

**INFLUENCE OF ADOPTION OF SALES FORCE  
AUTOMATION SYSTEM ON SALES PERFORMANCE: THE  
CASE OF CONSUMER GOODS FIRMS IN NAIROBI  
COUNTY, KENYA**

**By**

**Gerald Gatitu Gitau**

**A Thesis Submitted in Partial Fulfillment of the Requirements for the  
Award of the Degree of Doctor of Philosophy in Project Planning and  
Management of the University of Nairobi**

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## DECLARATION

This thesis is my original work and has not been presented for an award in any other university.

Signature ..... Date .....

**Student:** Gerald Gatitu Gitau

**Registration:** L83/80301/2011

This thesis has been submitted for examination with our approval as the University Supervisors.

Signature ..... Date .....

**Dr. Robert Oboko**

**School of Computing and Informatics  
University of Nairobi**

Signature ..... Date .....

**Dr. Kate Litondo**

**School of Business,  
University of Nairobi**

Signature ..... Date .....

**Prof. Christopher Gakuu**

**Department of Extra Mural Studies  
University of Nairobi**

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Signature ..... Date .....

**Student:** Gerald Gatitu Gitau

**Registration:** L83/80301/2011

Signature ..... Date .....

**Dr. Robert Oboko**

**School of Computing and Informatics  
University of Nairobi**

## **DEDICATION**

This thesis is dedicated to my family Joyce Gatitu, Gren Gitau and Generica Gatitu and to my beloved parents Mr. William Gitau and Mrs. Margaret Gitau who have never failed to give me moral support and send their prayers, and for always telling me that nothing is impossible with a strong determination and hard work.

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## ABSTRACT

The speedy progression and developments in computerized technologies in the last epoch have considerably changed the everyday life of the present day sales representative. Sales Force Automation is marketing tool often a part of a company's Customer Relationship Management approach whose goal is to help improve a long-term, cost effective linkage with specific customers for the reciprocal benefit of the customer and the business. There is a growing demand for greater levels of standardization to improve the flow of information between the companies and trading counterparts, referred to as sales force automation (SFA). The purpose of this study was to examine influence of adoption of sales force automation system on sales performance in Kenya taking a case of consumer goods firms in Nairobi county. The objectives of this study was to establish how perceived ease of usefulness, perceived ease of use, facilitating conditions of SFA system use, computer self-efficacy, SFA system control and sales performance and to establish the moderating influence of system characteristics on sales performance. The research design of the study was a descriptive survey research. This study targeted consumer goods firms in Nairobi County, Kenya and the respondents were project managers/IT managers and Salesforce of these firms, making a sample size of 250 respondents. Stratified random sampling was employed to select managers and Salesforce from each of these firms and obtain a sample of 50 of the 149 firms in Nairobi County representing a 30% sample size. The study relied on primary data which was collected through administering structured questionnaire comprising of closed and open-ended questions developed in line with the objectives of the study. Quantitative data collected using questionnaires was analyzed by the use of descriptive statistics, ANOVA, regression, Correlation analysis and multiple regression analysis. Content analysis was used to analyse data collected from the open ended questions. The general conclusion from the questionnaires analysis was that usage of SFA technology in the consumer goods firms in Kenya, along with their clients, has achieved its expected results as inferred by IT Managers/Project Managers, Sales Managers and salespersons who shared in this study and who awesomely appreciated this technology and its key paybacks. On the basis of regression statistics, the study found out that there is positive influence of all the independent variables on the dependent variable, though at different significant levels. Perceived usefulness and sales performance of consumer goods firms in Kenya with  $\beta=0.442$ ,  $p=0.000$ ; perceived ease of use  $\beta=0.629$ ,  $P=0.000$ ; facilitating conditions  $\beta=0.409$ ,  $p=0.000$ ; Computer self-efficacies  $\beta=0.216$ ,  $p=0.000$ . The test showed a significant association between system characteristics and sales performance of  $\chi^2=13.463$ ,  $df=249$  and  $p=0.009$ . There was significant relationship between SFA system control and sales performance of  $\chi^2=0.745$ ,  $df=249$  and  $p=0.000$ . Based on the findings, this study recommended that for companies where ongoing customer relationships are essential, management should consider adoption of salesforce automation as a key driver of their business. From the analysis, this study also found out that Kenyan firms have a positive peculiar strength in embracing technologies, contrary to what external literature depicts as a global challenge. In conclusion, essential objectives of SFA such as improved speed and effectiveness in performing present sales tasks are competitive need in today's markets, and as such should stay as basic necessities of SFA-implementation projects.



## **LIST OF ABBREVIATIONS AND ACRONYMS**

ANOVA: Analysis of variance

CRM: Customer relationship management

EABL: East African Breweries Limited

FFM: Five-Factor Model

FMCG: Fast-moving consumer goods

HR: Human Resource

IS: Information Systems

IT: Information Technology

KAM: Kenya Association of Manufacturers

PEU: Perceived Ease of Use

SFA: Sales force automation

TAM: Technology Acceptance Model

TPB: Theory of Planned conduct

TRA: Theory of Reasoned Actions

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the study**

The origin of modern-day sales and marketing transpired in the years about the turn of the 21<sup>st</sup> century (Friedman, 2004). Businesspersons at the advance guard of trading, established new techniques of operating sales and subsequently came up with fresh procedures of management that matched those of the contemporary mass production science. Friedman (2004) argues that the modern industries produces more products and services than it were at the turn of the 21<sup>st</sup> era and with that, the sales team dimensions saw unparalleled development in order to stimulate those goods and services. The development of the trade bred the amplified rivalry from enterprises that manufactured homogenous products and services.

Salesforce is the division of a business that is responsible for selling of products or services in an organization. The individuals in this division are referred to salespeople (salesperson) and the art of selling is referred to as salesmanship. Salesforce nowadays faces many challenges that originate from external and within associations (Jones, Brown, Zoltners, and Weitz 2005). Being the greatest outer performer, clients always raise their anticipations. By means of the internet, they educate themselves about item choices before deciding on a buy. Organizations are presenting sets of accepted rules which set strict models that must be maintained while encountering customers. Firms deal with market challenges by the use of various strategic, organizational and operational measures which bring additional burden on Salesforce. They change the strategic trend of their sale forces away from a transaction line of view to an

emphasis regarding relationships (Ingram 2006; Weitz and Bradford 2009). In this situation, Salesforce are required to shift their attention and time from fulfilling orders and direct it to other specially-made solutions for customers and new business operations (Shoemaker 2011).

In Kenya, studies that are closely intertwined to this study have been carried out in the field of supply chain management field. Effectiveness and efficiency of the supply chain in Wrigley East Africa (Ayugi, 2007). His findings on challenges based Wrigley East Africa staff perception were: Demand and customer needs challenges, Quality and market completion challenges, raw materials and operational challenges, staff training and capacity challenges. Njoroge studied the benefits of upstream and downstream integration of supply chain, a case of East Africa Breweries Limited (Njoroge, 2007). His findings were that the major challenges within EABL supply chain were the suppliers and EABL's organization structure. The suppliers were few and could not deliver in good time resulting in losses. Other challenges experienced were poor communication channels and lack of alignment of duties within the supply chain.

### **1.1.3 Sales Force Automation Systems**

Sales force automation (SFA) is a computer system that mechanizes the selling processes by a salesman when selling products and services. SFA system is a marketing tool (often a part of a company's CRM approach), whose goal is to help advance a longstanding and reliable correlation with specific customers for 'purposes of mutually benefiting the organization and its customers. The reason for SFA's existence is to retain customers and make them loyal to ensure repeat purchases. Today, because of the continually fluctuating competitive environment, Sales force automation systems is a necessary tool in firms for competitive advantage purposes (Rasmusson, 2009; Erffmeyer & Johnson, 2011). As a result, companies cannot differentiate

themselves from others by merely employing basic SFA instruments. Such benefits can only be attained by adopting cutting edge SFA tools.

It is suggested in the literature that not a particular SFA system, nonetheless the functionality, sales procedures and responsibilities supported by technology should be reflected when defining the choice of the SFA meaning (Tanner and Shipp, 2005). Conferring to Honeycutt et al (2005): Express technological modifications and the degree of undesirability in the technological field indicate that impending scholars should emphasize on sales force automation as a tool of mechanizing manual and routine sale processes instead of getting immersed and dwelling in the specific parts of the specific technology tools that constitute SFA.

Contrary to the background of this argument, the study defines SFA as an out-and-out computer structure aimed at serving a sales force in managing a client, market and brands information and performs daily sales processes. The technology pool delivered to a given sales force may differ considerably, while sales tasks are relatively similar across dissimilar establishments. The study definition focuses on those sales processes sustained by SFA, rather than a particular IT system.

Implementation of an SFA system project by an organization, as discussed, can be quite costly. This, nevertheless, is offset by the reduction of the costs associated with selling. There is the sales force on spend a massive amount of time administrative, non-sales related, efforts. This can be viewed as lost revenue by a firm, because the more time the sales force spends selling the more business they can bring in. The most crucial advantage of investing in a sales force is the capacity of both selling and creating value through the process of building firm relationships with the clientele. It is for this reason that mobility is held as a fundamental aspect of a sales

force. Nowadays, the sale force is in much need of a relationship with customers, rather than the traditional gathering of data. Sales force automation has enabled sales force to attain mobility.

Movement is exceptionally important to the salesmen. Nowadays unlike before the salesman continually wants to be in trace with their customers, relatively to being in an office collecting information. With SFA this has permitted the sales team to convert progressively itinerant (Greenberg, 2011).

SFA's appeal stems from the many advantages that it brings via its beneficial offers. One of its most appealing advantages is it enhanced capacity of delivering superior customer value in the course of information sharing within and across the customer service personnel, sales, as well as marketing (Morgan & Inks, 2011). Because many departments have the common interest of getting to vie the position of a customer account prospect, Sales force automation is crucial. Erffmeyer and Johnson (2011), studied the operational effects that come along with SFA tools and indicated that a multitude of firms achieve enhanced access to information as well as communication with customers.

### **1.1.2 Sales Performance**

The achievement of a given undertaking measured against preset known guidelines of precision, culmination, cost, and speed by persons responsible for selling products or services. The overall measure or indicator for sales force performance is growth in sales. However, this need to be realized at the right cost, right time and within targeted market. Computerized technologies have

Considerable altered the usual life of contemporary sales representatives by trying to bridge this gap. Sales managers have experienced bigger overheads and competition in modern years, and

trying to find methods to counter this progression. Thus, managers, as a rule consider that the postulation of providing IT to the sales force contributes to enhanced efficiency, communication and customer relationships (Colombo 2004; Goldenberg 2006; Conlon 2008; Campbell 2008; Moncrief et al. 2011).

Churchill et al. (2005) conducted a meta-analysis and highlighted six major classes of the elements of sales performance. They include aptitude, skill, organizational factors, personal factors, motivation and role variables. The least associated was organizational/environmental factors while the most associated was role variables.

Barrick and Mount's (1991) and Tett et al.'s (2003) analysis was followed by more research on the same subject. Salgado (2007) investigated traits of FFM and job performance using a European model. Another study by Hurtz and Donovan (2010) concentrated on criterion-related rationality. Results of the two researches were parallel to Barrick and Mount's (1991), who had studied sales performance.

In this study, sales force performance will be measured in relation to the use of SFA which is determined by use, satisfaction and net benefits as key indicators on sales performance. Use is calculated by the frequency of visits made to the site as well as the number of executed transactions. Satisfaction is measured by recurred visits and purchases. The overall benefits are evidenced by cost saving, expanded market share, time saving and incremental sales.

### **1.1.3 Consumer Goods Firms in Kenya**

In Kenya, the food processing sector is the main part of the country's manufacturing industry. The sector, based on the elements of economic contributions, structure, as well as performance is

one of the most crucial. It is also the largest and comprises of more than 1200 businesses, which are composed of small firms and large multinational corporations. Picking from the Kenya Association of Manufacturers KAM (2015) directory, there are 735 registered members. KAM is an association of both those who manufacture and sell, those who buy and sell as well as those in the service industry. The members are categorized into 14 sub-sections, 12 of which are in preparing and esteem expansion while the other two offer fundamental administrations to improve industry.

Food and beverage is the major sector. It comprises of 187 members who constitute 23% of total KAM membership of 735 (KAM, 2015). According to statistics obtained from the Kenya National Bureau of statistics in 2008, this manufacturing sector contracted by 3.9 percent from the previous year. Yet, it managed to generate over a third of the total manufacturing production capacity (33.4 percent). It also offered Kenyans 589, 319 jobs. The high production coupled with huge ingredient cost was attributed to the contraction. In the preceding year, 2009, the sector improved by a 2.1 percent growth rate. The sector contributed over Ksh.71, 338 million to the country's GDP in 2009 compared to 61,194 million in the previous year.

The sector's products include beverage, foods, and tobacco commodities. The overall traded goods can be categorized as sugar and chocolate confectionaries, spirits and alcoholic beverages, cocoa, dairy products, water and carbonated drinks, juices, Tobacco and vegetable oils, meat and meat products.

Some of these companies are; the East African Breweries Limited (EABL), The Coca-Cola Company, Cudbury Kenya Limited, Unilever, Bidco Oil Refineries Ltd, Nestlé, Del Monte

Kenya Limited, Brookside, Proctor & Allan (E.A) and The Sameer Agriculture & Livestock Ltd among others.

## **1.2 Statement of the Problem**

The automation of numerous information flows that are concerned with many processes in sales is an assurance of employing Sales Force technology (Ben Moussa, 2006). In general terms, regarding quality and time, Sales Force Automation is depicted as having positive contributions on the subject of customer information management, communication, presentation, analysis and reporting, price quotes and order processing, the promotion of products, as well as real time access of records (Boujena et al., 2009; Wang et al., 2008).

In Kenya, Companies have the same global challenge to increase levels of automation, integrate and increase speed of business processes to be compatible with the physical supply chain (Honeycutt et al 2005). There is a developing interest for more noteworthy levels of standardization to improve the flow of information between the companies and trading counterparts, thus sales force automation (SFA).

Embracing SFA technology as a system and using it have been scrutinized in the former years (Chou, Pullins, and Senecal, 2009). Yet, according to Serdaroglu (2009), understanding how investments in SFA bring out value in business is a main concern in research in the contemporary world of technology. Rangarajan et al., (2005) empirically validate that the intricacy of using SFA-technology rises role struggle, which in turn has adverse concerns on salesforce energy and SFA adoption.



SFA technology fundamentally improves organization's performance. Activities and functions of the sales force make the most of the marketing budget and a major source of income and are very important for the success of organizations. Companies around the world are investing heavily in SFA through the aim of enhancing the results of their sales persons. SFA comprises of communication technologies such as pagers, phones, wireless devices such as Blackberry, car fax and the internet, which results in changing functions of the sales persons. Due to usage of technology, sales persons are required to be communicable all the time with customers and administrators. Sales executives may also be encouraged to apply the technology because of competition and use of technology by other companies. Nature of SFA systems varies from one company to another. SFA system combines many activities to support the main goal: to improve the collection, processing, analysis and dissemination of data to increase the efficiency of the sales persons for refining associations with customers Jones et al. (2002) and Buttle et al. (2006) also consider that verdict on Sales Force Automation paybacks has not been researched intensively and deem experimental research as insufficient. Locally, at least in Kenya up to date, little empirical work appears in the relevant literature that assesses the influence of Sales Force Automation on Sales performance in consumer goods firms in Kenya. Thus, firms in Kenya have been implementing SFA Systems in their Sales departments without clear evidence of their effectiveness on Sales force performance. In addition, the process of setting up of SFA systems has been challenging to many firms and therefore there is need for additional research on the best models linking SFA usage to sales performance (Ko and Alan 2004).

### **1.3 Purpose of the Study**

The purpose of the study was to explore the influence of adoption of SFA system on sales performance in Kenya; a case of consumer goods firms in Nairobi County.

### **1.4 Research Objectives**

The objective of this study was to examine the influence of SFA system in consumer goods firms in Kenya on the Sales performance. Specifically to:

1. To establish how perceived usefulness of SFA system influences sales performance
2. To determine the extent to which perceived ease of use of SFA system influence sales performance
3. To assess how facilitating conditions of SFA system use influence sales performance
4. To establish the extent to which computer self-efficacy in the SFA system influences sales performance
5. To establish the relationship between SFA system control and sales performance
6. To investigate the influence of SFA system adoption on sales performance
7. To establish the moderating influence of system characteristics on the relationship between adoption of SFA system and sales performance
8. To investigate the combined influence of SFA system adoption and system characteristics on sales performance

### **1.5 Research Questions**

The study sought to answer the following questions:

1. How does perceived usefulness of SFA system influence sales performance?

2. To what extent does perceived ease of use in the adoption of SFA system influence sales performance?
3. How does facilitating conditions of SFA system adoption influence sales performance?
4. To what extent does computer self-efficacy in the adoption of SFA system influence sales performance?
5. What is the relationship between SFA system control and sales performance?
6. What is the influence of SFA system adoption on sales performance?
7. What is the moderating influence of system characteristics in the relationship between adoption of SFA system and sales performance?
8. What is the combined influence of SFA system adoption and system characteristics on sales performance?

## **1.6 Research Hypotheses**

1. H1:1 Perceived usefulness of SFA system has influence on sales performance
2. H1:2 Perceived ease of use of SFA system has influence on sales performance
3. H1:3 Facilitating conditions of SFA adoption have influence on sales performance
4. H1:4 Computer self-efficacy has influence on sales performance
5. H1:5 There is a relationship between SFA system control and sales performance
6. H1:6 There exists a relationship between SFA system adoption and sales performance
7. H1:7 System characteristics have moderating effect in the relationship between SFA system adoption and sales performance

8. H1:8 There is combined relationship between SFA system adoption and system characteristics on sales performance

### **1.7 Significance of the Study**

The study is expected to offer useful direction to sales and marketing specialists on dire areas such as fundamental sales projects practices sustained by IT, variety and quality of IT resources, description of applicable SFA-use, and its results.

The anticipated insights of the research are three. Foremost, it argues that SFA-use should be hypothesized as a task-based concept. So as to tap the job-connected tasks which can be realized by endorsing the system beside dimensions that are pertinent to the organizations (Doll and Torkzadeh 1998), to well separate salespersons in relations to their SFA-use conduct.

Secondly, it inserts its SFA-use concept into an operational selling framework by networking it to its predecessor variables and salesman performance. By the coarse prospect provided by the task-based SFA-use concept, the study can lean-to more light on the procedure over which SFA controls the end results. Hence, the succeeding benefit lies in enhanced amplification of the relationship between SFA-use conduct and salesman performance.

Number three contribution springs from the backgrounds motivating the SFA-use concept by relating well conventional qualifications of SFA (automation) to clarify the SFA-use constructs.

The study can create more detailed sanctions to specialists in order to arouse SFA-use in the preferred custom.

In totality, the research line of attack can offer considerable insights on how SFA projects use powers on Sales performance and key aspects that drive that way of practice, which consequently aids businesses exploiting on their yield on SFA-technology plans.

### **1.8 Assumptions of the Study**

The researcher assumed that the respondents would be honest, cooperative, factual (objectivity) and trustworthy in their response to the research instruments and would be available to respond to the research instruments in time. The questionnaires that were used were also assumed to give precise data and that the element of biasness would never set in during the data collection and analysis. It was also the assumption of the researcher that the authorities in the firms would grant the required permission to collect data from the firms. The study further made the assumption that there would be no serious changes in the composition of the target population that would affect the effectiveness of the study sample.

### **1.9 Scope of the Study**

The study examined the influence of automation projects (SFA) on the performance of the sales force in consumer goods firms in Kenya. Sales force automation projects usefulness embodies a major prospect for establishments and is key in company agendas. SFA is promising substantial paybacks for salesmen and businesses are seriously spending in this technology. Nonetheless, SFA is costly and it is often problematic to enumerate this technology's paybacks, making it in the end challenging to validate the venture in SFA adoption. Thus SFA projects and their effect on salesforce performance indicate a significant research gap.

The study focused on 50 firms out of the 149 consumer goods firms in Kenya using SFA. This is because the study was targeting firms that have an existing SFA, a permanent sales force of more

than 5 and a high rating performance (Financial, employee base, market penetration and brands popularity). The geographical scope was the various Consumer goods firms within the Nairobi County which would give the study a representative sample.

The study also focused on SFA projects of the salesforce and not on other system areas such as customer relations Management, HR, and payroll. The managers and Salesforce were deemed suitable respondents for the study as they have better knowledge and awareness on the issue at stake and would provide specific information from a management perspective.

### **1.10 Limitations**

This study examined the relationship among personality traits, sales people attitude towards sale force automation. Additionally, it was also not known how and whether personality traits change over time and affect sales peoples' engagement in sales activities differently. Thus, it would be more meaningful if similar research questions are investigated in a longitudinal fashion that employs growth modeling.

The study experienced a few constraints, for example, the bureaucracy that was used by some of the firms hindered the study to reach all the targeted population, this affected the sample size.

The study only focused in specific Consumer Goods Firms of which may not have the same aspect in other Consumer Goods Firms, which may not be a good representation of all types of Consumer Goods Firms. The study could have involved more Consumer Goods Firms for example in all counties to reveal real situation within the Consumer Goods Firms and all over the country.

The data from questionnaires was based on the respondents' response, which may be untrue. In order to ensure the response was real and met the expectation of the result, respondent was required to answer the questions directly to the researchers as he highlights the response of the respondent to save the time and to ensure the answer given is correct.

Some of the institutions were not willing to reveal information about their organization. This was overcome by administering the questionnaires together with the introductory letters with specific information on the purpose of the research and the confidentiality of information provided. The letter detailed the fact that the information collected was used specifically for academic purposes.

Finally, material day number of the respondent sampled and those may have been present may be fewer hence affecting sampling size. In order to ensure sampled size was met, research assistance visited the Consumer Goods Firms frequently till they met the required 100% of the sample size which was adequate for analysis.

### **1.11 Definition of Key Terms Used in the Study**

**Automation Projects** Automation projects refers to the use of various control systems for operating equipment such as computers, mobile phones, networks, and other applications with minimal or reduced human intervention that is implemented within a time frame, certain cost and speed.

**Computer Self-Efficacy** Computer Self-Efficacy is “the confidence in one’s ability to successfully perform a technologically sophisticated new task”. This is a specific application of the broader and more general construct of self-efficacy, which is described as a Person’s

ability to engage in specific actions that result in desired outcomes. Self-efficacy does not focus on the skills one has, but rather the judgments of what one can do with his or her skills.

**Consumer Goods Firms** Consumer Goods Firms are companies that produce items that are sold rapidly and at moderately minimal effort. Cases incorporate non-strong merchandise, for example, sodas, toiletries, Over-the-counter medications, toys, handled sustenances and numerous different Consumables. Despite the fact that the overall revenue made on FMCG items is moderately little, more so for retailers than the makers/suppliers, they are for the most part sold in expansive amounts. FMCG is likely the most great instance of low edge/high volume business.

**Facilitating Conditions** Facilitating Conditions are described as the scale to which a person believes that technical and organizational infrastructure lasts to support the project.

**Information Quality** Information quality describes the e-commerce matter Such as whether the content is easy to understand, complete, personalized, relevant, and secure.

**Management Support** Management support refers to commitment of the management in all the processes in a firm. It is crucial for a firm to set precise expectations to the sales force of the Sales Force Automation



system. The company should clearly communicate the expectations to the Sales Force while management should commit to them.

**Perceived ease of use**

Alleged simplicity of use is the level to which one thinks that the use of a system could be effort-free. This is derived from the definition of “ease,” which is autonomy of difficulty. Exertion is a limited means that one can assign to undertakings, which they are responsible. All else being equal, it is claimed, an easy-to-use application is has higher chances of being accepted than others.

**Perceived Usefulness**

Perceived usefulness is an extent to which one considers that a system can enhance their job performance. This is borrowed from the meaning of the word “useful,; which is "capable of being used advantageously." In the context of the organization, a company reinforces its employee performance by the use of bonuses, promotions, salary raises, and rewards. A firm with a high perceived usefulness is one which a user perceives the presence of a encouraging use-performance affiliation.

**Project Team-Use**

Project Team Use is the degree to which a pivotal sales persons team coworkers employ SFA and rely on the system in working on their team selling undertakings.

**Project benefits**

These are the greatest crucial accomplishment measure tools as they cover the stability between positive and negative effects of

business on employees, suppliers, customers, markets, establishments, economies, trades, as well as societies.

**Sales Force Automation** Sales Force Automation (SFA) is the application of IT to support Sales force in selling and/or administrative activities systems. It involves utilization of electronic software, hardware, and telecommunications knowledge to cover, analyze, access and exchange quality data in an effort to enhance the productivity of a sales force and its effectiveness.

**Sales Performance** Sales performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed by persons responsible for selling products or services.

**Sales force** Sales force is the division of a business that's responsible for selling products or services.

**Salesperson** Salesperson refers to the parties selling goods and services to other parties or entities. The degree of success of such an individual can be measured by the number of sales that they are able to complete in a specific time frame or even how successful they are in persuading potential clients to purchase a product. Sometimes, the compensations of a salesman depends on how many sales they make.

**SFA Control** SFA Control is a system of management, which tracks all contact made with specific customers, the purpose of that connection, and

the follow up steps needed. These efforts are helpful in ensuring that there is not duplication of sales efforts as well as in the reduction of irritating customers.

**Stakeholder Satisfaction** Stakeholder Satisfaction gauges everything including website visits to navigation, retrieval of information, and transaction execution. User satisfaction is a crucial means of measuring opinions of customers on given business environment. It ought, therefore, to cover a client understanding holistically from data retrieval via payment, transactions, service, and receipts. User satisfaction will be measured in terms of repeat purchases and repeat visits.

**System characteristics** System characteristics refer to a group of smaller subsystems that have defined tasks on individual basis. All these work in harmony do as to attain the overall goal.

**Service Quality** Service quality entails the total provision that is supplied by a service provider. Service quality does not consider whether the provision is supplied by the IT section itself, a new organization or other subcontracted providers.

**System** System refers to technological support staff for the end-users. If satisfactory provision is given for the SFA system it can have similar power as teaching; it influences positively on the technology usage.

**System quality**

System quality entails the desired characteristics of a business system such as reliability, usability, adaptability, availability and reaction time (an example of browsing time) as the key qualities cherished by consumers.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Literature review chapter summarizes the background and context for the research problem. Works and results of other scholars who have done their research or researched in similar industry or field of study are presented here. The explicit areas researched on in this chapter are; concept of SFA, CRM (Customer Relationship Management), Goal of the SFA system, SFA-Use Dimensions and Salesforce Performance, the theoretical framework and Conceptual Framework.

#### **2.2 Concept of Sales Force Automation**

SFA can fundamentally be defined as the use or presentation of technology to enable Salesforce in their marketing / selling and administrative undertakings (Morgan and Inks 2011). SFA systems employ computerized telecommunications technology, hardware and software to capture, analyze, access and interchange great value data for the purposes of increasing sales people's efficiency and usefulness (Jayachandran et al. 2005). This data normally comprises transactional and reporting information around clients, competitor profiles, product libraries, market data, pricing schedules and other data (Buttle et al. 2006). With rich data as such one can back Salesforce when increasing long-term reciprocally constructive associations with clients.

Nonetheless, there has existed no strong and broadly recognized meaning of SFA (Rivers and Dart, 2009). SFA is defined differently to different persons and to different companies (Erffmeyer and Johnson, 2011). The particular forms of SFA differs intensely from one state to the subsequent one (Morgan and Inks, 2011), as "each firm is unique, as are its customers,

markets, business objectives, resources, and perhaps most important, the stakeholders who will be germane to its specific CRM circumstances” (Plouffe et al., 2004). More or less researchers and companies choose constricted conceptualizations of SFA. Schillewaert et. al (2005) does not comprise basic office tools (examples of excel and word processor) or outlook for emails among other internet platforms into their SFA classification. Parthasarathy and Sohi (2007) describe SFA systems comprising of integrated database systems that can be retrieved over a modem by faraway computers system. Ko and Dennis (2004) outline SFA as hardware and software presentations that deliver information that improves learning and enhances performance. Additional authors who have contributed to wider definitions of SFA likewise include information technology that Salesforce use to accomplish their tasks as e-mail, mobile phones, word processors and internet platforms in their classifications and not just the committed software presented by SFA dealers (Erffmeyer and Johnson, 2011; Hunter and Perreault, 2007). This method does not agree by going down into the features of a detailed SFA system; however, it aids us in establishing a definite level of reliability within the literature and simple definitions to other frameworks. In the time being, CRM (Customer Relationship Management) is gaining impetus through businesses as a leading method in managing client facing undertakings. CRM approaches employed by businesses have important considerations for sales organizations and the information technology focused only to the Salesforce (that is, typical SFA explanations). At hand has been a new interest in allowing for SFA as a part of a wider CRM system with added proficiencies and tasks for the Salesforce. Now the next sector the study concisely present CRM as a stratagem and technology, and compare it with typical SFA dispositions. It is argued that CRM and SFA are not conflicting but appropriate concepts supplementing each other. The main

aim is to give an authentic observation on CRM presentations and to enhance our meaning of the SFA technology (Bohling et al., 2014)

### **2.3 Sales Performance**

Selling comprises of an extensive amount of monotonous day to day activities, such as ordering promotional material, submitting call reports and accounting for expenses, which is generally done or most of the time executed by the Salesforce itself. Such responsibilities are compulsory for proper monitoring and directing of Salesforce, bearing in mind the fact that most Salesforce work outside office and from their homes. SFA technologies do automate a great deal of these clerical tasks and thus decrease the time Salesforce use on administrative undertakings (Buehrer et al., 2005; Moriarty and Swartz, 1989). In detail, such effectiveness has been the unequivocal drive of majority of sales automation software applications (Hunter and Perreault, 2006).

Furthermore, SFA can back team-selling by harmonizing and coordinating team actions (Widmier et al., 2002). SFA implements enable information flow and increase communication of a salesforce (Brown and Jones, 2005) and also help Salesforce turn out to be more effective at coordinating team activities and setting business meetings. Operative salesforce assisted by technology ought in exchange to grow sales. SFA assists Salesforce advance their practical familiarity in respect to their brands and their capability to compare and evaluate their product's position against competitor brands (Ahearne et al. 2007). While Salesforce have superior discernment into their trades and brands, they are also in an improved point to prove higher levels of awareness and proficiency.

Going on the other hand, teaching and improvement constitutes a large part of the salesman work (Ahearne et al. 2007). A Salesforce devotes considerable volume of his time at teaching courses to advance his or her selling skills and tactics. Contemporary technologies such as cloud computing, or the SFA in particular, make it probable to share at internet training sittings at one's own suitability and at nearly no charge. Collectively, SFA can simplify a Salesforce's clerical problem and expedite well effective internal procedures of a sales team. Consequently, one of the main assurances of SFA technology is the time freed for individual sales job by automating monotonous tasks and day to day activities (Ahearne et al. 2008; Honeycutt et al. 2005). Through decreasing, the total downtime in a Salesforce's typical day and enhancing call programs; SFA supports Salesforce appropriate more sales calls into a given time frame (Ahearne et al. 2005). Salesforce are conscious that the added sales calls they can do, the higher the prospect to accomplish the sales targets in that case (Ahearne et al. 2007). Undeniably, no matter how stylish technological implements get, customer–vendor interactions still rely greatly on aggregate face-to-face visits, relationship building and problem resolving. In this study it is derived from the literature review that Salesforce performance is evaluated in terms of use (number of site visits and number of transactions executed), user satisfaction (repeat purchases and repeat visits) and net benefits (cost savings, expanded markets, incremental additional sales and time savings) as key indicators of performance (Goldenberg 2006; Moncrief et al. 1991; Moriarty and Swartz 1989; Rivers and Dart 2009).

Additionally, at hand is an integral risk that the effectiveness results of SFA will hurt added tasks being allocated to Salesforce in preceding years, such as amplified market intellect and information (Marshall et al. 2009). Hence, while it is correct that technology decreases the



interval spent on monotonous tasks, the degree to which the projected impact on sales performance is comprehended ought to depend on how that extra selling time is utilized by the Sales force. Hunter and Perreault (2007) had to say this on this important issue:

Gains in efficiency will have a net positive effect only if they free sales representatives from time spent on non-selling activities and if the representative redirects that incremental time to tasks that improve relationship-building performance with customers (that is, relationship-forging tasks).

Sujan (1986) and Sujan et al. (2004) intellectualize the path preferred to channel strength as ‘working smart,’ although the general extent of effort Salesforce allocate to their selling job is hypothesized as ‘working hard.’ For instance, working hard would suggest working more hours, doing more calls, and/or pushing in more strength with difficult clients. In divergence, ‘working smart’ is distinct as “behaviors directed toward developing knowledge about sales situations and utilizing this knowledge in sales situations” (Sujan et al. 2004). Working smart is suggested to be a significant element for growing sales force efficiency (Weitz et al. 1986). In conclusion, Salesforce performance is additionally more correlated to what Salesforce do relatively than simply how difficult is the selling job (Sujan et al. 1998).

#### **2.4 Sales Force Automation and Sales Performance**

Sales associations expect that business power ventures utilization of SFA advancements will prompt expanded viability and proficiency in overseeing different offering undertakings, which ought to consequently mean better deals execution (Jones et al. 2002; Widmier et al. 2002). Stable with business desires, leaders and sales managers belief that industry revolution devices will be appreciated in the performance of their selling jobs (Buehrer et al. 2005; Engle and Barnes 2010).

Be that as it may, neither all duties are similarly vital in a Sales force's employment, nor do they similarly affect Sales force execution (Tripoli, 2008). Sales force need to convey their endeavors shrewdly with a specific end goal to accomplish results. The SFA effect on accomplishment will be contingent on upon the attainment and magnitude of the undertakings and procedures it bolsters (Barua et al. 2005). Hence, the study proposes in the theoretical framework that SFA influences Sales force projects performance in a two-pronged contrivance. It is expected that the SFA-use magnitudes will have characteristic effects on Sales results.

SFA technologies support sales accomplishments openly facing the client and can support Salesforce manage their client dealings alongside the sales phase, this is from client acquisition to upkeep, proficiently and efficiently. Foremost, SFA can be a precisely supportive tool to apprehend client requirements and sales prospects. Because of its stockpiling, recovery, and system limits, IT can possibly empower and encourage data procurement, spread, and use (Huber, 1991). Today, Sales force has broad access to information (such as past shipments to wholesalers, retail location deals, shopper purchasing propensities, and item execution qualities). Through the support of SFA systems, Salesforce will translate such obtainable data into great useful information about a bigger amount of clients, items and contenders (Tanner et al. 2005). Case in point, a business delegate can seek internet information or the web based data for client and organisation-based data, hence enhancing his or her comprehension of desired client wants. Subsequently, SFA will support Salesforce present to the the client with precise judgement. Planning and directing apparatuses empower deals delegates to viably deal with their time, set up arrangements precisely, and take part in week after week arranging. Improved planning helps Salesforce assign his stretch across customers optimally and safeguard that every customer

obtains the required Salesforce consideration (Ahearne et al. 2005). More to this, technology can show a momentous part in closing a sales deal. Salesforce are generally commended to gather information about the client to support adaptation to a particular sales environment (Spiro and Weitz, 1990) also to design for the communications with the consumer (Sujan et al. 2004).

The SFA databases and presentations regularly have abilities that permit deals delegates to preserve point by point registers about customers and historical deals and sales. Using client buy account and inclinations, Salesforce can modify expositions to adjust to particular purchasing wants and create superior personalized sales meetings (Ahearne et al. 2008). Revising the customer past way beforehand the real up close and personal deals call improves a Salesforce's capacity to choose the proper deals technique and to figure out which items to underline amid the business call taking into account the client's beforehand expressed inclinations (Hunter and Perreault, 2006). This material evidence can in turn be used to mounting of suggestions and propositions that poise deal targets with client goals (Hunter and Perreault, 2007). Sales statement that business innovation makes transaction calls more professionals (Marshall et al. 2009).

In adding to backing the consumer connection lifespan, SFA systems do similarly propel the proficiency of monotonous clerical jobs and advance transactions in the business. It is expected that deploying SFA to execute the business oriented activities will have an influence on Salesforce performance, however not in a direct express way.

