INFLUENCE OF SALES PROCESS ON PERFORMANCE OF REAL ESTATE FIRMS REGISTERED BY ESTATE AGENTS REGISTRATION BOARD IN NAIROBI CITY COUNTY, KENYA

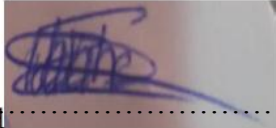ELIZABETH MUMBI WAKAHE

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN MARKETING, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

2020

DECLARATION

I, the undersigned hereby affirm that this research project is my original work and has not been previously presented in part or in totality to any other institution of learning for the award of any degree or examination.
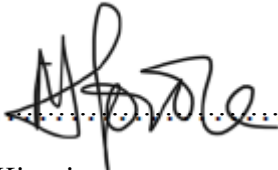
Signed…………………………….   Date 5/12/2020 ………………………………

Elizabeth Mumbi Wakahe

D65/9761/2018

This Research project has been submitted with my approval as the University supervisor.

Signed………………………………….Date 7th December, 2020.

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DEDICATION

I dedicate this Project to my husband,parents,sibilings and to my nephew Ashford Wakahe for their understanding and unconditional support during the study period.

ACKNOWLEDGEMENT

I would wish to thank my husband Griffin Gichimu for his encouragement and support; I wouldn't have made it this far without him.

I would wish to express my sincere gratitude to my supervisor Prof. Mary Kinoti for her guidance,selfless dedication and encouragement in making this project a reality. I also wish to acknowledge the contribution of the University of Nairobi fraternity especially the library staff, department chairman and moderators for the success of this research project.

Most important of all I extend my gratitude to the Almighty God for giving me the courage.

Thank you all.

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ABBREVIATIONS

BOD   Board of Directors

SPSS   Statistical Package for the Social Sciences

GDP   Gross Domestic Product

EAC   East African Community

SMEs Small and Mediumo Enterprises

S.D   Standard Deviation

ABSTRACT

In a dynamic and shifting business environment, organizations are struggling to keep up with the changes and fewer companies are able to not only survive but to also maintain a competitive advantage against their competitors. The most important part of an organization is that of the sales people. This is because they are the ones who actively generate the income for these particular firms. Therefore, the organizations should focus on the factors that will trigger performance of the sales persons. The general objective of the study was to investigate the relationship between sales process and the performance of Real Estate Firms in Nairobi City County, Kenya.The study was based on two theories, namely, push and pull marketing theory and resource based theory. The population of the study was 66 registered real estate in Nairobi City, Kenya. The study was collected from marketing and sales managers. Analysis was done using multiple linear regression and correlation analysis. It was found out that prospecting,presentation and follow up influence firm performance at moderate extent. It was found out that objections influence firm performance at great extent. The study found out that there is positive correlation between sales process and firm performance. The study recommends that real estate firms need to carry out sales practices across all sales functions of the companies. Special attention and more resources needs to be directed towards recruitment and training in order to build distinctive competencies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In a dynamic and shifting business environment, organizations are struggling to keep up with the changes and fewer companies are able to not only survive but to also maintain a competitive advantage against their competitors. Sales process is shifting from a 20th century "selling products and services" model to a 21st century model in which salespeople focus on customer in meeting customer needs and wants (Festervand & Reidenbach 2017). Ulaga and Reinartz (2016) asserted that sales process has positive effect on organization performance. Marketing and organizational scholars have long identified sales as an important mechanism linking to performance outcomes. On the other hand, Sterling, (2015) argued that sales process has negative performance and companies should not put more focus on it. Contrary Kowalkowski, (2017) found the sales process has significant effect performance at a moderate extent.

Various theoretical approaches in relation to sales process and performance have been explored by different scholars. push and pull marketing theory refers to strategies that are focused on moving information and products between the company and consumers. Resource based theory focused on the organizations attention to internal resources, strategically realigning those resources with view of obtaining competitive advantage to its rival firms.

Financial sector and insurance sector has contributed to growth in the real estate. The amendment of the Banking Act of Kenya has boosted the intake of mortgage loans (CBK 2018). This have further led to increased levels of home ownerships however, not to reduce the demand for better housing. In lieu of this, real estate firms have continued investing in the sector with new project developments target the premium based, medium and low class residents (Luesby,2015). This however has not been the case for commercial establishments that have witnessed exclusive premium based investors in the sector. Nairobi City County has inadequate proper housing that meets the required international standards (Wisniewski, 2011).

1.1.1 Sales Process

Sales process is defined as the phenomenon of human-driven interaction between and within individuals or organizations in order to bring about economic exchange within a value-creation context" (Kotler, 2015). On the other hand, Ziglar (2015) describes the personal selling process as a set of steps that a salesperson may pass through when making a sale. According to Dixon and Tanner (2015) define selling as the process in which the potential consumer is persuaded to purchase goods or services or to positively respond to the seller's idea. In contrast to how the sales process is usually described (Kotler,2015); Ziglar 2015, Moncrief & Marshall 2005), (Dixon &Tanner, 2015) take a slightly different approach and discuss it from the point of view of sales process activities.

Cron and DeCarlo (2016) divide sales process activities into four categories: interest creation, pre-purchase, purchase, and post-purchase, pointing out that these activities roughly mirror the selling cycle. The first category, interest creation, includes all of the ways in which the potential customer can learn about the benefits of the product and company. During the second category, pre-purchase, customers are actively considering and evaluating competitive product offerings. This phase includes activities such as explaining features and benefits, qualifying prospects, assessing customer needs, problem solving, and demonstrating capabilities. The third category, purchasing, includes activities such as negotiating, bidding, finalizing terms and conditions, and writing proposals. The fourth category, post-purchase, includes: delivery, installation, services, addressing post-purchase questions, presenting new features, and collecting payment.

Sales Process can be measured in terms of prospecting, pre-approach, approach, presentation, overcoming objections, close, and follow-up. Prospecting refers to finding the customers that the seller aims to target (Cousins, 2015):Pre-approach refers to planning and preparation prior to approaching a potential customer (Dickie &Trailer, 2016). Approach includes various means of contacting, and perhaps even meeting the potential customer for preliminary discussion(s). Presentation involves presenting the concept, solution, product or service to the potential customer. Trials, pilots, demonstrations and tests are often conducted in this phase of the sales process. Overcoming objections generally occurs in conjunction with sales negotiations, agreement negotiations.

Given the rapid changing environment, there has been numerous calls for modernizing and enhancing the sales process, for example Marshall et al. (1999) identify new selling activates stemming from technology use. Moncrief and Marshall (2005) proposed an updated selling process that takes account a relationship approach centering on assessing and creating value while utilizing database to facilitate the sale process.

