMSTR*=commitment sales strategy,

SINSTR=sincerity sales strategy, LEGFAC=legal factor ECOFAC=economic factor, SOCFAC=social factor, TECHFAC=technological factor)

Table 7 shows that: VIF values for all variables are less than the tolerable value that is 10. And Tolerance value of all variables also is above 0.1 which indicates that this model is free from multicollinearity problem between the dependent variables.

4.5.2 Test of Independent of Residuals

Testing for independence is very important in statistical applications. These tests arise in many different settings, in particular when checking the dependence of p random variables; one usually carries out an independence test. Such a test is also required when verifying that consecutive observations of a time series are independent. Finally when checking the hypotheses of most linear models, one often needs to test serial independence of the error terms. Kilani Ghoudi *et.al* (2001). Multiple linear regression models assume that the residuals are independent of one another. The Durbin-Watson statistic was used to test for the presence of serial correlation among the residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are not correlated if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50-2.50

Table 8 Durbin-Watson test result Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.971 ^a	.944	.937	.11450	1.986

Table 8: shows that the assumption of independence of residuals is met. Durbin Watson value for this study is 1.986

4.5.3 Test for model fit (ANOVA)

Table 9 ANOVA Result for challenges affect sales performance and sales strategy

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.645	10	1.864	142.205	.000b
	Residual	1.114	85	.013		
	Total	19.759	95			
a. Dependent Variable: SALPERF						
b. Predictors: (Constant), TECHFAC, ECOFAC, SINSTR, LEGFAC, SOCFAC, ADSTR, COSTR, RELSTR, COMMSTR, LIASTR						

(*RELSTR=relational sales strategy, COSTR=commitment sales strategy, ADSTR=adaptive sales strategy, LIASTR=liability sales strategy, COMMSTR=commitment sales strategy, SINSTR=sincerity sales strategy, LEGFAC=legal factor ECOFAC=economic factor, SOCFAC=social factor, TECHFAC=technological factor*)

As indicated in the above table there is statistically significant effect between the independent variable (sales strategy & challenges affect sales performance) and dependent variable (sales performance) where, (F) value was (142.205) at 0.000 which states that there is significant effect of on sales strategy & challenges affect sales performance on company sales performance.

4.5.4 Model summary

The table 10 represents the analysis of multiple regression models for the beta coefficients of each sales performance and sales strategy. Independent variable accounted for 94% of the variance in consumer preference ($R^2= 0.944$). Thus, 94% of the variation in sales performance could be explained by the two independent variables which are sales strategy and challenges affect sales performance which contains a ten predictor's which are TECHFAC, ECOFAC, SINSTR, LEGFAC, SOCFAC, ADSTR, COSTR, RELSTR, COMMSTR, LIASTR and other unexplored variables may explain the variation in consumer preference which accounts for about 6%, shown in the above table.

4.5.5 Coefficient of Determination

The study analyzed ten major sales strategy & challenges affect sales performance dimensions on the data using multiple linear regression models. Since the entire ten sales performance and challenges affecting sales performance dimensions were not violated, the researcher examined the data collected by the questionnaires using multiple regression model as follows.

Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. As a result, the finding of the multiple regression analysis is depicted in table 10 below

Table 10 Regression Coefficients Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.064	1.319		3.080	.003
	RELSTR	-.059	.197	-.046	-.297	.767
	COSTR	-.050	.158	-.049	-.314	.755
	ADSTR	.204	.144	.238	1.422	.159
	LIASTR	.009	.123	.017	.071	.943
	COMMSTR	.363	.092	.729	3.930	.000
	SINSTR	.303	.176	.174	1.719	.089
	LEGFAC	.357	.226	.209	1.579	.118
	ECOFAC	-1.212	.323	-.437	-3.753	.000
	SOCFAC	-.253	.185	-.177	-1.369	.174
	TECHFAC	.357	.208	.281	1.715	.090

a. Dependent Variable: SALPERF

In order to establish the impact that each dimension (selling strategy) has on the dependent variable (sales performance); the study checked the Standardized Coefficients .the above table; shows that, almost eight independent variables have statistically significant effect on the dependent variable except the social factor and legal factor as well as Adaptive Selling Strategy dimension. Considering the standardized beta coefficients, the strongest predictor of the

independent variable is Commitment Salespeople Strategy and technological factor (0.363 and 0.357) respectively, moreover, Sincerity Salespeople Strategy has a beta value of 0.303.