## **2.5 Underlying factors of SFA-Use Dimensions**

A Salesforce's drive to action in a particular way is dictated by the interchange flanked by administration, hierarchical, social, individual and environmental components. In this measure the study embraces an upstream viewpoint and yokes a variety of well-known qualifications to the two SFA-use dimensions.

### **2.5.1 Perceived Usefulness and Sales Performance**

As indicated by the anticipation hypothesis (Ahearne et al., 2004), inside hierarchical settings, individuals assess the outcomes of their conduct as far as potential prizes, and they construct their decision of conduct in light of the attractive quality of the prizes. Salesforce commonly have a reasonable volume of independence in execution of their businesses and are under continuous pressure to accomplish as their assessment and reward are frequently and directly related to their performance. Subsequently, "Salesforce will choose to use or not use a technology tool to the extent they believe it will help them accomplish their job-related goals, enhance their performance, and achieve desired rewards" (Robinson et al. 2005b). Selling field research, perceived usefulness of SFA technology is validated as a platform of SFA-use in many instances (Avlonitis and Panagopoulos 2005; Rangarajan et al. 2005; Robinson et al. 2005a; Schillewaert et al. 2005). It is argued in this study that employing SFA to enable client relationships and in-house harmonization jobs should propel Salesforce performance. If Salesforce approve of this proposition, they definitely should be persuaded to use SFA in both situations.

### **2.5.2 Perceived Ease-of-Use and Sales Performance**

Workers' opinions of a technology's user-friendliness determine their purposes to embrace or adopt that technology (Saga and Zmud, 2004). Innovation theory proposes that the level that an advancement is seen as moderately hard to comprehend and utilize would influence the rate of its selection (Rogers, 2005).

TAM's exit scenario is that, the less demanding a framework is to communicate with, the more noteworthy ought to be the client's feeling of viability (Bandura, 1982) and individual control (Lepper, 1985) in regards to his or her capacity to work the framework (Greenberg, 2011). Sales forces are among the most technophobic representative gatherings (Davis et al. 1989). They will evaluate the measure of exertion important to use a SFA instrument and will probably create uplifting dispositions toward those apparatuses where the execution advantages are not exceeded by the required exertion (Robinson et al. 2005b). There are a few studies that influence the perceived ease-of use on SFA-adoption and use. Rangarajan et al., (2005) have shown that PEU increases adoption.

Schillewaert et al., (2005) empirically demonstrate that the complexity of using SFA-technology escalates role conflict, which has in turn undesired concerns on Salesforce effort and SFA-deployment. It is worthy to note that three studies indicate that PEU certainly influences attitude, which in turn has a noteworthy effect on the aim to utilize SFA (Jones et al. 2002; Robinson et al. 2005a, 2005b). Hence, it is expected that PEU (perceived ease-of-use) will definitely influence the dimensions of SFA-use. TAM posits that seen convenience has an extra instrumental effect on a Salesforce's mentality toward utilizing an innovation through its connection to perceived helpfulness (Davis et al. 1989). To the degree that expanded usability

adds to improved performance, perceived convenience will directly affect perceived value. Robinson et al (2005b) give this logic: As a Salesforce sees that an innovation is or will be free of additional exertion (or it reduces the exertion), he/she will accept the open door to divert the unused exertion toward different errands. This takes into account achievement of more work for the same exertion, thus more noteworthy profitability (and apparently greater rewards).

### **2.5.3 Facilitating Conditions for SFA system Use and Sales Performance**

Researchers in marketing have demonstrated that authoritative practices influence the discernments and practices of boundary spanners (Singh et al. 2006). The study characterizes encouraging environments as the degree to which a Salesforce trusts that he or she has been given the tools and the outer backing to utilize SFA technology. Spending in facilitating conditions such as help lines, tutorials, training sessions and technical maintenance hints the significance the business intends on SFA technology and bolster Salesforce that by embracing sales technology is valuable (Hunter and Perreault, 2006). As such facilitating conditions allow workers to procure the abilities they have to keep on being profitable individuals of the association, regardless of the innovation being put in place (Johnson and Bharadwaj 2005; Zablah et al. 2004). In place of these explanations, nearly all forms of dignified, Company-established SFA backing is always seen as a necessary component for the actual application of SFA (Pullig et al., 2002; Morgan and Inks, 2011).

From a variety of SFA deployment research studies user care has been proven to be a key component for constant use of SFA-technology (Mathieson 1991; Buehrer et al. 2005; Schillewaert et al. 2005; Jones et al. 2002). Nonmonetary costs will be reduced by facilitating

conditions such as the vagueness and strain connected with the deployment of a new system by facilitation of the learning progression (Rangarajan et al. 2005, Parthasarathy and Sohi 2007). Sales force that get sufficient preparing and backing can apply data innovation all the more adequately to particular work issues and along these lines accomplish better execution (Ahearne et al. 2005). This thus enables improved potentials of the technology's effectiveness by workers (Landry et al. 2005; Pullig et al. 2002). Moreover, supposed level of convenience of care services is confidently linked to (PEU) perceived ease of use (Robinson et al. 2005a). Through probing for assistance with the concrete use of technology, from companies with acceptable user help, workers become more skilled users and diminish the compulsory effort to use technology for sales (Schillewaert et al. 2005).

#### **2.5.4 Computer Self-Efficacy and Sales Performance**

Compeau and Higgins (2005) describe computer self-efficacy as “an individual's perceptions of his/her ability to use computer (software) in the accomplishment of a task”. Venkatesh and Davis (2006) classify computer self-efficacy as an precursor of perceived ease of use (PEU), with the justification that a individual uses his or her intellect of overall computer aptitudes as an anchor to evaluate the viability of a computer system, even though the user has slight or no understanding about the ease of use of a particular system. Normally, minor scores on computer self-efficacy lead to more undesirable personal opinions about the technology as a subject matter (Venkatesh, 2010).

Merely a minor fraction of Salesforce contemplates of themselves as knowledgeable technology experts, and the huge mainstream of workers has little or no skill (Petersen, 2007). Resistance of technology is a possible barrier to sales people approval of sales automation (Buehrer et al.

2005). If Salesforce senses that they are not proficient of working with an SFA system, their enthusiasm to do so will be significantly be condensed (Morgan and Inks, 2011). Therefore, computer self-efficacy is anticipated to be a key individual strength in clarifying SFA-use comporment (Schillewaert et al. 2005; Speier and Venkatesh, 2002).

### **2.5.5 SFA Systems Control and Sales Performance**

Though the aforesaid variables can be said to be authenticated already as determinants of SFA practice in the present works of research, this study identifies *supervisory SFA-control* (Shervani and Challagalla, 2006) as an imperative though not verified precursor grounded on the understandings of this qualitative work. The influence of sales heads' management alignment on SFA acceptance cannot be said to be tested yet: Organization emphasizes on prospects on Sales force that are subjective due to the presented technology. Such study should clearly and prudently contemplate the role of technology in observing performance, offering strategic direction, crucial tasks functions tackled by head of sales (Tanner & Shipp, 2005).

Deriving from several works of research supervisor response, conduct and control orientations have been revealed as straight outlooks, learnings and conduct of Sales force. Head of sales appraise Sales force mainly on outputs, but also on approaches, their marketing practices and also managerial standards and ethos (Anderson and Oliver 1987; Jaworski 1998; Tyagi 1982). This conduct of control systems sanctions leaders with a pronounced deal of control over the business of selling process (Anderson and Oliver 1987). Subsequently, the study defines supervisor-SFA-control to be the degree in which a leader (1) stipulates the undertakings he or she wants Salesforce to execute by use of the SFA system, (2) Manages to ensure if they are



carrying out those undertakings, and (3) appraises them on the basis of if they are gathering his or her targets or expectations.

The capability of sales managers is certainly improved by SFA technology because it helps to monitor the Salesforce undertakings in pronounced factor (Tanner and Shipp, 2005). Robinson and others (2005) posits that control/reward scheme applied by businesses can inspire the technology recognition and approval course. Technology of SFA is regularly considered a primacy of the business and delivers key sales information for leaders, explaining the head of sales teams behavior to endorse IT system use as norm for sales exercise for his or her selling people (Gohmann et al. 2005b). SFA-technology use obligation in conjunction with managers' management undertakings should have a direct influence on SFA deployment (Buehrer et al. 2005). The study postulates that regulation and observation conduct of head of sales and managers will hint a clear motivation to embrace SFA, irrespective of the degree to which Sales force think it is usable or easy on usage. Hence, comparable to the team-use variable, the study presumes a straight influence that is not mediated by the other variables which are perceived usefulness and perceived ease of use.

## **2.6 System Characteristics and Sales Performance**

This is a set of interacting smaller systems known as subsystems or functional units each of which has its defined tasks. System Characteristics is measured in terms of Service Quality, Information quality and System Quality, DeLone and McLean (2003).

### **2.6.1 Service Quality**

Service quality entails the total provision provided by the supplier or the service provider and applies no matter whether the support gets delivered by a new organization or the IS department, or even another service provider. Service quality is important because the users are customers and low quality support always ends up in the loss of sales DeLone and McLean (2003). The study will evaluate service quality in terms of assurance, empathy and responsiveness in sales environment.

### **2.6.2 Information Quality**

Information quality captures the e-commerce content issue such as whether the content is easy to understand, personalized, complete, secure and relevant. Previous studies (Etezadi-Amoli and Farhoomand (2006), Seddon and Kiew (2004), Teo and Wong (2008) and Wixom and Watson (2011) that tested the relationship between information quality and individual impacts found the association to be significant. Data quality was measured as far as precision, opportuneness, culmination, importance, and consistency. Individual impact was measured in terms decision-making performance, job effectiveness, and quality of work. The study will use the following metrics in evaluating information quality: ease of understanding, completeness, personalization, security and relevance of sales information.

### **2.6.3 System Quality**

System quality entails the sought after features of a business system such as availability, usability, response time, adaptability, and reliability (an example of time for browsing) as the merits that are treasured by operators. Previous studies by Etezadi-Amoli and Farhoomand

(2006), Goodhue and Thompson (2005), Seddon and Kiew (2004), Teo and Wong (2008) and Wixom and Watson (2011) investigated the relationship between system quality and individual impacts as proposed in DeLone and McLean IS Success Model and found the association as being statistically important. The studies measured quality was restrained in terms of portability, ease-of-use, functionality, data quality, reliability, importance, integration, and flexibility. Distinct influences were measured as job performance, quality of work and environment. The study will evaluate system quality in terms of the following metrics: adaptability, availability, reliability, and response time, and usability.

The systems quality is evaluated in terms of adaptability, availability, reliability, response time and usability those results from Sales Force Automation (SFA). The information quality is evaluated in terms of completeness, ease of understanding, personalization, relevance and security of the SFA while service quality is evaluated in terms of assurance, empathy and responsiveness.

## **2.7 Theoretical Framework**

The study was guided by the following hypotheses:

### **2.7.1 Critical Success Factors Theory**

This theory originated within the industry of management of data systems. Then was later relocated to the sphere of commercial strategy analysis. There it's employed in alternative ways, such as the various colleges of development that may exist therein space (Jemison, 1981; Grunert, in press; Mintzberg, 1990a). Mostly, one will differentiate between crucial success factors as an industry characteristic, as a designing tool, and as a market narrative. The concept

there are a couple of factors that are pivotal for the attainment of the corporate, with which all factors are often determined, as 1st presented by Daniel (1961) then later in the main carefully as with Rockart (1979) Bullen & Rockart, 1981) within the framework of planning management and data systems. Discovering that prime management seldom used management data systems, they reasoned that such systems should be structured consistent with the data desires of the managers, so as to establish leaders' data desires and link them to the management of data system, they invented the word crucial success issue. Crucial success issues are, consistent with Bullen and Rockart," the restricted range of areas during which acceptable outcomes can guarantee productive competitive outputs for the distinct, divisions or business. Crucial success issues are the rare but important areas wherever 'plans should go right' for the business to prosper and for the director's objectives to be accomplished"(Bullen & Rockart, 1981). Rockart's idea of crucial success factors is clearly impressed by the difficulty strategy. The encompassing setting is expected to hold sure elementary needs and restrictions, dangers and prospects, so that companies should support their approach, abilities and means, so as to realize victory. Not any business, consistent with Rockart, will start to grow a method, for it to fail to produce satisfactory consideration regarding the primary elements that underlie achievement within the trade. This offers the principle for creating that the idea of management data systems.

### **2.7.2 Theory of Reasoned Actions (TRA) and Technology Acceptance Model (TAM)**

Theory of Reasoned Actions (TRA) and Technology Acceptance Model (TAM) these are wont to take a look at SFA, though not terribly wide (Bush et. al., 2005; Jones et. al., 2002; Schillewaer et. al., 2005). TRA and TAM are often applied to envisage and articulate individual's purposes, however they rarely do sufficiently envisage concrete technology

consumption or behaviour on technology utilization (Jones et. al., 2002). Yet TRA and TAM is wide wont to take a look at technology acceptance, though it doesn't live the extent of usage. TRA and TAM delineates that behavior is decided by aims towards use of the system and purpose is decided by these two connected values: perceived quality and perceived ease-of-use (Avlonitis and Panagopoulos, 2005). By Perceived ease-of-use for instance is the degree of effort required for utilization of the system. Then perceived quality suggests that the magnitude that a worker trusts that the IT system can improve her or his output. Then each of them along openly verify the embracing of the system. In psychology studies TRA is widely employed and thus provides a brand new viewpoint to the topic substance (Bush et. al., 2005). Both concepts are employed in analysis of the technology approval and thru it scholars attempt to notice causes of failure in system implementations. These models will provide a great way to clarify SFA system adoption and usage. Worthy to note is TAM and TRA are used widely with totally different reasonably technology environments, and not solely with SFA systems. Varied hypothetical theories have also come up within the IT works to clarify the use of technology and adoption within the field (Leong, 2003). With serious creek of this works that has centered on using intention-based models that focus on behavioral objective to envisage use (Lee et al. 2003).

The theories puts emphasis on ascertaining the elements of purpose, these are across a broad range of end-user computing technologies, attitudes, facilitating conditions and settings, and social influences. Great work of this study is founded in social psychology theories for example, the Theory of Planned conduct (TPB) (Ajzen 1985, 1991) and the Theory of Reasoned Action (TRA) (Ajzen and Fishbein 1980).

TAM theory (*Technology Acceptance Model*) partakes more from this study as an authoritative and frugal way to illuminate technology operators' purpose and conduct concerning technology use (Davis, 1989). TAM ascertains two essential variables which are, *perceived usefulness* and *perceived ease of use*, to be taken as key conjecturers of user's approach or total touch concerning IT usage (Davis, 1989). The extent to which a person believes that using a system will enhance her performance is perceived usefulness, and the extent to which a person believes that using the system will be relatively free of effort is perceived ease of use.

TAM core idea is that an individual's approach concerning use of a technology is conjointly influenced by perceived usefulness and perceived ease of use (see figure 1). User attitude influences behavioral intention to use IT, which in turn, influences actual usage behavior. In contrast with TRA, the mediating role of attitude played in TAM is often debated. Within professional settings, "people form intentions toward behaviors they believe will increase their job performance, over and above whatever positive or negative feelings may be evoked toward the behavior per se" (Davis et al., 1989). Practical reflections may dictate users' choice to use technology, notwithstanding of any negative outlook toward the use. Experimental studies establish a reliable and robust perceived usefulness – purpose link while outlook tends to have a diverse effect, particularly when perceived usefulness is encompassed as a predictor of purpose (Venkatesh et al., 2003). Recent TAM studies has led many to drop attitude entirely from their theories (Venkatesh and Davis, 2010).

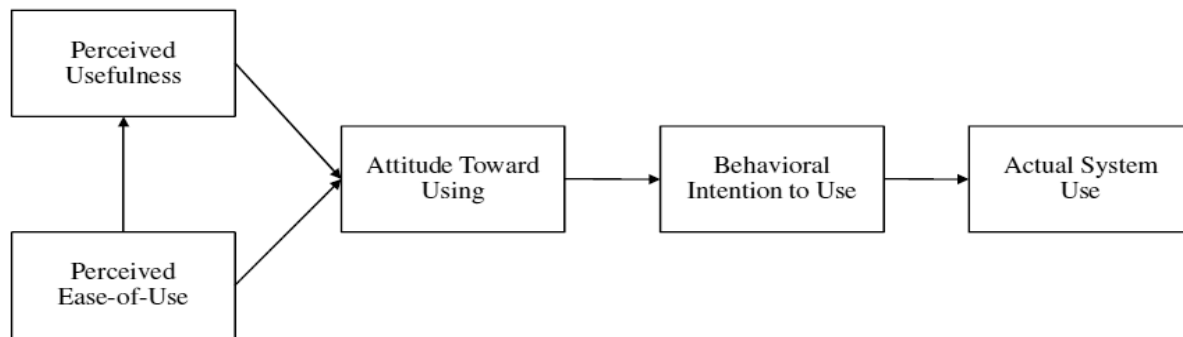


Figure 1: Technology Acceptance Model (Source: Davis 1989)

TAM empirical tests have exposed and proved that much of the variance in intention to use and actual usage conduct. Example of this, Davis, Bagozzi, and Warshaw (1989) relate to TAM by examining learners' usage of a word processing software at two points in time, following their first experience to the system and then seven fortnights after first approval, in order to validate theory's analytical capability for short-term and long-term (post adoptive) use. Additional modern longitudinal research also embraces TAM to study post-adoption purpose and/or behavior. The more predominant predictor has been perceived usefulness which has consistently been of user intentions to use technology and actual use conduct, though ease of use has had a fairly unpredictable effect, particularly during advanced phases of use (Venkatesh et al., 2003).

In the early stages of a new behavior effort-oriented constructs are expected to be more outstanding, then learning-curve effects take place and effort expectancy becomes outshined by instrumentality apprehensions (Szajna 2006; Venkatesh 2009). Equally in the sales domain TAM has also frequently been applied and endorsed. Improvement developments do not take place in space (Burkhardt 2004; Kraut et al. 2008). As a matter of fact, TAM advocates that managerial, societal and personal variables that are not obvious in TAM might partake in an influence on technology use (at least moderately) facilitated by the conviction of variables (in this case

perceived usefulness and ease-of-use). The model in this way provides a source for locating the influence of peripheral factors on core beliefs, attitudes, intentions and actual conduct (Davis et al. 1989). Numerous studies show that specific acceptance of inventions not only rely on opinions but as well as administration guidelines and activities (Ives and Olson 1984; Leonard-Barton and Deschamps 1998). Managerial efforts to backing of IT (like training, user facility support) and some social stimuluses (like initiating from peers, managers or clienteles) can activate learning mechanisms which inspires technology embracing by final-user (Huber 1991; Sinkula 2004; Slater and Narver 2005).

In summing up, TAM theorizes that Salesforce intention-to-use and acceptance of an SFA system is expounded by SFA's perceived usefulness and ease of use. Outward influences such as the exactness of prospects concerning the application, intrapersonal aspects such as innovativeness and management efforts such as accessibility of training and practical maintenance might have an unplanned impact on usage behavior, facilitated by the two central beliefs, perceived usefulness and ease-of-use of the pivotal system. Going to the subsequent part this research sets forward its premises in which a number of well-studied underlying factors of technology acceptance and use are projected to clarify the dimensions of our SFA-use.

### **2.7.3 Theory of Planned Behaviour**

The TPB is fundamentally an addition of the TRA by integrating an extra concept, perceived behavioral control, for justification in situations where a distinct person lacks considerable control over desired behavior (Ajzen, 1985; Ajzen and Madden, 1985). Conferring to TPB, an entity's behavior can be clarified by behavioral purpose that is together exaggerated by perceived behavioral control, attitude, perceived norms, and subjective norms. The TPB model extended



TRA by adding perceived behavioural control as the third factor influencing intention–behaviour relationship (Ajzen, 1991; Ajzen and Madden, 1985). In addition, TPB postulates that beliefs affect attitudes, subjective norms, and perceived behavioural control. Attitudes are determined by behavioural beliefs (that is, salient beliefs about the consequences) multiplied by outcome evaluations. Subjective norms are determined by normative beliefs (that is, salient beliefs of how important others view the behaviour) multiplied by motivation to comply. Perceived behavioural control is determined by control beliefs (salient beliefs of available resources, opportunities, obstacles, impediments) weighted by the perceived ease of performing the behaviour.

#### **2.7.4 The DeLone-McLean Model for Information System Success**

The DeLone-McLean model for IS success, asserts that information quality and system quality, discretely and conjointly, controls user satisfaction and usage. It also hypothesizes use and user satisfaction to be mutually symbiotic, and supposes them to be straight underlying factors of specific influence, which should also have some managerial influence.

DeLone and McLean (2002) illustrate system quality as preferred features of the information system itself, and information quality as preferred features of the information byproduct. Extra tangible, they combine four scales as depicted by Bailey-Pearson (1983) as instrument of system quality (integration of the system, convenience of access, response time and flexibility of the system) and nine scales into information quality (relevance, precision, currency, accuracy, timeliness, reliability, conciseness, format and completeness).

Considerable research on User Information Satisfaction has alarmed users' satisfaction with precise attributes of a technology (Doll & Torkzadeh, 1998; Iivari 1987) or IS function (Bailey &

Pearson, 1983; Baroudi & Orlikowski, 1998), considering attributes of both system quality and information quality. Despite however the presence of service quality in the updated DeLone and McLean (2002) typical mirrors IS functions or IS groups rather than IS submission, the subsequent will concentrate on the success of IS submissions merely. User satisfaction in DeLone and McLean (2002) denotes to the general user satisfaction parse (Seddon & Kiew, 2004) restrained autonomously of system quality and information quality. Else the association amongst system/information quality and user satisfaction is entirely an object of capacity.

By highlighting three potential meanings, Seddon (2007) claims that the DeLone-McLean model is vague in the sense that one element of it, use, has. This criticisms of implication two and implication three denote to the discrepancy between a variance ideal and a procedure ideal (Mohr, 1982). Short of going into the particulars of this discrepancy, it is clear that even though IS use as a procedure is supposed to top to specific influence and structural influence, it is not essential to repute it as a distinct event to be quantified (use vs. non-use), as inferred by procedure models (Mohr, 1982). In this study use is interpreted as the amount of use, which may be measured as one degree of IS success.

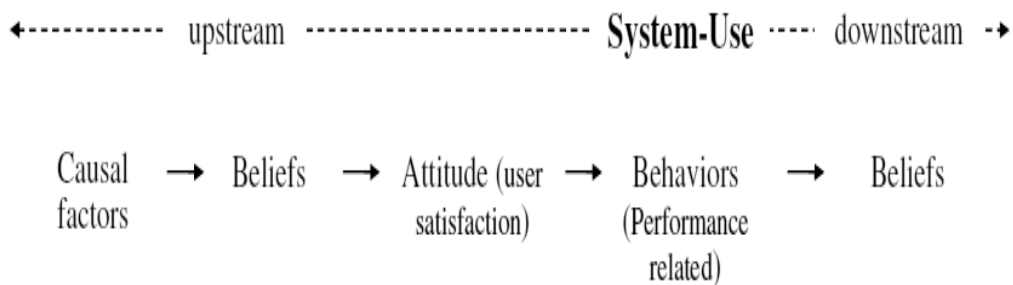
DeLone and McLean (2002) describe specific influence as "an indication that an information system has given a user a better understanding of the decision context, has improved his or her decision making productivity, has produced a change in user activity, or has changed the decision maker's perception of the importance or usefulness of the information system". Seddon (2007) redefines specific influence to mean paybacks amassing to individuals from usage.

However though equally DeLone and McLean (2002) and Seddon (2007) tacitly take as fact that specific influence is of subsidy to users.

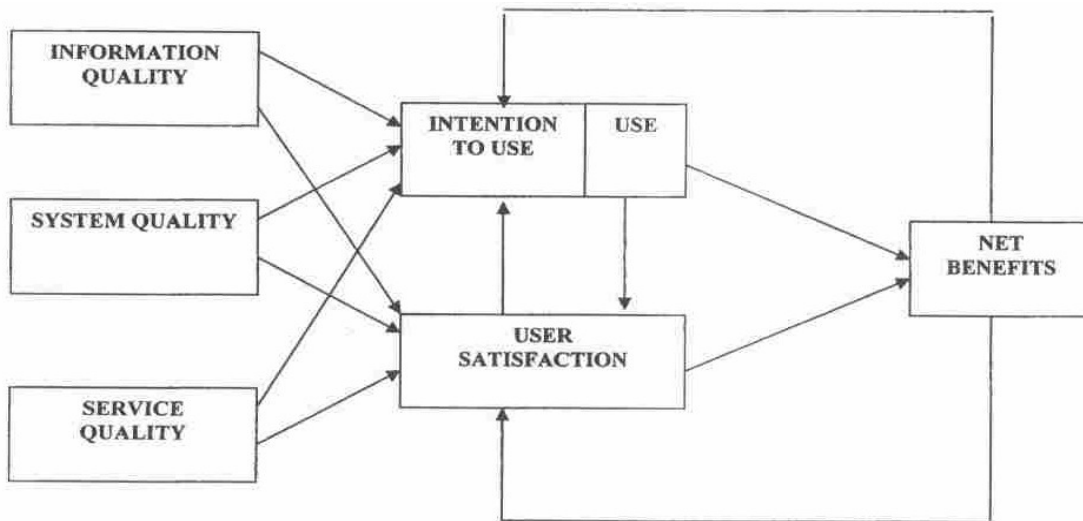
### 2.7.5 System-to-Value Chain Model

To explain how IT systems create value Torkzadeh (1991) propose a System-to-Value Chain. The system-to-value chain entails of numerous system success concepts which includes attitudes, beliefs, behavior on (system-usage) and the collective and economic influences of technology. Conferring to this conceptualization, system-use is a fundamental concept that associates the underlying factors of system quality with the social and economic influences of technology.

This study adopts, System-to-Value Chain' by Doll and DeLone and McLean IS Success Model. As Torkzadeh (1991) propose a 'System-to-Value Chain' to clarify how IT systems create value. Just like system-to-value chain consists of success concepts such as opinions, outlooks, conduct on system-use and the social and economic influences information Technology. Similar methodology of the system-to-value chain is advocated in the DeLone and McLean (2003) from their famous quoted 'IS Success Model'. The modernized concept offers an all-inclusive context to evaluate the support of an information system in a structural set up consequences.



**Figure 2: System-to-value chain (source: Doll and Torkzadeh 1991)**



**Figure 3: Updated DeLone and McLean IS Success Model (source: DeLone and McLean 2003)**

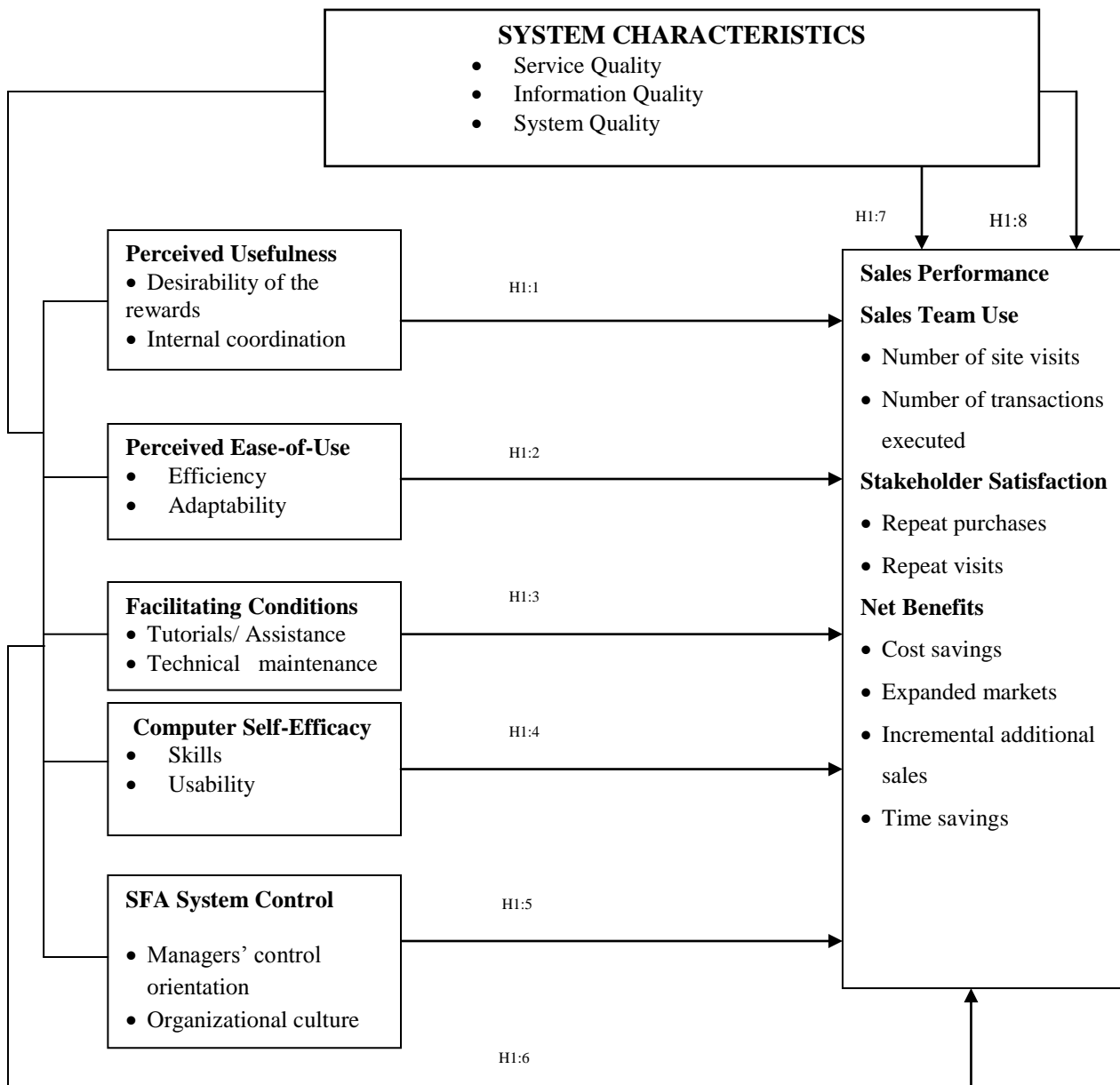
## 2.8 Conceptual Framework

The study adopted a regression model to investigate the relationship between the adoption of sales force automation system highlighted as the independent variables and sales performance depicted as the dependent variable. The independent variables were outlined as Perceived Usefulness, Perceived Ease-of-Use, Facilitating Conditions, Computer Self-Efficacy and SFA System Control. The moderating variables were the systems characteristics made up of; system quality, information quality and service quality. Figure 4 presents the conceptual framework of the study.

**Independent Variables**

**Moderating variables**

**Dependent Variable**



**Figure 4: Conceptual Framework Source: Author's Compilation (2016)**

## **2.9 Summary of Literature Reviewed**

Notable investments have been accomplished in SFA and has improved the efficiency and productivity of Salesforce despite it being costly, challenging to manage and very dynamic. In the light of the impending and threats concurrently inherent in selling technologies, curiosity in CRM and SFA is attaining impetus among scholars (Ahearne et al. 2008; Boulding et al. 2005; Jayachandran et al., 2005; Payne and Frow 2005, 2006; Rigby and Ledingham 2004; Srivastava et al. 2009; Thakur et al. 2006). Contradictory accounts on the accomplishment degrees of SFA enactments have started robust calls for further study in this sphere (Engle and Barnes 2010; Ingram et al. 2002; Jones et al. 2002; Landry et al. 2005; Leigh and Marshall 2011, Marshall et al. 2009; Tanner and Shipp 2005; Tanner et al. 2005). On the basis of that reason, substantial amount of theoretical and experimental research on SFA is coming out in the preceding times. Equally projected results of a technology system can be comprehended simply through system usage, technology-adoption is advocated to be a key linkage amid technology investment and enactment (Dixon 2010; Devaraj and Kohli, 2003). The truth is that, any given technology will not provide any benefit if end-users do not embrace and use it.

Scholars hence argue that truncated acceptance of connected systems is the main reason of the lost returns on organizational deployments of technology (Venkatesh and Davis, 2010). Moreover, Salesforce have been classified among some of the technophobic worker clusters in businesses (Greenberg, 2004). Unique and key risks of presenting IT to a sales force is that individual Salesforce repel using the IT systems (Parthasarathy and Sohi, 2007). Initial experimental studies and subjective suggestion also provide the argument that the SFA failure creativities is, in part, actually provoked by limited user approval of the applied IT system

(Speier and Venkatesh, 2002). Subsequently, subjects related with the low usage of IT systems in the sales team is a study primacy (Jones et al., 2002).

Record of the primary enquiries on SFA has been both about clarifying the acceptance and dissemination of SFA or in retrospect scrutinized Salesforce letdown to accept technology and the concerns for managerial obligation, work fulfillment, and appropriateness. Although this study stream has clarified a great deal of Salesforce purpose to embrace SFA and definite acceptance of SFA, it has dropped short of clarifying the values of that SFA implementation. By practice and investigation, the deficiency of SFA acceptance among Salesforce has commonly been associated with SFA projects miscarriage (Honeycutt et al., 2005).

Encouraging usage has frequently been presumed to be the key precarious issue for SFA application accomplishment (Hunter and Perreault, 2007). Ahearne and his associates (2004) expose this hypothesis evidently by: Separate model that explain technology approval that has the same dependent variable, usage, but uses various underlying factors to comprehend approval of information system. The implied postulation in all these replicas is a positive and linear relationship between presentation and usage. At hand is an essential postulation that information technology application is a substitute of its apparent usefulness.

**Table 2.1: Summary of Literature**

<b>Author/ Year</b>	<b>Research Area</b>	<b>Findings / methods</b>	<b>Gaps /methods</b>
Senecal et al. (2007)	Sale force adoption of technology	Heavy users of spreadsheet software exhibit lower self-reported performance levels than regular or occasional users of that software technology. The impact of technology use on performance could be moderated by type of technology or appropriateness of technology for the job application.	The impact of technology use on performance is dependent on implementation, considering systems quality service quality and information quality
Schlusser (2007)	Mobile technologies and sales performance	Mobile technology use, supervisory monitoring, and relationship development co-exist in the current Workplace	In the implementation process, mobile technology works with other technologies thus, Salesforce performance does not purely depend on mobile technology.
Belham (2006)	Investigation of causal relationships between sales management programs designed to build customer relationships by solving customer problems and retailing firm results.	Consulting-oriented post-sales training and consulting-oriented evaluation are noteworthy impacts on sales force efficiency. Consulting-oriented evaluation is a significant influence on customer retention. The toughest effects on profit growth are initial sales exercise and post-sales training learning, but a composite variable of all elements of the consulting-oriented sales management program is a significant influence on income growing.	In this study, training is part of several other antecedent factors for sales force performance and cannot be the strongest influence on profit and growth in sales activities.
Sweet et al. (2007)	Benchmark of sales performance	Managers are not investing the time needed to coach Salesforce into better performance. Companies are failing to recognize and reward sales behaviors that generate the long-term relationships that many companies claim they want to encourage. Companies need to take a longer term view, developing sales staff's capacity to learn from experience, share best practice and understand the significance of good sales processes and systems.	In this study, sales force automation (SFA) seeks to facilitate this managerial function by making it easier in time management, keeping data of a Salesforce for the manager to easily access performance and weakness.