1.1.2 Organizational Performance

Organizational performance refers to an organization's ability to find its unique position (Porter, 2004). According Baker and Sinkula (2015) organizational performance can be defined as process that involves analyzing the achievement of a company against its setobjectives and goals. Cascio(2018) defined organizational performance as a practice that involves measuring the actual outcomes or organization's results against its intended results or goals and objectives. According to Ayala et al., (2016) organizational performance is the process that involves analyzing performance of the company against its set objectives and goals. An analysis of the organization's achievements compared to its set objectives and goals gives the actual performance in finances, market and shareholder value. Organizational performance is about providing financial returns be it in terms of profits, return on investment (ROI) or stakeholder returns. It is the duty of firm managers to provide maximum possible returns to shareholders (Barney,2016). Performance is important as its measurement helps in understanding, managing and improving the overall functioning state of anorganization.

Tholons (2017) state that performance may be managed through service level agreements and operating metrics increasing profitability. The internal business process performance measures include access to global and specialized best practice standards resulting in increased value-added services and customer focus. The learning and growth perspective performance includes gaining of new competencies and capabilities which may lead to increased value added services and brand awareness (Kaplan & Norton, 2015). According to scholars, performance is not affected by personal qualities but managerial strategies which influence employee motivation, satisfaction and performance (Cascio, 2018). Measurement of performance in management remains a vital tool for any success of a business. Information on the results is essential in making sound decisions. Performance can be measured using various models discussed by Ireland, Cantens & Yasui (2016). These models are balanced scorecard, shareholder-based financial performance and triple bottom line (Harrison & Wicks, 2015).

The balanced scorecard generates performance measures from the organization's mission, vision and strategy. It provides a tool for comprehensively measuring the performance of the organization. It includes the financial aspect which determines the economic outcomes of the different decisions undertaken by the organization. Another important aspect measured is customer satisfaction levels. It focuses on the customer and market and measures critical success measures metrics targeted at these segments. Another important measure is on internal processes. It identifies the business processes in which the organization performs well.

Lastly, balanced scorecard focuses on learning and growth which are essential for long term growth of the business (Kaplan & Norton, 1996). The current study will adopt the balance scorecard as it has widely been acknowledged as a measure of performance.

1.1.3 Real Estate in Kenya

Kenya has a housing deficit of nearly 2 million, growing at a rate of approximately 200,000 units a year. Informal settlements are on the rise in urban areas, with 61 percent of the urban population living in slums and overcrowded homes. The World Bank in 2017 estimated that 83 percent of the existing housing supply is for the upper middle income and high income population while, only 2 percent is for the low income population. The Kenyan government plans to launch a low-cost housing project to build 30 000 housing units in the east of Nairobi by 2020.

1.1.4 Real Estate Firms in Nairobi

In the last decade, real estate in Nairobi has grown tremendously due to burgeoning middle class with higher disposable incomes. According to the Knight Frank (2016) Prime International Residential Index (PIRI) the luxury estate in Kenya experienced the highest increase in price globally. Nairobi's prime real estate value grew by 25%, the highest in the country compared to other cities like Mombasa at 20%. These returns have attracted many investors to the industry resulting to an increase in the number of real estate firms setting up in Nairobi. These firms range from small local companies whose interest is managing existing properties, and large international companies who have chosen Nairobi as their base to venture into the Industry. Insurance and fund management companies have also set up subsidiaries that handle the real estate function

of their portfolio (globalpropertyguide,2017) Some of there real estate firms include Knight Frank, Hass Consult, Villacare, Cytton Investments, Ryden International, Re/max, Axis Real Estate among others.

In Africa, Nairobi being a large city is home to a huge number of expatriate communities because of the increase in the number of multinationals companies that have set up their continental headquarters. Knight Frank (2016) ranked the county of Nairobi's real estate sector to be one with the fastest growth rate in the world. This has made the city an ideal location for local and multinational real estate firms. Real estate player estimate that future demand in real estate investment will be driven by middle and low income earners.

1.2 Research Problem

The most important part of an organization is that of the sales people. This is because they are the ones who actively generate the income for these particular firms. Therefore, the organizations should focus on the factors that will trigger performance of the sales persons. A lot of research has been done with the main aim being to determine the factors that will impact on the performance of the sales people. The researches have been entirely based on the researcher's backgrounds and respective thoughts. There are many factors which have been proved to affect the performance of sales persons and these include the factors like perceptions of roles, variables of the organization, skills, efforts, learning of the salespersons, market orientation both individual and organizational, sales skills, orientation of the customers and lastly personal traits among several others (Churchil et al., 2013).

Sales management safeguards sustainability of revenue through the selection and practice of sales models for growth and retention of market share and consequently for financial revenue.

There are numerous real estate firms in Nairobi competing for clients. Kenya's strong attachment to land and landed property has led to a rise in property prices in the last few years. Giant players like property developers in the sector have amplified their business scope to include products like design & construction, project management, sales and letting of complete units (Alexander, 2015). This has exposed all players to in elastic rivalry compelling them to not only come up with competitive market responsive strategies but also successfully implement them. Strategy coining and effectively managing these strategies has been seen as one way of responding to increasing uncertainty and complexity in the real estate business environment (Chiuri,2015).

Studies done previously on the Real Estate industry have leaned towards marketing strategies and performance (Luxton, Reid & Mavondo, 2015, Katsikeaset al.2016, Arnett &Wittmann, 2014). Other studies have leaned towards the sales management strategy, Annette (2016). Tendai (2015) analyzed the effects marketing strategy on performance of sales related to Real estate industry in the Zimbabwean republic. Abubakar and Muhammad (2015) asserted that sales management practices as positive effect on the performance of sales people. Similarly, Karmur and Muhammad (2017) found out that both extrinsic and intrinsic motivation, compensation and organizational commitment would highly affect the performance of a typical sales person. Annette (2016)found that an increase in self- efficacy, the said behaviors decreased, nevertheless, the increase in those behaviors occasioned increased sales performance.

Locally, Milanoi (2016) found that implementation of quality programs depends on the workforce. Mbugua (2017) opined that the pharmaceutical companies were using personal selling strategies which resulted in improved performance. Gachanja (2015) asserted that the Sales Agents are dissatisfied with certain aspects of their terms and conditions of service. Very few researches have been conducted on some selected sales process and their effects on performance. The study therefore seeks to examine sales process and their influence on performance of Real Estate Firms in Nairobi City County, Kenya.

This study therefore, attempted to answer the following questions. What is the relationship between sales process and the performance of Real Estate Firms in Nairobi City County, Kenya? Does sales process has any influence on the Real Estate performance?

1.3 Research Objective

The objective of the study is to establish the relationship between sales process and the performance of Real Estate Firms in Nairobi City County, Kenya.

1.4. Value of the Study

The study adds new concept of sales process and their influence on performance of organizations. The research seeks to identify issues that have not be satisfactory addressed by previous studies from which sales management researchers can learn from and tackle issues by applying new and improved approaches. The research will also benefit researchers since they will have better understanding of the concepts applied when conducting sales management research.

Secondly, the research is of great help to practitioners both public and private and other investors who see real estate as an alternative investment vehicle hence using the empirical data here in for them to make informed decisions. It enhances the decision-making capabilities of managers who are technically the agents of stakeholder interests by providing qualitative and quantitative information from which they can assist their decisions. Management in the real estate industry gains insights into the sales process they need to adopt when confronted with given environmental changes.