From this result, one can deduce that, Commitment Salespeople Strategy is the major contributor of overall sales performance; this implies that a one unit increase in Commitment Salespeople Strategy. From this result, one can deduce that, Commitment Salespeople Strategy is the major contributor of overall sales performance; this implies that a one unit increase in Commitment Salespeople Strategy would lead to 0.363 unit (or 36.3%) increased in sales performance. This finding was also supported from the findings obtained using the interview with the sales manager, advocates that the need for establishing and monitoring system if the salespersons strategy leads to customers' satisfaction. She states that "Our sales persons not only have an accountability to sale of our products, they also have a responsibility to check whether customers' are satisfied or not with our product". Furthermore, she added that, post sales guidance and supervisions have a great role in order to achieve a monthly sales plan. The performance of the sales will always be measured by the specified plan, so in order to achieve that customer satisfaction is a base. Once the customers are happy and satisfied with the services they received they will be motivated to come again. She also replayed that, "How can a sales person achieve his monthly sales plan without having an excellent strategy and knowledge about his product and market? That's impossible" therefore, the answer of the sales manger revealed that short term trainings have a positive effect in order to achieve and increase the performance of sales persons as well as the company plans.

With regard to technological factors, similarly a one unit increase in technological factor would lead to 0.357 units (or 35.7%) increase in sales performance lastly, a one unit increase in Sincerity Salespeople Strategy would lead to 0.303 (or 30.3%) in sales performance.

Finally, although the other identified independent variables were found to be statistically insignificant to influence sales performance of L&H Building Materials PLC., the finding from the interview undertaken with the sales manager states that they may have certain influence in contributing to the betterment of the sales performance. The manager argues that taking a risk is the main function of the sales persons as well as the company. For most of the customers confidentiality of the company on its product have a great impact on the psychology of the buyers in order to buy and order in bulk, so this is another way to achieve the company's sales plans and also help to increases sales performance.

She added that, “The overall sales performance of the company is not dynamic month to month but if the condition of the market is varied with some economical, legal, natural as well as political factors and an issue like a community issues like a covid19, we will arrange that based on the market conditions.”

Furthermore, she specifies that, in order to achieve the expected sales performance over the month, the availability of the products in the market is the main concern for the companies. Factors like foreign exchange have an important role in the economy in order to import the product from the foreign countries.

Finally, she concluded that “As a company we will try to reflect the positive side of our culture on buildings colours and designs”. For most countries culture have an impact on the day to day movements of the people and exchanges of products in the markets. Accepting one society’s cultures and norms have a positive effect for marketers in order to survive and win the market competitions. Activities like adding the favourite colours and designs of one’s society in to their products have a class plus result to the companies and help them to increase the sales volume of their products. This can be clearly seen on the products of L&H building materials plc. According to the response of the sales manager. “We are leaving on the moving world there are always innovations in technology”.

Based on the finding of table 10, the researcher has derived the model as follows:

$$\text{Sales Performance} = b_0 + b_4 (\text{COMMSTR}) + b_8 (\text{ECOFAC})$$

$$\text{Sales performance} = 4.064 + .363(\text{COMMSTR}) - 1.212 (\text{ECOFAC})$$

4.7 Hypothesis Testing and Discussions

Proposed hypothesis are tested based on the results of the correlation analysis. By looking at the Sig.-value in Table 10, it is possible to interpret whether the particular independent variable has a significant relationship with the dependent variables. Hypothesis is supported when the Sig. value is smaller than 0.01; and a null hypothesis is rejected when the Sig. value is equal or larger than 0.01. Based on that the researcher was finds the following results.

H1: There is a significant and positive relationship between RELSTR & SALPERF.

Based on the result obtained from Pearson correlation which is $r = 0.767$, there is a positive association between the dependent variable SALPERF and independent variable RELSTR but the $r > p$. Hence, we reject the first alternative hypothesis H1

H2: There is a significant and positive relationship between COSTR and SALPERF.