<b>Author/ Year</b>	<b>Research Area</b>	<b>Findings / methods</b>	<b>Gaps /methods</b>
Hugh and Piercy (2007)	The implications of collaboration between sales and marketing in business performance	There are three types of factor influencing collaboration between sales and marketing: integrators, facilitators, and management attitudes towards coordination. Senior management plays a pivotal role in creating and improving collaboration between sales and marketing, and that there is a positive correlation between collaboration between sales and marketing, and improved business performance	SFA tools can mediate the information flow and consequently improve the communication within sales teams
Saccani et al. (2006)	Analysis of the role of after-sales services in manufacturing contexts and the related after-sales performance measurement systems	The role attributed to after-sales activities in showed an orientation to improve company image, customer satisfaction and retention (marketing focus). In most firms, however, measurement systems are quite simple and short-term oriented.	SFA increases the depth, the breadth, and the mobility of knowledge through increased communication speed and access to customer relevant information. This ensures after sales service and is a long-term solution
Yap et al. (2009)	Exploration of the effects of different reward programs on in-role and extra-role performance of retail sales associates	Reward programs on in-role and extra-role performance of retail sales associates Informal reward programs (individual financial incentives, individual social recognition and group social recognition) appeared to be more effective in motivating sales associates to enhance their in-role and extra-role performance	This study strengthens reward program by establishing how well they can be automated for ease of management.
Baldauf and Cravens (2002)	Examination of the moderator effects on the relationship between Salesforce behavior performance and outcome performance and sales organization behavior performance	Salesforce capabilities, type of product, and industry growth act as a relevant moderator variables which drive to an improvement in the sales Performance	In this study SFA use dimensions is the main moderators (Perceived Usefulness, Perceived Ease-of-Use, Supervisor Support and Facilitating Conditions, Computer Self-Efficacy, Team-Use Supervisor SFA-Control)

<b>Author/ Year</b>	<b>Research Area</b>	<b>Findings / methods</b>	<b>Gaps /methods</b>
Kirca (2005)	Investigation of the role of managerial control on marketing activities and sales performance	The choice of mode of operation is a critical decision that impacts the performance of service firms in international markets, such that firms which use more vertically integrated modes of operation obtain higher sales performance as a result of their high levels of control on marketing activities	In this study, SFA technology brings superior internal synergies in serving the customer and offering better value-adding service through its ability to share information between departments within a company. In this study SFA gives vertical and horizontal integrated mode of operation.
Rajagopal and Rajagopal (2008)	Impact of sales team design in reference to the underlying rationale of management control and team coordination as indicators of performance and sales unit effectiveness.	Team performance largely depends on the effectiveness of team coordination, leadership and performance control through behavioral attributes. Sales managers may implement such controls effectively by establishing coordination, training, and feedback process rather than imposing command and control policy.	Probabilities are greater to realize valuable functionalities delivered by the system more so when coworkers greatly use SFA-systems. Therefore, it is expected that Salesforce involved in team-selling will profit from SFA to a great degree and find it usable.
Johlke (2006)	Examination of the relations between important sales presentation skills and Salesforce job performance	Salesforce experience, and to a lesser degree training, underlie sales presentation skills. Salesforce skill at using adaptive selling techniques and closing are related with increased performance	SFA technologies enable sales activities directly facing the customer and can help Salesforce manage their customer relationships along the sales cycle, from client acquisition to maintenance, competently and efficiently.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methods and modalities that were used to collect data on the influence of SFA projects on the performance of the sales force in consumer goods firms in Kenya. It describes the type of research design that was used, the population of the research study, target population, sample size, sampling design, and finally pre-testing of the research study. It further describes the data collection instruments used, procedures used in collecting the research data, research analysis and presentation of the research findings.

#### **3.2 Research paradigm**

A research philosophy is a belief about the way in which data about a phenomenon should be collected, analyzed and utilized. This research adopted pragmatism research philosophy which is premised on a reasonable and logical way of doing things or of thinking about problems that is based on dealing with specific situations instead of on ideas and theories. Pragmatism is an American movement in philosophy founded by Charles Sanders Peirce and William James and marked by the doctrines that the meaning of conceptions is to be sought in their practical bearings, that the function of thought is to guide action, and that truth is preeminently to be tested by the practical consequences of belief (Orlikowski 2008).

#### **3.3 Research Design**

The research design was a correlational design utilizing cross-sectional survey methodology and included a number of survey instruments. In cross-sectional surveys studies aim at determining

the occurrence (or level) of a specific feature, such as a definite coverage, illness or any such medical-related occurrence, in a distinct populace at a specific time period. Bryman describes this design as also corresponds to what as Cross-sectional research design that aims at getting data from multiple cases at a given point in time so as to analyse relationships across a number of variables of attention (Bryman, 2004). The research work was based on such a design because; its quantification attributes supports in unswerving comparison (Bryman, 2004). Nonetheless, cross-sectional studies customarily lack core cogency (Bryman, 2004) and this study tried to respond to this concern through employing the qualitative element of this study. In this study therefore, the qualitative data was used to enrich the descriptions generated by, and or from the quantitative data and thus build the picture of solid waste management in the study area, better. In undertaking this, facets of a phenomenological study project research were employed to chaperon qualitative data assemblage and scrutiny. –Justification for the choice of methodology

### **3.4 Population of the Study**

According to KAM Data (2015), food and beverage sector command the biggest membership of consumer goods firms in Kenya. In total there were 187 firms that represent consumer goods industry, of which 149 that is 80% are located in Nairobi County which was our population of this study.

#### **3.4.1 Target Population**

The target population was the Consumer Goods Firms in Nairobi County that are using SFA systems from the 149 in the Kenya Association of Manufacturers directory. The target population was considered appropriate for the type of objectives of this study, the homogeneity

of the population, as it enabled the researcher to describe the state of affairs as they exist without manipulation of variables which was the aim of the study, Cynthia (2014).

### **3.5 Sampling Design**

After identifying the target population, stratified random sampling was used to select the sample size of the study. According to Dessel (2013), a sample size of 20% is considered as a good response rate, while a 30% sample size is considered to be very good.

In his work, Shi (2014) concludes that stratified sampling ensures samples which are more representative than that of simple random sampling thereby improving the accuracy of parameter estimation. Dividing a population into homogenous strata may reduce the variance of an estimator of a population mean or total Barnett (1974). The study utilized stratified sampling since creation of strata that are more homogeneous internally than the population as a whole reduces the variance of the population estimates. In addition, Stratification may make a survey much easier to administer and that parameters can be estimated for the strata themselves, which may be very important.

There were two types of strata:

1. The population of 149 companies was divided into eight sub sectors and a number of representative companies was picked depending on the number of companies in that sub sector:
  - i. Alcohol & Spirits – 6 companies
  - ii. Bakers and Millers – 6 companies
  - iii. Cocoa, Sugar & Chocolate – 6 companies
  - iv. Dairy products – 6 companies

- v. Juices, waters & carbonated drinks – 8 companies
- vi. Slaughtering and preservation of meat – 6 companies
- vii. Tobacco – 6 Companies
- viii. Vegetable oils – 6 Companies

The eight sub sectors produced a sample size of 50 companies which is 30% of the population.

2. The sample size of 50 companies was stratified further into three groups of respondents.

These were Project Managers or IT Managers, Sales Managers and Salesforce of these firms. The researcher collected data from 1 IT Manager, 1 Sales Manager and 3 sales force personnel from each of the 50 companies making a total of 250 respondents.

**Table 3.1: Breakdown of Respondents**

<b>SUB SECTOR</b>	<b>NO OF COMPANIES</b>	<b>IT MANAGERS</b>	<b>SALES MANAGERS</b>	<b>SALES FORCE</b>	<b>TOTAL</b>
Alcohol & Spirits	6	1	1	3	30
Bakers and Millers	6	1	1	3	30
Cocoa, Sugar & Chocolate	6	1	1	3	30
Dairy products	6	1	1	3	30
Juices, waters & carbonated drinks	8	1	1	3	40
Slaughtering and preservation of meat	6	1	1	3	30
Tobacco	6	1	1	3	30
Vegetable oils	6	1	1	3	30
<b>TOTAL NUMBER OF RESPONDENTS</b>					<b>250</b>

### **3.6 Research Instruments**

Data for this study was collected using questionnaires which were structured based on the research objectives. The questionnaires contained closed and open ended questions. Secondary data was obtained to reinforce collected data from internet, text books, brochures and journals

covering the organization under study. According to Harper, Laws, and Marcus (2003), a questionnaire is a written list of questions, either given or posted to respondents, who fill it by themselves. Information is gathered directly from people through a series of questions, many which are likely to offer the respondent some possible replies to tick.

Each item in the questionnaire was developed to address a specific objective, or research question of the study. The researcher primarily selected data which was collected using the questionnaires.

### **3.7 Pilot Study**

The researcher pre-tested the questionnaire on 15 respondents whose data did not form part of the actual study since subjects in the actual sample, should not be used for pre-testing. Mugenda & Mugenda, (2007) states that a relatively small sample of 10 to 20 respondents can be chosen from the population during piloting which is not included in the sample chosen for the main study. Finally, the responses received from the questionnaires were attuned accordingly and any areas that needed adjustments were acted upon.

#### **3.7.1 Validity Test**

Validity is the ability of the research instrument to measure what it is supposed to measure (Cooper and Schindler, 2006; Aiken and West, 1991). It is a criterion used to show the extent to which conclusions drawn in a study provide an accurate description or explanation of what happened (Erikson & Kavalainen, 2008). If the instrument contains a representative sample of the universe subject matter, then the validity is good. There are various types of validity including: construct, content, face and criterion related validity. To ensure content validity, the

researcher went through a review of literature and identified items that required to measure the concepts, and to also ensure that questions covered all areas of the study. The researcher also piloted the questionnaire on 15 respondents not involved in the main work and picked unsystematically before starting of field work. This allowed the investigator to find out the respondent's capacity to answer minus complications. All unclear, double edged and blurred entries were recognized and corrected. The study also consulted specialists to scrutinize and evaluate the questionnaire for legitimacy as successfully done by (Munyoki, 2013).

### **3.7.2 Reliability of the Instruments**

Test-retest reliability was carried out on the basis of administration of the questionnaire before starting data collection to ascertain internal consistency reliability. Information collected through the pilot study of 10 subjects in the study area, not included in the sample helped identify some of the shortcomings, for correction, likely to be experienced during the actual data collection exercise to enhance reliability of the questionnaire. Responses obtained during the piloting were used to calculate the reliability coefficient from a correlation matrix. The reliability of the instrument was estimated using Cronbach's Alpha Coefficient which is a measure of internal coefficient. A reliability of at least 0.70 at  $\alpha=0.05$  significance level of confidence is acceptable (Gable and Wolf, 2003).



**Table 3.2: Cronbach's Alpha Values**

<b>VARIABLE</b>	<b>CRONBACH'S ALPHA</b>
Service quality	0.769
Information quality	0.848
System quality	0.797
Perceived usefulness	0.824
Perceived Ease-of-Use	0.786
Facilitating conditions	0.715
Computer self efficacy	0.827
SFA system control	0.719
Sales force performance	0.693

### **3.8 Data Collection Procedures**

The researcher sought permission from the management of the fast moving consumer goods firms in Kenya. The researcher's next step was to get a letter from University of Nairobi as a confirmation of the purpose of the research. Two qualified field assistants were recruited and trained for 3 days to ensure accurate data collection. They were trained on introductory techniques to respondents, questionnaire interpretation, data collection techniques, data recording, basic field ethics and introduction to instrument reliability and validity concept.

### **3.9 Data Analysis Techniques**

Data analysis is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making. This study applied both the quantitative and qualitative techniques.

#### **3.9.1 Statistical Significance**

Researches generally accept the use of 5% (0.05) level of statistical significance. This study therefore accepted the alternate hypothesis (and reject the experimental hypothesis) if the probability that the results were due to chance alone is less than 5%. This was expressed as

$P=0.05$

Where  $P$  = the probability of the result if the alternate ( $H:1$ ) hypothesis is true.

### **3.9.2 Analysis of Quantitative Data**

The procedure of data analysis complied numerous steps; the completed questionnaires were edited for totality and uniformity, checked for errors and omissions and then coded. Descriptive analysis was employed. Inferential statistics involving percentages, mean scores and standard deviations were used to to examine the influence of SFA on the performance of the sales force in consumer goods firms in Kenya. Coding was done in computerized form, analyzed and the output interpreted in frequencies, percentages, mean scores, standard deviation and rankings.

Descriptive statistics were used to analyse the demographics of the various firms surveyed. The descriptive statistics included:

1. Measure of central tendency which examined the mean, mode and median.
2. Dispersion which measured the spread of the values around the central tendency using the standard deviation.

Regression was used to analyse sales force performance as this variable has majorly been measured using ordinal scale.

Multiple regression was used to establish how perceived usefulness of SFA adoption influences sales force performance, the extent to which perceived ease of use in the adoption of SFA influence sales force performance, how facilitating conditions of SFA adoption influences Salesforce performance and to establish the extent to which computer self-efficacy influences sales force performance.

Regression and ANOVA were applied to establish the moderating influence of system characteristics in the relationship between adoption of SFA and sales force performance as well as to establish the moderating effect of SFA system control in the relationship between adoption of SFA and salesforce performance. Analysis of variance is important in such a study as it tests the acceptability of the model from a statistical perspective.

Correlation analysis was also used to analyse variables whose data was in interval and ratio scales. The variables that were analysed using correlations include computer self-efficacy, system characteristics, SFA system control and SFA system performance. Correlation was chosen in the analysis of these variables because their data was collected using interval scale and correlation analysis works best in interval scales.

The correlation coefficient,  $r$ , is a summary measure that describes the extent of the statistical relationship between two interval or ratio level variables. The correlation coefficient is scaled so that it is always between -1 and +1. When  $r$  is close to 0 this means that there is little relationship between the variables and the farther away from 0  $r$  is, in either the positive or negative direction, the greater the relationship between the two variables.

### **3.9.3 Hypotheses Testing**

The hypotheses were tested using regression analysis. Regression models were used in this study to investigate the relationship between the sales force performance and the obtained dependent variables. The key benefits of using regression analysis that:

1. It indicates if independent variables have significant relationship with dependent variable

2. Indicates the relative strength of different independent variables' effects on a dependent variable.

Regression coefficients were used to evaluate the strength of the relationship between the independent variables and the sales force performance. R2 value provides a measure of the predictive ability of the model. The close the R2 value to 1 the better the regression equation fit to the data.

The following regression models were used.

$$\mathbf{Y} = \beta_1\mathbf{X}_1 + \mathbf{c}$$

Where

Y=Dependent Variable

$X_1$  = Independent variables (Main and Moderating)

$\beta_1$  = Regression equation coefficient

C = Control Variable

Beta,  $\beta$  values were introduced to measure the power and bearing of the relationship among the independent and dependent variables. It is also a supplementary feature of letting us to equate the comparative prominence of each of the independent variables in the study in clarifying the dependent variable.

For testing of direct effects, the  $\beta$  values of  $>0$  was considered as significant direct relationship while for moderating variables values should not be less than 0.1 and if they go beyond 1, there is a sign of Multicollinearity.

### **3.9.4 Analysis of Qualitative Data**

The emphasis on the qualitative data was on the stated experiences of the participants and on the stated meanings they attach to the issues being studied. One important way of handling the qualitative data was by considering fully the categories spontaneously used by the respondents before the researchers develop their own categories.

The researcher gathered the information from the respondent, taking note of key words. The information items were then organised into various groups in a preliminary way. The next step was to take account of the categories or groupings suggested by the respondents. The final step was to form a set of categories based on the information obtained from the previous steps. However, the researcher was likely to change some of the categories if additional information comes to light. The researcher was not only interested in the number of items or statements falling into each category but the variety of meanings, attitudes and interpretations found within each category.

### **3.10 Ethical Issues**

The implementation of ethical standards is a requirement throughout the research process, from the design to the recommendations (Fossey, et al. 2010). A research letter was obtained from the university which authorized the researcher to visit the firms. The major ethical issues in this study were privacy and confidentiality of the respondents and the institutions they represent.

Interview pre-testing was done to avoid possible unbiased data. The pilot study was done among the non-sample population in the study and unmasked any unethical or threatening questions for correction. A question is unethical or threatening when 20% or more of the respondents feel that

most people would be very uneasy talking about the topic (Gall, 2006). Any information collected was handled confidentially and at the end of the exercise, the research feedback can be shared with the respondents companies on request.

**Table 3.3: Operationalization of variables**

Objective	Hypothesis	Variables	Collection Data method	Instruments	Scale	Data Sources	Method of Analysis
To establish how perceived usefulness of SFA system influences sales performance	H <sub>1.1</sub>	<b><u>Dependent</u></b> Sales Performance	Survey	Questionnaires Q13, Q14 & Q15	Nominal scale (Yes/No)  Ordinal-5point likert	IT Managers, Sales-Managers & Salesforce	Regression +descriptive
		<b><u>Independent</u></b> Perceived Usefulness	Survey	Questionnaires Q5	Nominal scale (Yes/No)  Ordinal-5point likert	IT Managers, Sales-Managers & Salesforce	Regression
To determine the extent to which perceived ease of use of SFA system influence sales performance	H <sub>1.2</sub>	<b><u>Dependent</u></b> Sales Performance	Survey	Questionnaires Q13, Q14 & Q15	Nominal scale (Yes/No)  Ordinal-5point likert	IT Managers, Sales-Managers & Salesforce	Regression
		<b><u>Independent</u></b> Perceived ease of use	Survey	Questionnaires Q6	Nominal scale (Yes/No) Ordinal-5point likert	IT Managers, Sales-Managers & Salesforce	Regression
To asses how facilitating conditions of SFA adoption influence sales performance	H <sub>1.3</sub>	<b><u>Dependent</u></b> Sales Performance	Survey	Questionnaires Q13, Q14 & Q15	Ordinal-5point likert	IT Managers, Sales-Managers & Salesforce	Regression
		<b><u>Independent</u></b> Facilitating Conditions	Survey	Questionnaires Q 7	Ordinal-5point likert Nominal (YES/NO)	IT Managers, Sales-Managers & Salesforce	Regression
To establish the extent to which computer self-efficacy in the adoption of SFA influences sales performance	H <sub>1.4</sub>	<b><u>Dependent</u></b> Sales Performance	Survey	Questionnaires Q13, Q14 & Q15	Interval, ordinal	IT Managers, Sales-Managers & Salesforce	Correlation analysis Regression
		<b><u>Independent</u></b> Computer self-Efficacy	Survey	Questionnaires Q 8	Interval	IT Managers, Sales-Managers & Salesforce	Correlation analysis

Objective	Hypothesis	Variables	Collection Data method	Instruments	Scale	Data Sources	Method of Analysis
To establish the relationship between SFA system control and sales performance	H <sub>1.5</sub>	<b><u>Dependent</u></b> Sales Performance	Survey	Questionnaires Q13, Q14 & Q15	Interval, ordinal	IT Managers, Sales-Managers & Salesforce	Descriptive statistics, Correlation analysis, Regression
		<b><u>Independent</u></b> SFA system control	Survey	Questionnaires Q 9	Interval	IT Managers, Sales-Managers & Salesforce	Descriptive statistics, Correlation analysis
To investigate the influence of SFA system adoption on sales performance	H <sub>1.6</sub>	<b><u>Dependent</u></b> Sales Performance	Survey	Questionnaires Q13, Q14 & Q15	Interval, ordinal	IT Managers, Sales-Managers & Salesforce	Descriptive statistics, Correlation analysis
		<b><u>Independent Variables</u></b> Perceived Usefulness Perceived ease of use Facilitating Conditions Computer self-Efficacy SFA system control	Survey	Questionnaires Q5, Q6, Q7, Q8, & Q9	Interval	IT Managers, Sales-Managers & Salesforce	Correlation analysis
To establish the moderating influence of system characteristics on the relationship between adoption of SFA system and sales performance	H <sub>1.7</sub>	<b><u>Dependent</u></b> Sales Performance	Survey	Questionnaires Q13, Q14 & Q15	Interval, ordinal	IT Managers, Sales-Managers & Salesforce	Descriptive statistics, Correlation analysis Regression
		<b><u>Moderating Variable</u></b> System Characteristics	Survey	Questionnaires Q 10, Q11 & Q12	Interval	IT Managers, Sales-Managers & Salesforce	Descriptive statistics, Correlation analysis



Objective	Hypothesis	Variables	Collection Data method	Instruments	Scale	Data Sources	Method of Analysis
To investigate the combined influence of SFA system adoption and system characteristics on sales performance	H <sub>1,8</sub>	<b><u>Dependent</u></b> Sales Performance	Survey	Questionnaires Q13, Q14 & Q15	Interval, ordinal	IT Managers, Sales-Managers & Salesforce	Descriptive statistics, Correlation analysis  Regression
		<b><u>Independent and Moderating Variables</u></b> Perceived Usefulness Perceived ease of use Facilitating Conditions Computer self- Efficacy SFA system control System Characteristics	Survey	Q5, Q6, Q7, Q8, Q9, Q10, Q11 & Q12	Interval	IT Managers, Sales-Managers & Salesforce	Descriptive statistics Correlation analysis

**Table 3.4: Summary of Use Analysis Techniques**

<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>Analysis Technique</b>	<b>How it is applied</b>	<b>Critical Values</b>	<b>Significance</b>
Perceived Usefulness	Sales Performance	Regression	Determination of Beta Values	$\beta > 0$	95%
Perceived Ease-of-Use	Sales Performance	Regression	Determination of Beta Values	$\beta > 0$	95%
Facilitating Conditions	Sales Performance	Regression	Determination of Beta Values	$\beta > 0$	95%
Computer Self-Efficacy	Sales Performance	Regression	Determination of Beta Values	$\beta > 0$	95%
		Correlation analysis	Determination of Pearson correlation coefficient	$r < 0$	95%
SFA Control	Sales Performance	Regression	Determination of Beta Values	$\beta > 0$	95%
		Correlation analysis	Determination of Pearson correlation coefficient	$r < 0$	95%
<b>Moderating Variables</b>					
Service Quality	Sales Performance	Regression	Determination of Beta Values	$\beta > 0$	95%
		Correlation analysis	Determination of Pearson correlation coefficient	$r < 0$	95%
Information Quality	Sales Performance	Regression	Determination of Beta Values	$\beta > 0$	95%
		Correlation analysis	Determination of Pearson correlation coefficient	$r < 0$	95%
System Quality	Sales Performance	Regression	Determination of Beta Values	$\beta > 0$	95%
		Correlation analysis	Determination of Pearson correlation coefficient	$r < 0$	95%

## **CHAPTER FOUR**

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

#### **4.1 Introduction**

The broad objective of the study was to evaluate the influence of adoption of SFA system on sales performance in Kenya; a case of consumer goods firms in Nairobi County. To achieve this objective, each specific objectives were set and corresponding hypotheses formulated. The chapter presents preliminary findings of the study on the basis of which further analyses will be undertaken to test the study hypotheses. It lays focus on various tests of data that were gathered as well as the manifestations of the research variables among the studied organizations. Through the use of descriptive and inferential statistics, this chapter provides the premise on which further statistical operations and analyses will be carried out to test the study hypotheses.

The data analyzed were obtained through a structured questionnaire along various operational indicators of the study variables. For each study variable, respondents were presented with descriptive statements in a 5 point likert scale and were required to indicate the extent to which the statements applied in their organizations. Findings of the pre-tests reliability and validity are presented. The details of descriptive analysis using frequency distribution tables, descriptive statistics using means and t-tests was used for ranking responses, Cronbach alpha and test of normality. The descriptive statistics of respondents as well as response rate are summarized.

## **4.2 Suitability of the Data**

The study established the suitability of the data by examining the response rate for the respondents, reliability test, validity test, tests of regression assumptions, tests of normality, heteroscedasticity test as well as test for multicollinearity for the variables. The findings are discussed in the subsequent sections.

### **4.2.1 Response Rate**

The population for the study was all the Consumer Goods Firms in Nairobi County that are using SFA systems from the 149 in the Kenya Association of Manufacturers directory. The population of 149 companies was divided into eight sub sectors and a number of 50 representative companies were picked depending on the number of companies in that sub sector. The researcher collected data from 1 IT Manager, 1 Sales Manager and 3 sales force personnel from each of the 50 companies making a total of 250 respondents. Questionnaires were sent to all the 250 respondents out of which 250 questionnaires were filled and returned representing a response rate of one hundred (100%). This response rate was considered adequate for analysis. According to Awino (2011), a response rate of 65 percent is acceptable for such studies. Similarly, Mugenda and Mugenda (2003) and Saunders, et al., (2007), a response rate of 50 percent is adequate, 60 percent is good, and 70 percent is very good. Therefore, the response rate of 100 percent is very good and hence acceptable for drawing conclusions on the current study.

### **4.2.2 Tests of Regression Assumptions**

Various assumptions are made about variables during statistical tests. This is to ensure that the findings are worth using in decision-making. Failure to meet these assumptions may lead to Type

II errors or I. Testing for assumptions is beneficial because it ensures that analysis meets associated assumptions and helps avoid Type I and Type II errors (Osborne et al, 2001). This study carried out tests of normality and multicollinearity.

#### **4.2.3 Tests of Normality**

The use of inferential parametric statistical processes necessitates that the rules of such tests of normality are put to test. This helps in graphical tests to be performed about the normality of the data to plaid for skewness and kurtosis coefficients. These tests helps to confirm whether the data follows a normal distribution or not. If the normality is not achieved, the results may not depict the true picture relationship amongst the variables. In this study, normality was tested using Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples), but can also handle sample sizes as large as 2000. For this reason, this study used the Shapiro-Wilk test as our numerical means of assessing normality. If the Sig. value of the Shapiro-Wilk Test is greater than 0.05, (P-value test statistic) the data is normal. If it is below 0.05, the data significantly deviate from a normal distribution.

**Table 4.5: Shapiro-Wilk Test of Normality**

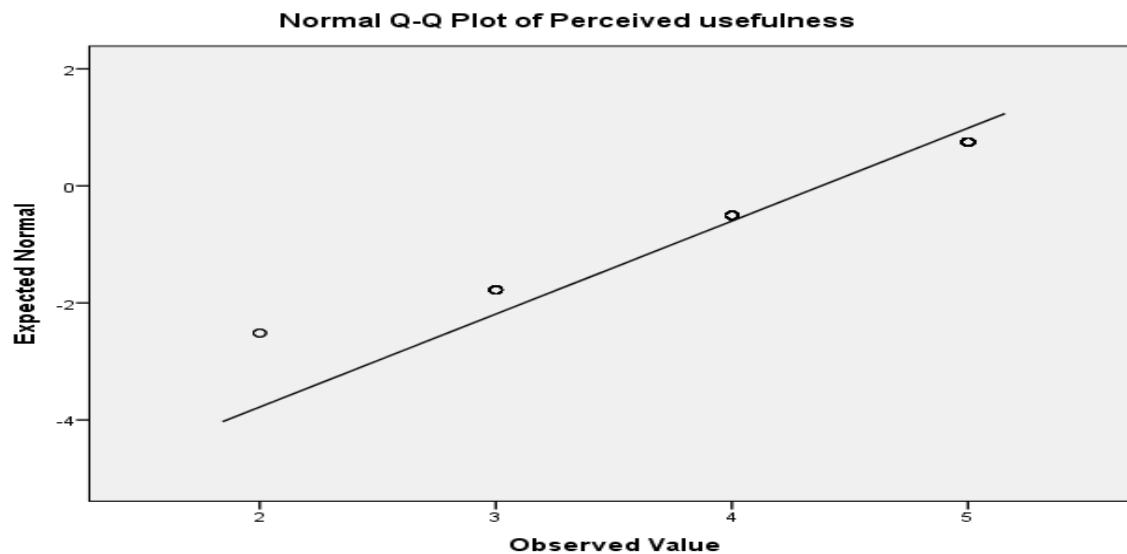
Variables	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Perceived usefulness	.288	250	.331	.747	250	.401
Perceived ease of use	.364	250	.331	.656	250	.401
Facilitating conditions	.309	250	.331	.742	250	.401
Computer self-efficacy	.329	250	.331	.703	250	.401
SFA system control	.289	250	.331	.730	250	.401
Systems quality	.285	250	.331	.678	250	.401
Service quality	.316	250	.331	.632	250	.401
Information quality	.349	250	.331	.616	250	.401
Sales performance	.284	250	.331	.748	250	.401

a. Lilliefors Significance Correction

The findings depict that, the significance values for the Shapiro-Wilk tests were 0.401 for perceived usefulness, perceived ease of use, facilitating conditions, computer self-efficacy, service quality, systems quality, information quality, SFA system control and Sales performance each. For the Kolmogorov-Smirnov tests, the significance values were 0.331 for Perceived usefulness, Perceived ease of use, Facilitating conditions, Computer self-efficacy, SFA system control, Systems quality, service quality, Information quality and Sales performance each. This implies that since the p-value is greater than the chosen alpha level of 0.05 then we fail to reject the hypothesis based on that the data came from a normally distributed population. The results of the tests are therefore of normally distributed population.

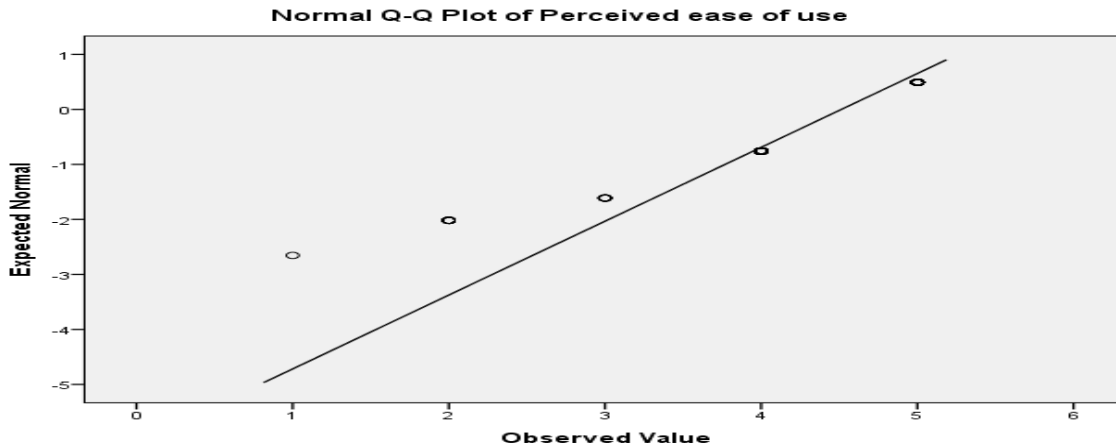
The normality of the variables was also done by plotting a Quantile Quantile (QQ) plot. In order to determine normality graphically, the output of a normal Q-Q Plot is used. If the data are normally distributed, the data points will be close to the diagonal line. If the data points stray from the line in an obvious non-linear fashion, the data are not normally distributed. Q-Q plots are as presented in Figures 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11 and 4.12. All the variables had a fairly good fit in the normal distribution.

**Figure 4.5: Normal Q-Q plot of Data on Perceived Usefulness**



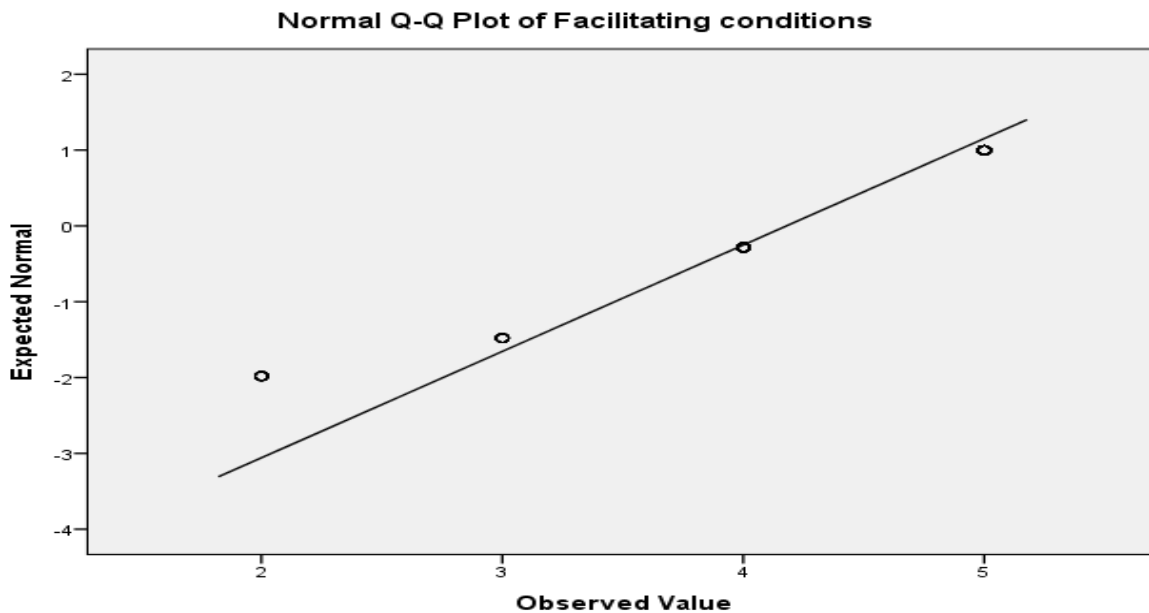
From this graph, it can be concluded that the data appears to be normally distributed as it follows the diagonal line closely and does not appear to have a non-linear pattern.

**Figure 4.6: Normal Q-Q plot of Data on Perceived Ease of Use**



From the graph, it can be concluded that the data appears to be normally distributed as it mainly follows the diagonal line closely and does not appear to have a non-linear pattern.

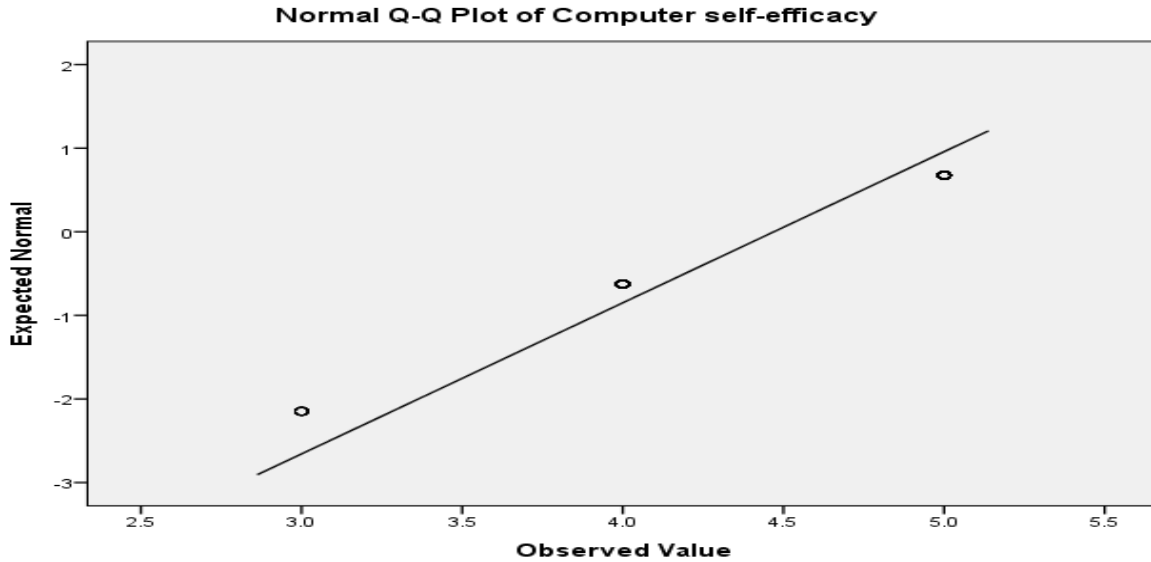
**Figure 4.7: Normal Q-Q plot of Data on Facilitating Conditions**



The graph indicates that the data appears to be normally distributed as it follows the diagonal line closely and does not appear to have a non-linear pattern.