Lastly, it will also contribute to policy making by helping those professional mandated with policy making both in private and Public sector and especially in the real estate industry. Policies aim at providing guidelines, regulations, rules and constraints and therefore require practical information of the particular state of industry which the research the finding here will provide. It may lead to strategic change is the approach used by those who make policies from the recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature will cover the key theories underpinning the study and the empirical studies carried out in the area of sales process and organizational performance .The chapter will expound in the research gaps that exists on sales process and organizational performance.

2.2 Theoretical Foundation

This study was anchored on push and pull marketing theory and resource based theory as discussed below.

2.2.1 Push and Pull Theory

The push and pull marketing theory refers to strategies that are focused on moving information and products between the company and consumers. They identify the solutions that are presented by companies to show the relationship between consumers and the final demand (Kirkwood, 2009). A push strategy is the processes that the company takes to ensure that the target group is aware of the products through marketing channels. In a pull strategy, the market is aware of the products and demand requests supply. Push marketing seeks to stimulate the target group and the marketer seeks to identify the behaviors of the customer and create brand awareness. This form of marketing requires the use of outbound channels such as direct sales, television, and catalogs to ensure the intended audience are not only informed of the product but are

stimulated to purchase it (Dawson and Henley, 2012). The pull marketing strategy uses marketing channels that let the consumer know the company has developed products that arise from their needs. Even though the consumer is aware of the existence of the products in the market, they are not aware of the specific brand the company has to offer.

Push strategies are used in a stable context where the company uses experience to establish a competitive edge in the market since they rely on the same actions in each process every time. The strategy is however focused on market intermediaries rather than on the consumers. Pull strategies on the other hand operate in an unstable context as their success is dependent on the dynamic needs of the consumers. According to Mohammad and Som (2010), the strategies are consumer-oriented and thus marketing activities cannot be constant since they change over time. The competitive force in push strategies is reliant on rigid operational activities while in pull strategies corporate competitiveness depends on how fast the company is able to respond to the changing needs of the market.

Corniani (2008) asserts that, using push or marketing strategies independently puts the competitive position of a company at risk. Using only push strategies communicates to the consumers that the company is aware of their needs but have not put into consideration their motivations to purchasing the products. Using pull strategies alone on the other had puts the brand at risk of not being discovered by consumers if awareness is not created using the right channels. Push and pull strategies are relevant in the buying process since every consumer uses the steps before buying a product or

service by using inbound and outbound channels. Recognizing the needs of the buyer requires outbound channels since the marketer has to agitate their needs. Pull strategies are efficient in information search since consumers use the web to find the companies that have their needed products (Cook, Khan and Pickett, 2007).

2.2.2 Resource Based View

Introduced by Barney (1991), resource based theory focused on the organizations attention to internal resources, strategically realigning those resources with view of obtaining competitive advantage to its rival firms. According to Barney, strategic resources of the firm for which have the potential to strategically place the organization at a competitive advantage against its rivals must be rare, valuable, imperfectly imitable and not substitutable. The theory suggests that organizations must come up with unique means of having competitive edge. Though, the resource based theory plays a significant approach to an effective strategy function. As suggested by the theory, competitive advantage lies at the heart of a company focusing on strategic management (Hamel, 2012).

The theory assumes that "an organization is a collection of unique resources and capabilities that provide the basis for its strategies. In the new competitive landscape, this model argues that firms are a collection of evolving capabilities that are managed dynamically" (Hitt et al., 1997). Butler argues that the theory fails to address how the resources acquire key capabilities required or rather developed to enable the organization attain its performance. Nevertheless, the theory assumes that an organization can be profitable amidst competitive environment (Butler, 2001).

2.3 Step by Step Selling Process

Salespeople generally use two types of sales approaches in implementing the sales process: transactional and relational. A transactional sales approach focuses on the selling outcome, including creating interest, handling objections, and persuading the consumer to make a purchase. Transactional encounters are non-personal, isolated, and episodic in nature (Crosby, Evans, & Cowles, 2016). Transactional sellers emphasize creating new business rather than satisfying and retaining current customers (Autry, Williams, & Moncrief, 2013). Conversely, a relationship selling approach is geared more to maintaining customer satisfaction in the long term and in generating repeat business. Relational approaches are best employed in close, continuing, and interdependent connections with others (Crosby et al., 1990). As such, relationship selling activities focus on building trust and are tailored to buyer/seller co-creation of solutions for the prospect's needs, with the focus on frequent contact and regular communication.

2.3.1 Prospecting

The first step of the sales process is prospecting. In prospecting, "the salesperson searches for and identifies potential buyers who have the need, willingness, ability, and authority to buy the salesperson's offering" (Dubinsky & Rudelius 2016). Prospects can be qualified by their financial ability, volume of business, special needs, location, and possibilities for growth. It involves finding potential customers and determines whether they have a need for your product or service and whether they can afford what you offer. Evaluating whether the customers need your product or service and can afford it is known as qualifying.

2.3.2 Pre-approach

While prospecting identifies potential customers, in the pre-approach, the salesperson strategizes how best way to reach the prospect. During the pre-approach, "the sales representative collects specific prospect information, for instance, the prospect's needs and interests to help 'qualify' the prospect better, tailor the sales presentation, avoid making serious mistakes, and develop an effective way to approach the prospect. Dubinsky and Rudelius (2016) suggest interview approaches, for example, phone conversations, written communication, or introduction through mutual connections and asking others.

2.3.3 Approach

The third step in the sales process is the approach. In the approach, the salesperson tries to create a favorable impression in order to build rapport with the prospect and to gain and hold the customer's attention and interest in the salesperson's offering. The objective of the approach step is to get the relationship off to a good start. During the approach it is important to ask key questions about the customer´s needs or otherwise attract the buyer's attention. As in all the stages, listening to the customer is crucial. (Kotler & Armstrong 2012, 503)

2.3.3 Presentation

In the presentation, the salesperson presents the product-offering, demonstrates its strengths, and explains what it will do for the customer. In addition, the salesperson attempts to arouse the prospect's desire and conviction for the product. Buyers want the salespeople to listen to their concerns, understand their needs, and respond with the right products and services. The sales presentation must also be carefully planned.

In today´s information-overloaded environment customers demand richer presentation experiences. (Kotler & Armstrong 2012, 503-504)

2.3.4 Overcoming Objections

In sales, the goal of overcoming objections is to move potential customers from their unwillingness to buy a product to a desire to buy it. Most customers will always have objections during the presentation that are either logical or psychological and often unspoken. To handle these objections, the salesperson should try to find out hidden objections, ask the customer to clarify any objections and taking these objections as opportunities to present more information. If properly handled, these objections can be turned into reasons for buying. (Kotler & Armstrong 2012, 504).