The result of the study showed that, SALPERF and the independent variable COSTR has $r = .755 > p.05$ and hence we reject the hypothesis H2.

H3: There is significant and positive relationship between ADSTR & SALPERF.

The researcher beforehand hypothesized that, there is no a significant positive relationship between the predicted variable SALPERF and the predictor ADSTR. Hence the result of the study confirmed same result $r = 0.159 > p 0.05$ and we reject the hypothesis, H3.

H4: There is significant and positive relationship between LIASTR & SALPERF.

Based on the non -association result obtained from the Pearson correlation test so far, between the two variables, (i.e. LIASTR & SALPERF) there is a no significant relationship between the dependent & independent variables which is $r = 0.943 > p 0.05$ based on the result H4 is rejected.

H5: There is a significant and positive relationship between COMMSTR & SALPERF

Armed with correlation result obtained from the table 0.933, between the predicted variable of SALPERF and the predictor variable of COMMSTR, we proved that there is positive relationship between them and hence we accepted the fifth hypothesis, H5.

H6: There is a significant and positive relationship between SINSTR & SALPERF

Armed with correlation result obtained, between the predicted variable of SINSTR and the predictor variable of SALPERF, we proved that there is no significant relationship between them and hence we reject the hypothesis, H6.

H7: There is a significant and negative relationship between LEGFAC & SALPERF

Armed with correlation result obtained, between the predicted variable of LEGFAC and the predictor variable of SALPERF, we proved that there is no relationship between them and the result is $r = 0.118 > p0.05$ so based on this we reject the hypothesis, H7.

H8: There is a significant and negative relationship between ECOFAC & SALPERF

Armed with correlation result obtained, between the predicted variable of ECOFAC and the predictor variable of SALPERF, we proved that there is positive relationship between them and hence we accepted the eighth hypothesis, H8.

H9: There is a significant and negative relationship between SOCFAC & SALPERF

Armed with correlation result obtained, between the predicted variable of SOCFAC and the predictor variable of SALPERF, we proved that there is no relationship between them which is 0.910 and we reject the hypothesis, H9.

H10: There is a significant and negative relationship between TECHFAC & SALPERF

Armed with correlation result obtained, between the predicted variable of TECHFAC and the predictor variable of SALPERF, we proved that there is no relationship between them and hence we reject the hypothesis, H10.

Concluding remark on the correlation and hypothesis tested. The researcher considered ten constructs to see their degree of correlation with the dependent variable of sales performance. Accordingly, eight components of independent variable have no a significant associated with sales performance using Pearson correlation test and as a result of this, those eight hypotheses were also rejected. On the other hand two of the independent variables has a significant relationship. the independent variables we accept are hypothesis 5 & 8.

Table 11 hypothesis summary

Variables name	Beta value	Sig.	P value	Result
RELSTR	-.059	.767	0.05	Rejected
COSTR	-.050	.755	0.05	Rejected
ADSTR	.204	.159	0.05	Rejected
LIASTR	.009	.943	0.05	Rejected
COMMSTR	.363	.000	0.05	Accepted
SINSTR	.303	.089	0.05	Rejected
LEGFAC	.357	.118	0.05	Rejected
ECOFAC	-1.212	.000	0.05	Accepted
SOCFAC	-.253	.174	0.05	Rejected
TECHFAC	.357	.090	0.05	Rejected

CHAPTR FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The fifth and last chapter of this study revolves around the major findings of the study and conclusion from the findings and give recommendation based on these findings. This chapter, moreover, highlighted the limitations of this work.

5.1- Summary of findings

The study was intended to investigate the building materials sales strategy & challenges in Addis Ababa the case of L&H building materials plc. Based on the questionnaire consisting of 96 selected employees by using convenient selection i.e. conveniently distribute the questionnaires at the office and fields. The results of background information of respondents indicated that majority of the total respondents (79.2%) are female, majority of the respondents aged in the range of 29-39 years which is (46.2%), (84.9%) of the respondents are degree and above holders. The results of the descriptive statistical analysis also indicated that, consumers mostly chose agree among the alternatives on the Likert scale.