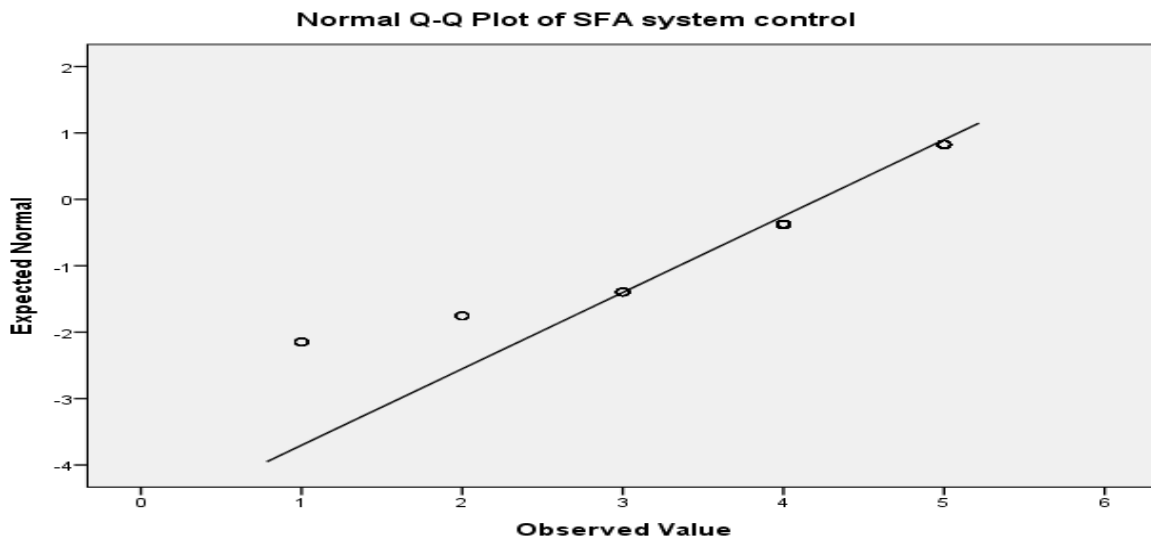


**Figure 4.8: Normal Q-Q plot of Data on Computer self-efficacy**



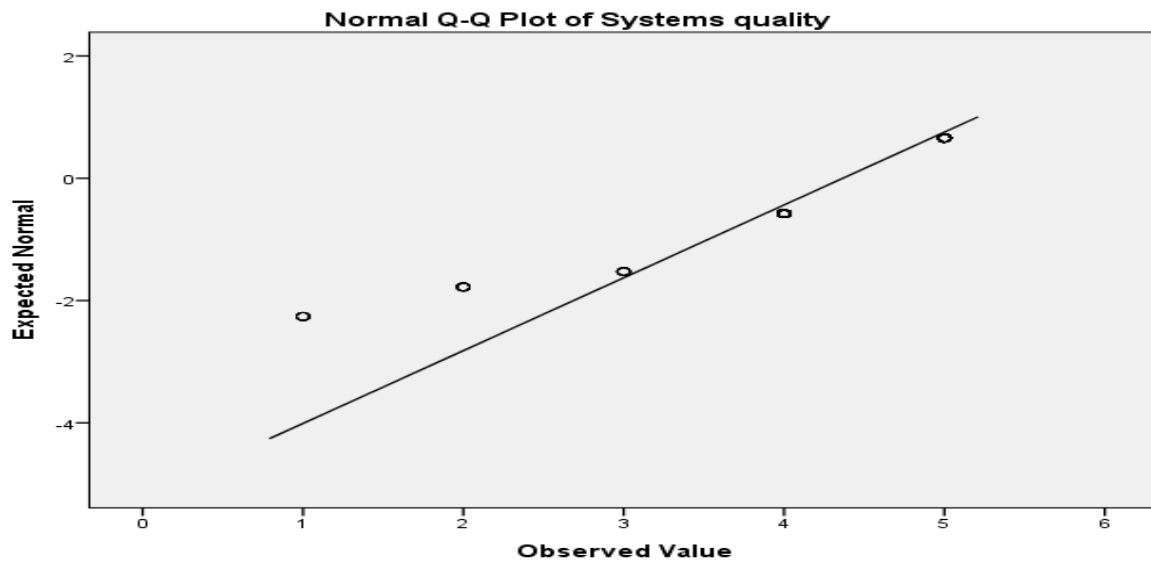
This graph also indicates that the data appears to be normally distributed as it follows the diagonal line closely and does not appear to have a non-linear pattern.

**Figure 4.9: Normal Q-Q plot of Data on SFA System Control**



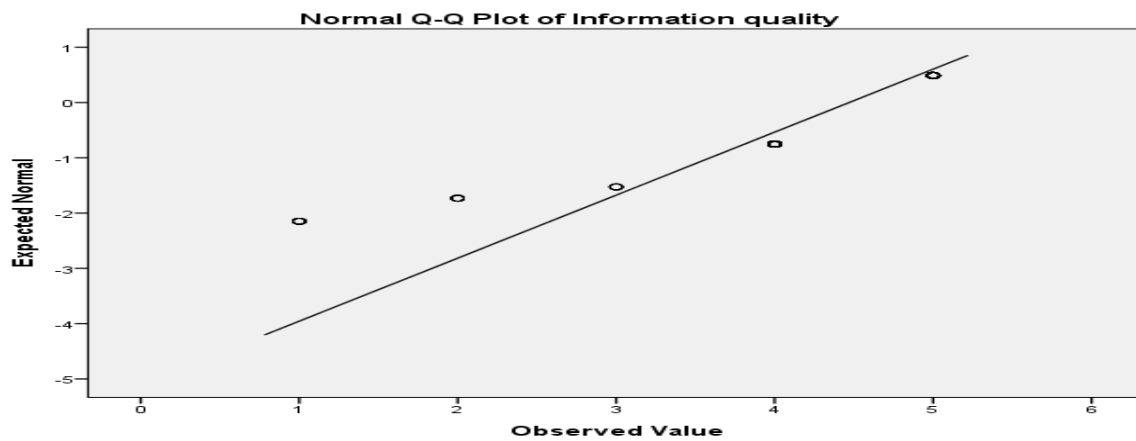
The graph indicates that the data appears to be normally distributed as it follows the diagonal line closely and does not appear to have a non-linear pattern.

**Figure 4.10: Normal Q-Q plot of Data on Systems quality**



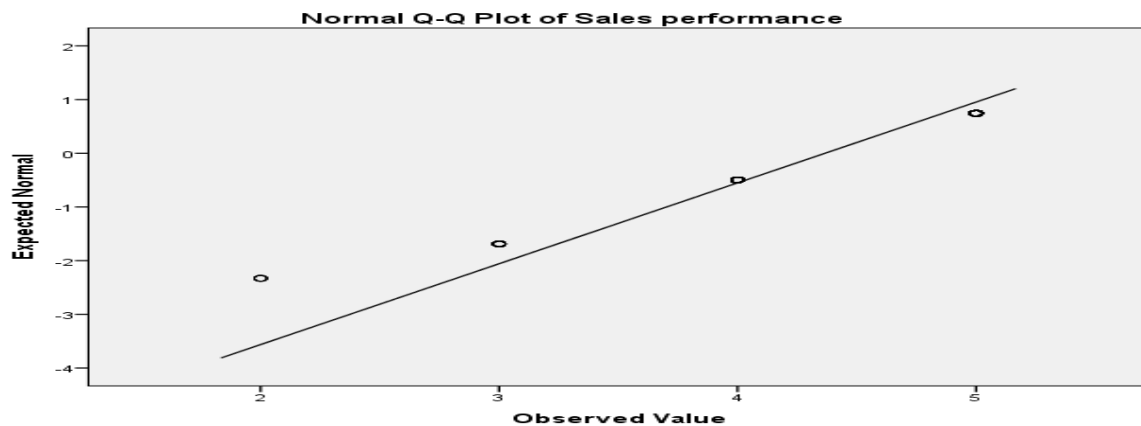
The graph indicates that the data appears to be normally distributed as it follows the diagonal line closely and does not appear to have a non-linear pattern.

**Figure 4.11: Normal Q-Q plot of Data on Information Quality**



The graph indicates that the data appears to be normally distributed as it follows the diagonal line closely and does not appear to have a non-linear pattern.

**Figure 4.12: Normal Q-Q plot of Data on Sales Performance**



The circles in this Q-Q plot start out on one side of the line, and then are almost exclusively on the other side for a long stretch, then move to the other side of the line again. This behaviour indicates high degree of left skewing for the normally distribution results of the tests for organizational performance variable.

#### **4.2.4 Test for Multicollinearity**

When there is a perfect linear relationship among the predictors, the estimates for a regression model cannot be uniquely computed. The term collinearity implies that two variables are near perfect linear combinations of one another. When more than two variables are involved it is often called Multicollinearity, although the two terms are often used interchangeably. Multicollinearity is a test that evaluates whether the independent variables are highly correlated. The primary concern is that as the degree of Multicollinearity increases, the regression model estimates of the coefficients become unstable and the standard errors for the coefficients can get wildly inflated.

The variance inflation factor (VIF) was used to evaluate the level of correlation between variables and to estimate how much the variance of a coefficient was inflated because of linear

dependence with other predictors. As a rule of thumb if any of the VIF are greater than 10 (greater than 5 when conservative) then there is a probability of a problem with Multicollinearity and is harmful to the study (Newbert, 2008). Tolerance, defined as  $1/VIF$ , is used by many researchers to check on the degree of collinearity. A tolerance value lower than 0.1 is comparable to a VIF of 10. It means that the variable could be considered as a linear combination of other independent variables (Newbert, 2008). The results for tests of Multicollinearity were as presented in Table 4.6.

**Table 4.6: Test for Multicollinearity**

Model	Coefficients <sup>a</sup>				t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	Beta			Tolerance	VIF
	B	Std. Error						
(Constant)	1.272	.350			3.636	.000		
Perceived usefulness	.198	.063	.188		3.126	.002	.780	1.281
Perceived ease of use	.096	.066	.107		1.451	.148	.512	1.954
Facilitating conditions	.325	.073	.349		4.481	.000	.463	2.162
Computer self-efficacy	.174	.070	.145		2.463	.014	.815	1.228
SFA system control	.123	.054	.161		2.272	.024	.558	1.793
Systems quality	.108	.051	.137		2.115	.035	.672	1.489
Service quality	.101	.047	.133		2.149	.033	.547	1.661
Information quality	.105	.053	.138		1.970	.050	.571	1.750

a. Dependent Variable: Sales performance

The results in Table 4.6 revealed that there was no problem of multicollinearity. The variance inflation factors for the variables were all below 5 meaning that the variables were not highly correlated.

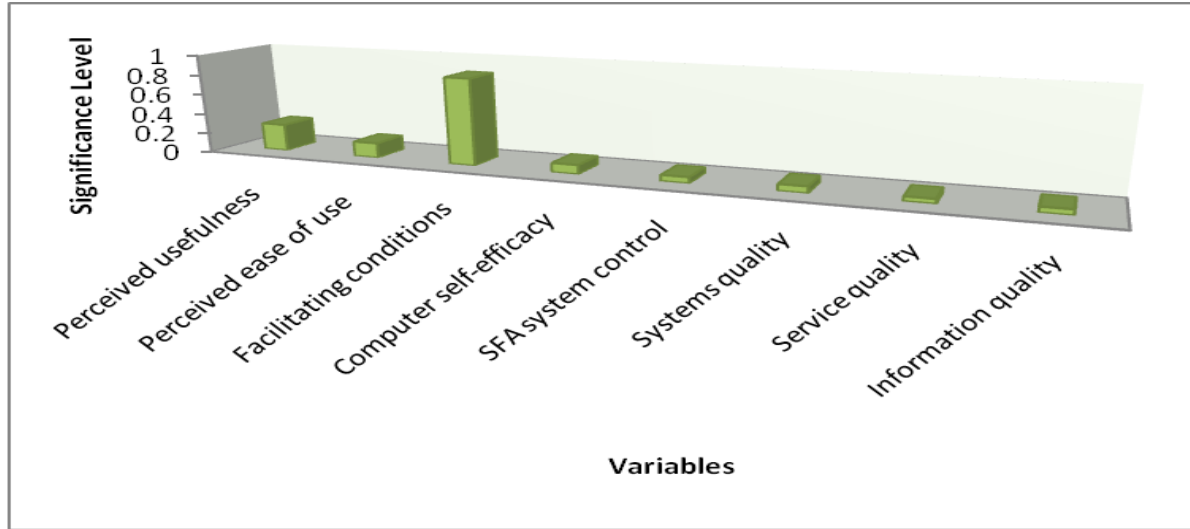
#### 4.2.5 Heteroscedasticity

Heteroscedasticity occurs when the variance of the error terms differ across observations. Heteroscedasticity is useful to examine whether there is difference in residual variance of the observation period to another period of observation (Godfrey, 1996). The study utilized Glejser test (1969) conducted by regression residual value of the independent variable. In the case there is an assumption that if the Sig. value  $>0.05$ , then there is no problem of heteroscedasticity. The results for tests of Heteroscedasticity were as presented in Table 4.7.

**Table 4.7: Test for Heteroscedasticity**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.125	.012		3.856	.000
Perceived usefulness	.198	.045	.186	0.156	.269
Perceived ease of use	.096	.056	.112	0.258	.148
Facilitating conditions	.256	.089	.349	0.481	.86
Computer self-efficacy	.174	.070	.145	0.463	.089
SFA system control	.125	.064	.151	0.256	.059
Systems quality	.118	.068	.148	0.165	.063
Service quality	.137	.061	.141	2.246	.044
Information quality	.115	.055	.145	0.988	.051

a. Dependent Variable: Sales performance  
 Based on the output coefficients, the obtained Sig. values are  $>0.05$ , thus there is no problem of Heteroscedasticity. Hence, there is no difference in residual variance of independent to dependent variables tested.



**Figure 4.13: Test for Heteroscedasticity**

#### 4.2.6 Correlation Analysis

The analysis was carried out using Standard Package of Statistical Science (SPSS) to determine the correlation Pearson Product Moment Correlation. The summary of the correlations is shown in the table below:

**Table 4.8: Correlation analysis**

		Perceived usefulness	Perceived ease of use	Facilitating conditions	Computer self-efficacy	Systems quality	Service quality	Information quality	SFA system control
Perceived usefulness	Pearson Correlation	1	.679**	.319**	.108	.254**	.274**	.325**	.324**
	Sig. (2-tailed)		.000	.000	.088	.000	.000	.000	.000
	N	251	251	251	251	251	251	251	251
Perceived ease of use	Pearson Correlation	.679**	1	.466**	.193**	.144*	.380**	.488**	.425**
	Sig. (2-tailed)	.000		.000	.002	.022	.000	.000	.000
	N	251	251	251	251	251	251	251	251
Facilitating conditions	Pearson Correlation	.319**	.466**	1	.506**	.372**	.456**	.591**	.603**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	251	251	251	251	251	251	251	251
Computer self-efficacy	Pearson Correlation	.108	.193**	.506**	1	.524**	.299**	.350**	.404**
	Sig. (2-tailed)	.088	.002	.000		.000	.000	.000	.000
	N	251	251	251	251	251	251	251	251
SFA system control	Pearson Correlation	.324**	.425**	.603**	.404**	.414**	.490**	.618**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	251	251	251	251	251	251	251	251
Service quality	Pearson Correlation	.274**	.380**	.456**	.299**	.496**	1	.559**	.490**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	251	251	251	251	251	251	251	251
Information quality	Pearson Correlation	.325**	.488**	.591**	.350**	.319**	.559**	1	.618**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	251	251	251	251	251	251	251	251

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The data presented Table 4.8 on SFA adoption and sales performance were computed into single variables per factor by obtaining the averages of each factor. Pearson’s correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The table indicates that all factors had a significant p-value ( $p < 0.05$ ) at 95% confidence level.

### **4.3 Descriptive Statistics**

Respondents on each questionnaire have different demographic data; experience, age, gender, and education, that may introduce different responses toward SFA technology usage. These different personal characteristics are the first part of each questionnaire. The first section show and discuss the distribution of respondents based on their profiles. The subsequent section discusses the findings on Perceived usefulness, Perceived ease of use, Facilitating conditions, Computer self-efficacy, SFA system control, Systems quality, Information quality and Sales performance. A five-item Likert scale was used in each questionnaire and all responses were obtained on a five-point range from “strongly agree” to “strongly disagree” with an average of 3. Accordingly, being an item mean above 3 would be considered a positive opinion and vice versa. The standard deviation is the most common way to express variability but it's hard to interpret especially when there is a mix of scales points (for instance 5 and 7). The CV makes interpreting a bit easier by dividing the standard deviation by the mean ( $1.21/4.167 = .29$ ). Higher values indicate higher variability. This comes out more where responses with similar means but with noticeably different coefficient of variations indicating respondents have inconsistent attitudes. The CV is a measure of variability.

#### **4.3.1 Name of the Respondents Company**

The study sought to investigate the name of the respondents company and the findings are as tabulated as appendices.

#### **4.3.2 Respondents Designation**

The respondents were also asked to indicate their designation and the findings are as illustrated in Table 4.9.



**Table 4.9: Respondents Designation**

<b>Respondents Designation</b>	<b>Frequency</b>	<b>Percent</b>
IT Manager / Project Manager	52	20.8
Sales Manager/ sales supervisor	55	22.0
Sales person	143	57.2
<b>Total</b>	<b>250</b>	<b>100.0</b>

As per the findings, 143 of the respondents indicated that they were the sales person, 55 were the sales Manager/ sales supervisor and 52 were the IT manager / project manager.

#### **4.3.3 Period Worked at the Company**

The respondents were also asked to state how long they had worked at the Company. The results findings are as indicated in Table 4.10 below

**Table 4.10: Period Worked at the Company**

<b>Period Worked at the Company</b>	<b>Frequency</b>	<b>Percent</b>
5 years and below	21	8.40%
6-10 years	55	22.00%
11-15 years	87	34.80%
16 -20 years	75	30.00%
21 and above years	12	4.80%
<b>Total</b>	<b>250</b>	<b>100</b>

The findings depict that the respondents had worked for their organization for more than five years. 34.8% have worked for 11-15 years, 30.0% have worked for 16-20 years, 22.0% have worked for 6-10 years, 8.4% have worked for 5 years and below and the remaining 4.8% had

worked for 21 and above years. The significant number (229) of the respondents with enough experience implies that the findings are good enough to help understand the performance of consumer goods firms.

#### **4.3.4 Extent of SFA System Use**

The study went on to probe the respondents on the extent of SFA System Use in their organization. The findings are as illustrated in Table 4.11.

**Table 4.11: Extent of SFA System Use**

	<b>Frequency</b>	<b>Percent</b>
Little extent	11	4.40%
Moderate extent	43	17.10%
Great extent	178	70.90%
Very great extent	18	7.60%
<b>Total</b>	<b>250</b>	<b>100.00%</b>

Again the findings portray that the SFA system use in the respondents organization with majority agreeing that the SFA System Use was to a great extent (70.9%) and 7.6% to a very great extent. 17.1% of the respondents stated that the extent of SFA System Use in their organization was moderate and 4.4% said it was to a little extent.

#### **4.4 Sales Performance**

The dependent variable of the study was sales performance, to this effect the respondents were required to answer a series of questions in relation to this variable. The findings are presented and discussed in the subsequent section.

#### 4.4.1 Goals of Sales Force Automation in Respondents Organization

The respondents were required to rate their level of agreement or disagreement with the statements pertaining to the goals of Sales Force Automation in their organization on a scale of 1 to 5 where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5- Strongly agree. The findings are as illustrated in Table 4.12.

**Table 4.12: Goals of Sales Force Automation in Respondents Organization**

	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>C.V</b>
SFA has led to increased sales	250	4.3665	.66417	.441
SFA has led to increased productive and quality selling time	250	4.4183	.56241	.316
SFA has led to improved contact management capabilities	250	4.4343	.64394	.415
SFA has led to automated sales tasks, the preparation for sales activities such as proposals or order forms takes less time	250	4.4542	.58042	.337
SFA has led to improved ability to deliver better value to the customers through information sharing across sales, marketing, and customer service employees	250	4.4861	.62833	.395
SFA has led to faster access to timely information	250	4.5697	.63728	.406
Knowledge in the SFA system enables sales force to do their work more efficiently, more effectively, or more satisfyingly	250	4.6016	.69328	.481
<b>Overall</b>	<b>250</b>	<b>4.4758</b>	<b>0.6300</b>	<b>0.3987</b>

The overall aggregate mean score for this section stands at 4.4758, the standard deviation at 0.6300 and the coefficient of variation at 0.3987. This discloses that on average the respondents agreed with goals of Sales Force Automation in their company. The statement that knowledge in the SFA system enables sales force to do their work more efficiently, more effectively, or more

satisfyingly had the highest mean score of 4.6016 and a standard deviation of 0.69328, C.V of 0.481. This was followed by, SFA has led to faster access to timely information (Mean= 4.5697; S.D= 0.63728; C.V= 0.406). SFA has led to improved ability to deliver better value to the customers through information sharing across sales, marketing, and customer service employees (Mean= 4.861; S.D= 0.62833; C.V= 0.395). SFA has led to automated sales tasks, the preparation for sales activities such as proposals or order forms takes less time (Mean= 4.4542; S.D= 0.58042; C.V= 0.337). SFA has led to improved contact management capabilities (Mean= 4.4343; S.D= 0.64394; C.V= 0.415). SFA has led to increased productive and quality selling time (Mean= 4.183; S.D= 0.56241; C.V= 0.316). SFA has led to increased sales (Mean= 4.43665; S.D= 0.66417; C.V= 0.441).

These findings concur with Ahearne et al., (2005) who observes that ultimately, by decreasing the extent of stoppage in a salesman's typical day and improving call programs, the aggregate of intervals dedicated to undertakings is more diligently related to sales and can be exploited. Additionally, SFA enables and increases information handling and communication, which in exchange can escalate the quantity of work done in a given time and space (Good and Stone, 1995).

#### **4.4.2 Benefits of Using SFAs in Respondents Organization**

Respondents were asked to indicate the extent to which they were in agreement with statements relating to the benefits of using SFAs in their organization using a five point likert scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

The study findings are as illustrated in Table 4.13

**Table 4.13: Benefits of Using SFAs in Respondents Organization**

	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>C.V</b>
Improved Operational Efficiency	250	4.4104	.82640	.683
Better Within-Team Collaboration	250	4.4980	.61563	.379
Improved Customer Relationships	250	4.5100	.76086	.579
Improved Salesforce Efficiency and Productivity	250	4.5418	.62068	.385
<b>Overall</b>	<b>250</b>	<b>4.4901</b>	<b>0.7059</b>	<b>0.5065</b>

The overall aggregate mean score for this section stands at 4.44901, the standard deviation at 0.7059 and the coefficient of variation at 0.5065. This demonstrates that on average the respondents were of the view that there were benefits of using SFAs in their organization in their company. This was exemplified by the statement that there was; improved salesforce efficiency and Productivity (Mean= 4.5418; S.D= 0.62068; C.V= 0.385). Improved Customer Relationships (Mean= 4.5100; S.D= 0.76086; C.V= 0.579). Better within-team collaboration having the highest mean score of 4.4980 and a standard deviation of 0.61563, C.V of 0.379. Additionally, it can be noted that this statement had the lowest level of dispersion. This was followed by, improved operational efficiency (Mean= 4.4104; S.D= 0.82640; C.V= 0.683). This statement exhibited the highest level of dispersion.

#### 4.4.3 Number of Site Visits for a Salesman Per Day

The respondents were requested to rate their performance/their organization sales force performance in respect to the number of site visits for a salesman per day by giving a parameter for each of their answer. The study findings are as illustrated in Table 4.14

**Table 4.14: Number of Site Visits for a Salesman Per Day**

	<b>Frequency</b>	<b>Percent</b>
1 to 5	3	1.20%
6 to 10	65	25.90%
11 to 15	148	59.30%
16 to 20	9	3.60%
over 20	25	10%
<b>Total</b>	<b>250</b>	<b>100.00%</b>

Based on the findings, majority (59.3%) of the respondents assigned 11 to 15 number of site visits for a salesman per day, 25.9% assigned 6-10 number of site visits for a salesman per day. 10% assigned over 20 number of site visits for a salesman per day, 3.6% assigned 16 to 20 number of site visits for a salesman per day and the remaining 1.20% assigned 1 to 5 number of site visits for a salesman per day. The automated routers do edge with developers to categorize the stoppage in salespeople's diary and generate new prospects to the salesman in the course of such moments (Khandpur and Wevers, 2008).

#### 4.4.4 Number of Transactions Executed for a Salesman Per Day

The respondents were requested to rate their performance/their organization salesforce performance in respect to the number of transactions executed for a salesman per day by giving a parameter for each of their answer. The study findings are as illustrated in Table 4.15

**Table 4.15: Number of Transactions Executed for a Salesman Per Day**

	<b>Frequency</b>	<b>Percent</b>
1 to 5	49	19.50%
6 to 10	153	61.30%
11 to 15	24	9.60%
16 to 20	6	2.40%
over 20	18	7.20%
<b>Total</b>	<b>250</b>	<b>100.00%</b>

Majority (61.3%) of the respondents assigned 6-10 number of transactions executed for a salesman per day, 19.5% assigned 1-5 number of transactions executed for a salesman per day. 9.6% assigned 11-15 number of transactions executed for a salesman per day, 7.2% assigned over 20 number of transactions executed for a salesman per day and the remaining 2.40% number of transactions executed for a salesman per day.

Gohmann et al., (2005) observes that SFA do reduce the quantity of intervals salespeople devote on monotonous, common and simply automated tasks such as conveyance of daily sales call reports, payment reports and requisition of marketing materials and items.

#### 4.4.5 Net benefits

The study determined the rating of the respondents organizations based on net benefits parameters. The findings are as presented in the tables below. The study findings are as illustrated in Table 4.16

**Table 4.16: Respondents Organization Cost savings**

	<b>Frequency</b>	<b>Percent</b>
0-5%	3	1.2
6-10%	37	14.8
11-15%	64	25.6
16-20%	135	54.0
Above 20%	11	4.4
<b>Total</b>	<b>250</b>	<b>100.0</b>

According to the findings in Table 4.15 majority (135) of the respondents rated the cost savings in their organization at 16-20%, 64 respondents rated the cost savings in their organization at 11-15%, 37 respondents rated the cost savings in their organization at 6-10%, 11 respondents rated the cost savings in their organization at above 20% and 3 respondents rated the cost savings in their organization at 0-5%.



**Table 4.17: Respondents Organization Expanded markets**

	<b>Frequency</b>	<b>Percent</b>
0-5%	5	2.0%
6-10%	28	11.2%
11-15%	46	18.4%
16-20%	164	65.6%
Above 20%	7	2.8%
<b>Total</b>	<b>250</b>	<b>100.0%</b>

From the findings in Table 4.17 majority (65.6%) of the respondents rated the expanded markets in their organization at 16-20%, 18.4% respondents rated expanded markets in their organization at 11-15%, 11.2% respondents rated the expanded markets in their organization at 6-10%, 2.8% respondents rated the expanded markets in their organization at above 20% and 2.0% respondents rated the expanded markets in their organization at 0-5%.

**Table 4.18: Respondents Organization Incremental Additional Sales**

	<b>Frequency</b>	<b>Percent</b>
0-5%	5	2.0
6-10%	33	13.2
11-15%	42	16.8
16-20%	161	64.4
Above 20%	9	3.6
<b>Total</b>	<b>250</b>	<b>100.0</b>

As per the findings in Table 4.18 majority (161) of the respondents rated the incremental additional sales in their organization at 16-20%, 42 respondents rated the incremental additional sales in their organization at 11-15%, 33 respondents rated the incremental additional sales in their organization at 6-10%, 9 respondents rated the incremental additional sales in their organization at above 20% and 5 respondents rated the incremental additional sales in their organization at 0-5%.

**Table 4.19: Respondents Organization Time savings**

	<b>n</b>	<b>Frequency</b>	<b>Percent</b>
0-5%	250	10	4.0%
6-10%	250	15	6.0%
11-15%	250	46	18.4%
16-20%	250	165	66.0%
Above 20%	250	14	5.6%
<b>Total</b>	<b>250</b>	<b>250</b>	<b>100.0%</b>

The findings in Table 4.19 majority (66.0%) of the respondents rated the time savings in their organization at 16-20%, 18.4% respondents rated time savings in their organization at 11-15%, 6.0% respondents rated the time savings in their organization at 6-10%, 5.6% respondents rated the time savings in their organization at above 20% and 4.0% respondents rated the time savings in their organization at 0-5%.

#### **4.5 SFA System Adoption Determinants**

The study sought to look into the determinants of SFA system adoption by looking at, perceived usefulness, perceived ease of use, facilitating conditions, computer self-efficacy and SFA control

##### **4.5.1 Perceived Usefulness of SFA on the Performance of the Salesforce**

The first objective for this study was to examine how perceived usefulness of SFA system influences sales performance. To do this the researcher further required the respondents to indicate their level of agreement with the statements given in Table 4.20 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5- Strongly agree. Mean, standard deviation and Coefficient of Variation (%) were then computed for the variable.

**Table 4.20: Perceived Usefulness of SFA Adoption on the Performance of the Salesforce**

	N	Mean	S.D	C.V
SFA adoption has led to accomplishment of Salesforce job-related goals	250	4.3785	.62942	.396
SFA adoption has led to reduced Hours of work	250	4.4104	.69493	.483
SFA adoption has led to increased bonuses and pay to the Salesforce	250	4.4303	.77854	.606
SFA adoption has led to earning of Recognition Certificates by the Salesforce	250	4.4542	.63945	.409
SFA adoption has led to improved level of job security in your present job	250	4.4582	.82051	.673
SFA adoption has led to promotion of the Salesforce	250	4.4861	.63467	.403
SFA adoption has led to improved Interpersonal relationships in the Company	250	4.4980	.70071	.491
SFA adoption has led to Job content: interest, prestige, and independence by the Salesforce	250	4.5100	.69491	.483
SFA adoption has led to verbal praise of the Salesforce team	250	4.5817	.56948	.324
		<b>4.4675</b>	<b>0.6847</b>	<b>0.4742</b>

The overall aggregate mean score for this section stands at 4.4675, the standard deviation at 0.6847 and the coefficient of variation at 0.4742. This implies that on average the respondents affirmed the perceived usefulness of SFA adoption and this is aimed at influencing the performance of the Salesforce in their company. This supported the statement suggesting that SFA adoption has led to verbal praise of the Salesforce team with the highest mean score of 4.5817 and a standard deviation of 0.56948, C.V of 0.324. So here it is quite evident that the dispersion is lower in this statement than all the others. This was followed by, SFA adoption has led to Job content: interest, prestige, and independence by the Salesforce (Mean= 4.5100; S.D=

0.69491; C.V= 0.483). SFA adoption has led to improved Interpersonal relationships in the Company (Mean= 4.4980; S.D= 0.70071; C.V= 0.491). SFA adoption has led to promotion of the Salesforce (Mean= 4.4861; S.D= 0.63467; C.V= 0.403). SFA adoption has led to improved level of job security in your present job (Mean= 4.582; S.D= 0.82051; C.V= 0.673). This statement depicts the highest level of dispersion. SFA adoption has led to earning of Recognition Certificates by the Salesforce (Mean= 4.4542; S.D= 0.63945; C.V= 0.409). SFA adoption has led to increased bonuses and pay to the Salesforce (Mean= 4.4303; S.D= 0.77854; C.V= 0.606). SFA adoption has led to reduced Hours of work (Mean= 4.4104; S.D= 0.69493; C.V= 0.483). SFA adoption has led to accomplishment of Salesforce job-related goals (Mean= 4.3785; S.D= 0.62942; C.V= 0.396). This statement depicts the second lowest level of dispersion.

The findings are in agreement with the assertion by Robinson et al., (2005) that salespeople will choose to use or not use a technology tool to the extent they believe it will help them accomplish their job-related goals, enhance their performance, and achieve desired rewards.

#### **4.5.2 Test of Hypothesis One**

In regard to (H1:1) hypothesis “Perceived usefulness of SFA system has influence on sales performance”, the results in Table 4.21 were relied upon in accepting or rejecting the stated hypothesis.

**Table 4.21: Perceived Usefulness Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.769 <sup>a</sup>	.591	.589	.26709

a. Predictors: (Constant), perceived usefulness

In this case, the adjusted R-squared is 0.589. This means that Perceived usefulness variable explains 58.9% variations in the dependent variable (sales performance) while the rest are explained by the error term.

**Table 4.22: Perceived Usefulness ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.524	1	25.524	357.791	.000 <sup>b</sup>
Residual	17.692	248	.071		
Total	43.215	249			

a. Dependent Variable: sales performance

b. Predictors: (Constant), perceived usefulness

The strength of variation of the perceived usefulness values influence Sales performance of consumer goods firms in Kenya variable at 0.000 significant levels. This shows that the overall model was significant.

The findings for the ANOVA on perceived usefulness indicates a numerator for whose degrees of freedom (df) =1, denominator df =248 and critical F value is 3.8792. The above findings show computed F value is 357.791. From these findings, the regression model is significant since the

computed F-value exceeds the critical value that  $357.791 > 3.8792$ . This is collaborated by the P value = 0.000 which is less than 5%. This implies that perceived usefulness provides a significant level of explanation of the relationship between adoption of SFA and sales performance. This implies that 95% chance that the relationship with the variable is not due to chance.

**Table 4.23: Perceived Usefulness Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized T	Sig.
	Coefficients		Coefficients	
	B	Std. Error	Beta	
(Constant)	1.552	.156	9.965	.000
Perceived usefulness	.654	.035	.769	.000

a. Dependent Variable: sales performance

$$(Y = 1.552 + 0.654X_1 + \epsilon)$$

The findings depict that perceived usefulness would lead to an increase in sales performance by factor of 0.654 with P value of 0.000. At 5% level of significance and 95% level of confidence this is statistically significant as the P-Value is lower than 0.05. The study therefore fails to reject the alternate hypothesis implying that Perceived usefulness of SFA system has influence on sales performance. On the basis of these statistics, the study concludes that there is significant positive relationship between perceived usefulness and sales performance of consumer goods firms in Kenya.

### 4.5.3 Perceived Ease of Use of SFA on the Performance of the Sales force

The second objective for this study was to determine the extent to which perceived ease of use of SFA system influence sales performance. The researcher requested the respondents to indicate their level of agreement with the statements given in Table 4.24 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation (%) were then computed for the variable.

**Table 4.24: Perceived Ease of Use of SFA on the Performance of the Salesforce**

	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>C.V</b>
Getting the SFA system to do what I want it to do is easy.	250	4.4263	.69681	.486
SFA system is easy to use.	250	4.4382	.70368	.495
Interaction with an SFA system is clear and understandable.	250	4.5139	.74485	.555
<b>Overall</b>		<b>4.4595</b>	<b>0.7151</b>	<b>0.5120</b>

The overall aggregate mean score for this section stands at 4.4595, the standard deviation at 0.7151 and the coefficient of variation at 0.5120. This implies that on average the respondents were convinced that the perceived ease of use of SFA adoption is aimed at influencing the performance of the Salesforce in their company. The statement that interaction with an SFA system is clear and understandable had the highest mean score of 4.5139 and a standard deviation of 0.74485, C.V of 0.555. The dispersion for this statement is the highest than all the others. This was followed by, SFA system is easy to use (Mean= 4.4382; S.D= 0.70368; C.V= 0.495). Finally, getting the SFA system to do what I want it to do is easy (Mean= 4.4263; S.D= 0.69681; C.V= 0.486). This statement depicts the lowest level of dispersion.



The findings seem to support the argument by Schillewaert et al., (2005) who show that PEU escalates acceptance. Rangarajan et al., (2005) experimentally validate that the intricacy of using SFA-technology upturns part struggle, which in turn has negative significances on seller effort and SFA-infusion. There are three studies that show that PEU confidently influences approach, which in turn has a momentous influence on purpose for SFA usage.

#### 4.5.4 Test of Hypothesis Two

The focus on the second hypothesis H1:2 “Perceived ease of use of SFA system has influence on sales performance”, was to regulate the association between perceived ease of use of SFA system and sales performance. The results for this hypothesis are as presented in Table 4.25.

**Table 4.25: Perceived Ease of Use Regression Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>R</b>	<b>Std. Error of the Estimate</b>
	.629 <sup>a</sup>	.396	.393		.32449

a. Predictors: (Constant), perceived ease of use

As per the findings, the adjusted R-squared is 0.393. This means that Perceived usefulness variable explains 39.3% variations in the sales performance while the rest are explained by the error term.

**Table 4.26: Perceived ease of use ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.102	1	17.102	162.422	.000 <sup>b</sup>
Residual	26.113	248	.105		
Total	43.215	249			

a. Dependent Variable: sales performance

b. Predictors: (Constant), perceived ease of use

The strength of variation of the perceived ease of use values influence Sales performance of consumer goods firms in Kenya variable at 0.000 significant levels. This shows that the overall model was significant.