2.3.5 Close

In the marketing of goods and services, the close is the step where the prospect makes a decision to purchase a product. Salespeople can use several closing techniques: asking for the order, reviewing points of agreement, and offering to help in writing the order. The salesperson can also offer special reasons to close such as lower prices or extra quantities if the order is done right away. (Kotler & Armstrong 2012, 504) .When the sale is made, prospects agree on your terms and price or negotiate for mutually beneficial ones.

2.3.6 Follow-up

Follow-up is the final step of the sales process wherein "The salesperson tries to reduce the customer's post-purchase concerns, thereby developing a satisfied customer and increasing the chances of future repeat sales" (Dubinsky & Rudelius

2015). Follow-up, according to Dubinsky, is categorized as customer-service activities, customer- satisfaction activities, and customer referral activities (Dubinsky, 1981). Customer- Service activity, for instance, is the salesperson serving as a consultant for the customer, to give him or her specialized guidance in taking advantage of the product's use (Dubinsky,2016).

2.4 Sales Process and Organizational Performance

Dzisi and Ofosu (2014) examined the relationship between sales process and the performance of SMEs in Ghana.The study was guided by resource based theory and agency theory. The study was descriptive and targeted 12,600 SMEs. Primary data was gathered using questionnaires. The study adopted cross sectional survey. Firms need to carry out sales practices across all sales functions of the companies. Special attention and more resources needs to be directed towards recruitment and training in order to build distinctive competencies. This could be done through offering in- house seminars. Firms also need to direct more attention towards customer service and relationship building by showing interest beyond the specific sales tasks. Ardjouman and Asma (2015) also explored marketing management strategies employed by SMEs in Cote d'Ivoire for performance improvement. The study was guided by agency theory. Primary data was gathered using questionnaires. The study adopted cross sectional survey.It was that high awareness levels about a product to have the significance role on the performance of SMEs.

In Kenya, Wanjiku (2015), established that Universities need to segment their market and know which client they are targeting so that to meet there needs before embarking on brand strategies. The need of the client should involve offering

quality education to students that is affordable. Universities should invest on promotional materials to create an image that meet customer's needs. The investigation utilized descriptive survey method research design in collecting and analyzing information gathered through surveys.

Schoviah (2014) in a research inquiry aimed at explaining the influence of sales management on an organizations performance, with the Commercial Bank of Kenya used as a casing point revealed that sales management have the capacity of increasing the sales, profits as well as marketing shares of an organization.The study was guided by AIDAs theory and scientific management theory.The study relied on literatures and interviews that were conducted with a senior manager at the Commercial Bank of Kenya. A descriptive survey design was used. The findings of the study revealed that location as well as marketing distribution approaches within the industry influences the profits, sales, and marketing shares of banking institutions.

Geographical location in this regard significantly influences the success and profit margin of anorganization. Mbugua (2015) carried out a research on personal selling strategies and performance of pharmaceutical firms in Nairobi Kenya. The study was guided by agency theory. The theory defines the correlation between principals and agents and the designation of control. It describes the best way to establish relationships whereby the principal defines the work while the agent executes or makes resolutions in the place of the principal.The investigation utilized descriptive survey method research design in collecting and analyzing information gathered through surveys. The study showed that there is positive strong colleraltion between personal selling and

performance. Improved performance was in terms of, greater sales volumes, faster movement of drugs and improved profit margins.

Annette Ryerson (2018) carried out an inquisition on Pharmaceutical sales performance: Measuring behavioral aspects of self- efficacy as compared to general self-efficacy.The study was guided by resource based theory and agency theory. The study was descriptive and targeted 200 Pharmaceutical companies in Kenya. Primary data was gathered using questionnaires. The study adopted cross sectional survey. According to the study, Self- efficacy behaviors such as using, getting, planning and giving showed a positive relationship with performance. When there was an increase in self- efficacy, the said behaviors decreased, nevertheless, the increase in those behaviors occasioned increased sales performance. Results proved that a model of this nature would assist management in predicting and managing levels of productivity within the sales force.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the style that adopted in this study. Further, a detailed explanation of the method used to collect data as well as analyze the same is discussed. The research design as well as study population are also discussed in detail.

3.2 Research Design

A research design is the roadmap that research follows. It shows the overall plan and structure of the research investigation whose aim is to provide answers to research questions through collection, measurement and analysis of data. A descriptive cross-sectional research design adopted seeking to collect data that describes events. A descriptive cross sectional design is a systematic collection and analysis of data from a group of individuals whose characteristics such as work environment, educationalbackground and social economic status are the same but differ in variables of interest (Mugenda, 2003). This design was effective as it showed the cause and effect relationship of variables in the study. The core purpose of descriptive research design was to collect information concerning certain phenomena and describe characteristics about the phenomenon or population with respect to variables concerned (Kombo & Tromp, 2016).

3.3 Population of Study

Population consists of the complete cluster of individuals, objects, items, cases, articles, or things with mutual characteristics existing in space at a specific period of time that are significant to research findings. The population of this study will be all registered real estate developing companies in Nairobi Kenya. There are approximately 66 registered real estate agents whom operate within Nairobi; this is in reference with the Estate Agents Registration Board.

3.4 Data Collection

The study utilized primary data that was collected using questionnaire with closed ended statement. The questionnaire will be divided into three parts. Part I will collect information on general information, Part II on the Sales Process while Part III on Organizational performance. The questionnaire was sent to various real estate firms through the email. The respondents are sales manager or marketing manager for the various real estate firms.

3.5 Data Analysis

Descriptive analysis focus on working out measures of central tendency and dispersion measures. The researcher calculated the mean for the data in order to rank factors that a firm considers in choosing the strategies to be adopted. Standard deviation is the most widely used measure of dispersion. It will be used to measure the amount of variation of a set data of values. In this study, standard deviation was used to establish the variation of a particular firm's data from the industry average. The results of this analysis was presented using tables and charts. In order to perform all these analyses, the Statistical Package for Social Sciences (SPSS) software will be utilized. The multiple linear

regressions model was used is shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where: Y is Organizational Performanceβ_0 is the model 's constantβ_1 to β_5 are the regression coefficients X_1 =Prospecting

X_2 =PresentationX_3 = Objections $X_{4=}$ Close up

X_5 =   Follow   up

variables. E=Error Term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The section contains an analysis of data used and deliberates research results on the relationship between sales process and firm performance.

4.2 Response Rate

The response rate of the study was 75.7% as 50 out of 66 questionnaires were completed successfully and returned for data analysis. The results are agree with Mugenda and Mugenda (2013) affirmation showing rates greater than 50% is satisfactory in the analysis. Babbie (2010) also claims that a 60% return rate is decent and a 70% return rate as excellent. Findings were adequate to analyze the data. This is a sufficient response rate and therefore the researcher proceeded with the data analysis.

4.3 General Information

This section is concerned with the general information of the respondents. The information helps in understanding the background of the respondents under review. It sought details on the age, period of working and education level.