The sales strategy as well as sales performance are the key indicators of sales performance according to results found in correlation and regression analysis too. In this regard, all the respondents were rated as high (Av. Mean > 2). The overall fitness of the model, this fact has been confirmed by different types of statistical results. The first way is the ANOVA test that produced a P-value of 0.000 which is below the alpha level, i.e. 0.01. That means the overall independent variable have statistically significant relationship with that of the dependent variable, which was a sales performance.

The R value or (Coefficient of Correlation) which is simply a measure of the degree of association or co-variation that exists between independent variables (challenges affecting sales performance and sales strategy) and dependent variable (sales performance). It only measures degree of association or variation between the two variables. In this case the value of R which is 0.91 shows, there is a very strong relationship between the independent variables and dependent variable.

The R square value (Coefficient of Determination), tasted as the proportion of the total variation or dispersion in the sales performance (dependent variable) that explained by the variation

independent variables in the regression is 0.94; meaning, 94% of sales performance is explained by the linear relationship with all the independent variables (sales performance and sales strategy). Adjusted R square is 0.94 which indicates the amount of variation in one variable that is accounted for by another variable. In another word, through the survey with 96 target respondents, their sales performance is account for 94% of total variation in company sales performance. This indicates that the level of relationship between dependent and independent variables is high.

Generally speaking, the regression model developed under the study can be considered as a good predictor of sales performance. The individual effects of the independent variables can be explained by their respective beta coefficients. By looking its standardized coefficients (beta) commitment strategy has the highest standardized coefficient and it means it is the best predictor.

5.2 Conclusion

This study was conducted to assess the building materials sales strategy & challenges in Addis Ababa in the case of L&H building materials plc.

From the findings above, we can conclude that the establishment of an effective market strategy in L& H building material plc has a positive implication on competitiveness through competitive advantage. In addition, from the questionnaire analysis we can conclude that even though the company applying their sales strategy, it's hard to say that the company is effective in implementing successful strategy.

Consequently, the following conclusions have been reached from the analysis made earlier to address the research questions and specific objectives set in the study based on the dimensions considered in the framework.

- Sales strategy of the company is effective in terms of (customer-oriented, adaptive, relational and salespeople strategy). Even though the replacement of different sales persons is a challenge to the company, the expected monthly sales plan is achieved at the end of every month.
- An effectiveness of the sales strategy on the sales performance of the company measured by the amount of sales performed per a month. Not only that the performance of sales persons are measured by pre-described sales performance which starts from to the minimum to maximum sales volume.

- As we seen from the results of the study factors affecting the sales performance of the company are shortage of the materials, extended delivery time, economical, legal, natural as well as political factors are the main ones.

5.3 Recommendations

Based on the results of the analysis concerning about the building materials sales strategy & challenges in Addis Ababa in the case of L&H building materials plc. The following recommendations are forwarded. The researcher will recommend that quality play significant role in the success of every business. In this view the company is encouraged to improve and sustain their quality. The quality of the materials may be the best computing factor in the market so it is advisable by the researcher to compute that.

The researcher also noticed that there is no a marketing department found in company so it is advisable to have a marketing department in the administrative building. It is known that every risk of the product is laid to the sales persons only but it is advisable to take any risk which is related to the product manufactured by the company.

Moreover, advertisement and trade show are very vita to attract and retain customers especially in the construction business market where competitions among firms are very intensive and unchanged. Customer relationship management must be given a maximum attention and also their brands must have much impact on their behavior to build a strong relationship between their brand and consumer. In this view the company must have to give high intentions for the relationship of its customers with the company. The company should review its pricing strategy and take measures that could enable the management set a price which is value creating for both the business and customers. Continuous sales and promotional skills and development training should be given to employees engaged in selling the product. This would definitely help in improving the market share and increase sales volume of their product and create customer satisfaction.