The findings for the ANOVA on perceived usefulness indicates a numerator for whose degrees of freedom (df) =1, denominator df =248 and critical F value is 3.8792. The above findings show computed F value is 162.422. From these findings, the regression model is significant since the computed F-value exceeds the critical value that  $162.422 > 3.8792$ . This is collaborated by the P value = 0.000 which is less than 5%. This implies that perceived ease of use provides a significant level of explanation of the relationship between adoption of SFA and sales performance. This implies that 95% chance that the relationship with the variable is not due to chance.

**Table 4.27: Perceived ease of use Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized T	Sig.	
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2.509	.156	16.066	.000	
Perceived ease of use	.442	.035	.629	12.744	.000

a. Dependent Variable: sales performance

$$(Y = 2.509 + 0.442X_1 + \varepsilon)$$

The findings depict that perceived ease of use would lead to an increase in sales performance by factor of 0.629 with P value of 0.000. At 5% level of significance and 95% level of confidence this is statistically significant as the P-Value is lower than 0.05. The study fails to reject the alternate hypothesis therefore implying that Perceived ease of use of SFA system has influence on sales performance of SFA system has influence on sales performance. From these statistics, the study concludes that there is significant positive relationship between perceived usefulness and sales performance of consumer goods firms in Kenya.

#### **4.5.5 Facilitating Conditions of SFA Adoption on the Performance of the Salesforce**

The third objective of the study was to assess how facilitating conditions of SFA system use influence sales performance. Accordingly, respondents were asked to indicate their level of agreement with the statements given in Table 4.28 by filling a 5-Likert scale where; 1- Strongly

disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation (%) were then computed for the variable.

**Table 4.28: Facilitating Conditions of SFA Adoption on the Performance of the Salesforce**

	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>C.V</b>
The organization investment in help lines on SFA application positively influences the performance of the Salesforce.	250	4.1394	.80030	.640
The organization investment in tutorials on SFA application positively influences the performance of the Salesforce.	250	4.1793	.71255	.508
The organization investment in training sessions on SFA application positively influences the performance of the Salesforce.	250	4.3347	.71523	.512
Salesforce receives adequate training and support enabling them to apply information technology more effectively to specific work problems and thus achieve better performance	250	4.3825	.79318	.629
Facilitating conditions have led to reduced nonmonetary costs such as the uncertainty and stress associated with the introduction of the new system by easing the learning process in the organization positively influences the performance of the Salesforce.	250	4.4024	.68223	.465
The organization offer of continued user support after the implementation of SFA positively influences the performance of the Salesforce.	250	4.4422	.80972	.656
Perceived level of availability of support services is positively related to perceived ease of use	250	4.4661	.69415	.482
The organization investment in technical maintenance on SFA application positively influences the performance of the Salesforce.	250	4.5219	.61524	.379
The organization reassurance to the Salesforce that using sales technology is beneficial positively influences the performance of the Salesforce.	250	4.5737	.71382	.510
<b>Overall</b>		<b>4.3825</b>	<b>0.7263</b>	<b>0.5312</b>

The overall aggregate mean score for this section stands at 4.3825, the standard deviation at 0.7263 and the coefficient of variation at 0.5312. This portrays that on average the respondents were of the view that the facilitating conditions of SFA adoption is aimed at influencing the performance of the Salesforce in their company. The statement that the organization reassurance to the Salesforce that using sales technology is beneficial positively influences the performance of the Salesforce had the highest mean score of 4.5737 and a standard deviation of 0.7263, C.V of 0.5312. This was followed by, the organization investment in technical maintenance on SFA application positively influences the performance of the Salesforce (Mean= 4.5219; S.D= 0.61524; C.V= 0.379). This statement exhibited the lowest level of dispersion. Perceived level of availability of support services is positively related to perceived ease of use (Mean= 4.4661; S.D= 0.69415; C.V= 0.482). The organization offer of continued user support after the implementation of SFA positively influences the performance of the Salesforce (Mean= 4.4422; S.D= 0.80972; C.V= 0.656). This statement had the highest level of dispersion.

Facilitating conditions have led to reduced nonmonetary expenses such as the improbability and pressure linked with the employment of the technology enabling the learning progression in the organization positively influences the performance of the Salesforce (Mean= 4.4024; S.D= 0.68223; C.V= 0.465). This statement depicts the second lowest level of dispersion. Salesforce receives adequate training and support enabling them to apply information technology more effectively to explicit job environment difficulties hence attain enhanced results (Mean= 4.3825; S.D= 0.79318; C.V= 0.629). The organization investment in training sessions on SFA application positively influences the performance of the Salesforce (Mean= 4.3347; S.D=

0.71523; C.V= 0.512). The organization investment in tutorials on SFA application positively influences the performance of the Salesforce (Mean= 4.1793; S.D= 0.71255; C.V= 0.502). The organization investment in help lines on SFA application positively influences the performance of the Salesforce (Mean= 4.1394; S.D= 0.80030; C.V= 0.640).

Likewise, the findings concur with Hunter and Perreault (2006) who establish that spending in facilitating conditions such as training sessions, help lines, technical maintenance and tutorials gestures the significance the business places on SFA system uptake and encourage salespeople that using sales based IT is favorable. As such facilitating environments allow workers to gain the skills they want to endure to be creative participants of the business, subsequent to the innovation being installed.

#### 4.5.6 Test of Hypothesis Three

The aim of the third hypothesis H1:3 “Facilitating conditions of SFA adoption have influence on sales performance”, was to determine the relationship between facilitating conditions of SFA system and sales performance. The findings for this hypothesis are as tabulated in Table 4.29

**Table 4.29: Facilitating Conditions Regression Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
	.409 <sup>a</sup>	.167	.164	.38096

a. Predictors: (Constant), facilitating conditions

As per the findings, the adjusted R-squared is 0.167. This means that Facilitating conditions variable explains 16.7% variations in the sales performance while the rest are explained by the error term.

**Table 4.30: Facilitating conditions ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.223	1	7.223	49.770	.000 <sup>b</sup>
Residual	35.992	248	.145		
Total	43.215	249			

a. Dependent Variable: sales performance

b. Predictors: (Constant), facilitating conditions

The strength of variation of the Facilitating conditions values influence Sales performance of consumer goods firms in Kenya variable at 0.000 significant levels. This shows that the overall model was significant.

The findings for the ANOVA on perceived usefulness indicates a numerator for whose degrees of freedom (df) =1, denominator df =248 and critical F value is 3.8792. The above findings show computed F value is 49.770. From these findings, the regression model is significant since the computed F-value exceeds the critical value that  $49.770 > 3.8792$ . This is collaborated by the P value = 0.000 which is less than 5%. This implies that facilitating conditions provides a significant level of explanation of the relationship between adoption of SFA and sales performance. This implies that 95% chance that the relationship with the variable is also not due to chance.

**Table 4.31: Facilitating conditions Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized T		Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	3.414	.153		22.279	.000
Facilitating conditions	.242	.034	.409	7.055	.000

a. Dependent Variable: sales performance

$$(Y = 3.414 + 0.242X_1 + \varepsilon)$$

The findings depict that Facilitating conditions would lead to an increase in sales performance by factor of 0.242 with P value of 0.000. At 5% level of significance and 95% level of confidence this is statistically significant as the P-Value is lower than 0.05. The alternate hypothesis is therefore accepted implying that facilitating conditions of SFA adoption have influence on sales performance. From these statistics, the study concludes that there is significant positive relationship between facilitating conditions and sales performance of consumer goods firms in Kenya.

#### **4.5.7 Computer Self-Efficacy of SFA adoption on the performance of the Sales force**

The third objective of the study was to establish the extent to which computer self-efficacy in the SFA system influences sales performance. In this regard, the respondents were asked to indicate their level of agreement with the statements given in Table 4.32 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation (%) were then computed for the variable.



**Table 4.32: Computer Self-Efficacy of SFA adoption on the performance of the Salesforce**

	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>C.V</b>
I have little or no experience in use of computer software's for work related purposes negatively influencing my performance	250	3.7092	1.19628	1.431
Am afraid of technology negatively influencing my performance	250	3.7769	1.39643	1.950
I prefer using manual systems in performing my tasks negatively influencing my performance	250	3.8048	1.53027	2.342
I consider myself an experienced technology user thus achieve better performance	250	4.4701	.55327	.306
My colleagues who are more technology savvy motivate me to embrace the system thus achieve better performance	250	4.5139	.73403	.539
I have an interest in expanding my knowledge on work related technologies thus achieve better performance	250	4.5259	.60194	.362
<b>Overall</b>		<b>4.1335</b>	<b>1.0020</b>	<b>1.1550</b>

The overall aggregate mean score for this section stands at 4.1335, the standard deviation at 1.0020 and the coefficient of variation at 1.1550. This reveals that on average the respondents were of the view that the computer self-efficacy of SFA adoption is aimed at influencing the performance of the Salesforce in their company. The statement that respondents have an interest in expanding their knowledge on work related technologies thus achieve better performance had the highest mean score of 4.5259 and a standard deviation of 0.60194, C.V of 0.362. Coming in next was, the respondents colleagues who are more technology savvy motivate them to embrace the system thus achieve better performance (Mean= 4.5139; S.D= 0.73403; C.V= 0.539). Respondents consider themselves an experienced technology user thus achieve better performance (Mean= 4.4701; S.D= 0.55327; C.V= 0.306). This statement had the lowest dispersion. Respondents prefer using manual systems in performing my tasks negatively influencing my performance (Mean= 3.8048; S.D= 1.53027; C.V= 2.342). This statement had

the highest level of dispersion. They are afraid of technology negatively influencing my performance (Mean= 3.7769; S.D= 1.39643; C.V= 1.950). This statement depicts a level of dispersion. Finally, respondents have little or no experience in use of computer software's for work related purposes negatively influencing my performance (Mean= 3.7092; S.D= 1.19628; C.V= 1.431).

The findings support the argument by Buehrer et al., (2005) which alludes dread of IT is a probable inhibition to salespeople approval of computerization. When salesperson senses that he or she is not skillful in using the SFA technology, his or her enthusiasm to do so will be significantly condensed. Hence, computer self-efficacy is projected to be an significant personal characteristic in clarifying SFA-use conduct.

#### 4.5.8 Test of Hypothesis Four

The purpose of the fourth hypothesis H1:4 Computer self-efficacies has influence on sales performance, was to establish the relationship between computer self-efficacies of SFA system and sales performance. The findings for this hypothesis are as tabulated in Table 4.33

**Table 4.33: Computer Self-efficacies Regression Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
	.352 <sup>a</sup>	.124	.120	.39070

a. Predictors: (Constant), computer self-efficacy

Based on the findings, the adjusted R-squared is 0.120. This means that computer self-efficacies variable explains 12.0% variations in the sales performance while the rest are explained by the error term.

**Table 4.34: Computer Self-efficacies ANOVA<sup>a</sup>**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	5.358	1	5.358	35.100	.000 <sup>b</sup>
Residual	37.857	248	.153		
Total	43.215	249			

a. Dependent Variable: sales performance

b. Predictors: (Constant), computer self-efficacy

The strength of variation of the Computer Self-efficacies values influence Sales performance of consumer goods firms in Kenya variable at 0.000 significant levels. This shows that the overall model was significant.

The findings for the ANOVA on perceived usefulness indicates a numerator for whose degrees of freedom (df) =1, denominator df =248 and critical F value is 3.8792. The above findings show computed F value is 35.100. From these findings, the regression model is significant since the computed F-value exceeds the critical value that  $35.100 > 3.8792$ . This is collaborated by the P value = 0.000 which is less than 5%. This implies that Computer Self-efficacies provides a significant level of explanation of the relationship between adoption of SFA and sales performance. Moreover, the 95% chance that the relationship with the variable is also not due to chance.

**Table 4.35: Computer Self-efficacies Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized T	Sig.
	Coefficients		Coefficients	
	B	Std. Error	Beta	
(Constant)	3.591	.152	23.572	.000
Computer self- efficacy	.216	.036	.352	5.925 .000

a. Dependent Variable: sales performance

$$(Y = 3.591 + 0.216X_1 + \varepsilon)$$

The findings depict that computer self-efficacies would lead to an increase in sales performance by factor of 0.216 with P value of 0.000. At 5% level of significance and 95% level of confidence this is statistically significant as the P-Value is lower than 0.05. The study fails to reject alternate hypothesis therefore implying that computer self-efficacies of SFA adoption have influence on sales performance. From these statistics, the study concludes that there is significant positive relationship between computer self-efficacies and sales performance of consumer goods firms in Kenya.

#### **4.5.9 Influence of SFA Control on the Performance of the Sales force**

The fifth objective of this study was to establish the influence of SFA system control on the relationship between adoption of SFA and sales performance. Accordingly, the respondents were requested to indicate their level of agreement with the statements given in Table 4.36 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4-

Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation (%) were then computed for the variable.

**Table 4.36: Influence of SFA Control on the Performance of the Salesforce**

	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>C.V</b>
Control and monitoring behavior of sales managers signal a clear incentive to adopt SFA, regardless of the extent to which Salesforce find it useful or easy to use.	250	4.1315	.75010	.563
My manager informs inform me about the way I should use our SFA system in my job.	250	4.2191	.86936	.756
If my manager feels I need to adjust my SFA usage, she tells me about it.	250	4.3865	.66787	.446
My manager evaluates evaluate my SFA usage.	250	4.3865	.66186	.438
My manager monitors monitor my SFA usage.	250	4.3944	.66318	.440
The supervisor informs inform the Salesforce if they are meeting his or her expectations.	250	4.4143	.64779	.420
My manager informs inform me on whether I meet his/her expectations on SFA usage.	250	4.4223	.63003	.397
Supervisor feedback, behavior and control orientations direct the attitudes, learning and behavior of Salesforce.	250	4.4343	.56450	.319
Management places place a layer of expectations on Salesforce that are influenced by the available technology.	250	4.4422	.63847	.408
The supervisor specifies specify the activities he or she expects Salesforce to perform using the SFA system	250	4.4458	.60747	.369
Sales managers evaluate Salesforce not only on outputs, but also on methods, their selling processes and even organizational norms and culture	250	4.4661	.62117	.386
The supervisor monitors monitor to see whether Salesforce are performing their designated activities.	250	4.4741	.67106	.450
Control/reward system utilized by the firm influences the technology acceptance process.	250	4.4861	.72305	.523
<b>Overall</b>	<b>250</b>	<b>4.3926</b>	<b>0.6705</b>	<b>0.4550</b>

The findings tabulated above reveal that the overall aggregate mean score for this section stands at 4.3926, the standard deviation at 0.6705 and the coefficient of variation at 0.4550. This illustrates that on average the respondents acknowledged the moderating influence of SFA system control on the relationship between adoption of SFA and sales performance. Moreover, control/reward system utilized by the firm influences the technology acceptance process had the highest mean score of 4.4861 and a standard deviation of 0.72305, C.V of 0.523. This was followed by, the supervisor monitors monitor to see whether Salesforce are performing their designated activities (Mean= 4.4741; S.D= 0.67106; C.V= 0.450). Sales managers evaluate Salesforce not only on outputs, but also on methods, their selling processes and even organizational norms and culture (Mean= 4.4661; S.D= 0.62117; C.V= 0.386). The supervisor specifies the activities he or she expects Salesforce to perform using the SFA system (Mean= 4.4458; S.D= 0.60747; C.V= 0.369). Management places place a layer of expectations on Salesforce that are influenced by the available technology (Mean= 4.4422; S.D= 0.63847; C.V= 0.408).

Additionally, supervisor feedback, behavior and control orientations direct the attitudes, learning and behavior of Salesforce (Mean= 4.4343; S.D= 0.56450; C.V= 0.319). Their manager informs inform them on whether they meet his/her expectations on SFA usage (Mean= 4.4223; S.D= 0.63003; C.V= 0.397). The supervisor informs inform the Salesforce if they are meeting his or her expectations (Mean= 4.4144; S.D= 0.64779; C.V= 0.420). Their manager monitors monitor their SFA usage (Mean= 4.3944; S.D= 0.66318; C.V= 0.440). Their manager evaluates evaluate their SFA usage (Mean= 4.3865; S.D= 0.66186; C.V= 0.438). If their manager feels they need to adjust their SFA usage, she tells them about it (Mean= 4.3865; S.D= 0.66787; C.V= 0.446).

Their manager informs them about the way they should use their SFA system in their job (Mean= 4.2191; S.D= 0.86936; C.V= 0.756). This statement depicts the highest level of dispersion. Finally, Control and monitoring behavior of sales managers signal a clear incentive to adopt SFA, regardless of the extent to which Salesforce find it useful or easy to use (Mean= 4.1315; S.D= 0.75010; C.V= 0.563).

These findings concur with Buehrer et al., (2005) who asserted that compulsion to use SFA-systems in combination with supervisors’ observing activities should have a straight influence on SFA acceptance. These findings postulate that regulation and observing conduct of sales supervisors will hint a clear incentive to embrace SFA system, irrespective of the magnitude to which sales force find it valuable or easy to use.

#### 4.5.10 Test of Hypothesis Five

The purpose of the fifth hypothesis H1:5 “There is a relationship between SFA system control and sales performance”, was to establish the relationship between SFA system control and sales performance. The findings for this hypothesis are presented in Tables 4.37, 4.38 and 4.39 showed that there was significant relationship between SFA system control and sales performance of  $R^2=0.648$ ,  $df=249$  and  $p=0.000$ . Thus the alternate hypothesis that there is a relationship between SFA system control and sales performance was accepted.

**Table 4.37: Regression Model Summary (SFA Control & Sales Performance)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.805 <sup>a</sup>	.648	.646	.24775

a. Predictors: (Constant), system control

ANOVA was used in order to establish the degree of variation between the SFA Control values and Sales Performance. The study findings are as indicated in Table 4.38

**Table 4.38: ANOVA<sup>a</sup> (SFA Control & Sales Performance)**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	27.994	1	27.994	456.086	.000 <sup>b</sup>
Residual	15.222	248	.061		
Total	43.215	249			

a. Dependent Variable: sales performance

b. Predictors: (Constant), system control

The strength of variation of the SFA Control values influence Sales Performance variable at 0.000 significant levels. This shows that the overall model was significant.

**Table 4.39: Coefficients<sup>a</sup> (SFA Control & Sales Performance)**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>			
(Constant)	1.208	.154		7.838	.000
System control	.745	.035	.805	21.356	.000

a. Dependent Variable: sales performance

According to the findings, SFA Control would lead to an increase in sales performance by factor of 0.745 with P value of 0.000.



#### 4.5.10 Test of Hypothesis Six

Regression analysis was used to test sixth hypothesis that “H1:6 there exists a relationship between SFA system adoption and sales performance”. Hypotheses testing required the use of multiple regression analysis. This was performed using the field data and the results interpreted according to the adjusted R<sup>2</sup> values (rate of change) and P values at P < 0.001 and P < 0.005 significance level. The researcher applied the statistical package for social sciences (SPSS V 20.0) to code, enter and compute the measurements of the multiple regressions for the study.

The above analysis was conducted at 5% significance level. The criteria for comparing whether the predictor variables were significant in the model was done by comparing the corresponding probability value obtained;  $\alpha=0.05$ . If the probability value is less than  $\alpha$ , then the predictor variable is significant. The variables under study were regressed on performance indicators and a composite performance measure computed to reflect overall organizational performance.

The model summary illustrates the variation in the value of the sales performance which is explained by the regression model.

**Table 4.40: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 <sup>a</sup>	.606	.600	.26356

a. Predictors: (Constant), computer self-efficacy, facilitating conditions, SFA Control, perceived ease of use, perceived usefulness  
 b. Dependent Variable: sales performance

Table 4.40 shows that the results for the findings that the adjusted R-squared is 0.600. This means that the independent variables jointly explain 60.0% variations in the sales performance while the rest are explained by the error term.

**Table 4.41: ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	26.197	5	6.549	94.284	.000 <sup>b</sup>
	Residual	17.018	244	.069		
	Total	43.215	249			

a. Dependent Variable: sales performance

b. Predictors: (Constant), computer self-efficacy, facilitating conditions, SFA Control, perceived ease of use, perceived usefulness

The strength of variation of the predictor values influences sales performance of consumer goods firms in Kenya variable at 0.000 significant levels. This shows that the overall model was significant.

The findings for the ANOVA without moderating variables indicates a numerator for whose degrees of freedom (df) =5, denominator df =245 and critical F value is 2.4085. Additionally, the above findings show computed F value is 94.284. From these findings, the regression model is significant since the computed F-value exceeds the critical value that is  $94.284 > 2.4085$ . This is collaborated by the P value = 0.000 which is less than 5%. This implies that all the independent variables considered together provide a significant level of explanation of the relationship between adoption of SFA and sales performance.

**Table 4.42: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	<b>1.572</b>	<b>.158</b>		<b>9.9494</b>	<b>.000</b>
Perceived usefulness	.606	.056	.712	10.8214	.000
Perceived ease of use	.520	.044	.671	11.8181	.007
Facilitating conditions	.615	.029	.696	21.2069	.009
Computer self-efficacy	.666	.030	.708	22.2000	.030
SFA Control	.435	.035	.805	21.356	.000

a. Dependent Variable: sales performance

Multiple regression analysis was conducted as to determine the relationship between Sales performance and the five independent variables. P-values were used to test for the significance of each predictor variables (computer self-efficacy, facilitating conditions, perceived ease of use, perceived usefulness and SFA Control) in the model. The independent variables were significant when the significance value was less than 0.05 (significance level).

Regression results without the moderating variables were;

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon)$  becomes:

$(Y = 1.572 + 0.606X_1 + 0.520X_2 + 0.615X_3 + 0.666X_4 + 0.435X_5 + \epsilon)$

Table 4.42 shows that the coefficient of perceived usefulness was 0.606 corresponding beta coefficient for was 0.712. This indicates that a unit increase in perceived usefulness would result in 71.2% increase in sales performance value in a direct relationship between perceived usefulness and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 10.873 and 0.000 respectively.

The coefficient of perceived ease of use was 0.520 corresponding beta coefficient for was 0.671. This indicates that a unit increase in perceived ease of use would result in 67.1% increase in sales performance value in a direct relationship between perceived ease of use and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 11.8181 and 0.007 respectively.

With regard to facilitating conditions, the coefficient was 0.615 corresponding beta coefficient for was 0.696. This indicates that a unit increase in perceived ease of use would result in 69.6% increase in sales performance value in a direct relationship between facilitating conditions and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 21.2069 and 0.009 respectively.

In relation to computer self-efficacy, the coefficient was 0.666 and the corresponding beta coefficient was 0.708. This indicates that a unit increase in computer self-efficacy would result in 70.8% increase in sales performance value in a direct relationship between computer self-efficacy and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 22.2000 and 0.030 respectively.

Finally, the coefficient of SFA Control was 0.435 and the corresponding beta coefficient was 0.805. This indicates that a unit increase in perceived ease of use would result in 80.5% increase in sales performance value in a direct relationship between SFA control and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 21.356 and 0.000 respectively.

## 4.6 Moderating Effect of System Characteristics and Sales Performance

The fifth objective of the study was to establish the moderating influence of system characteristics on the relationship between adoption of SFA system and sales performance. This was achieved by investigating the measurable elements of system characteristics (measured in terms of Service Quality, Information quality and System Quality).

### 4.6.1 Service Quality of SFA

The respondents were asked their opinion on the extent to which they or disagree with each of the statements relating to service quality of SFA by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation (%) were then computed for the variable.

**Table 4.43: Service Quality of SFA**

	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>C.V</b>
There is support assurance by the service provider	250	4.3665	.83971	.705
There is fast and reliable responsiveness from the service provider	250	4.4462	.83432	.696
There is assurance of service provider empathy	250	4.4661	.68253	.466
<b>Overall</b>	<b>250</b>	<b>4.4263</b>	<b>0.7855</b>	<b>0.6223</b>

In general, the aggregate mean score for this section stands at 4.4263, the standard deviation at 0.7855 and the coefficient of variation at 0.6223. This reveals that on average the respondents were of the view that there exists a moderating influence of service quality of SFA adoption on the performance of the Salesforce in their company. The statement that there is assurance of

service provider empathy had the highest mean score of 4.4661 and a standard deviation of 0.68253, C.V of 0.466. This statement had the lowest level of dispersion. Next was, there is fast and reliable responsiveness from the service provider (Mean= 4.4462; S.D= 0.83432; C.V= 0.696). This statement had the second highest level of dispersion. Finally, there is support assurance by the service provider (Mean= 4.3665; S.D= 0.83971; C.V= 0.705). This statement had the highest level of dispersion.

#### 4.6.2 Information Quality of SFA

The study requested the respondents the extent to which they or disagree with each of the statements relating to information quality of SFA by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation (%) were then computed for the variable.

**Table 4.44: Information Quality of SFA**

	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>C.V</b>
The SFA content is easy to understand	250	4.4622	.68232	.466
The SFA content is personalized	250	4.4701	.87756	.770
The SFA content is secure.	250	4.5219	.51625	.267
The SFA content is relevant	250	4.5418	.57380	.329
The SFA content is complete	250	4.5817	.66656	.444
<b>Overall</b>	<b>250</b>	<b>4.5155</b>	<b>0.6633</b>	<b>0.4552</b>

The findings show that, the aggregate mean score for this section stands at 4.5155, the standard deviation at 0.6633 and the coefficient of variation at 0.4552. These points to the fact that on average there exists a moderating influence of information quality of SFA adoption on the performance of the Salesforce in their company. The statement that SFA content is complete had

the highest mean score of 4.5817 and a standard deviation of 0.66656, C.V of 0.444. This statement was followed by SFA content is relevant (Mean= 4.5418; S.D= 0.57380; C.V= 0.329). SFA content is secure (Mean= 4.5219; S.D= 0.51625; C.V= 0.267). This statement had the lowest level of dispersion. SFA content is personalized (Mean= 4.4701; S.D= 0.87756; C.V= 0.770). Lastly, SFA content is easy to understand (Mean= 4.4622; S.D= 0.68232; C.V= 0.466). The findings concur with those by Gohmann et al., (2005) that SFA computerized system is every so often a tactical precedence of the business and offers key sales data for organization, justifying the sales supervisor conduct to endorse IT skills use as a normal sales exercise for his or her salesforce.

#### 4.6.3 System Quality of SFA

The study sought to determine the relevance of system quality of the SFA system by requiring the respondents to answer yes or no to the statements in Table 4.45

**Table 4.45: System Quality of SFA**

	Yes	No
The SFA is usable	250	0
The SFA is available	250	0
The SFA is Reliable	250	0
The SFA is adaptable	249	1
The SFA response time is short/quick	249	1

As per the findings all of the 250 respondents agreed to SFA is usable, available and reliable. On the other hand, 249 of the respondents agreed that SFA is adaptable and response time is short/quick each. This depicts a high level of the system quality of SFA to the respondents implying that the preferred features of a computerized system such as availability, usability,

reliability, response time and adaptability (an example of browsing time) are valued by the respondents.

#### 4.7.3 Hypothesis Seven: SFA System Characteristics and Sales Performance.

The seventh hypothesis stating H1:7 system characteristics have moderating effect in the relationship between SFA system adoption and sales performance at a significant level of 0.05 was tested by carrying out a regression test. The test showed a significant association between system characteristics and sales performance of  $R^2=0.547$ ,  $df=249$  and  $p=0.000$ . In view of these findings, the study failed to reject the alternate hypothesis (H1:7).

**Table 4.46: Model Summary (SFA System Characteristics and Sales Performance)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 <sup>a</sup>	.547	.541	.28218

a. Predictors: (Constant), system quality, service quality, information quality

b. Dependent Variable: sales performance

Finally, Table 4.46 portrays that the adjusted R-squared for SFA System Characteristics and Sales Performance is .541. This implies that SFA System Characteristics jointly explain 54.1% variations in the sales performance while the rest are explained by the error term.

**Table 4.47: ANOVA<sup>a</sup> (SFA System Characteristics & Sales Performance)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.627	3	7.876	98.907	.000 <sup>b</sup>
	Residual	19.588	246	.080		
	Total	43.215	249			

a. Dependent Variable: sales performance

b. Predictors: (Constant), system quality, service quality, information quality



Table 4.47 findings for the ANOVA between SFA System Characteristics & Sales Performance portrays a numerator for whose degrees of freedom (df) =3, denominator df =246 and critical F value is 2.6413. Moreover, the findings show computed F value is 98.907. From these findings, the regression model is significant since the computed F-value exceeds the critical value that is  $98.907 > 2.6413$ . This is supported by the P value = 0.000 which is less than 5%. This implies that all the SFA system characteristics variables considered together provide a significant level of explanation of the relationship between SFA System Characteristics and sales performance. This implies that 95% chance that the relationship among the variables is not due to chance.

**Table 4.48: Coefficients<sup>a</sup> (SFA System Characteristics & Sales Performance)**

Model	Unstandardized Coefficients		Standardized t Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.936	0.588		3.292517	.001
Service quality	0.552	0.035	0.635	15.77143	.000
Information quality	0.574	0.051	0.648	11.2549	.000
System quality	0.516	0.439	0.613	1.175399	.037

a. Dependent Variable: Sales Performance

$$(Y = 1.936 + 0.552X_1 + 0.574X_2 + 0.516X_3 + \varepsilon)$$

According to the findings, Service quality SFA system characteristics would lead to an increase in sales performance by factor of 0.552 with P value of 0.000. Information quality SFA system characteristics would lead to an increase in sales performance by a factor of 0.574 with P value of 0.000. The study also found that system quality SFA system characteristics would lead to an increase in sales performance by a factor of 0.516 with P value of 0.037. This infers that information quality contributes the most to the sales performance of consumer goods firms in

Kenya followed closely by service quality and then system quality. At 5% level of significance and 95% level of confidence they were statistically significant with a P-Value lower than 0.05.

#### 4.8 Test of Hypothesis eight

The purpose of the eighth hypothesis H1:8 “There is combined relationship between SFA system adoption and system characteristics on sales performance”, was to establish the combined influence of SFA system adoption and system characteristics on sales performance.

H1:8 “There is combined relationship between SFA system adoption and system characteristics on sales performance”

**Table 4.49: Regression Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.831 <sup>a</sup>	.691	.681	.23536

a. Predictors: (Constant), computer self-efficacy, facilitating conditions, SFA Control, perceived ease of use, perceived usefulness, system characteristics

b. Dependent Variable: sales performance

Table 4.49 shows that the results for the findings with moderating variables, adjusted R-squared is 0.681. This means that the independent and control variables jointly explain 68.1% variations in the sales performance while the rest are explained by the error term.

**Table 4.50: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	29.865	8	3.733	67.390	.000 <sup>b</sup>
1	Residual	13.350	241	.055		
	Total	43.215	249			

a. Dependent Variable: sales performance

b. Predictors: (Constant), computer self-efficacy, facilitating conditions, SFA Control, perceived ease of use, perceived usefulness, system characteristics

The findings for the ANOVA with moderating variable indicates a numerator for whose degrees of freedom (df) =8, denominator df =249 and critical F value is 1.9770. Moreover, the findings show computed F value is 67.390. From these findings, the regression model is significant since the computed F-value exceeds the critical value that is  $67.390 > 1.9770$ . This is supported by the P value = 0.000 which is less than 5%. This implies that all the independent and moderating variables considered together provide a significant level of explanation of the relationship between adoption of SFA and sales performance. This implies that 95% chance that the relationship among the variables is not due to chance.

**Table 4.51: Coefficients**

Model	Unstandardized Coefficients		Standardized Beta	T	Sig.
	B	Std. Error			
(Constant)	1.855	0.536		3.4608	.001
Perceived usefulness	0.749	0.073	0.793	10.2603	.001
Perceived ease of use	0.719	0.044	0.727	16.3409	.005
Facilitating conditions	0.693	0.027	0.705	25.6667	.0016
Computer self-efficacy	0.583	0.027	0.615	21.5926	.003
SFA control	0.474	0.051	0.648	11.2549	.000
Service quality	0.633	0.032	0.673	19.7813	.00297
Information quality	0.574	0.064	0.608	8.9688	.0016
System quality	0.582	0.396	0.607	1.4697	.00143

a. Dependent Variable: Sales performance

On the other hand, regression results with the control variables were as presented in table 4.51;

$$(Y = 1.855 + 0.749X_1 + 0.719X_2 + 0.693X_3 + 0.583X_4 + 0.474X_5 + 0.633X_6 + 0.574X_7 + 0.582X_8 + \epsilon)$$

The findings depict that the coefficient of perceived usefulness was 0.749 with a corresponding beta coefficient of 0.793. This indicates that a unit increase in perceived usefulness would result in 79.3% increase in sales performance value in a controlled relationship between perceived usefulness and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 10.2603 and 0.001 respectively.

The coefficient of perceived ease of use was 0.719 and a corresponding beta coefficient of 0.727.

This indicates that a unit increase in perceived ease of use would result in 72.7% increase in sales

performance value in a controlled relationship between perceived ease of use and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 11.8181 and 0.007 respectively.

With regard to facilitating conditions, the coefficient was 0.693 with a corresponding beta coefficient of 0.705. This indicates that a unit increase in perceived ease of use would result in 70.5% increase in sales performance value in a controlled relationship between facilitating conditions and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 25.6667 and 0.0016 respectively.

In relation to computer self-efficacy, the coefficient was 0.583 and the corresponding beta coefficient was 0.615. This indicates that a unit increase in computer self-efficacy would result in 61.5% increase in sales performance value in a controlled relationship between computer self-efficacy and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 21.5926 and 0.003 respectively.

The study also depicts the coefficient of service quality was 0.633 and a corresponding beta coefficient of 0.673. This indicates that a unit increase in service quality would result in 67.3% increase in sales performance value in a controlled relationship between service quality and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 19.7813 and 0.00297 respectively.

The coefficient of information quality was 0.574 and a corresponding beta coefficient of 0.608. This indicates that a unit increase in information quality would result in 60.8% increase in sales performance value in a controlled relationship between information quality and sales

performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 8.9688 and 0.0016 respectively.

Lastly, the coefficient of system quality was 0.582 and a corresponding beta coefficient of 0.607. This indicates that a unit increase in system quality would result in 60.7% increase in sales performance value in a controlled relationship between system quality and sales performance of consumer goods firms in Kenya. The t-statistic and corresponding p-value were 1.4697 and 0.00143 respectively.

#### **4.9 Qualitative Analysis**

Respondents were kindly requested to indicate other influence of Computer Self-Efficacy of SFA adoption on the performance of the Sales force in their company. Respondents were on the view that computer self-efficacy is an imperative individual attribute in clarifying SFA-use conduct. In addition, respondents opined that sales people high in technology self-efficacy seem to get the most out of their technology use. More specifically, the influence of technology use on customer-qualification skills and customer-oriented selling is stronger for salespeople with high rather than low self-efficacy. Interestingly, technology use only increases performance for salespeople with high self-efficacy. Respondents further indicated that the effects of technology use on skills, behaviors and performance can be facilitated by technology self-efficacy. In particular, the influence of technology use on customer-qualification skills and customer-oriented selling is stronger for salespeople with high rather than low self-efficacy.

Further, the respondents were asked to give other influence of SFA control on the performance of the Salesforce in their company. The established that the fundamentals of innovations

emphasized by the study are understanding capitalisation and business practice mechanism, together in which are assured by the acceptance of SFA tools. These fundamentals looked to be vital for the development of selling stratagems which are real and dependable with the planned purposes, for suitable sales team management and for commercial presentation assessment.

The study sought to establish from the respondents, the benefits of using SFAs in your organization. The study revealed the benefits accrued by adoption of SFA system to include Increased Revenue, Reduced Costs, Improved Sales team Movement, Improved Accessibility of Client Data, Better Tracing by Administration as well as Sales and Trade Estimations.

Respondents' general views of SFA system recommendations towards improving the performance of Salesforce through the use of SFA were sought. Respondents were on the view that more operative in-house communication, meant to plainly deliver the functioning paybacks assured by the SFA implements to the sales team, is essential. Now adding, inducements can be delivered so that the individual sales member conscious of the significant paybacks identified by the top administration level. The respondents expected that in these situations sales team will embrace the SFA implements and not perceive them as gadgets to regulate their individual independence, ensuing in substantial benefits for the whole business.