4.3.1 Age of the Respondents

The partcipicants were asked to indicate their age. Outcomes are indicated in Table 4.1.

Table 4.1: Age of the Respondents

Years	Frequency	Percentage
21 -30	20	40
31 -40	15	30
41 -50	10	20
51 -60	5	10
Total	**50**	**100**

From Table 4.1, the study found that 40% of the respondents were between 21-30 while between 31-40 were 30%.Further among the respondents there were those between 41-50 were 20% and 51-60 were at 10%. This was justified by the fact that most respondents were youth who work in real estate firms.

4.3.2 Respondent's Years of Experience

The participants were required by the research to state number of years of experience. Their responses were presented in Table 4.2

Table 4.2: Respondent's Number of Years Worked

Years	Frequency	Percentage
Below 3 years	10	20.00
4-6 years	25	50.00
7-10 years	15	30.00
Total	**50**	**100.0**

From Table 4.2, it can be deduced that majority of the respondents, 50%, having been with the organization for between 4-6 years, followed by 30% of employee who have worked between 7-10 years and lastly, 20% of the employees who have worked less than 3 years. This shows that 80% of the respondents had worked with real estate companies more than four years and above hence were knowledgeable about the real estate business making them to have reliable and accurate information on the subject under study.

4.3.3 Highest Level of Education

The participants were required by the research to state their uppermost education level. It separated education category in to 4 categories; Diploma, Bachelor's, Master's and Doctorate degrees as to determine the respondents' uppermost education level. Outcomes are indicated in Table 4.3.

Table 4.3: Respondents Academic Qualifications

Academic Qualifications	Frequency	Percentage
Diploma	10	20
Degree	30	60
Post Graduate Degree	10	20
Total	**50**	**100.0**

From Table 4.3, the study found that 60% of the respondents had a degree and post graduate degree holders were 20%. Further among the respondents there were those who had diploma at 20%. It shows that most of the respondents had enough qualifications to be in management. This also indicates that majority of the employees therefore

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appreciated to essence of the research instrument and likely provided credible information.

4.4 Sales Process

Sales process was the independent variable of this study. It was necessary to establish the respondents' views regarding sales process in their organization. The sales process was evaluated on a 5-point Likert scale, and it was expected that the respondents would either agree: "to a very large extent", "large extent", "moderate extent", "little extent", or "Not at all". For every single question, the response which denoted the most positive response for these practices was allocated 5 points and then 4, 3, 2, and 1 for the least positive respectively. For purposes of this analysis, the following was adopted a mean score of 4.0<5.0 great extent, 3.0<4.0 moderate extent, 2.0<3.0 little extent and 1.0<2.0 did not agree.

4.4.1 Prospecting

The respondents were given five statements on prospecting and they were asked to highlight their agreement levels. Outcomes are indicated in Table 4.4.

Table 4.4: Prospecting

Statement	N	Mean	Std.dev
When the sales representative make presentation to prospects they ensure it is tailored to clients particular needs.	50	4.20	0.89
Approaching the right potential customers is crucial to the selling process and increasing prospecting effectiveness is the fastest way to boost sales	50	3.70	1.08
The company evaluates whether the customers can qualify for product.	50	4.30.	0.92
The company does proper market research and collecting all relevant information regarding customer needs.	50	3.80	0.99
Composite Statistics	**50**	**4.0**	**0.97**

From table 4.4,When the sales representative make presentation to prospects they ensure it is tailored to clients particular needshad a mean of 4.20 and a standard deviation of 0.89 while approaching the right potential customers is crucial to selling process and increasing prospecting effectiveness is the fastest way to boost sales as showed by a mean of 3.70 and a standard deviation of 0.92.The company evaluates whether the customers can qualify for product had a mean of 4.3 and a S.D of 0.92. The company does proper market research and collecting all relevant information regarding customer needs as shown by a mean of 3.80 and a S.D of 0.99.The overall mean was 4 which imply that prospecting influence firm performance at moderate extent.

4.4.2 Presentation

The respondents were given five statements on presentation and they were asked to highlight their agreement levels. Outcomes are indicated in Table 4.5.

Table 4.5: Presentation

Statement	N	Mean	Std. Dev
The staff usually demonstrates how the products are used to meet the need of the potential customer.	50	4.11	1.17
The company gives the prospect a sample or a free trial to review and evaluate our service.	50	3.73	0.98
The salesperson explains the value story to the buyer and shows how the company's offering solves the customer's problems.	50	3.34	1.19
The sales representative offers clients with a gift during the first interaction	50	3.90	0.89
. The salespersons use different method such as personal visit, phone call and email.	50	3.23	1.07
Composite Statistics	**50**	**3.66**	**1.06**

As per Table 4.5,the staff usually demonstrates how the products are used to meet the need of the potential customer as shown by a mean of 4.11 and a S.D of 1.17.The sales representative offers clients with a gift during the first interaction as shown by a mean of 3.90 and a S.D of 0.89. The firm give free samples as shown by a mean of 3.73 and a S.D of 0.98.Salesperson explain to clients about the product had a mean of 3.34 and S.D of 1.19. Lastly, the salespersons use different method such as personal visit, phone

call and email had a mean of 3.23 and S.D of 1.07.The overall mean was 3.66 which imply that presentation influence firm performance at moderate extent.

4.4.3 Objections

The respondents were given five statements on objections and they were asked to highlight their agreement levels. Outcomes are indicated in Table 4.6

Table 4.6:Objections

Statement	N	Mean	Standard. Deviation
The salesperson usually try to find out hidden objections from customers	50	4.11	.504
The sales representative usually ask customers to clarify any complain they have during presentations.	50	4.54	.505
The sales representative explains to customers how our services will offer solution to their problem.	50	4.23	.798
The sales representative takes the complain as opportunities to present more information.	50	4.63	.547
The sales team usually handles objections with best possible case response.	50	4.26	.611
Composite Statistics	**50**	**4.35**	**.652**

From the Table 4.6, the sales representative takes the complain as opportunities to present more information with a mean 4.63 and S.D of .547.The sales representative usually ask customers to clarify any complain they have during presentations with a mean score of 4.54 and S.D 0.505. The sales team usually handles objections with best possible case

response with a mean of 4.26 and S.D of .611.Further,the sales representative explains to customers how our services will offer solution to their problem with a mean of 4.23 and S.D of 798. The salesperson usually try to find out hidden objections from customers with a mean of 4.11 and S.D of 504. The overall mean was 4.35 which imply that objections influence firm performance at great extent.

4.4.4 Followup

The respondents were given five statements on followup and they were asked to highlight their agreement levels. Outcomes are indicated in Table 4.7

Table 4.7:Followup

Statement	N	Mean	Std. dev
Adequate and appropriate non-financial rewards are given to the loyal customers.	50	4.18	0.95
The sales representative would request feedback about the real estate services.	50	3.73	1.06
A follow-up call is done after the transaction is in the process and after it complete	50	3.57	0.99
Followup is done to ensure continuity of the business relation	50	3.00	1.02
The salespersons usually call customers to ensure satisfaction.	50	3.40	1.05
Composite mean	**50**	**3.57**	**1.01**

From table 4.7, adequate and appropriate non-financial rewards are given to the loyal customers with a mean of 4.18 and S.D of 0.95. The sales representative would request feedback about the real estate services as shown by a mean of 3.73 and a S.D of 1.06.