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APPENDIX I: Questionnaire

ST MARY'S UNIVERSITY

SCHOOL OF POSTGRADUATE

MA PROGRAM

Questionnaire to be filled by the Employees of *L and H Building Materials Plc*

Dear Respondents;

This questionnaire is developed for an academic effort planned for the collection of data to conduct a thesis paper on the title “*Building Materials Sales Strategy and Challenges in Addis Ababa the Case of L and H Building Materials Plc*”, for the partial fulfillment of the Degree of Master of Arts in Marketing Management from St Mary’s University. The information obtained from this questionnaire will be kept confidential and will not be used for any other purposes. Hence, I am kindly asking respondents to give your candid information. NB;

- It is not necessary to write your name
- Try to address all the question given below
- For the closed ended questions use (√) mark for your choice in the given box
- If you have any query, please do not hesitate to contact me and I am available as per your convenience at (Mobile: +251-912-688-857)
(E-mail: Malefiyamanaye1985@gmail.com)

Thank you for your cooperation!

PART 1: DEMOGRAPHIC INFORMATION

1. Gender: Male Female

2. Educational Qualification:

Grade 10 completed Grade 12 completed Certificate

College diploma First Degree Second Degree and above

3. Age

18 -28 29-39 40-50 over 50

PART 2: QUESTIONS DIRECTLY RELATED WITH THE STUDY

2.1. Here under the questions with regard to the Relational, Customer Orientation and Adaptive Selling Strategy, therefore, you are kindly requested to put “√ ” mark on the box which represents your degree of agreement. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	<i>Relational Selling Strategy</i>	5	4	3	2	1
1	L&H and its partner expect their relationship to last a lifetime.					
2	It is assumed that renewal of agreements in their relationship will generally occur					
3	L&H and its partner make plans not only for the terms of individual purchases, but also for the continuance of the relationship					
4	The relationship between L& H with its key account is essentially “evergreen”					
	<i>Customer Orientation Selling</i>	5	4	3	2	1
1	L& H try to figure out the key account’s needs					
2	L& H have the key account’s best interest in mind					
3	L& H take a problem solving approach in selling products or services to the key account					
4	L& H recommend products or services that are best suited to solving problems					
	<i>Adaptive Selling Strategy</i>	5	4	3	2	1
1	When the L&H sales approach is not working, the company can easily change to another					
2	L& H like to experiment with different sales approach					
3	L& H is using very flexible selling approach					
4	L& H can easily use a wide variety of selling approaches					
5	L& H try to understand how its key account differs from others					

2.2. Here under the questions with regard to the Sales people characteristics namely Sincerity, commitment, and liability sales people strategy adopted in L& H building materials, therefore,

you are kindly requested to put “√” mark on the box which represents your degree of agreement. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	Liability	5	4	3	2	1
1	I consume a lot of time complaining about trivial matters					
2	I tend to make “mountains out of molehills” (make problem bigger than they are)					
3	I always focus on what’s wrong with my situation, rather than the positive side of it					
4	I help orient new agents even though it is not required					
5	I always ready to help or lend a helping hand to those around me					
	Commitment	5	4	3	2	1
1	I “Keep up” with developments in the company					
2	I attend functions that are not required, but that help the company image					
3	I involve in risk disapproval in order to express my beliefs about what’s best for the company					
4	I conscientiously follow the company’s regulations and procedures					
5	I highly turn in budgets, sales projections, expense reports, etc. earlier than required					
	Sincerity	5	4	3	2	1
1	I work with my customers to find out what is needed to improve their performance.					
2	I actively demonstrate to your customers the financial impact of working with us.					
3	I focus on proactively improving my customers’ business performance.					
4	I use a value-based selling approach.					
5	I work towards improving my customers’ bottom line.					
6	I focus on identifying opportunities to improve customers’ business profits.					

2.3. Here under the questions with regard to the effectiveness of the sales strategy on the sales performance of the company, therefore, you are kindly requested to put “√” mark on the box which represents your degree of agreement. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