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND**

**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents a summary of the study and its findings, the conclusions and recommendations of future study. In what follows the key findings among the relationships of the variables of the study is undertaken and juxtaposed with conclusions. The chapter further provides the implications of the findings to theory, policy and managerial practice. Finally, the chapter discusses the limitations of the study and provides a roadmap that future studies should consider.

**5.2 Summary of Findings**

The study achieved 100% response rate as all the questionnaires sent to all the 250 respondents were filled and returned. The significance values for the Shapiro-Wilk tests were found to be 0.401 for perceived usefulness, perceived ease of use, facilitating conditions, computer self-efficacy, Service Quality, systems quality, information quality, SFA system control and sales performance each. On the other hand the results for the Kolmogorov-Smirnov tests established significance values of 0.331 for perceived usefulness, perceived ease of use, facilitating conditions, computer self-efficacy, service Quality systems quality, information quality, SFA system control and sales performance each. The normality of the variables was also done by plotting a Quantile Quantile (QQ) plot and the study determined that all the variables had a fairly good fit in the normal distribution. The study also revealed that there was no problem of



multicollinearity. The variance inflation factors for the variables were all below 5 meaning that the variables were not highly correlated.

Heteroscedasticity was tested and based on the output coefficients, the obtained Sig. values were  $>0.05$ , thus there was no problem of Heteroscedasticity. Hence, there was no difference in residual variance of independent to sales performances tested.

The study determined that all of the respondents organization was using the SFA system. Additionally, the SFA System Use was to a great extent (70.9%).

The ultimate purpose of this research was to empirically evaluate the influence of adoption of SFA system on sales performance in Kenya; a case of consumer goods firms in Nairobi County.

To achieve this objective, eight specific objectives were set and corresponding hypotheses formulated.

**Table 4.52: Summary of Findings**

<b>Objective</b>	<b>Findings</b>
Perceived Usefulness of SFA on the Sales Performance	<p>The study findings revealed that on average the perceived usefulness of SFA adoption was affirmed and this is aimed at influencing the performance of the Salesforce in the companies.</p> <p>On the basis of these statistics, the study found out that there is significant positive relationship between perceived usefulness and sales performance of consumer goods firms in Kenya.</p>
Perceived Ease of Use of SFA on the Sales Performance	<p>The findings revealed that on average the respondents were convinced that the perceived ease of use of SFA adoption is aimed at influencing the performance of the Salesforce in their company. This was especially the case in relation to SFA system being clear and understandable, SFA system is easy to use and getting the SFA system to do what they want it to do is easy respectively.</p> <p>Perceived ease of use would lead to an increase in sales performance by factor of 0.629 with P value of 0.000.</p>

Objective	Findings
Facilitating Conditions of SFA Adoption on the Performance of the Sales	the overall aggregate mean score for this variable was found to be high portraying that on average the respondents were of the view that the facilitating conditions of SFA adoption is aimed at influencing the performance of the Salesforce in their company. Facilitating conditions would lead to an increase in sales performance by factor of 0.409 with P value of 0.000.
Computer Self-Efficacy of SFA adoption on the performance of the Sales	The study disclosed that on average computer self-efficacy of SFA adoption is aimed at influencing the performance of the Salesforce in their company. Computer self-efficacies would lead to an increase in sales performance by factor of 0.216 with P value of 0.000.
System Characteristics and Sales Performance	In relation to service quality of SFA systems, the view was that there exists a moderating influence of service quality of SFA adoption on the performance of the Salesforce in their company. With regard to information quality of SFA, the study found out that there exists a moderating influence of information quality of SFA adoption on the performance of the Salesforce in their company. Concerning the relevance of system quality of the SFA system by requiring the respondents to answer yes or no to the statements.
The moderating influence of SFA system control on the relationship between adoption of SFA and sales performance	The study found out that on average the respondents acknowledged the moderating influence of SFA system control on the relationship between adoption of SFA and sales performance. Moreover, control/reward system utilized by the firm influences the technology acceptance process had the highest mean score.
The relationship between SFA system control and sales performance	There was significant relationship between SFA system control and sales performance of $\chi^2=0.745$ , $df= 249$ and $p=0.000$
The relationship between SFA system characteristics and sales performance	The test showed a significant association between system characteristics and sales performance of $\chi^2=13.463$ , $df=249$ and $p=0.009$

### **5.3 Discussion of the Study**

Evidence asserts that utilizing SFA aimed at enhanced accepting of clients and concocting participative win-win arrangements has the most grounded effect on deals execution (Ahearne et al. 2008; Hunter and Perreault 2006). The discoveries exactly bolster this case. As per the discoveries SFA applications have a genuine effect when they are utilized as client arranged adequacy apparatuses. Moreover, utilizing SFA as a cost-cutting effectiveness device is additionally instrumental. Expanded productivity enhances execution just when business people utilize their time picks up for relationship-building undertakings. In overall, SFA innovation can mean diverse things and fill numerous needs in the meantime. Administration ought to set clear targets before putting into SFA frameworks. It might in any case appear to be sensible to execute SFA as an effectiveness instrument in a few enterprises. To appear the genuine capability of SFA in a relationship offering connection, be that as it may, an attention on enhancing sales representative adequacy is the key.

#### **5.3.1 Sales Performance**

The dependent variable of the study was sales performance, to this effect the respondents were required to answer a series of questions in relation to this variable. The findings were that on average the respondents agreed with goals of Sales Force Automation in their company. The statement that awareness in the SFA field empowers sales force to do their job more professionally, more efficiently, or more enjoyably was the most outstanding in relation to sales performance. These findings concur with Ahearne et al., (2005) who observes that ultimately, by decreasing the amount of interruption in a salesperson's schedule and boosting call schedules, the amount of time dedicated to undertakings more faithfully linked with selling can be exploited.

Moreover, SFA enables and increases data handling and communication, which in return can escalate the quantity of job done in a specified time or stage (Good and Stone 1995).

Additionally, on average the respondents were of the view that there were benefits of using SFAs in their organization in their company. This was depicted best by the statement that there was; improved salesforce efficiency and productivity. This was followed by improved customer relationships, better within-team collaboration and improved operational efficiency.

The study further established that majority (59.3%) of the respondents assigned 11 to 15 number of site visits for a salesman per day, 25.9% assigned 6-10 number of site visits for a salesman per day, 10% assigned over 20 number of site visits for a salesman per day, 3.6% assigned 16 to 20 number of site visits for a salesman per day and the remaining 1.20% assigned 1 to 5 number of site visits for a salesman per day. Mechanized routers do edge with developers to categorize the downtime in a salesforce's diary and guide new business to the salesman in the course of such stages (Khandpur and Wevers 1998).

Moreover, majority (61.3%) of the respondents assigned 6-10 number of transactions executed for a salesman per day, 19.5% assigned 1-5 number of transactions executed for a salesman per day, 9.6% assigned 11-15 number of transactions executed for a salesman per day, 7.2% assigned over 20 number of transactions executed for a salesman per day and the remaining 2.40% number of transactions executed for a salesman per day. Gohmann et al., (2005) observes that SFA do reduce the volume of time sales team spend on repetitive, monotonous, so surely automated tasks such as conveyance of sales data reports, payment reports and arrangement of promotional items.

Finally, majority (135) of the respondents rated the cost savings in their organization at 16-20%, 64 respondents rated the cost savings in their organization at 11-15%, 37 respondents rated the cost savings in their organization at 6-10%, 11 respondents rated the cost savings in their organization at above 20% and 3 respondents rated the cost savings in their organization at 0-5%. Similar to the study findings, Brown and Jones, (2005) observed that SFA implements enable data flow and increase communication within salespeople and help Salesforce convert more efficiently at coordinating team actions and setting schedules. Operational team-marketing supported by technology ought in return to propel sales. Through SFA Salesforce also improve their practical understanding in respect to their brands and their capability to equate and analyze their brands standing against competitor offerings (Ahearne et al. 2007). Once Salesforce got greater vision into their marketplaces and brands, they are also in a healthier situation to validate their higher levels of awareness and capability.

### **5.3.2 Influence Of Perceived Usefulness Of SFA System On Sales Performance**

The first objective was to establish how perceived usefulness of SFA system influences sales performance. Agreeing to the expectancy model (Porter and Lawler, 1968), in managerial backgrounds, individuals gauge the values of their conduct in terms of possible gains, and they base their selection of conduct on the attractiveness of the gains. Sales team customarily have a reasonable extent of independence in execution of their businesses and are under continuous stress to achieve as their assessment and payment are often outright associated to their output. Subsequently, “salespeople will choose to use or not use a technology tool to the extent they believe it will help them accomplish their job-related goals, enhance their performance, and

achieve desired rewards” (Robinson et al., 2005b). Regarding this first objective, the study sought to establish the extent to which perceived usefulness of SFA system influences sales performance of consumer goods firms. The study findings revealed that on average the perceived usefulness of SFA adoption was affirmed and this is aimed at influencing the performance of the Salesforce in the companies.

Specifically, SFA adoption was found to have led to verbal praise of the Salesforce team with the highest mean score. Following closely was SFA adoption has led to Job content: interest, prestige, and independence by the Salesforce. SFA adoption has led to improved Interpersonal relationships in the Company. SFA adoption has led to promotion of the Salesforce. SFA adoption has led to improved level of job security in their your present job. SFA adoption has led to earning of Recognition Certificates by the Salesforce. SFA adoption has led to increased bonuses and pay to the Salesforce. SFA adoption has led to reduced Hours of work. SFA adoption has led to accomplishment of Salesforce job-related goals. Similarly, in a research work sales team stated that their usage of SFA-system is because it is user friendly (Buehrer et al., 2005). Now certain, they revealed that IT helped them become more effective and creative, save time, and increase communication together with clients.

The findings depict that perceived usefulness would lead to an increase in sales performance by factor of 0.654 with P value of 0.000. At 5% level of significance and 95% level of confidence this is statistically significant as the P-Value is lower than 0.05. The study therefore fail to reject alternate hypothesis implying that Perceived usefulness of SFA system has influence on sales performance. On the basis of these statistics, the study concludes that there is significant positive

relationship between perceived usefulness and sales performance of consumer goods firms in Kenya. Similar to the study findings,

### **5.3.3 Influence of Perceived Ease of Use of SFA System on Sales Performance**

The second objective for this study was to determine the extent to which perceived ease of use of SFA system influence sales performance. Workers' observations of an IT firm accessibility narrate to their purposes to use that IT system (Saga and Zmud 1994). Invention theory recommends that the amount that an advancement is seen as generally hard to comprehend and utilize would influence the rate of its selection (Rogers 1995). Sales representatives are classified as technophobic worker bunches (Greenberg 2004). As they will evaluate the measure of exertion required to exploit an SFA implement and will possibly cultivate helpful outlooks toward those implements when the output paybacks are not overshadowed by the vital exertion (Robinson et al. 2005b). The respondents were requested to indicate their level of agreement with the statements relating to perceived ease of use.

The findings revealed that on average the respondents were convinced that the perceived ease of use of SFA adoption is aimed at influencing the performance of the Salesforce in their company. This was especially the case in relation to SFA system being clear and understandable, SFA system is easy to use and getting the SFA system to do what I want it to do is easy respectively. The findings seemed to support the argument by Schillewaert et al., (2005) who show that PEU rises acceptance. Rangarajan et al., (2005) experimentally validate that the difficulty of using SFA-system escalates role conflict, which has in turn adverse concerns on sales people effort and SFA-acceptance. It is pointed out three studies show that PEU positively influences approach, which in turn has a substantial influence on purpose of using SFA.

The findings depict that perceived ease of use would lead to an increase in sales performance by factor of 0.629 with P value of 0.000. At 5% level of significance and 95% level of confidence this is statistically significant as the P-Value is lower than 0.05. The study accepted the alternate hypothesis therefore implying that Perceived ease of use of SFA system has influence on sales performance of SFA system has influence on sales performance. From these statistics, the study concludes that there is significant positive relationship between perceived usefulness and sales performance of consumer goods firms in Kenya.

#### **5.3.4 Influence of Facilitating Conditions of SFA System on Sales Performance**

The third objective of the study was to assess how facilitating conditions of SFA system use influence sales performance. Financing in enabling environments with training sessions and help lines, technical maintenance and tutorials signals the importance an business places on SFA IT system and assure sales team that using sales technology is valuable (Hunter and Perreault, 2006). As such enabling environments allow workers to obtain the assistances they need to continue to be useful members of the business, even after the system has been installed (Johnson and Bharadwaj 2005; Zablah et al. 2004).

Based on the findings, the overall aggregate mean score for this variable was found to be high portraying that on average the respondents were of the view that the facilitating conditions of SFA adoption is aimed at influencing the performance of the Salesforce in their company. Moreover, it was determined that organization reassurance to the Salesforce that using sales technology is beneficial positively influences the performance of the Salesforce. This was followed by, the organization investment in technical maintenance on SFA application positively influences the performance of the Salesforce. Perceived level of availability of support services



is positively related to perceived ease of use. All other statements also had mean scores above 4.0.

The findings depict that Facilitating conditions would lead to an increase in sales performance by factor of 0.409 with P value of 0.000. At 5% level of significance and 95% level of confidence this is statistically significant as the P-Value is lower than 0.05. The study fails to reject the alternate hypothesis therefore implying that facilitating conditions of SFA adoption have influence on sales performance. From these statistics, the study concludes that there is significant positive relationship between facilitating conditions and sales performance of consumer goods firms in Kenya.

### **5.3.5 Influence of Computer Self-Efficacy of SFA System on Sales Performance**

The fourth objective of the study was to establish the extent to which computer self-efficacy in the SFA system influences sales performance. Compeau and Higgins (1995) define computer self-efficacy as “an individual’s perceptions of his/her ability to use computer (software) in the accomplishment of a task.” Venkatesh and Davis (1996) classic computer self-efficacy as an precursor of perceived ease of use, with the suggestion that a person uses his or her sense of whole computer capabilities as an anchor to judge the usability of a computer technology, despite the user having little or no understanding around the ease of usage of a particular structure. Naturally, minor marks on computer self-efficacy lead to more undesirable personal views about the technology problem at hand (Venkatesh 2000).

The study disclosed that on average computer self-efficacy of SFA adoption is aimed at influencing the performance of the Salesforce in their company. Furthermore, according to the study, the sales teams have an interest in expanding their knowledge on work related

technologies thus achieve better performance. This was followed by, colleagues who are more technology savvy motivate them to embrace the system thus achieve better performance. The salespeople consider themselves an experienced technology user thus achieve better performance. All other statements also had mean scores above 3.0. The findings support the argument by Buehrer et al., (2005) that distress of IT systems is a likely obstruction to sales people approval of computerization. When a salesman feels that he or she is not skilled of using the SFA technology, his or her enthusiasm to do so is significantly condensed. Hence, computer self-efficacy is anticipated to be an imperative personal distinguishing and clarifying SFA-usage conduct.

The findings depict that computer self-efficacies would lead to an increase in sales performance by factor of 0.216 with P value of 0.000. At 5% level of significance and 95% level of confidence this is statistically significant as the P-Value is lower than 0.05. The study fail to reject the alternate hypothesis therefore implying that computer self-efficacies of SFA adoption have influence on sales performance. From these statistics, the study concludes that there is significant positive relationship between computer self-efficacies and sales performance of consumer goods firms in Kenya.

### **5.3.6 Influence of SFA System Control on The Relationship Between Adoption of SFA And Sales Performance**

The fifth objective of this study was to establish the influence of SFA system control on the relationship between adoption of SFA and sales performance. Accordingly, the respondents were requested to indicate their level of agreement with relevant statements. The study found out that on average the respondents acknowledged the moderating influence of SFA system control on the

relationship between adoption of SFA and sales performance. Moreover, control/reward system utilized by the firm influences the technology acceptance process had the highest mean score. Coming in next was the supervisor monitors to see whether Salesforce are performing their designated activities and sales managers evaluate Salesforce not only on outputs, but also on methods, their selling processes and even organizational norms and culture. All other statements also had mean scores above 4.0.

The purpose of the fifth hypothesis H1:5 “SFA system control has moderating effect in the relationship between adoption of SFA and sales performance.” The findings for this hypothesis are shown in Tables. The test showed a significant association between SFA and sales performance when moderated by SFA system control  $r=0.678$  at a p value of 0.000. In view of these findings, the study accepted the alternate hypothesis. This meant that the higher the SFA in the presence of SFA system control, the higher are results in terms of the sales performance.

### **5.3.7 Moderating Influence of System Characteristics on the Relationship between Adoption of SFA System and Sales Performance**

The sixth objective of the study was to establish the moderating influence of system characteristics on the relationship between adoption of SFA system and sales performance. This was achieved by investigating the measurable elements of system characteristics (measured in terms of Service Quality, Information quality and System Quality).

In relation to service quality of SFA systems, the view was that there exists a moderating influence of service quality of SFA adoption on the performance of the Salesforce in their company. Existence of service provider empathy was found to be the most outstanding aspect

followed by there is fast and reliable responsiveness from the service provider and there is support assurance by the service provider respectively.

With regard to information quality of SFA, the study found out that there exists a moderating influence of information quality of SFA adoption on the performance of the Salesforce in their company. The statement that SFA content is complete had the highest mean score followed by SFA content is relevant, SFA content is secure, SFA content is personalized and lastly SFA content is easy to understand.

Concerning the relevance of system quality of the SFA system the findings depicted a unanimous agreement in relation to SFA is usable, available and reliable. SFA is adaptable and response time is short/quick each also had high levels of agreement.

The findings for this hypothesis are demonstrated the relationship between system and sales performance catalyzed by system characteristics was significant at a correlation of  $r=0.681$  at a p value of 0.000, meaning that in the presence of system characteristics, the better was the relationship between SFA system and sales performance. Following this result, the study failed to reject the alternate hypothesis.

### **5.3.8 Relationship between SFA System Characteristics and Sales Performance.**

The seventh hypothesis stating H1:7 there exists a significant relationship between system characteristics and sales performance at a significant level of 0.05 was tested by carrying out a regression test as shown in. The test showed a significant association between system characteristics and sales performance of  $\chi^2=13.463$ ,  $df=249$  and  $p=0.009$ . In view of these findings, the study failed to reject the alternate hypothesis (H1:8).

#### **5.4 Conclusion of the Study**

In the course of the most recent two decades the reception and utilization of SFA innovation have fabricated an impressive accentuation in the IT writing. One of the significant reasons remaining behind this expanding accentuation is the acknowledgment of SFA advantages in the field which is regarded a conspicuous issue in today deals firms that grasp this innovation. Considering the extent of offers innovation speculations worldwide and their substantial disappointment rates on one hand, and the late selection of SFA innovation in the Kenya market by shopper merchandise firms alongside expanding merchants of this innovation – then again, it is especially critical for the neighborhood business sector to better comprehend the results of this innovation appropriation pretty much as alternate markets do.

To give adequate and extensive understanding while assessing the consequences of SFA innovation's usage in the customer products firms in Kenya (deals dispersion), three elements from these organizations of viewpoint were viewed as: Project chiefs/IT Managers, Sales Managers and Salespersons. By using related global writing on SFA innovation, a gathering of key advantages were chosen to be the assessment elements in this exploration however all together not to overestimate the development of the current winning innovation in the nearby market, a neighborhood contextual analysis was acquainted with audit the neighborhood SFA embraced innovation as a stage to sifting the chose benefits criteria and to keep them inside practical reach. In light of these premises, Project Managers, Sales directors and salespersons were addressed about these advantages by utilizing focused on overviews for each of the elements affected by the utilization of SFA innovation.

The general conclusion from the surveys examination is that the use of SFA innovation in the consumer merchandise firms in Kenya, alongside their clients, has accomplished its normal results as gathered by the Project/IT Managers, deals administrators and salespersons who took an interest in this study and who overwhelmingly valued this innovation and its key advantages. Outside writing portrays imperviousness to appropriation of SFA, negative results, high superfluous expenses among different difficulties in SFA innovation use. Be that as it may, from the investigation, this study discovered that Kenyan firms have a positive particular quality in grasping advances. Taking everything into account, SFA is a focused need in today's business sectors, and in this way ought to stay as center necessity for firms that look to expand their business execution.

## **5.5 Recommendations of the Study**

The findings of this study bear implications for both theory and management as discussed in the subsequent sections.

### **5.5.1 Recommendations to the Body of Knowledge**

The study first contribution is the task-based dimension of SFA usage. Salesforce classically use part or a segment of the existing SFA system (Donaldson and Wright 2004) this contrast considerably in their choice of SFA system to embrace. Hence, evaluating use with contemplative measures which may not satisfactorily capture the whole choice of SFA use. Moreover, SFA-usage seems to be more an abstract concept which means diverse things to diverse persons. By dimensional approach SFA can be more precisely be distinguished by users from each other as crucial. As a second contribution, the study donates to the body of knowledge by reviewing the managerial significances of SFA-usage. Commissioning SFA for core

synchronization escalates sales output only to the degree that the proficiency advantages are arrayed for more active client association undertakings.

The other input to the works is presenting that salesforce have diverse inspirations for the use of SFA system in client facing undertakings as unlike in the office set up activities. Client association breadth is expounded by factors that prompt deliberate use such as perceived usefulness and incidentally the perceived ease-of-use and the manager backing. Supplementary speaking, sales team use SFA for client association activities after they are persuaded that it is actually important in increasing output. Sales team are apprehensive most with the paybacks offered by new IT systems (Gohmann et al. 2005). The sales team that trust that SFA is helpful for superior work out put is likely accepts the system (Avlonitis and Panagopoulos 2005). Grounded on the outcomes, perceived usefulness of SFA is a key driver of the client relationship measurement of SFA usage. Sales team that find the SFA technology valuable to their sustenance of their client associations are using SFA in that method. Perceived usefulness has been verified and established as a strong driver of SFA-acceptance (Rangarajan et al. 2005; Schillewaert et al. 2005). Nonetheless, the study is the only that show that perceived usefulness of SFA systems influences a definite SFA-usage conduct amongst sales teams on customer relationship.

Basically perceived ease-of-use relates strongly to perceived usefulness. This is however dependable on research done earlier by (Scheppers and Wetzels, 2007). Sales team that find the SFA system easy to manage will have upper hand on applying more and more classy and possibly more helpful elements of SFA systems (these could be components are possibly the ones that take care customer relationships). Manager backing has a substantial influence on

perceived usefulness of SFA system. The sales supervisor plays a vital role in convincing sales team on the significance of IT system, just as in any facet of their work of selling. This is not any surprise as sales leaders are often the only people to appraise a salesman's work output and thus have a straight inspiration on the salesmen payment. Since the conclusion that perceived usefulness relays to the client association breadth, salesforce must be under inspiration of their bosses in relations to the use of SFA systems to accomplish their patrons relationships.

### **5.5.2 Recommendations for the Industry**

This research work has got additional inferences for groups that seeks to set goals for their SFA systems investments. The findings advocate that SFA systems do positively influences sales outputs when used in relation to customer relationships maintenance. Study results clearly purports to the argument that SFA system aids sales team in freeing themselves from expensive clerical actions for the service of client association management responsibilities, which are superior and suit the desired skills and capabilities of the salesmen (Ingram et al., 2002). It is obvious that no IT system that can swap sales team in creating, conserving and humanizing client relationships. Nevertheless, IT system do provide sales team with the right data at the right time, targeting right clients with the right tactic, help in holding their assurances alongside those of their clients and in the end support responsibilities and procedures that could not be conceivable in execution previously. The SFA's system ability is to take care of client relationships in the place of the leading probable and defendable competitive advantage is. Hence, for enterprises where continuing client associations are necessary, organizations ought to set subsidiary client relationships as the key objectives to be pursued through SFA system placement. The study argues that among other goals of SFA system such as improved promptness and productivity in



execution of prevailing jobs and procedures are, in divergence and are a competitive requirement in modern day marketplaces, and consequently should remain as a core necessities of an SFA-implementation assignment.

For salespeople to use SFA-systems to the effectiveness of organization and their customer relationships, bosses need to trust on deliberate use by Salesmen which can be activated by changing a salesman's opinion of worth, guiding backing and awareness on of ease-of-usage. Then, sales administration has a key duty to play in the SFA system approval course, by assistant and reassuring sales team to use the technology and by providing satisfactory teaching and practical groundwork to the sales people.

## **5.6 Suggestions for Future Research**

As any exploration exertion, the work has certain impediments. Firstly the study picked the business power of buyer merchandise firms in Kenya as populace for the information gathering exertion. Counting sales representatives from different organizations would add to the generalizability of the outcomes. Be that as it may, it would come at the expense of generously lower reaction rates. Given this exchange off choice, the study felt that minimizing potential non-reaction predisposition was of specific significance in the exploration connection. For future tasks, nonetheless, the study urges specialists to set distinctive needs consequently adding to vigorous bits of knowledge.

Also, the study has chosen customer merchandise firms in Kenya as examination setting. Distinctive ventures have diverse necessities and deals prerequisites, which straightforwardly decide the part of the business power in that trade sector (Moncrief 1986). For instance, in an

business with a more grounded accentuation on value-based offering and operational proficiency, the SFA-use measurements could be required to effect execution in an unexpected way. In this manner, future studies ought to investigate how the SFA-use measurements perform in different deals settings that are not homogeneous.

In conclusion, the study depended on self-assessment when measuring sales representative execution. While this is a broadly acknowledged practice among analysts in the business execution area, target execution information would be helpful for accepting the discoveries.

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## APPENDICES

### Appendix 1: Letter to Respondents

University of Nairobi,

P.O. Box 30197- 00100

**NAIROBI.**

Dear respondents,

My name is Gerald Gitau, pursuing PhD in Project planning and Management at The University of Nairobi. The purpose of this letter is to request you to kindly assist me to carry out a research on **INFLUENCE OF ADOPTION OF SALES FORCE AUTOMATION SYSTEM ON SALES PERFORMANCE IN CONSUMER GOODS FIRMS: CASE OF NAIROBI, KENYA**

Your responses will be kept confidential and will not be used for any other purpose.

Please be honest while giving your responses. Attached to this letter find a copy of the questionnaire. Your cooperation will be highly appreciated.

Thanks in advance.

Yours faithfully,

Gerald Gatitu Gitau

L83/80301/2011

**Tel. 0722494677**

**APPENDIX 2: Letter to Respondents for Ethical Considerations**

University of Nairobi,  
P.O. Box 30197- 00100

**NAIROBI.**

Dear respondents,

My name is Gerald Gitau, pursuing PhD in Project planning and Management at The University of Nairobi. The purpose of this letter is to request you to kindly assist me to carry out a research on **INFLUENCE OF ADOPTION OF SALES FORCE AUTOMATION SYSTEM ON SALES PERFORMANCE IN CONSUMER GOODS FIRMS: THE CASE OF NAIROBI, KENYA.**

Your responses will be kept confidential and will not be used for any other purpose. This is voluntary and you can withdraw at will.

Please be honest while giving your responses. Attached to this letter find a copy of the questionnaire. Your cooperation will be highly appreciated. Please append your signature for confirmation of your willingness to participate in this research

.....

Signature

Thanks in advance.

Yours faithfully,

- 1 Gerald Gatitu Gitau
- 2 L83/80301/2011
- 3 **Tel. 0722494677**

### **Appendix 3: Questionnaire**

The purpose of this study is to examine the **INFLUENCE OF ADOPTION OF SALES FORCE AUTOMATION SYSTEM ON SALES PERFORMANCE IN CONSUMER GOODS FIRMS: THE CASE OF NAIROBI, KENYA**. This questionnaire will be organized in four sections. Section A looks at demographic characteristics of the respondents, Section B focuses on determinants of SFA adoption, Section C looks at influence of systems characteristics while section D checks on sales performance. Kindly tick as appropriate

#### **SECTION A -Demographics**

1. Name of the company

.....

2. What is your designation?

IT Manager / Project Manager [ ]

Sales Manager/ sales supervisor [ ]

Sales person [ ]

3. How long have you worked at the Company?

5 years and below [ ]

6-10 years [ ]

11-15 years [ ]

16 -20 years [ ]

21 and above years [ ]

4. Are you using SFA system in your organization?

Yes [ ]

No [ ]

If yes to what extent?

No extent at all [ ]

Little extent [ ]

Moderate extent [ ]

Great extent [ ]

Very great extent [ ]

**SECTION B – SFA System Adoption Determinants**

5. The following statements relate to perceived usefulness of SFA adoption on the performance of the Salesforce in your company. To what extent do you agree or disagree with each of the statement? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

	1	2	3	4	5
SFA adoption has led to accomplishment of Salesforce job-related goals					
SFA adoption has led to promotion of the Salesforce					
SFA adoption has led to increased bonuses and pay to the Salesforce					
SFA adoption has led to earning of Recognition Certificates by the Salesforce					
SFA adoption has led to verbal praise of the Salesforce team					
SFA adoption has led to reduced Hours of work					

SFA adoption has led to Job content: interest, prestige, and independence by the Salesforce					
SFA adoption has led to improved Interpersonal relationships in the Company					
SFA adoption has led to improved level of job security in your present job					

6. The following statements relate to perceived ease of use of SFA on the performance of the Salesforce in your company. To what extent do you agree or disagree with each of the statement? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

	1	2	3	4	5
Interaction with an SFA system is clear and understandable.					
Getting the SFA system to do what I want it to do is easy.					
SFA system is easy to use.					

7. The following statements relate to facilitating conditions of SFA adoption on the performance of the Salesforce in your company. To what extent do you agree or disagree with each of the statement? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

	1	2	3	4	5
The organization investment in tutorials on SFA application positively influences the performance of the Salesforce.					
The organization investment in help lines on SFA application positively influences the performance of the Salesforce.					
The organization investment in training sessions on SFA application positively influences the performance of the Salesforce.					
The organization investment in technical maintenance on SFA application					

positively influences the performance of the Salesforce.					
The organization reassurance to the Salesforce that using sales technology is beneficial positively influences the performance of the Salesforce.					
The organization offer of continued user support after the implementation of SFA positively influences the performance of the Salesforce.					
Facilitating conditions have led to reduced nonmonetary costs such as the uncertainty and stress associated with the introduction of the new system by easing the learning process in the organization positively influences the performance of the Salesforce.					
Salesforce receives adequate training and support enabling them to apply information technology more effectively to specific work problems and thus achieve better performance					
Perceived level of availability of support services is positively related to perceived ease of use					

8. The following statements relate to the influence of Computer Self-Efficacy of SFA adoption on the performance of the Salesforce in your company. To what extent do you agree or disagree with each of the statement? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

	1	2	3	4	5
I consider myself an experienced technology user thus achieve better performance					
I have little or no experience in use of computer software's for work related purposes negatively influencing my performance					
Am afraid of technology negatively influencing my performance					
I have an interest in expanding my knowledge on work related technologies thus achieve better performance					
I prefer using manual systems in performing my tasks negatively influencing my performance					
My colleagues who are more technology savvy motivate me to embrace the system thus achieve better performance					
Others.....					



9. The following statements relate to the influence of SFA control on the performance of the Salesforce in your company. To what extent do you agree or disagree with each of the statement? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

	1	2	3	4	5
My manager informs inform me about the way I should use our SFA system in my job.					
My manager monitors monitor my SFA usage.					
My manager informs inform me on whether I meet his/her expectations on SFA usage.					
If my manager feels I need to adjust my SFA usage, she tells me about it.					
My manager evaluates evaluate my SFA usage.					
Management places place a layer of expectations on Salesforce that are influenced by the available technology.					
Supervisor feedback, behavior and control orientations direct the attitudes, learning and behavior of Salesforce.					
Sales managers evaluate Salesforce not only on outputs, but also on methods, their selling processes and even organizational norms and culture					
The supervisor specifies specify the activities he or she expects Salesforce to perform using the SFA system a					
The supervisor monitors monitor to see whether Salesforce are performing their designated activities.					
The supervisor informs inform the Salesforce if they are meeting his or her expectations.					
Control/reward system utilized by the firm influences the technology acceptance process.					
Regulation and checking conduct of supervisors gesture a clear motivation to embrace SFA system irrespective of the degree that a Salesforce consider it valuable or easy in usage.					
Others.....					

**SECTION C – System Characteristics**

10. The following statements relate to service quality of SFA. To what extent do you agree or disagree with each of the statements? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

	1	2	3	4	5
There is support assurance by the service provider					
There is assurance of service provider empathy					
There is fast and reliable responsiveness from the service provider					

11. The following statements relate to information quality of SFA. To what extent do you agree or disagree with each of the statements? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

	1	2	3	4	5
The SFA content is personalized					
The SFA content is complete					
The SFA content is relevant					
The SFA content is easy to understand					
The SFA content is secure.					

12. The following statements relate to system quality of SFA. Please answer either Yes or No to each of them

	Yes	No
The SFA is usable		
The SFA is available		
The SFA is Reliable		
The SFA is adaptable		
The SFA response time is short/quick		

**SECTION D – Sales Performance**

13. The following statements relate to the goals of Sales Force Automation in your organization. To what extent do you agree or disagree with each of the statement? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5- Strongly agree.

	1	2	3	4	5
SFA has led to increased sales					
SFA has led to increased productive and quality selling time					
SFA has led to improved contact management capabilities					
SFA has led to improved ability to deliver better value to the customers through information sharing across sales, marketing, and customer service employees					
SFA has led to automated sales tasks, the preparation for sales activities such as proposals or order forms takes less time					
SFA has led to faster access to timely information					
Knowledge in the SFA system enables sales force to do their work more efficiently, more effectively, or more satisfyingly					

14. The following statements relate to the benefits of using SFAs in your organization. To what extent do you agree or disagree with each of the statement? Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

	1	2	3	4	5
Improved Salesforce Efficiency and Productivity					
Improved Customer Relationships					
Improved Operational Efficiency					
Better Within-Team Collaboration					
Other ..... .....					

15. How would you rate your performance/ your organization salesforce performance in respect to the following? Give your answer for every parameter.

- i. Number of site visits for a salesman per day  
.....
- ii. Number of transactions executed for a salesman per day  
.....

**User satisfaction**

i. Repeat visits

What is your/ your organization salesforce repeat visit rate in a week?

.....

ii.Repeat purchases

What is your customer/ your organization customers repeat purchase rate in a week?

.....

**Net benefits** (Rate your organization by percentage on the following indicators)

i. Cost savings

0 -5% [ ]

6-10% [ ]

11-15% [ ]

16-20% [ ]

Above 20% [ ]

ii.Expanded markets

0 -5% [ ]

6-10% [ ]

11-15% [ ]

16-20% [ ]

Above 20% [ ]

iii.Incremental additional sales

0 -5% [ ]

6-10% [ ]

11-15% [ ]

16-20% [ ]

Above 20% [ ]

iv.Time savings

0 -5% [ ]

6-10% [ ]

11-15% [ ]

16-20% [ ]

Above 20% [ ]

16. What are your general views of SFA system recommendations towards improving the performance of Salesforce through the use of SFA?

.....  
.....  
.....