Further,a follow-up call is done after the transaction is in the process and after it complete with a mean of 3.57 and S.D of 0.99.The salespersons usually call customers to ensure satisfactionwith a mean of 3.40 and S.D of 1.05. The overall mean was 3.57 which imply that followup influence firm performance at moderate extent.

4.5 Firm Performance

Firm performance was the dependent variable under this study. It was necessary to establish the respondents' views regarding competitive advantage in their organization. The competitive advantage was evaluated on 5-point Likert scale, it was expected participants would either agree: "to a very large extent", "large extent", "moderate extent", "little extent", or "Not at all".

For every single question, the response which denoted the most positive response for these practices was allocated 5 points and then 4, 3, 2, and 1 for the least positive respectively. For purposes of this analysis, the following was adopted a mean score of 4.0<5.0 great , 3.0<4.0 moderate, 2.0<3.0 little and 1.0<2.0 did not agree. The results are indicated in Table 4.8

Table 4. 8: Firm Performance

Financial	N	Mean	SD
Increase in sales last three years	50	4.63	0.487
Increase in profit last three years	50	4.60	0.493
The firm return of investment has been increasing over the last three years	50	4.57	0.498
Mean	**50**	**4.56**	**0.498**
Customer		**Mean**	**S.D**
Increased referral reflects customer satisfaction.	50	4.57	0.554
Customer retention is key for growth of the firm	50	4.56	0.528
Continuity improvement in customer loyalty due to better services	50	4.56	0.555
Mean	**50**	**4.54**	**0.551**
Internal Process		**Mean**	**S.D**
There has been efficiency in operation management of the firm	50	4.54	0.582
There has been reduction of administration cost.	50	4.53	0.583
The firm has been releasing innovative and differentiated services over a period of time.	50	4.53	0.557
Mean	**50**	**4.49**	**0.586**
Organization Capacity		**Mean**	**S.D**
The firm allocates funds for employee training.	50	4.50	0.532
There is personal and career growth and development of employees in the firm	50	4.41	0.625
The employees have a positive attitude and deliver excellent customer service.	50	4.44	0.581
Mean	**50**	**4.50**	**0.567**
Aggregate Mean	**50**	**4.53**	**0.543**

An aggregate mean of 4.53(*SD*= 0.543) was realised indicating that the firm performance of real estate firms in Nairobi County, Kenya has greatly improved over the years. The most improved performance parameters were financial at a mean of 4.56 and S.D 0.498 followed by customer at a mean of 4.54 and S.D of 0.551, organization capacity at a mean of 4.50 S.D of .567 and lastly internal process with a mean of 4.49 and S.D of 0.586. This implies that financial measure is an important factor for firm performance. The findings contradict Kimani (2014) who argued that over time the use of financial measures to measure firm performance has become obsolete and inadequate hence the backing of the use of non-financial measure.

4.6 Correlation Analysis

Pearson Correlation analysis was employed to determine the linkage amid the study variables.

4.6.1 Correlation Analysis

Correlation analysis was done to determine association amid predictor and response variables. In this study it helped in determining the association between sales process and firm performance. Outcomes are indicated in Table 4.9.

Table 4.9: Correlation Analysis

		PR	P	O	F	FM
PR- Prospecting	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	50				
P-Presentations	Pearson Correlation	.523*	1			
	Sig. (2-tailed)	.05				
	N	50	50			
O- Objections	Pearson Correlation	.583**	.141*	1		
	Sig. (2-tailed)	.01	.05			
	N	50	50	50		
F-Followup	Pearson Correlation	.650**	.324**	.215*	1	
	Sig. (2-tailed)	.01	.01	.05		
	N	50	50	50	50	
FM-Firm Performance	Pearson Correlation	.783**	.638**	.466*	.625**	1
	Sig. (2-tailed)	.01	.01	.05	.01	
	N	50	50	50	50	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

From the above Table 4.9, there is positive correlation between prospecting and firm performance at Pearson's correlation coefficient of r=0.783 and significance level of 0.01.

Likewise, presentation has positive linkage with firm performance at r=0.638 and significance level of 0.01. Objections had irrelevant positive linkage with firm performance at a Pearson's correlation coefficient of 0.466 and level of significance of 0.05. Finally, Followup have significant relationship with firm performance at a Pearson's correlation of 0.625 and significance value of 0.01.

4.7 Regression

A regression model was employed in ascertaining correlation amid the research parameters. Predicted parameter is the firm performance while the independent is the sales process. It was utilized in analyzing association amid predictor and predicted variable.

Coefficient of determination details the percentage of variation in predicted component that's clarified by all the 5 predictor components or the degree to which a change in dependent element can be explicated following variation in predictor parameters. Research used SPSS V 21.0 in coding, keying in, and processing the multi-regression data.

4.7.1 Model Summary

Firm performance was regressed against sales process. Table 4.10 shows the model summary.

Table 4.10: Model Summary

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate
1	.876[a]	.767	.684	.419

Predictors: (Constant), prospecting presentations, objections and followup.

Predictors: (Constant), prospecting, presentations, objections and followup.

From the findings in the model summary Table 4.10, the adjusted R square was 0.767 implying that 76.7 percent of the firm performance could be explained by sales process.

This shows that 23.3% of the firm performance can be explained by other factors other than prospecting presentations, objections and followup.

4.7.2 Goodness of Fit of the Model

The purpose of this was to assess the impact predictor variables on the response variable.Indicated on Table 4.11.

Table 4.11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.090	4	1.618	2.427	.000[b]
	Residual	2.460	45	.176		
	Total	10.550	49			

As shown in Table 4.11, $F_{(4,49)}=2.427$ was significant at 95% level of confidence. This postulates that the model used was fit to explain the relationship between the sales process and competitive advantage. Significance explains the usefulness of regression model at 95% level of confidence in which p-value of the ANOVA is less than alpha ($0 < 0.05$) hence it was concluded that sales process is significant predicator of firm performance.

4.7.3 Model Regression Coefficients

Table 4.12 highlights unstandardized coefficients, standardized coefficients, t statistic and significant values.

Table 4.12: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B (β)	Std. Error	Beta (β)		
1	(Constant)	.179	.756		.236	.817
	Prospecting	.149	.239	.165	.623	.543
	Presentations	.247	.159	.272	1.554	.012
	Objections	.239	.125	.305	1.906	.037
	Followup	.200	.273	.126	.733	.476

a. Dependent Variable: Firm Performance

From Table 4.12, implies that when one improves prospecting by one unit, there is an increase in firm performance by 0.149 units. When one improves presentations by one unit, there is an increase in firm performance by 0.247 units.When one improves objections by one unit, there is an increase in firm performance by 0.239 units. Finally, when one improves followup by one unit, there is an increase in firm performance by 0.200 units.