Customer-oriented sales strategy on sales performance		5	4	3	2	1
1	The customer-oriented sales strategy of L&H increased the sales performance of the company in terms of increasing customer loyalty					
2	The customer-oriented sales strategy of L&H increased the sales performance of the company in terms of increasing acquisition of new customers					
3	The customer-oriented sales strategy of L&H increased the sales performance of the company in terms of increasing market share					
4	The customer-oriented sales strategy of L&H increased the sales performance of the company in terms of increasing business growth					
Adaptive sales strategy on sales performance		5	4	3	2	1
1	The adaptive sales strategy of L&H increased the sales performance of the company in terms of increasing customer loyalty					
2	The adaptive sales strategy of L&H increased the sales performance of the company in terms of increasing acquisition of new customers					
3	The adaptive sales strategy of L&H increased the sales performance of the company in terms of increasing market share					
4	The adaptive sales strategy of L&H increased the sales performance of the company in terms of increasing business growth					
Relational sales strategy on sales performance		5	4	3	2	1
1	The relational sales strategy of L&H increased the sales performance of the company in terms of increasing customer loyalty					
2	The relational sales strategy of L&H increased the sales performance of the company in terms of increasing acquisition of new customers					
3	The relational sales strategy of L&H increased the sales performance of the company in terms of increasing market share					
4	The relational sales strategy of L&H increased the sales performance of the					

	company in terms of increasing business growth					
	Salespeople characteristic(<i>Sincerity, commitment, and liability</i>)	5	4	3	2	1
1	The sales people characteristic of L&H increased the sales performance of the company in terms of increasing customer loyalty					
2	The sales people characteristic of L&H increased the sales performance of the company in terms of increasing acquisition of new customers					
3	The sales people characteristic of L&H increased the sales performance of the company in terms of increasing market share					
4	The sales people characteristic of L&H increased the sales performance of the company in terms of increasing business growth					

2.4. Here under the questions with regard to the external environmental factors that affecting the company sales performance, therefore, you are kindly requested to put “√ ” mark on the box which represents your degree of agreement. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree,

	Legal Factor	5	4	3	2	1
1	Employment law of the country negatively affects the company sales performance					
2	The consumer protection practice of the company negatively affects its sales performance					
3	The industry-specific regulations of the country negatively affects the company sales performance					
4	The competitive regulations of the country negatively affects the company sales performance					
5	The current legislation home market of the country negatively affects the company sales performance					
6	The regulatory bodies and their processes of the country negatively affects the company sales performance					
	Economic Factor	5	4	3	2	1
1	Unemployment level of the country negatively affects the company sales performance					
2	Foreign exchange rates of the country negatively affects the company sales performance					
3	Interest rates of the country negatively affects the company sales performance					
4	Inflation rate of the country negatively affects the company sales performance					

5	General taxation issues of the country negatively affects the company sales performance					
6	Taxation changes specific to building related product/services of the country negatively affects the company sales performance					
7	Local economic situation and trends of the country negatively affects the company sales performance					
	Social Factor	5	4	3	2	1
1	The population growth rate and age profile of the society negatively affects the company sales performance					
2	The population health and attitudes of the society negatively affects the company sales performance					
3	The population employment patterns, job market freedom & attitudes to work of the society negatively affects the company sales performance					
4	The press attitudes, public opinion, social attitudes & social taboos towards building materials negatively affects the company sales performance					
5	The lifestyle choices and attitudes of the society negatively affects the company sales performance					
6	The socio-cultural changes of the society negatively affects the company sales performance					
	Technology Factor	5	4	3	2	1
1	The emerging technologies have negative impact on the company sales performance					
2	The internet, reduction in communication costs & increased remote working have negative impact on the company sales performance					
3	The technology transfer have negative impact on the company sales performance					
4	The rate of technological change have negative impact on the company sales performance					
5	The consumer preferences have negative impact on the company sales performance					
6	The consumer buying trends have negative impact on the company sales performance					

THANK YOU

APPENDIX 2: Key informant interview questions

Interview Checklist Conducted With the Sales Manager of the Company

- 1) How does the company sales strategy on the adapting approach to match the needs of its buyer?
- 2) How does the company sales strategy in using customer oriented selling strategy to discovering its buyer needs and designing products?
- 3) To what extent the company's selling strategy dedicated much of time to transferring sales skill to sales people?
- 4) How effective the company's selling strategy in adopting relational sells strategy to create trust on the buyer?
- 5) Are there any current legislations that regulate the industry or can there be any change in the legislations for the industry?
- 6) How does the overall sales performance of the company looks like?
- 7) What are the prevalent economic factors?
- 8) How much importance does culture has in the market and what are its determinants?
- 9) What technological innovations are likely to pop up and affect the market structure?