**Thank you for your Cooperation!**

## Appendix 4: A List of Food and Beverages Firms (KAM Directory)



### Protel Studios

P.O Box 34229 - 00100 Nairobi  
AACC Building, Waiyaki Way Westlands  
Tel: +254 020 4440055  
Cell: +254 (0733) 34455, 0722892599  
Email: info@protelstudios.tv  
Web: www.protelstudios.tv

### Reliable Electricals Engineers (Nrb) Ltd

P.O Box 41489-00100 GPO Nairobi  
Road 'C' Off Enterprise Road  
Tel: +254 (020) 25998/9, Fax: +254 (020) 25997  
Email: reliable@reenl.com

### Roka Industries Ltd

Kinungi Along Nairobi-Nakuru Highway, Plot No. PLT2/189 Nyakairu  
P.O Box 6310-00100 Kinungi  
Cell: +254 (0716) 849503, 0715 141663  
Email: kenyacables@rokaindustries.co.ke

### Socabelec (EA) Ltd

P.O Box 40598-00100 GPO Nairobi  
Mombasa Road Mlolongo  
Tel: +254 (020) 2513370 - 3, Fax: +254 (020) 2513369  
Cell: +254 (727) 531 959, (734) 531 959  
Email: info@socabelec.co.ke  
Web: www.socabelec.co.ke

### Sollatek Electronics (Kenya) Limited

P.O Box 34246-80118 Mombasa  
Nyali Sollatek Building, Main Mombasa-Malindi Rd,  
Opp Bamburi Cement Factory  
Tel: +254 (020) 3501671/2  
Cell: +254 (733) 615727, 610753, (725) 546865  
Cell: +254 (722) 764643  
Wireless: +254 (020) 3501671/2  
Fax: +254 (020) 3501673  
Email: sales@sollatek.co.ke  
Web: sollatek.co.ke

### Specialised Power Systems Ltd

P.O Box 18435-00500 Nairobi  
Enterprise Rd., Nairobi Melili Road (Next to Marshalls Showroom) Off Mombasa Road  
Tel: +254 (020) 2077219, 8019435/6/7  
Cell: +254 (724) 255298  
Wireless: +254 (020) 2077217 Fax: +254 (020) 3532986  
Email: info@spsafrica.com  
Web: www.spsafrica.com

### Synergy-Pro

P.O Box 50604-00200 City Square Nairobi  
Theta Lane Kilimani  
Tel: +254 (020) 2738225 Fax: +254 (020) 2724633  
Email: info@synergy-pro.net  
Web: www.synergy-pro.net

### Ubbik East Africa

P.O Box 1158 - 20117 Naivasha Delamere, Naivasha  
Cell: +254 (0721) 395664, 0724347166  
Email: info@ubbik.co.ke  
Web: www.ubbik.co.ke

### Virtual City Ltd

P.O Box 76460-00508 Nairobi  
Virtual House, Ring Road Opp. Yaya Centre, Kilimani  
Tel: +254 (020) 3872191 / 3341 / 2405  
Cell: +254 (722) 204769 Fax: +254 (020) 3876248  
Email: info@virtualcity.co.ke  
Email: fanuro@virtualcity.co.ke  
Web: www.virtual.co.ke

### Fresh Produce

#### From Eden

P.O Box 11880- 00400 Nairobi  
Cargo Village, JKIA Nairobi  
Tel: +254 (020) 8562203, 8562205  
Cell: +254 (734) 014927 Fax: +254 (020) 2025221  
Email: info@from-eden.com

### Food & Beverages

#### Africa Spirits Limited

P.O Box 61479-00200 City Square Nairobi  
Shimo La Tewa Road, off Mombasa Road  
Tel: +254 (020) 2532213/2165756  
Cell: +254 (722) 509834/735338887  
Fax: +254 (020) 2085168  
Email: info@africaspirits.co.ke  
Web: www.africaspirits.co.ke

### Agricultural & Veterinary Supplies

#### Limited (AGRI-VET)

P.O Box 1058-30100 Eldoret  
Kenya Industrial Estates Shed "B20", Eldoret, Furfural Road  
Tel: +254 (053) 2060927  
Cell: +254 (723) 463896 Fax: +254 (053) 2060927  
Email: vsowuor@yahoo.com  
Email: phoebeuwuor@gmail.com

### Agriner Agricultural Development

P.O Box 59730-00200 Nairobi  
Kayahwe Road Kilimani, Hse Building 1 / 306  
Tel: +254 (020) 3871557, 3870631  
Cell: +254 (0733) 616846  
Cell: +254 (0733) 724 165437  
Fax: +254 (020) 3871331, 3875449  
Email: Agriner@africaonline.co.ke

### Agro Chemical and

#### Food company Ltd

P.O Box 18-40107, Muhoroni  
Tel: +254 (020) 2334180/1, 2334020/1  
Cell: +254 (020) 205 447/8  
Wireless: +254 (724) 242871  
Fax/Wireless: +254 (020) 2334046  
Email: admin@acfc.co.ke, Marketing@acfc.co.ke

### Alliance One Tobacco

#### Kenya Ltd

P.O Box 4721 - 01000 Thika  
Thika BAT, GLT Plant Along Garissa Road  
Tel: +254(020) 2426066 Fax: +254(020) 2530285  
Email: info@AOINTL.com

### Al-Mahra Industries

#### Ltd

P.O Box 78361-00507 Nairobi  
Viwandani Lunga Lunga Road Industrial Area Opp. Crescent Construction  
Tel: +254 (020) 556040/556241 Fax: +254 (020) 555660  
Email: almahraintdtd@yahoo.com

### Alpha Fine Foods Ltd

P.O Box 10338-00100 GPO Nairobi  
Road 'A' Off Enterprise Road, Industrial Area  
Tel: +254 (020) 651251, 020 651251  
Multiple Lines: +254 020 2457223, 020 2534580  
Cell: +254 (723)-786202 / +254 (733) 786202  
Mobile: +254 0722786234 / Mobile: +254 (733) 786202  
Fax: +254 (020) 651256, 534486, 530335  
Email: affl@alphafinefoods.com

### Alpine Coolers Limited

P.O Box 48195-00100 GPO Nairobi Kenya  
Alpine Complex, Ectoville Estate, Road A, Off Enterprise Road, Industrial Area  
Tel: +254 (020) 3534300/1/2  
Cell: +254 (720) 603391, +254 (733) 603391  
Fax: +254 (020) 2530830  
Email: info@alpineone.com  
Web: www.alpineone.com

### Aquamist Limited

P.O Box 66856-00800 Westlands Nairobi East  
Church Road, Off Rhapta Road  
Tel: +254 (020) 4447244, 4444113, 4447374  
Cell: +254 (710) 850850, Cell: +254 (738) 850 850  
Fax: +254 (020) 4447970  
Email: info@aquamistwater.com  
Web: www.aquamistwater.com

### Arkay Industries Ltd

P.O Box 679-30100 Eldoret  
Kambi ya Somali Road, Industrial Area  
Tel: +254 (053)-33051/2 Fax: +254 (053) 31138  
Email: info@arkay.co.ke

**Bakers Corner Ltd**

P.O. Box 90738 - 01006 Nairobi  
Road 'C' Off Entente Road Industrial Area  
Tel: +254 (0)20 2731493, 0190044513  
Email: bakerscorner@bakers.com

**Bakex Millers Ltd**

Thika Garissa Road, Off Garissa Road  
P.O. Box 25-01007 Thika  
Tel: +254 (0)71 456898, 0717088034  
Email: bakex@klican.com.co.ke

**Beit Enterprises**

SP-438/ River  
P.O. Box 87588-00200 Athi River  
Cell: +254 (0)20 330151/ 0734022883  
Email: beitedcor@yello.com

**Belted Millers Ltd**

P.O. Box 28859-00520 Nairobi  
Enterprise Rd, Bamban Road, Industrial Area  
Tel: +254(020) 58498 Fax: +254(020) 557348  
Email: beltedmillers@belden.com

**Beverage Services (K) Ltd**

P.O. Box 78511-00507 Nairobi  
Viewpoint Urban East Industrial Area  
Tel: +254 (020) 524220 Fax: +254 (020) 551590  
Email: info@bss.co.ke

**Bidco Oil Refineries Ltd**

P.O. Box 791 01000 Thika  
Off Garissa Road, Bidco Oil Refineries Building  
Tel: +254 067 282000  
Cell: +254 (722) 479 77 x 6769 696 777  
Fax: +254 (067) 381034  
Email: happy@oilrefining@bidco-oil.com  
Web: www.bidco-oil.com

**Bio Food Products Ltd**

P.O. Box 27823-30508 Nairobi Kenya  
Off Road 'C' Industrial Area  
Tel: +254 (020) 498396/4708  
Cell: +254 (722) 202581 Fax: +254 (020) 350190  
Email: info@biofoods.co.ke Web: www.biofoods.co.ke  
Facebook: www.biofoods.co.ke/fakefoods

**Bounty Limited**

L04 Hessa, Dunga Road, Industrial Area  
P.O. Box 47987-01008 Nairobi  
Tel: +254 (020) 4521907/10  
Cell: +254 (0722) 205854, 0733633493  
Fax: +254 (020) 4937948  
Web: www.bounty.co.ke  
Email: info@bounty.co.ke/ info@bounty.co.ke

**The Breakfast Cereal Company (K) Ltd**

P.O. Box 78683-00917 Nairobi  
Landing Road, Off Likoni Rd, Industrial Area  
Tel: +254 (020) 575134/575277  
Fax: +254 (020) 419082  
Email: info@wenta.co.ke

**British American Tobacco Kenya Limited**

P.O. Box 30000 - 01006 Nairobi  
Urban East Industrial Area  
Tel: +254 (020) 694206  
Fax: +254 (020) 694223, 694220/03  
Email: info\_kat@bat.com  
Web: www.kat.com

**Broadway Bakery Ltd**

P.O. Box 25 - 21000 Thika  
Ferry Road, Thika  
Tel: +254 (020) 356218/1  
Wireless: +254 (716) 504806, (784) 212525  
Email: broadway@frfrbroadway.co.ke

**Brookside Dairy Ltd**

P.O. Box 236-00232, Ruja Kenya  
Off Thika Road, Opp. Kenya Club (Private), Next to  
Peponi School  
Tel: +254 (020) 3543490/1/2  
Wireless: +254 (020) 2606210/4  
Cell: +254 (712) 130000, (736) 222264  
Fax: +254 (020) 354241/7 3515295  
Mobi Code: 9123  
Email: marisa@brookside.co.ke  
Web: www.brookside.co.ke

**Bundo Cakes & Feeds Ltd.**

P.O. Box 1213 - 20000 Nairobi  
Printing House Road Industrial Area  
Tel: +254 (020) 222518 Fax: +254 (020) 2218342  
Email: info@bundo.co.ke

**Butal Super Milk Ltd**

Baral Village Off Bahariga-Webuye Road  
P.O. Box 1400 50200 Webuye  
Tel: +254 (320) 2031199  
Cell: +254 (0770) 907606, 077167677, 07116  
Email: info@butalsuper.co.ke

**Buzeki Dairy Limited**

P.O. Box 89107 80100 Mombasa  
Mombasa Ship handlers Building, Gandoni Along Kibera  
Mbaraka, Likoni Road  
Tel: +254 (041) 2538011, 2538415/6  
Cell: +254 (726) 428 103 Fax: +254 (041) 2527737  
Email: dairy@buzeki.co.ke  
Web: www.buzeki.co.ke

**C. Dorman Ltd**

P.O. Box 30147-01010 GPO Nairobi  
Kariakoo Road Off Intergate Road  
Tel: +254 (020) 336345/334862/331588/533  
Fax: +254 (020) 651449/531511  
Email: info@c-dorman.co.ke  
Web: www.cdorman.co.ke

**C. Czarnikow Sugar East Africa Ltd**

P.O. Box 10314-00200 GPO Nairobi  
1 BM Bank House, 2nd Ngong Avenue,  
Off Ngong Avenue  
Tel: +254 (020) 2710311-4 Fax: +254 (020) 2710315  
Email: info@carnikow.co.ke  
Web: www.carnikow.co.ke

**Cadbury Kenya Limited**

P.O. Box 45469-00200 GPO Nairobi  
Cadbury Kenya Building, Off Kabira Road Off to Nyayo  
Road, Industrial Area  
Tel: +254 (020) 480000-6  
Wireless: +254 (020) 3543400-5  
Fax: +254 (020) 6630630, 6630133, 000 6084522  
Email: info.kenya@cadburys.com  
Web: www.kaf.cadburys.com

**Caffe Del Duca Ltd**

Thika Mombasa Road  
P.O. Box 64546-01023 Thika  
Tel: +254 (020) 2167008  
Email: info@thikainfo@cafe.com

**Candy Kenya Ltd**

P.O. Box 3260-01006 Nairobi  
Nyayo Stadium, Off Mombasa Road  
Tel: +254 (020) 57234, 583448  
Cell: +254 (734) 830780 / (721) 536780  
Wireless: +254 (320) 2568500  
Fax: +254 (020) 575576  
Email: info@candykenya.com

**Capwell Industries Limited**

P.O. Box 366-01000 Thika, Off Garissa Road  
Cell: +254 (712) 303000, (716) 237000  
Wireless: +254 (020) 3055422, 3506217  
Fax: +254 (020) 309320  
Email: admin@capwell.co.ke

**Centrofood Industries Limited**

P.O. Box 3050-01000 Thika, Kenya  
Kenya Highway  
Tel: +254 (020) 2051485  
Cell: +254 (700) 133104 Fax: +254 (20) 2022713  
Wireless: +254 771 286775  
Email: info@centrofood.com  
Web: www.centrofood.com

**Chai Trading Company Limited**

P.O. Box 55324-001 - 80001 Mombasa  
EMA Mombasa Complex  
Tel: +254 (041) 3404398/3404399/334  
Fax: +254 (041) 3403925  
Email: info@chai-trading.com  
Web: www.chaitrading.com

**Chemell Sugar Company Ltd**

P.O. Box 1042-337 - 40100 Kisumu  
Chemell, Mombasa Division, Awasi Road  
Tel: +254 (087) 51785, 51831, 0201949804  
Fax: +254 (020) 2521830  
Email: chemell@waf.co.ke

**Chirag Kenya Limited**

P.O. Box 31350-01000 Nairobi  
Ngara Rd, Opp. Road A, Off Entente Road, Next to  
Rosa Mwakani  
Tel: +254 (020) 3571986/60777  
Fax: +254 (020) 555333  
Email: info@chiragkenya.com  
Web: www.chiragkenya.com

**Coast Silos (K) Ltd**

P.O. Box 42360- 80100 Mombasa  
Bamban to Garissa - Mts/Arb Highway  
Tel: +254 (041) 249033/4, 2490634 / 5  
Fax: +254 (041) 2490633  
Email: secretary@coastsilos.co.ke

**Coastal Bottlers Limited**

P.O. Box 82154-01001 Mombasa  
Bamban To Athi Road Road, Mombasa, Industrial  
Area, Mombasa  
Tel: +254 (041) 2325211, 2321880, 2324876  
Fax: +254 (041) 2323002  
Email: info@coastalbotblers.co.ke

**Coca-Cola East & Central Africa Ltd**

P.O. Box 88134-00100 Nairobi  
Coca-Cola Plaza Junction of Maua/Ohmeranga Rd  
Upper Rd  
Tel: +254 (020) 3252331, 3252080, 2713271  
Fax: +254 (020) 3253285  
Email: info@coacola.co.ke

**Coffee Agrivonka Ltd**

Mbaromoko Road, Thika Former Tropical Farm  
Management Company  
P.O. Box 64545 01020 Thika  
Tel: +254 (020) 2803913, 0733802003  
Email: info@cafe-ag.com, info@cafe17@cafe.com  
Web: www.caf.com

**CoffTea Agencies**

P.O. Box 217 - 10000 Mombasa  
Mwinyi Mgahe Street Off Vind Street Mombasa,  
Mombasa  
Tel: +254 (041) 3327586, 2022662 Fax: (041) 2123465  
Email: mombasa@cofftea.com



**Com Products Kenya Ltd**

P.O. Box 11288-00100 Nairobi  
 2nd Flr Maroon's Plaza Parklands Rd Westlands  
 Tel: +254 (0)20 3628000  
 Fax: +254 (0)20 3627962, 298 888198  
 Fax: +254 (0)20 3628125  
 Email: sales.kenya@comproducts.com

**Danone Baby Nutrition Africa and Overseas**

Equatorial Fertility Centre, 678 Floor Wariyod Way  
 P.O. Box 1826-00101 Nairobi  
 Tel: +254 (0)20 4442140 Fax: +254 (0)20 4442140  
 Email: info@danone.co.ke  
 Web: www.danone.com

**Tropical Brand (Africa) Ltd**

Rassau Road, Kasarani  
 P.O. Box 48766-00100 Nairobi  
 Tel: +254 (0)20 3558810/2003155  
 Fax: +254 (0)20 333066, 72046304  
 Fax: +254 (0)20 3058809  
 Email: info@tropicalbrands.co.ke  
 Web: www.tropicalbrands.co.ke

**Del Monte Kenya Ltd**

P.O. Box 147-01000 Thika  
 Off Tip Top Road  
 Tel: +254 (0)87 21600, 24025-82242900  
 Fax: +254 (0)87 31424, 30050  
 Email: nairobi@freshdelmonte.com

**Diamond Industries Ltd**

P.O. Box 98200-00100 Nairobi  
 Mwangi Road, Opp. Makoa Catholic Church,  
 Nairobi  
 Tel: +254 (0)20 4933900 / (0)20 493395  
 Fax: +254 (0)41 3493911 / 3493912  
 Cell: +254 (0)20 242809, +254 (0)41 242809  
 Email: info@diamond.co.ke  
 Web: www.diamond.co.ke

**East African Breweries Ltd**

P.O. Box 30047-00100 GPO Nairobi  
 Turkia House, Off Thika Road  
 Tel: +254 (0)20 8844000, 8535231-9  
 Fax: +254 (0)20 8535240, 8544004  
 Email: web@info@eabl.com

**East African Sea Food Ltd**

P.O. Box 20071-00100 Tom M' Kenya St, Nairobi  
 Road 75 Off International Road  
 Tel: +254 (0)20 26-2612610 / 2612602 / 2612605  
 Tel: +254 8535355 / 8535310  
 Fax: +254 (0)20 8535301 / 8535302 / 8535316  
 Email: web@seafood@eastafrican.co.ke

**East African Seed Co. Ltd**

P.O. Box 45125-00100 GPO Nairobi  
 Dakar Road, Nairobi  
 Tel: +254 (0)20 652165-4 Fax: +254 (0)20 552800  
 Email: info@eastseed.com

**Edible Oil Products**

P.O. Box 17633-00100  
 Rd "C" Industrial Area, Nairobi East to Makumbi  
 Headquarters  
 Tel: +254 (0)20 3032738/2002005  
 Email: info@edibleoil.co.ke

**Eldoret Grains Ltd**

P.O. Box 6266-00100 Eldoret  
 Behind Kibicho Koina Stadium  
 Tel: +254 (0)51 2032738/2002005  
 Fax: +254 (0)51 2038799  
 Email: dote35@gmail.com

**Emmavally Bakery Ltd**

Old Embakasi Road, Off Mombasa Road  
 P.O. Box 75000-00100 Nairobi  
 Tel: +254 (0)20 404290, 254-20-2040820  
 Cell: +254 (0)20 253333 / 0734253333  
 Fax: +254 (0)20 523748

**Equator Bottlers Ltd**

P.O. Box 780-00100 Nairobi  
 Kagame Avenue, Kasumu  
 Tel: +254 (0)20 200940/1 Fax: +254 (0)20 2021954  
 Email: info@equatorbottlers.co.ke

**Erdemann Co. (K) Ltd**

P.O. Box 42545-00100 GPO Nairobi  
 Fairview Road, Pangani  
 Tel: +254 (0)20 2613365 Fax: +254 (0)20 2613305  
 Email: erdemanna@holland.co.ke

**Europack Industries Limited**

P.O. Box 37850-00100 GPO Nairobi  
 Former Johnson Wax Company, Co-Down Ave. 3,  
 Nairobi  
 Road Off Langa Langa Rd Industrial Area  
 Tel: +254 (0)20 2230000/20670  
 Cell: +254 (0)20 515580 / 0764 804260  
 Fax: +254 (0)20 2331271  
 Email: europack@theafrica.com

**Excel Chemicals Ltd**

P.O. Box 35500-00100 Nairobi  
 Entebbe Rd, Old Mombasa Road, Embakasi  
 Tel: +254 (0)20 258061, 821232, 821221  
 Fax: +254 (0)20 813306  
 Email: excel@excel.co.ke



**BRITISH AMERICAN  
 TOBACCO  
 KENYA**

British American Tobacco Kenya Limited  
 Likoni Road, Industrial Area  
 P.O. Box 30000 - 00100 GPO  
 Nairobi, Kenya

Tel: +254 (0) 20 694 2000  
 Fax: +254 (0) 20 694 2230

Email: info\_ke@bat.com  
 Website: www.bat.com

A member of the British American Tobacco Group

**Farmers Choice Ltd**

P.O. Box 47760-04 100 Nairobi (K) PO  
 Sakawa West, Off Karoti Road  
 Tel: +254 (20) 871722/23, (020) 871118  
 Cell: +254 (727) 881194, (727) 204988, (728) 821021  
 Cell: +254 (728) 688112  
 Wireless: +254 (200) 2013838, (200) 2013930  
 Fax: +254 (200) 8712123, (200) 8711346  
 Email: [sauage@farmerschoice.co.ke](mailto:sauage@farmerschoice.co.ke)

**Fresh Produce Exporters Association of Kenya**

P.O. Box 40012-00100 GPO Nairobi  
 New Afrika House 7th Floor, Khaya Road (off Nairobi)  
 Tel: +254 (200) 495188/9  
 Fax: +254 (200) 440-3480  
 Email: [info@fpak.org](mailto:info@fpak.org)

**Frigokan Ltd**

P.O. Box 38500-01000 GPO Nairobi  
 Babu Dago Road, Baringo  
 Tel: +254 (20) 286311/13, Wireless: +254 (200) 2863278  
 Cell: +254 (722) 583 583 Fax: +254 (200) 8568088  
 Email: [frigokan@frigokan.com](mailto:frigokan@frigokan.com)

**Giloi Company Limited**

P.O. Box 28011-04 501 Nairobi  
 Villavandani Giloi Road, Nairobi  
 Tel: +254 (200) 544572, Wireless: +254 (200) 500224  
 Fax: +254 (200) 543372  
 Email: [giloi@giloi.co.ke](mailto:giloi@giloi.co.ke)

**Githunguri Dairy Farmers Co-operative Society**

P.O. Box 1-00218 Off Highway, Kimbo Road  
 Tel: +254 (200) 211881/4/7  
 Wireless: +254 (200) 210854/5/7, Fax: +254 (200) 201226  
 Email: [friday@friday.co.ke](mailto:friday@friday.co.ke)  
 Website: [www.friday.co.ke](http://www.friday.co.ke)

**Global Fresh Ltd**

P.O. Box 3670-01000 GPO Nairobi  
 1st Floor, Sigman Freight Complex Road  
 Tel: +254 (200) 827596/9 Fax: +254 (200) 827581  
 Email: [info@globalfresh.co.ke](mailto:info@globalfresh.co.ke)

**Global Tea & Commodities (K) Limited**

P.O. Box 98450 - 80101 Mombasa  
 Chai Street, High Level, Shauri Moyo  
 Tel: +254 (20) 840406/7, Fax: +254 (20) 1215845/1227369  
 Email: [email@globaltea.co.ke](mailto:email@globaltea.co.ke)

**Gold Crown Beverages (K) LTD**

P.O. Box 16452-80101 Mombasa  
 Chai Street, Shauri Moyo  
 Tel: +254 (20) 2736204 Fax: +254 (20) 2775945  
 Email: [goldcrownfoods.com](mailto:goldcrownfoods.com)  
 Web: [www.goldcrownfoods.com](http://www.goldcrownfoods.com)

**Gold Crown Foods (EPZ) Ltd.**

P.O. Box 89128-80101 Mombasa  
 Bamburi Chai Street Shauri Moyo  
 Tel: +254 (20) 2734045 Fax: +254 (20) 2225845  
 Email: [goldcrownfoods@friday.co.ke](mailto:goldcrownfoods@friday.co.ke)

**Gomas Best Ltd**

P.O. Box 78531-08507 Nairobi  
 Villavandani Lavinget Rd, Off Likiep Rd, 8th Floor 81  
 9th Floor 82  
 Tel: +254 (20) 2380805, 2306830  
 Cell: +254 (718) 421677 Fax: +254 (200) 560952  
 Email: [Gomas@gomastfoods.com](mailto:Gomas@gomastfoods.com), [gomastbest@yafree.com](mailto:gomastbest@yafree.com)  
 Web: [gomastbest.com](http://gomastbest.com)

**Green Forest Foods Ltd**

P.O. Box 78408-00507 Nairobi  
 Villavandani Nairobi Ln, No. 78408, North Airport Road  
 Tel: +254 (20) 2380326  
 Email: [info@greenforestfoods.co.ke](mailto:info@greenforestfoods.co.ke)

**Happy Cow Ltd**

P.O. Box 558-20000 Nakuru  
 Nakuru-Nairobi Highway, Cigiaga Odanga Road  
 Wireless: +254 (200) 2313808  
 Cell: +254 (727) 882101 Fax: +254 (200) 2045064  
 Email: [info@happycowkenya.com](mailto:info@happycowkenya.com)  
 Web: [www.happycowkenya.com](http://www.happycowkenya.com)

**Heritage Foods Kenya Ltd**

Along Marikuu Road, 5th Floor  
 P.O. Box 3256-01000 Nairobi  
 Tel: +254 (200) 2144882/3 Fax: +254 (200) 2104589  
 Email: [info@heritagefoods.com](mailto:info@heritagefoods.com)

**Highlands Canners Ltd**

P.O. Box 61183-00509 Langata, Nairobi  
 Tel: +254 (200) 8544240/8180682/5  
 Fax: +254 (200) 8560083  
 Email: [kenya@highlands.com](mailto:kenya@highlands.com)

**Highlands Mineral Water Company Ltd**

P.O. Box 3517-00100 Nyari  
 HRWD Building, Parklands Road, Plot No. 2487 West  
 Tel: +254 (20) 2082081, 2082082/2082087  
 Cell: +254 (722) 631057/631033/333/366  
 Fax: +254 (200) 2082015/2081915  
 Email: [highland@highlands.co.ke](mailto:highland@highlands.co.ke)

**Insta Products (EPZ) Ltd**

P.O. Box 1231-00100 Sarit Centre Nairobi  
 Athira House 8th  
 Tel: +254 (200) 2510450 Cell: +254 (8738) 338413  
 Fax: +254 (200) 223263  
 Email: [info@instaproducts.com](mailto:info@instaproducts.com)

**Jambo Biscuits (K) Ltd**

P.O. Box 7877-00100 Nairobi  
 Jambo Complex 11, Kamukia Road  
 Tel: +254 (200) 8533862/3475, 6527092  
 Cell: +254 (724) 306377 Fax: +254 (200) 8537012  
 Email: [info@jambo.co.ke](mailto:info@jambo.co.ke)

**James Finlay Kenya Ltd**

P.O. Box 71 - 20000 Kariakoo  
 JK Hotel Road  
 Tel: +254 (20) 203997 Fax: +254 (200) 32051  
 Email: [info@finlay.co.ke](mailto:info@finlay.co.ke), [sales@finlay.co.ke](mailto:sales@finlay.co.ke)

**Jeljak Foods Ltd**

P.O. Box 481 - 00125 Baringo  
 Off Kariakoo Road, West to Alpha Hotel, Baringo  
 Tel: +254 (200) 2072611  
 Cell: +254 (722) 730381, 0795754551  
 Fax: +254 (200) 2072624  
 Email: [info@jeljak.com](mailto:info@jeljak.com)

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Der Es-Salam Road  
 P.O. Box 24018-80101 Mombasa  
 Tel: +254 (20) 222261/2 Fax: +254 (20) 2228846  
 Email: [info@jujaexport.co.ke](mailto:info@jujaexport.co.ke)

**Kabunga Dairy Ltd**

P.O. Box 1598 - 20000 Kiambu/Western  
 Kericho Off Nairobi-Nakuru Road  
 Tel: +254 (207) 2021952 Fax: +254 (200) 72002  
 Email: [info@kabungadairy.co.ke](mailto:info@kabungadairy.co.ke), [sales@kabungadairy.co.ke](mailto:sales@kabungadairy.co.ke)

**Kakuzi**

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 Punda Uzi Road  
 Tel: +254 (20) 2284000/13 Fax: +254 (200) 2002364  
 Email: [info@kakuzi.co.ke](mailto:info@kakuzi.co.ke), [sales@kakuzi.co.ke](mailto:sales@kakuzi.co.ke)  
 Web: [www.kakuzi.co.ke](http://www.kakuzi.co.ke)

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Arakala Complex  
 P.O. Box 1873-80000 Kisumu  
 Tel: +254 (207) 20 22805 Fax: +254 (207) 2221816  
 Email: [kenya@weston@kambu.co.ke](mailto:kenya@weston@kambu.co.ke)

**Kamili Packers Ltd**

P.O. Box 40018-00100 GPO Nairobi  
 Block 22, Ganga Road, Off Dinkorwa Road  
 Tel: +254 (20) 502643/4, 652843/4  
 Cell: +254 (727) 208888 / 0790681034, 1778885477  
 Email: [info@kamilipackers.com](mailto:info@kamilipackers.com)  
 Email: [sales@kamilipackers.com](mailto:sales@kamilipackers.com)

**Kapa Oil Refineries Limited**

P.O. Box 18493-00503 Nairobi  
 Main Mombasa Road  
 Tel: +254 (200) 8428000/1-3  
 Cell: +254 (722) 535172, (729) 899222  
 Wireless: +254 (200) 8428168/7  
 Fax: +254 (200) 8428540  
 Email: [info@kapa-oil.com](mailto:info@kapa-oil.com)

**Karirana Estate Ltd**

P.O. Box 19 - 00217 Umatu, Umatu  
 Tel: +254 (200) 736257/31210 Fax: +254 (200) 73212  
 Email: [info@karirana.co.ke](mailto:info@karirana.co.ke)

**Kenafic Industries Ltd**

P.O. Box 28277-00100 Nairobi  
 Off Babu Dago Road, Baringo  
 Tel: +254 (200) 8645000  
 Wireless: +254 (200) 560470  
 Cell: +254 (722) 234958, (254) (722) 631360  
 Fax: +254 (200) 8645011, 8645013, 8787781  
 Email: [info@kenaficindustries.com](mailto:info@kenaficindustries.com)  
 Web: [www.kenaficindustries.com](http://www.kenaficindustries.com)

**Kenblest Limited**

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 Off Garissa Road, Thika Industrial Area  
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 Wireless: +254 (200) 855599/7  
 Fax: +254 (200) 2397500  
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 Fax: +254 (200) 2568200, 2040446  
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 Web: [www.kenchie.com](http://www.kenchie.com)

**Kensoft Ltd**

P.O. Box 80688-80001  
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 Fax: +254 (20) 2433718  
 Email: [kensoftlimited@gmail.com](mailto:kensoftlimited@gmail.com)  
 Email: [kensoft@kensoft.co.ke](mailto:kensoft@kensoft.co.ke)

**Kenshop Supermarket (TI) Hot Bread Section**

P.O. Box 1836-40100 Ganga Odanga Road  
 Tel: +254 (20) 2025554  
 Cell: +254 (728) 627733, (723) 627733  
 Fax: +254 (20) 2025429  
 Email: [kenshopsupermarket@gmail.com](mailto:kenshopsupermarket@gmail.com)

**Kenya Meat Commission**

Mvubu, Athi River  
 P.O. Box 20000 Mthi River, Kenya  
 Tel: +254 (20) 602041/2/3/4/5/6  
 Fax: +254 (20) 6020240  
 Email: [info@kenyameat.co.ke](mailto:info@kenyameat.co.ke)  
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 Woodlands Grove, Westlands  
 Tel: +254 (0)20 5628123, 4448963/6  
 Fax: +254 (0)20 5628913  
 Email: info@kenyanut.com

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 Fax: +254 (0)20 30185, 31775, 31771  
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 3rd Airtel Road, Off Mombasa Road  
 Tel: +254 (0)20 5925935/4/7 Fax: +254 (0)20 59183/6  
 Email: kenya.sweets@kenyaairtel.com/ke

**Kenya Tea Development Agency**  
 P.O. Box 20211-00100 CPO Nairobi  
 Farmers Building, Mt. Kenya  
 Tel: +254 (0)20 4212000/2, 202054/4  
 Fax: +254 (0)20 210603, 2211240  
 Email: info@ktda.com/ke  
 Web: ktda.com/ke

**Kenya Tea Growers Association**  
 P.O. Box 322-00100 Kericho  
 501 to 502 Kericho Town  
 Tel: +254 (0)52 40170, 21701, 20001, 20001  
 Fax: +254 (0)52 32172  
 Email: ktaga@ktaga.com/ke  
 Web: www.ktaga.com

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 Web: www.ketepea.com

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 Enterprise Rd, Industrial Area  
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 Cell: +254 (734) 683233 Fax: +254 (0)20 2026003,  
 2026004, 2026045  
 Email: info@kwaat.co.ke/kwaat@users.athis.com/ke.co.ke

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 P.O. Box 5-22117 Kalenjin  
 Off Narokto Nairobi Highway, Narokto Nairobi  
 Tel: +254 (0)51 50025 Fax: +254 (0)50 50326  
 Email: kericho@kerichoweb.com/ke  
 Email: kericho@ccok.com/ke.co.ke

**Kevin Kenya Ltd**  
 P.O. Box 23230-00100 Nairobi, Ngara Road  
 Tel: +254 (0)20 2331040, 2070073, 2070072  
 Cell: +254 722 880002 Fax: 800429  
 Fax: +254 (0)20 232 5461, 2066225  
 Email: info@kevinkenya.com  
 Web: www.kevinkenya.com

**Kiboa Sugar and Allied Industries**  
 P.O. Box 2115-00100 Kisumu  
 Kiboa Road, Kiboa  
 Tel: +254 (0)51 2008151/2/3/4/5/6  
 Cell: +254 (735) 052555, (736) 157777  
 Fax: +254 (0)51 2008150  
 Email: kiboasugar@kiboasugar.com/ke  
 Web: www.kiboasugar.com

**Kinangop Dairy Limited**  
 P.O. Box 424-20154  
 Ndanya Njema, North Kinangop  
 Tel: +254 (0)20 2157715, 2595515  
 Email: kinangopdairy@yaho.com

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 Tel: +254 (0)20 31985/1/2, +254 (0)20 3193000  
 Fax: +254 (0)20 31822  
 Email: kilalibottlers@kenyaairtel.com/ke  
 Email: kilalibottlers@yaho.com

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 P.O. Box 42160-00101 Mwalimu  
 Bamburi Off Lumumba Road  
 Tel: +254 (041) 209000/4  
 Email: info@kiluliflourmills.com

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 P.O. Box 45700-00100 CPO Nairobi  
 Makoa House, Makoa Road Westlands  
 Tel: +254 (0)20 2000000 Fax: +254 (0)20 4564882  
 Mobile: +254 (720) 540 475, (720) 899 879  
 Email: koba@koba.com/ke  
 Web: www.kobawaters.com/ke

**Krish Commodities Ltd**  
 P.O. Box 84012-00100  
 Makindua Street, 5th floor  
 Tel: +254 (0)20 2228082 Fax: +254 (0)20 2226887  
 Cell: +254 (0)20 294178  
 Email: krish@krish.com, kashish@krish.com/ke

**Kuguru Food Complex Ltd**  
 P.O. Box 40520-00100 CPO Nairobi  
 Enterprise Road, Industrial Area Off Mombasa Road  
 Tel: +254 (0)20 6900234, Cell: +254 (732) 795421  
 Fax: +254 (0)20 6900234  
 Email: info@kuguru.com/ke

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 P.O. Box 72368 - 00100 Nairobi  
 Kampala Road, Industrial Area  
 Tel: +254 (0)20 6100056/6  
 Fax: +254 (0)20 581158  
 Email: info@quality.com

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 Square Nairobi  
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 52352  
 Cell: +254 (777) 795094  
 Cell: +254 (734) 433078  
 Mombasa: +254 (0)20 2020209  
 Fax: +254 (0)20 9972445  
 Email: info@londondistillers.com  
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 Meru-Mombasa Road, Kenya Airways  
 Meru Munda gallery  
 Tel: +254 (0)50 32072, 32150  
 Fax: +254 (0)50 39500  
 Email: info@mafakoind.com

**Mama Milers Limited**  
 P.O. Box 4585-00100 Meru  
 P.O. Box 4585-00100 Meru  
 Tel: +254 (0)50 28295323  
 Email: mamamilers@yaho.com

**Manji Food Industries Limited**  
 P.O. Box 78277-00100 Vilembani Nairobi  
 Junction off Uasin and Lungu Roads  
 Tel: +254 (0)20 558148, 807 5445, 8040027  
 Cell: +254 (722) 200025, +254 (720) 355085  
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 Web: www.manji.com/ke

**Mastermind Tobacco (K) Ltd**  
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 Square, Nairobi, NTK Complex, Mombasa Road  
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 Cell: +254 (720) 357880, (720) 359886  
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 Email: info@mastermind.com/ke