The regression equation was as follows:

$$Y = 0.179 + 0.149X_1 + 0.247X_2 + 0.239X_3 + 0.200X_4$$

Where:

$Y = $ Firm's performance

$X_{1=}$ Prospecting

$X_2 = $ Presentations

$X_3 = $ Objections

$X_4 = $ Followup

4.8 Discussion of Findings

The study findings also relate to the push and pull theory which refer to strategies that are focused on moving information and products between the company and consumers.The results demonstrate that real estate's use push strategy to ensure that the target group is aware of the products through marketing channels. These findings align with the assertion of Ittner and Larcker, (2016) who stated that the push and pull marketing strategy uses marketing channels that let the consumer know the company has developed products that arise from their needs. Even though the consumer is aware of the existence of the products in the market, they are not aware of the specific brand the company has to offer.In the same way Lee and Grewal (2015) stated that pursuing a product development strategy, the management attempts to sell a new product to current customers with an aim to enhance firm performance.

It was found out that most respondents were youth who work in real estate firms and 80% of the respondents had worked with real estate companies more than four years and above hence were knowledgeable about the real estate business making them to have reliable and accurate information on the subject under study. Lastly, that most of the respondents had enough qualifications to be in management. This also indicates that majority of the employees therefore appreciated to essence of the research instrument and likely provided credible information.

It was found out that prospecting influence firm performance at moderate extent. The statement was supported by the company evaluates whether the customers can qualify for product as showed and the sales representative make presentation to prospects they ensure it is tailored to clients particular needs. The above findings is supported by

According to Krishnamoorthy (2015), in order to meet the objectives, the sales manager needs to predict the future. Most of the employees are aware of corporate and divisional goals and objectives as well are their role during setting performance criteria. The sales department had separate budget to facilitate its operations.On the other hand,presentation influence firm performance at moderate extent. It was supported by the following statementthe staff usually demonstrates how the products are used to meet the need of the potential customer and the sales representative offers clients with a gift during the first interaction. Milanoi (2016) organization is more likely to realize the benefits of implementation of quality if the workforce is well trained, more involved and empowered. Majority of the sales responsibility is delegated to sales force such as client query and prospects as well as monitoring distinct sales results. The organization were found to have effective internal communication that ensure there is efficient coordination of sales related activities and the management projects required information and resources to achieve sales implementation.

It was found out thatobjections influence firm performance at great extent. The sales representative takes the complains as opportunities to present more information and the sales representative usually ask customers to clarify any complain they have during presentations. The statement is supported by Krishnamoorthy (2015), in order to meet the objectives, the sales manager needs to predict the future. Most of the employees are aware of corporate and divisional goals and objectives as well are their role during setting performance criteria. The sales department had separate budget to facilitate its operations. All firms carried out sales forecasting but at different extent depending on the importance of sales forecasting function in the management of sales.

It was found out that followup influence firm performance at moderate extent. Adequate and appropriate non-financial rewards are given to the loyal customers and the sales representative would request feedback about the real estate services.The statement is supported by Regina Mbogo (2013) indicated it is paramount that the top management show their loyalty to the implementation process and to persuade the employees of their ideas for strategy implementation.

The study found out that there is positive correlation between sales process and firm performance. The study applied regression analysis in establishing the influence of sales process on firm performance. Coefficient of determination was found to be a good fit for the data; $R^2=0.767$, hence a satisfactory predictor. Overall regression model was found to be statistically significant as evidenced by the p-value 0.000 (<0.05).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMEDATIONS

5.1 Introduction

This Chapter focuses on the findings obtained from the data analysis as well as the conclusions reached. It also includes the recommendations and suggestions for further research on this topic. The researcher set out to establish the relationship between the sales process and the performance of Real Estate Firms in Nairobi City County, Kenya. From the results of data analysis, the researcher will be able to give their view as to whether this objective has been met or not.

5.2 Summary of the Finding

The objectives of the study were to establish the relationship between the sales process and the performance of Real Estate Firms in Nairobi County, Kenya.It was found out that most respondents were youth who work in real estate firms and 80% of the respondents had worked with real estate companies more than four years and most of the respondents had enough qualifications to be in management. This also indicates that majority of the employees therefore appreciated to essence of the research instrument and likely provided credible information.

It was found out that prospecting influence firm performance at moderate extent. The statement was supported by the company evaluates whether the customers can qualify for product as showed and the sales representative make presentation to prospects they ensure it is tailored to clients particular needs. Presentation influence firm performance at

moderate extent. It was supported by the following statement the staff usually demonstrates how the products are used to meet the need of the potential customer.

It was found out that objections influence firm performance at great extent. The sales representative takes the complains as opportunities to present more information and the sales representative usually ask customers to clarify any complain they have during presentations. Lastly, followup influence firm performance at moderate extent. Adequate and appropriate non-financial rewards are given to the loyal customers.

The study found out that there is positive correlation between sales process and firm performance. The regression analysis found that the regression model employed in this study was a good predictor. The model was statistically significant as demonstrated by analysis of variance whose p-value was less than 0.05.

5.3 Conclusion of the study

The study concludes that objections influence firm performance at great extent while presentation,prospecting and follow up influence firm performance at moderate extent. Real estate firms practice sales process, improvement is needed on identifying the specific sales process that work best. Real estate firms need to identify their unique resources and deploy them in them most efficient way. The study also revealed the need for real estate firms to have a marketing department separate from the sales department that focuses on all the firm's marketing activities.

Sales Process enhances cooperation between the sales force and sales managers and therefore enhances internal orientation. Sales process therefore builds value based vision by allowing participation of both parties. It is evident that employing sales practices leads to effectiveness of the sales force who are the main drivers of revenue. This is an invaluable resource that leads to better competitiveness in the industry. The study revealed that the capabilities that greatly impact the firms are information based.

The study showed that performance of real estate firms can be improved by adopting sales process that create efficiency and effectiveness in the sales implementation process as well as sales evaluation and control. This will help improve innovation and provide unique opportunities for exploiting new or more capabilities. One way of doing this is by intensifying training to enhance product knowledge, presentation skills as well as customer service. The study also revealed the importance of recruiting the right sales force for the job. This is in line with the classical management theory that emphasizes on the need to recruit appropriate people for the job.

5.4 Recommendations

Firms need to carry out sales practices across all sales functions of the companies. Special attention and more resources needs to be directed towards recruitment and training in order to build distinctive competencies. This could be done through offering in- house seminars. Firms also need to direct more attention towards customer service and relationship building by showing interest beyond the specific sales tasks.

Firms also need to put more value in performance reviews and should involve the sales force in the process in order for them to express their ideas and expectations in attaining company goals and objectives. Involving the sales force will allow them to be more aware of the sales managers' and company's expectations towards them. Performance appraisal needs to be optimized for effective decision making in order to help employees improve on their normal performance.