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 Cell: +254 (720) 248950, (720) 414490  
 Mombasa: +254 (0)20 6020003-3  
 Fax: +254 (0)20 6620633  
 Email: info@mayfeeds.com

**Melvin Marsh International**  
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 Nairobi (Duba Rd), Industrial Area  
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 Email: info@melvinmarsh.com

**Menengal Oil Refineries Ltd**  
 P.O. Box 2018-00100 Nairobi  
 Oldport Highway, Opposite County Kenya  
 Tel: +254 (0)20 2212050, 2212056, 2212057  
 Cell: +254 (710) 918180  
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Email: [info@mirinikenya.com](mailto:info@mirinikenya.com)  
Email: [mir@mirinikenya.com](mailto:mir@mirinikenya.com)  
Web: [www.mirinikenya.com](http://www.mirinikenya.com)

**Mjengo Limited**

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Fax: +254 (041) 2494666  
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[enq@munias-sugar.com](mailto:enq@munias-sugar.com)

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Email: [muri2008@yahoo.com](mailto:muri2008@yahoo.com)

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Tel: +254 (041) 2224630, 2224650, 2222390  
Cell: +254 (720) 711541, (720) 224 594, (720) 622 596  
Fax: +254 (041) 2242755  
Email: [info@nzurisweets.com](mailto:info@nzurisweets.com)  
Web: [www.nzurisweets.com](http://www.nzurisweets.com)

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P.O. Box 18036-00500  
Enterprise Rd., Nairobi Airport North Road, Industrial  
Tel: +254 (000) 6986000, Fax: +254 (000) 6986004  
Email: [nairobibottlers@facebook.com](mailto:nairobibottlers@facebook.com)

**Nairobi Flour Mills Ltd**

P.O. Box 46305-00100 GPO Nairobi  
Homa Bay Road, Industrial Area  
Cell: +254 (727) 528300, +254 (710) 722268  
Wireless: +254 (020) 2929674  
Fax: +254 (000) 2970499  
Email: [info@nfm.co.ke](mailto:info@nfm.co.ke)  
Web: [www.nfm.co.ke](http://www.nfm.co.ke)

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NAS Building, Airport South Road  
Tel: +254 (000) 821000, 822890  
Fax: +254 (000) 822891  
Email: [customerrelations@nas.co.ke](mailto:customerrelations@nas.co.ke)

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P.O. Box 30131, 00100 Nairobi, Kenya  
Creamery House Dabai Road, Industrial Area  
Tel: +254 (000) 5590003, Fax: +254 (000) 552001  
Email: [info@newco.co.ke](mailto:info@newco.co.ke)  
Web: [www.newco.co.ke](http://www.newco.co.ke)

**NesFoods Industries Ltd**

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Archbishop Macario Road Block 9/11  
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Email: [nesfood@mwanika.com](mailto:nesfood@mwanika.com)

**Neelie Foods Kenya Ltd**

P.O. Box 36205-00100 GPO Nairobi  
Park Road, Industrial Area  
Tel: +254 (000) 3000300, 3000312  
Fax: +254 (000) 530573, 6582388  
Email: [henry.kang'ali@neelie.co.ke](mailto:henry.kang'ali@neelie.co.ke)  
WebSite: [www.neelie.co.ke](http://www.neelie.co.ke)

**Nicola Farms Ltd**

P.O. Box 04-10005 Meruap  
Off Embu-Murang'a Road  
Tel: +254 (000) 2048876 / 000 2675022  
Fax: +254 (000) 2340870  
Email: [info@nicola.co.ke](mailto:info@nicola.co.ke)

**Njoro Canning Factory (Kenya) Ltd**

P.O. Box 7070-20100 Nakuru/Njoro  
Nakuru-Moi Road, Next to Ng'orun University  
Tel: +254 (001) 2217751-3, 2217756-7  
Cell: +254 (710) 803256  
Fax: +254 (001) 2217754, 2217707  
Email: [info@njorocanning.co.ke](mailto:info@njorocanning.co.ke)

**Nords Industries Ltd**

P.O. Box 00027 - 01000 Nairobi  
Mombasa Road, Next to General Trade, Nairobi  
Tel: +254 (000) 2367801/82  
Fax: +254 (000) 2367880  
Email: [fas@nords.co.ke](mailto:fas@nords.co.ke) or [accounts@nords.co.ke](mailto:accounts@nords.co.ke)

**Nutro Manufacturers EPZ Ltd**

P.O. Box 10000-00100 GPO Nairobi  
Athi River EPZ, Off Naivasha Road  
Tel: +254 (045) 6626051/2  
Cell: +254 (720) 690585, +254 (734) 890589  
Fax: +254 (045) 6626028  
Email: [info@nutro.co.ke](mailto:info@nutro.co.ke)  
Web: [www.nutro.co.ke](http://www.nutro.co.ke)

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P.O. Box 10000-00100 Nairobi  
Moi Road Off Naivasha Rd  
Tel: +254 (000) 2314341, Fax: +254 (000) 2314341  
Email: [palmbouse@palmhouse.co.ke](mailto:palmbouse@palmhouse.co.ke)

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P.O. Box 44300-00300 GPO Nairobi  
Rigby Road, Langia Langia, Industrial Area  
Tel: +254 (000) 6326266/5  
Wireless: +254 (300) 237470/80  
Cell: +254 (720) 628847/88 603796  
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Langia Langia Road, Industrial Area  
Tel: +254 (000) 515552/5/5  
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Cell: +254 (780) 886600, +254 (716) 777727  
Fax: +254 (000) 6533681  
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TELEFAX: 020 3542625

**Premier Flour Mills Ltd**

P.O. Box 4190 - 00100 City Square  
Nairobi Mogadishu Road, Industrial Area, Nairobi  
Tel: +254 (020) 5512375/6 Fax: +254 (020) 564034  
Email: admin@premier-flour.co.ke

**Premier Food Industries Limited**

P.O. Box 41476-00100 City Square  
Mwalimu Nyeri Dogo Road, Nairobi, Nairobi  
Tel: +254 (020) 3623195, 8031188/9, 8141188/9  
Tel: +254 6551714, 2367963/9  
Cell: +254 (722) 448461, (724) 491481  
Fax: +254 (020) 8567842, 3522107  
Email: pf@premier-food.com  
Web: www.premier-food.co.ke

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P.O. Box 98307 - 80331 Mombasa  
Along Mombasa Road H/ghway Kilimani  
Tel: +254 (024) 2324845/24, 042 2120318  
Cell: +254 (0722) 523 000  
Email: info@prideindustries.co.ke

**Pristine International Ltd**

P.O. Box 70381-00100 Tom Mboya St., Nairobi  
Garden, No. 17 Section 10/10th Stg, North Airport  
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Cell: +254 (721) 748885, (724) 481581  
Fax: +254 (020) 5577440  
Email: info@pristine.co.ke

**Proctor & Allan (E.A.) Ltd**

P.O. Box 28058-00100 Nairobi  
Proctor and Allan Building, Saraka Road Off  
Enterprise Rd, Industrial Area  
Tel: +254 (020) 5649679/9  
Cell: +254 (722) 389361, +254 (750) 633889  
Fax: +254 (020) 587265/6537789  
Email: proctor@proctor-allan.com  
Web: www.proctor-allan.com

**Promesidor Kenya Ltd**

P.O. Box 13326-00100 GPO Nairobi  
Off Naivasha Road, Industrial Area  
Tel: +254 (045) 663205/67  
Cell: +254 (720) 689969, (724) 600569  
Fax: +254 (045) 663206  
Email: info@promesidor.co.ke  
Web: www.promesidor.co.ke

**Pwani Oil Products Ltd**

P.O. Box 82327-80000 Mombasa  
Wahatu Street, Off M/lands Road, Pwani Oil Building  
Tel: +254 (041) 299364, 299417  
Cell: +254 (722) 207886, (734) 495583  
Fax: +254 (041) 299364  
Email: info@pwani.net  
Web: www.pwani.net

**Raffi Millers Ltd**

P.O. Box 15296-00100 GPO Nairobi  
Road to India - Caravan Depot, Mombasa Road  
Tel: +254 (020) 535438, 550570/7  
Fax: +254 (020) 543032/544827  
Email: info@raffi-millers.com, rajesh@raffi.com

**Razzo Ltd**

P.O. Box 41508 - 00100  
Muthaga Baba Dogo Road, Nairobi  
Tel: +254 (020) 5644432-5 Fax: +254 (020) 6551430  
Email: info@razzo.co.ke

**Re-Suns Spices Limited**

P.O. Box 63540-00100  
Muthaga Off M/lands Road, Industrial Area, Nairobi  
Tel: +254 (020) 557260, 357754

Fax: +254 (020) 557963  
Email: info\_resh@re-suns.com.ke

**Rift Valley Bottlers Ltd**

P.O. Box 51-80000 Eldoret  
Somali Road, Nakuru  
Tel: +254 (202) 2002061/2/4 Fax: +254 (033) 2002065  
Email: info@riftvalleybottlers.co.ke

**Sameer Agriculture & Livestock (Kenya)**

**LTD**  
Off Langata Road, Old Market Road  
P.O. Box 322-00100 Nairobi  
Tel: +254 (020) 2565757/6016303  
Fax: +254 (020) 2618111  
Email: info@sa.co.ke  
Web: www.sameer-agriculture.com

**SBC Kenya Limited**

Off Raha Dogo Road, Kawata, Nairobi  
P.O. Box 70748-00100 Nairobi  
Cell: +254 (072) 652444/070220627  
Fax: +254 (020) 2225777  
Email: info@sbckeny.com

**Sigma Supplies Ltd**

P.O. Box 10230-00100 Nairobi  
Ahi River Rd. Off Enterprise Rd. Off Mombasa Rd.  
Tel: +254 (020) 820054, 820644  
Fax: +254 (020) 629025  
Email: sigma-supplies@nytel.com

**Spectre International Ltd**

P.O. Box 2123-00100 Nairobi  
Off Olaria Road, Kileleshwa  
Tel: +254 (020) 2622125, 336314, 3625474/7  
Cell: +254 (722) 228765 Fax: +254 (020) 26221875  
Email: spectre@spectreintl.co.ke  
Email: ag@spectreintl.co.ke  
Web: www.spectreinternational.co.ke

**Spice World Ltd**

P.O. Box 78006-00100 Nairobi  
Industrial Area, Nairobi  
Tel: +254 (020) 555996, 531443 Fax: +254 (020) 590953  
Email: info@spiceworld.co.ke

**Sunny Processors Ltd**

P.O. Box 62-00100 Nairobi  
Dussehra Park Office, 244th Building  
Tel: +254 (047) 5894201-18, Fax: +254 (047) 5854413  
Email: sunny@sunproc.com

**Sweet Rus Limited**

P.O. Box 47100-80100 Mombasa  
Mwali Ingo Street Mombasa  
Tel: +254 (020) 2228962  
Fax: +254 (020) 2228969  
Email: info@sweetrus.com  
Web: www.sweetrus.com

**Tnfoods Ltd**

P.O. Box 41523-00000 GPO Nairobi Upper East  
Tel: +254 (020) 567730, 656411  
Cell: +254 (722) 898939  
Fax: +254 (020) 2385853, 554815  
Website: +254 (020) 2465880  
Email: info@tnfoods.co.ke  
Web: www.tnfoods.co.ke

**Trust Feeds Ltd**

Factory Road, Industrial Area  
P.O. Box 344-00100 Nairobi  
Cell: +254 (0750) 874153, 0750740484  
Email: trustfeeds@yahoo.com

**Trust Flour Mills Ltd**

Kenyatta Highway Thika  
P.O. Box 304-00100 Thika  
Cell: +254 (0721) 774111, 6713252666  
Email: trustflour@yahoo.com

**T.S.S. Grain Millers Limited**

P.O. Box 85033-80331 Mombasa  
Dar Es Salaam Road, Shauri Moyo  
Tel: +254 (041) 222781/2  
Fax: +254 (041) 2228806  
Email: info@tssgrain.co.ke

**Umaja Flour Mills Ltd**

Garissa Road, Makongori Area Phase 13  
P.O. Box 128-00300 Thika  
Tel: +254 (057) 22022  
Email: info@umajafourmills.co.ke

**Umaja Maintenance Centre (K) Limited**

Garissa Road, Makongori Area Phase 13  
P.O. Box 125-00300 Thika  
Tel: +254 (057) 211718, 6702264874  
Email: info@umajamaintenance.co.ke

**Unga Group Ltd**

P.O. Box 50386-00000 GPO Nairobi  
Commercial Street, Industrial Area  
Tel: +254 (020) 542471, 542696, 542636, 2648300  
Fax: +254 (020) 558067, 3033578  
Email: information@unga.com

**United Millers Ltd**

P.O. Box 820-40100 Quana Obote Road  
Tel: +254 (057) 200984, 202909, 202910, 200960  
Cell: +254 (720) 28270, (724) 26302  
Fax: +254 (057) 202206/5/53  
Email: info@united.co.ke

**Usafi Services Ltd**

P.O. Box 41740-00100 GPO Nairobi  
Karee Ridge, Off Karee Road, Dera House  
Tel: +254 (020) 5682961/5, 5682962, +254 (020) 5682963  
Cell: +254 (724) 568481 / (722) 616226  
Fax: +254 (020) 5682063 / (022) 2217227  
Email: info@usafiservices.com  
Web: www.usafiservices.com

**Valuepak Foods**

P.O. Box 43828-00100 GPO Nairobi  
Off Airport North Road, Embakasi  
Tel: +254 (020) 822456/59 Fax: +254 (020) 823947  
Email: valuepak@vsn.net

**Valley Confectionery Ltd**

Nairobi Nairobi Highway, Lantini  
P.O. Box 3341-00100 Nairobi  
Tel: +254 (021) 884414, 261774 Fax: +254 (020) 851436  
Email: bread@valley.co.ke

**W. E. Tilley (Muthaga) Ltd**

P.O. Box 13880-00100 Nairobi  
Gaba Dogo Road, Nairobi  
Tel: +254 (020) 8022202/4, Fax: +254 (020) 802205, 802500  
Email: info@wtilley.co.ke

**Waninchi Marine Products (K) Limited**

P.O. Box 41511-80330 Mombasa  
Liwani Complex - Gangaoni Area  
Tel: +254 (041) 226484 Fax: +254 (041) 222757  
Email: info@waninchi.co.ke

**Warji Food Industries Limited**

P.O. Box 3124-00100 GPO Nairobi  
Former Johnson Max Nyabera Rd Off Langata Area  
Tel: +254 (020) 5487193 Fax: +254 (020) 5481302  
Email: sales@warji.com

**West Kenya Sugar Company Limited**

P.O. Box 2131-50300 Kakamega  
South Babelo, Kakamega District  
Tel: +254 (0)52 414670, 020-30094052440  
Tel: +254 (0)52 30799/26889/7, 020-3004340  
Wireless: +254 020-2036320  
Cell: +254 (712) 784284 Fax: +254 (054) 20889, 40456  
Email: info@wksugar.com

**Wrigley Company (E.A.) Ltd**

P.O. Box 30767-0103 G.P.O Nairobi  
Bamburi Road, Industrial Area  
Tel: +254 (0)20 3252300, Fax: +254 (0)20 3052330  
Email: info@wrigley.com

**Xpressions Flora Ltd**

P.O. Box 3029-0100 Nakuru Njoro - Bungoma Road  
Tel: +254 (0)20 2242880, Fax: (020) 2242868  
Email: info@eflora.com

**Leather & Footwear****Alpharama Limited**

P.O. Box 557-00334 Athi River  
Off Namanga Road  
Cell: +254 (712) 201 148, (712) 588 196, (726) 200 210  
Wireless: +254 (0)20 2542124/2557040/2557041  
Fax: +254 (0)20 2542124  
Email: info@alpharama.net info@alpharama.co.ke

**Athi River Tanneries Ltd**

Kisumu Road, Athi River  
P.O. Box 535-0200 Athi River  
Tel: +254 717 883333/37  
Email: admin@athirivertanneries.co.ke

**Bata Shoe Company (Kenya) Ltd**

P.O. Box 13 - 00117 Limuru  
Bata Estate, Limuru Town  
Tel: +254 (0)20 2006300, 2006307  
Fax: +254 (0)20 2013352, 2001380  
Cell: +254 (0)725 8272187, 07070920644  
Email: batakkenya@bata.com  
Web: www.batakenya.com

**Budget Shoes Limited**

P.O. Box 42572-00500 Nairobi  
Off Luoga (Luoga Road), Industrial Area  
Tel: +254 (0)20 620670  
Cell: +254 (712) 800800 / 71981 889888  
Fax: +254 (0)71 3007350  
Email: budget@ethiacafrica.co.ke

**C & P Shoe Industries Ltd**

P.O. Box 48879-00300 Nairobi  
Mombasa Road  
Tel: +254 (0)20 652521  
Wireless: +254 (0)20 65482500  
Cell: +254 (712) 809805 Fax: +254 (0)20 503848  
Email: c&pshoes@cpshoes.com  
Web: www.c&pshoes.com

**Leather Industries of Kenya Limited**

P.O. Box 78-01003 Thika  
Off Thika-Garissa Road  
Tel: +254 (0)20 3309954, Cell: +254 (712) 539939  
Fax: +254 (0)20 33041  
Email: ltk@leather.co.ke

**Meridadi Seasons Handcraft**

Milled Town Off Tawa Road  
P.O. Box 1210-01000 Mts. Inchi  
Cell: +254 (0)7261 251655, 0723245180  
Email: gift@apoldtown@gmail.com  
Web: www.meridadi-seasons.com

**Sandstorm Africa Limited**

P.O. Box 46417-01010 G.P.O Nairobi  
Limuru Business Centre  
Cell: +254 (712) 209463  
Email: operations@sandstormkenya.com

**Zingo Investments Limited**

P.O. Box 1843 - 00000 Nairobi  
Longlands Road, Industrial Area  
Tel: +254 (0)20 554004, 540019  
Fax: +254 (0)20 553029  
Email: zingo@zingo.co.ke  
Email: zingoinvest@zingo.co.ke  
Web: www.zingo.co.ke

**Metal & Allied Sector****African Marine & General Engineering Co. Ltd**

P.O. Box 35482 - 80000 Mombasa  
Tapan Road, Mombasa Creek, Mombasa  
Tel: +254 (0)41 2221851/212/M, 2222487  
Fax: +254 (041) 2315086/2307187  
Email: african@afmarine.co.ke  
Web: www.afmarine.co.ke

**Alloy Steel Casting Ltd**

Baba Dingo Road, Ruaraka  
P.O. Box 63248 - 00100 Nairobi  
Tel: +254 (0)20 5541503/1/3/314/5, 5541504/3  
Fax: +254 (0)20 2542085/95  
Cell: +254 (712) 825403, 735 420082  
Fax: +254 (0)20 8942790, 8942800  
Email: castings@alloysteel.com

**Apex Steel Limited**

P.O. Box 18443 - 00100 Nairobi  
Kariakoo, Off Independence, Industrial Area  
Tel: +254 (0)20 2561001/2 or 2563004  
Cell: +254 (712) 8038870, +254 (712) 644184  
Fax: +254 (0)20 5888997 or 5888998  
Email: info@apex-steel.com  
Web: www.apex-steel.com

**ASL Limited- Steel Division**

P.O. Box 18438 - 00100 Nairobi  
Dar es Salaam Road  
Tel: +254 (0)20 852220/3, 851893  
Cell: +254 (712) 870265, 768822205, 768822200  
Fax: +254 (0)20 851893  
Email: info@aslkenya.com info@asl.com  
Web: www.aslkenya.com

**ASP Company Ltd**

P.O. Box 26036-00100 City Square Nairobi  
Emekel Road, Nairobi  
Tel: +254 (0)20 2465047, 2465048  
Cell: +254 (712) 113757 Fax: +254 (0)20 2468954  
Email: asphair@ethiacafrica.co.ke

**Athi River Steel Plant**

P.O. Box 48379-00300 Athi River  
Mombasa Place, Athi River, off Mombasa Rd., Mombasa  
Tel: +254 (0)20 2603501-4, Cell: +254 (712) 832342  
Fax: +254 (0)20 2603508  
Email: info@athisteel.com, sales@athisteel.com

**Atlantic Ltd**

P.O. Box 136 - 43100 Kisumu  
Sibemi Road Arica Holdings Building, Kisumu  
Cell: +254 (0)718 582988/075485555  
Email: info@atlantic.co.ke

**Blue Nile Wire Products Ltd**

P.O. Box 364-00062 Kiambu  
Off Nakuru Road Day Office Building  
Cell: +254 (712) 512156, +254 (712) 209044  
Email: blue@bluewireproducts.co.ke

**Booth Extrusions Limited**

P.O. Box 1574-01000 Thika  
Kinoyot Highway Thika  
Tel: +254 (0)20 2372880, 2372881

Fax: +254 (0)20 2372901/2  
Email: sales@booth.co.ke, sales@booth.co.ke  
Email: projects@booth.co.ke  
Web: www.boothextrusions.com

**Broto Kenya Limited**

P.O. Box 90651-80100 Mombasa  
Mafia, Mombasa  
Tel: +254 (0)41-2322123/4/5  
Fax: +254 (0)41 2314950  
Email: info@broto-kenya.com

**City Engineering Works (K) Limited**

P.O. Box 20893-00403 Tom Mboya St, Nairobi  
Baba Road Off Expressway Road, Industrial Area  
Tel: +254 (0)20 584904/7  
Cell: +254 (712) 484355 / (712) 572447  
Fax: +254 (0)20 584906  
Email: info@cityeng.co.ke

**Cook 'N Lite Ltd**

P.O. Box 84684-80000 Mombasa  
Mwengeya Road Cook 'N Lite Bldg, Mombasa  
Wireless: +254 (0)20 2643232  
Cell: +254 (712) 2643207/2643208  
Fax: +254 (0)20 8073200  
Email: info@cookn-lite.com

**Corrugated Sheets Ltd**

New Mombasa - Nairobi, Highway Mile 141, Nairobi  
P.O. Box 82564-80000 Mombasa  
P.O. Box 19070 - 00100 Nairobi  
Tel: +254 (0)20 2034002, 2032800/1/2/3  
Fax: +254 (0)20 2040006, 2037144, (0)41  
Fax: +254 (0)20 2032802 (0)41  
Cell: +254 (0)20 588790 (0)41  
Cell: +254 (712) 204840, +254 (712) 506830  
Cell: +254 (712) 615465  
Cell: +254 (712) 582270, +254 (712) 122000  
Email: info@corrugated.com (Mombasa)  
Email: info@corrugated.co.ke (Nairobi)  
Web: www.corrugated.com

**Crystal Industries Ltd**

P.O. Box 14606-01000 Westlands  
Off Gathara Road, Ruoff, Kilifi  
Tel: +254 (0)20 2017680/2019832/2020118  
Fax: +254 (0)20 2017680  
Email: info@crystalindustries.co.ke

**Davis & Shirliff Ltd**

P.O. Box 11762-00500, G.P.O Nairobi  
Dundee Road  
Tel: +254 (0)20 2664200, (0)20 1996051/6  
Cell: +254 (712) 079300  
Fax: +254 (0)20 2668817  
Email: d&s@davis.com  
Web: www.davis.com

**Dewi Steel Mills Ltd**

P.O. Box 33315-01000 Nairobi  
Spec. Industrial Area East, Along Nairobi - Mombasa  
Highway  
Tel: +254 (0)20 2511906 Cell: +254 (712) 244032  
Wireless: +254 (0)20 511900/511906/511909  
Fax: +254 (0)20 2322260  
Email: info@dewisteelmills.com

**Doshi Enterprises Ltd**

P.O. Box 95471-01000 Nairobi  
Mlolongo, Mombasa Road 207  
Tel: +254 3703 03080  
Wireless: +254 (0)20 2521482, 2521328  
Cell: +254 (712) 833883, (712) 617377, (712) 226300  
Fax: +254 (0)20 226010, 255 008885

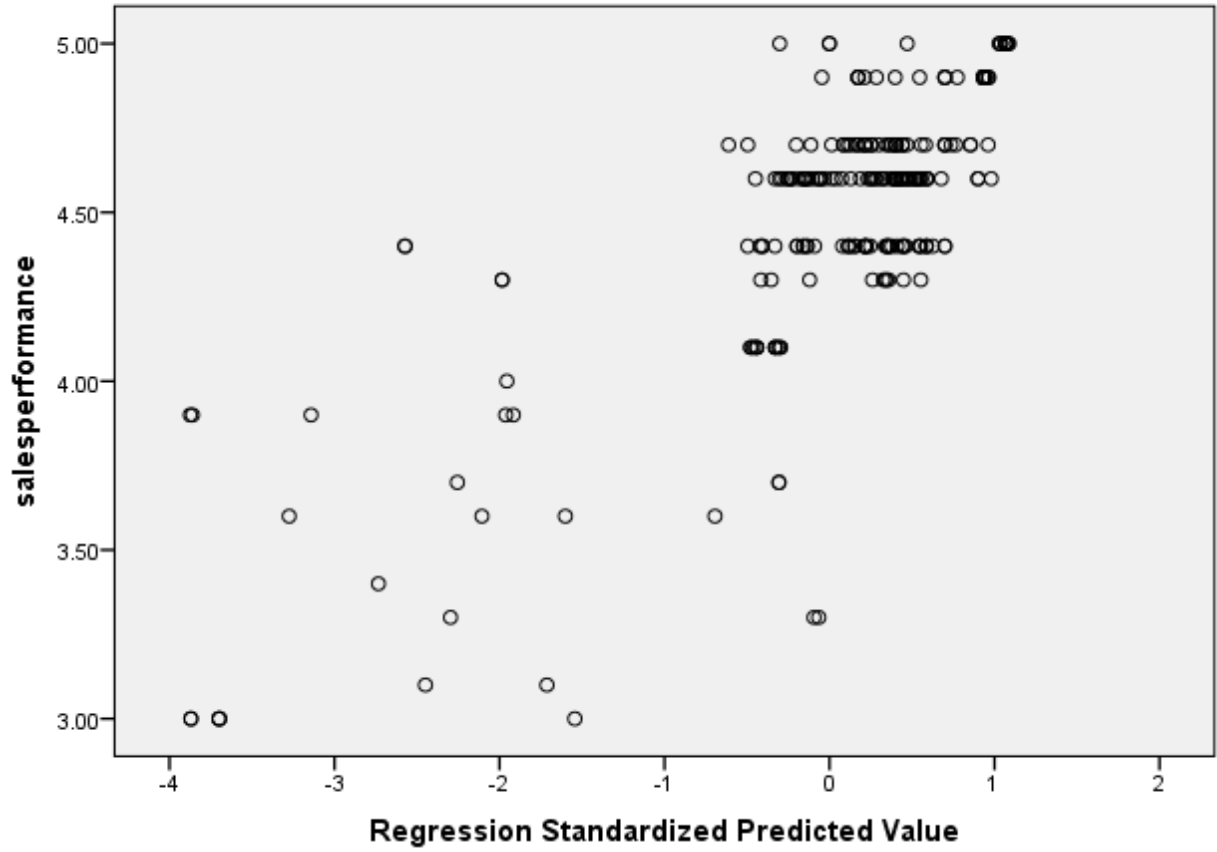
### Appendix 5: Name of the Respondents Company

	Frequency	Percent
PZ cussons	5	2.0
Nairobi Bottlers Ltd.	5	2.0
Broadway	5	2.0
Delmonte Kenya	5	2.0
East Africa Cables	5	2.0
Unga	5	2.0
Maxam	5	2.0
King beverages	5	2.0
BAT	5	2.0
Kimsay E.A	5	2.0
Wines of the world	5	2.0
Colgate palm olive	5	2.0
Ketepa	5	2.0
Kimberly Klark	5	2.0
KCC	5	2.0
Uniliver	5	2.0
Nestle foods	5	2.0
EABL	5	2.0
Bidco	5	2.0
Cadbury	5	2.0
Tropical	5	2.0
Farmer's Choice	5	2.0
Upland Dairy	5	2.0
Cramble Foods	5	2.0
Crown Food	5	2.0
Brookside Dairy	5	2.0
Wrigley Limited	5	2.0
Alpha Foods	5	2.0
Kenafric	5	2.0
Haco Limited	5	2.0
Aquamist	5	2.0
KWAL	5	2.0
London Distillers	5	2.0
Kenblest	5	2.0
Mini bakers-super loaf	5	2.0
Capwell	5	2.0
Sameer Group	5	2.0
Jet lake foods	5	2.0
Kevian Ltd	5	2.0
W.E Tillyy	5	2.0
Highlands Ltd.	5	2.0
Kenchic	5	2.0
Kapa oil Ltd	5	2.0
Re kit Benchiser	5	2.0
Nas	5	2.0
Bio foods	5	2.0
Gil oil Ltd	5	2.0
Kenya meat commission	5	2.0
Cooper	5	2.0
Githunguri dairy	5	2.0
<b>Total</b>	<b>250</b>	<b>100.0</b>

## Appendix 6: Scatter Plots

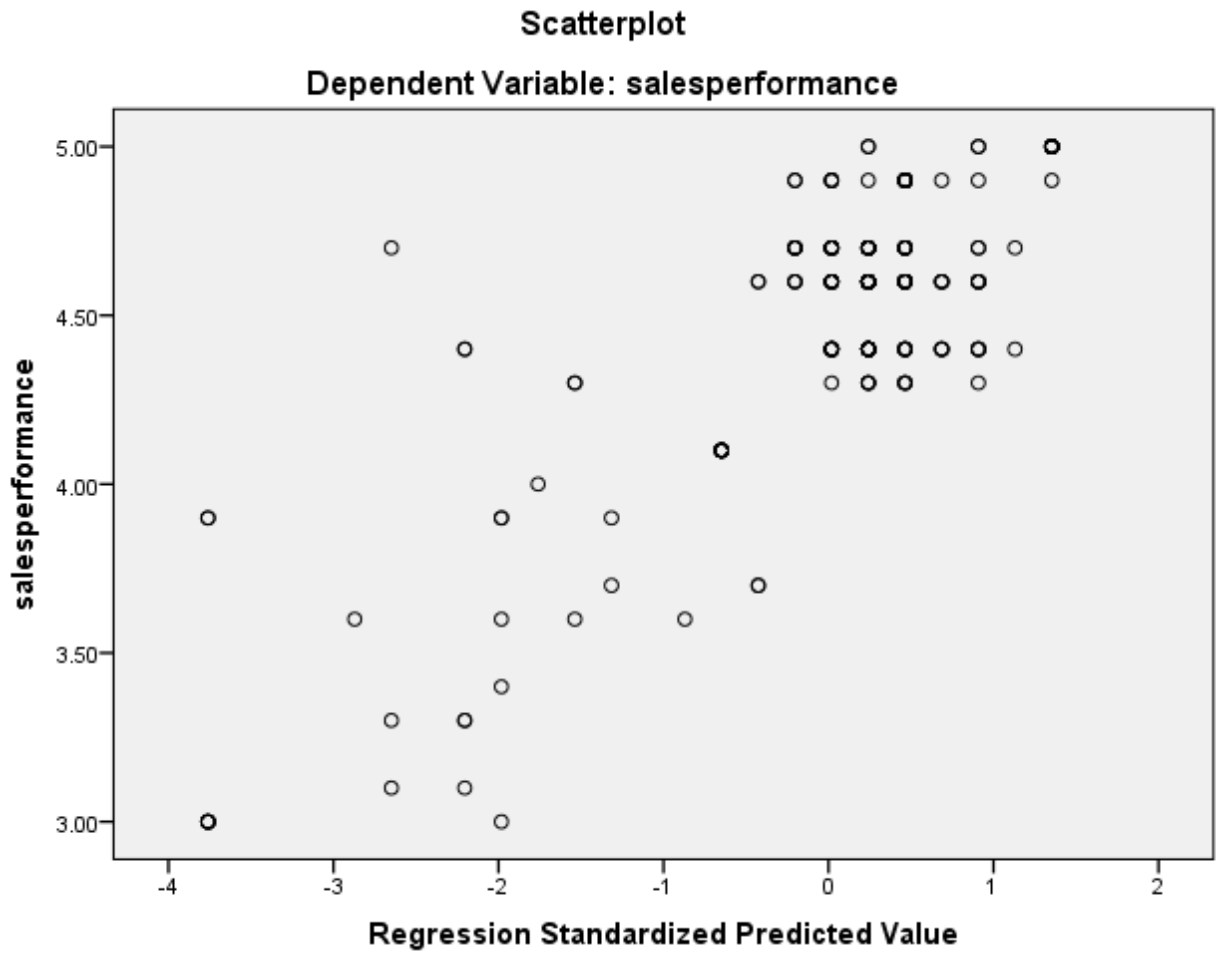
### Scatterplot

Dependent Variable: salesperformance



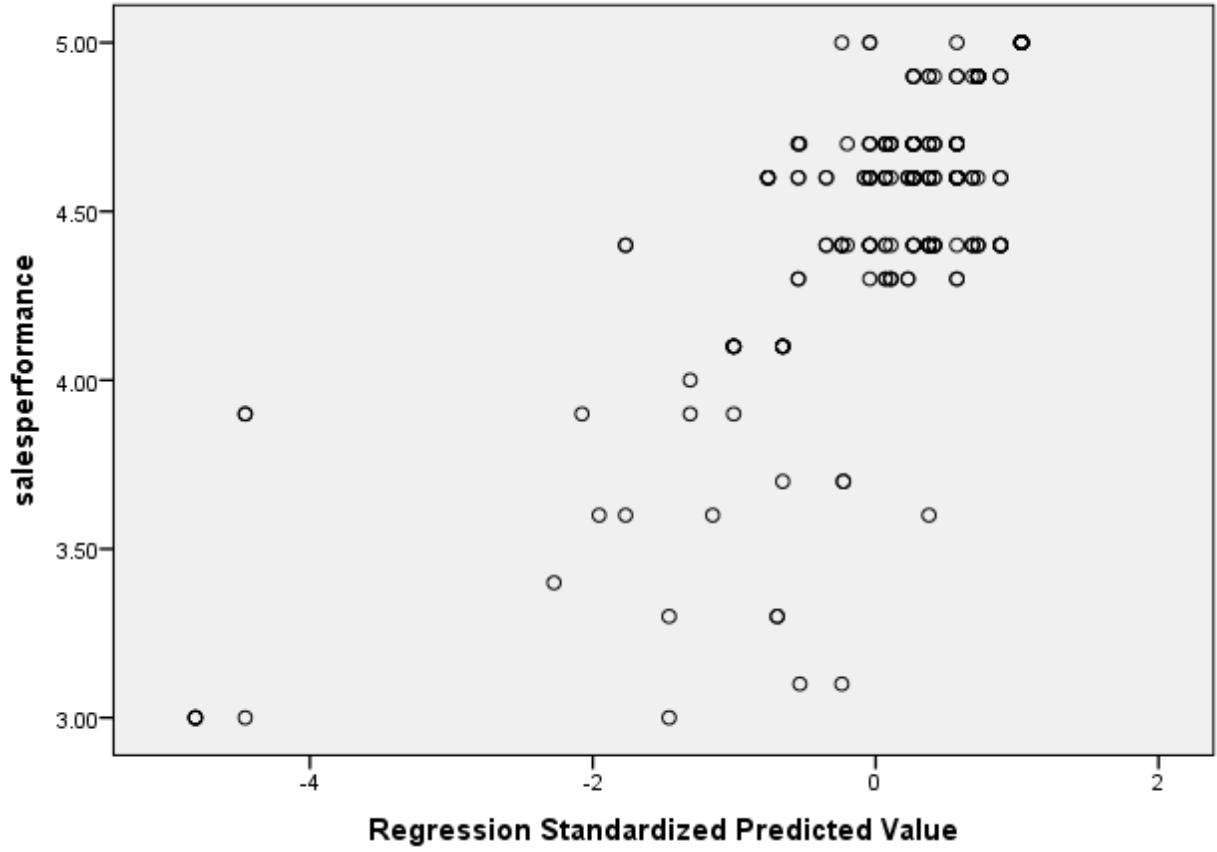






### Scatterplot

Dependent Variable: salesperformance



## Appendix 7: Anti plagiarism Report

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