The study recommends that the organization should enact policies and procedures that promote strong employee engagement, understanding and commitment to the vision, mission and objectives of the company. This is because the employees are the major players in the implementation process of a strategy. Therefore, with a clear picture of the firm vision the employees are able to work towards a common goal in pursuit to achieve the set targets and business strategy success.

5.5 Limitations of the Study

One of the challenges was that, the target respondents for this study were managers. Majority of them were quite busy and had tight schedule due to work pressure and could not therefore have adequate time to answer the questionnaires at the time the researcher presented the questionnaire to them. To ensure that they adequately answered the questionnaire, the researcher used drop and pick later method as to allow the respondents to answer the questionnaire at their own free time.

The current study was limited to primary data that was collected using questionnaires. However, it could be prudent when data is obtained from both the primary and secondary sources were used to substitute each other. At the same time, not all questionnaires that the researcher issued to respondents were returned.

Another limitation of this study is that it only focused on sales process; however, there are other factors that are very instrumental in the sales process. These factors include but not limited to prospecting, presentations, objections and followup.

5.6 Recommendation for Further Studies

The study used quantitative approach and adopted cross sectional survey which involved capturing the perceptions and opinions of respondents. Cross sectional survey was selected because it was the best method for analysis. Therefore, there is need for a similar research to be carried out based on qualitative approaches.

The focus of this study was on the relationship between the influences of sales process and the performance of Real Estate Firms in Nairobi County, Kenya. There is need for a similar study to be extended in financial institutions to establish the similarity of the finding. The research also suggests that the future studies should focus on different variables other than those used in this study.

The gist of this study was sales process; however there are other factors that influence sales process within an organization. This paper therefore recommends further studies on other related factors such as sales training, rewards to sales staff and organizational leadership in relation to sales process.

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APPENDICES

Appendix I: Questionnaire

Section A: General information
Name of the Real estate company
(Optional)...........................
What is your age bracket?
21- 30 Years [ ]
31 - 40 Years [ ]
41 - 50 years [ ]
51 - 60 years [ ]
Over- 61 years [ ]
For how long have you beenworking
in this Company?
Below 3 years
[ ] 4-6 years
[ ] 7-10 years
7-10 years [ ]
Highest level of Education?
High School
[] Diploma
[] Degree
[] Post Graduate
SECTION B: SELLING PROCESS

PROSPECTING

To what extent do you agree with the following attributes prospecting on exhibited by your   firm?   Using a scale of 1 - 5, tick the appropriate answer from   the alternatives

provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 =Strongly agree

Component	1	2	3	4	5
When the sales representative make presentation to prospects they ensure it is tailored to clients particular needs.					

Approaching the right potential customers is crucial to the selling process and increasing prospecting effectiveness is the fastest way to boost sales.				
The company evaluates whether the customers can qualify forproduct.				
The company does proper market research and collecting all relevant information regarding customer needs.				
Our products meet customer need				

PRESENTATION

To what extent do you agree with the following attributes on presentation exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

Component	1	2	3	4	5
The staff usually demonstrates how the products are used to meet the need of the potential customer.					
Firm give away free samples					
The salesperson explains the value story to the buyer and shows how the company´s offering solves the customer´s problems.					
The sales representative offers clients with a gift during the first interaction					
The salespersons use different method such as personal visit, phone call and email.					

OBJECTIONS

To what extent do you agree with the following attributes on objections exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1= Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

Component	1	2	3	4	5
Find hidden objections					
The sales representative usually ask customers to clarify any complain they have during presentations.					
The sales representative explains to customers how our services will offer solution to their problem.					
The sales representative takes the complain as opportunities to present more information.					
The sales team usually handles objections with best possible case response.					

FOLLOWUP

To what extent do you agree with the following attributes on follow up exhibited by your firm? Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1= strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = strongly agree

Component	1	2	3	4	5
Adequate and appropriate non-financial rewards are given to the loyal customers.					
The sales representative would request feedback about the real estate services.					
A follow-up call is done after the transaction is in the process and after it complete					
Followup is done to ensure continuity of the business relation					

The salespersons usually call customers to ensure satisfaction.					

SECTION C. ORGANIZATIONAL PERFORMANCE

Balance score card will be adapted to measure firm performance. Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = Strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly agree

Financial	1	2	3	4	5
Firm overall sales have grown over the last 3years.					
Firm's profitability has improved over the last 3years.					
The firm return of investment has been increasing over the last three years					
Customer	1	2	3	4	5
Increased referral reflects customer satisfaction.					
Customer retention is key for growth of the firm					
Continuity improvement in customer loyalty due to better services					
Internal Process	1	2	3	4	5
There has being efficiency in operation management of the firm.					
There has being reduction of administration cost.					
The firm has been releasing innovative and differentiated services over a period of time.					
Organization Capacity	1	2	3	4	5
The firm allocates funds for employee training.					
There is personal and career growth and development of employees in the firm.					
The employees have a positive attitude and deliver excellent customer service.					

Appendix II: List of Sample Registered real estate firms in Nairobi Kenya

1. AMS PropertiesLtd

2. Axis Real Estate

3. Azizi Realtors

4. Banda Homes

5. Beyond Media

6. Broll Kenya Limited

7. BuyRent Kenya

8. Centum Properties Limited

9. Coral Properties Limited

10. Crystal Valuers Limited

11. Cytonn Investment Limited

12. Diamond Property Merchants 13Dinara Developers

14. Dunhill Consulting Limited

16. EdificeLtd

17. Fair Deal Properties

18. Fortress Consulting Ltd

19. FusionCapital.

20. Gakuyo Real EstateLimited

22. GimcoLimited

23. Greenspan Investment Limited

24. Kenya Interiors Ltd

25. HassConsult

26. HomeAfrika

27. Home Fix Ltd

29. Homes Universal Ltd

30. Homescope Properties Limited

31. Kings Developers Limited

32. Kings Pride Properties Limited

33. KnightFrank

35. Land Link Africa Ltd

36. Landmark Realtors Limited

37. Laser Property Services Limited

38. Liberty Homes Ltd

39. Llyod Masika Limited

40.M & D Homes (K) Ltd

 41. M & MDesigns

42. Mentor Group Limited

43. Myspace Properties Kenya

44. Norwich Union Properties Limited

45. New Realite Limited

46. Optiven Enterprises Limited

47. Pam Golding Properties

48. Pentagon Properties

49. Property24

50. Property PointKenya

51. Regent Management Ltd

52. RydenInternational

54. Sigimo Enterprises Ltd

55. Security 24Ltd

56. Silver Flames Properties Limited

 57. Sky Management Limited

58. Sterling Partners Limited

59. Superior Homes Kenya

60. Suraya Properties Limited

61. Sultan Palace

62. Sweet Homes ManagementLimited

63. TRV Group ofCompanies

64. Tysons Limited

65. Vaal RealEstate

66. Villa Care KenyaLtd

Source: Registrar of Real Estate Companies 2019