

**SALES MANAGEMENT PRACTICES AND COMPETITIVE ADVANTAGE OF
LARGE MEDIA HOUSES IN NAIROBI CITY, KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

Signature:  -- Date: ---30/11/2021-----

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D65/10738/2018

This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to everyone who supported in the various stages of the research work.

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TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES	ix
ABBREVIATIONS AND ACRONYMS.....	x
ABSTRACT.....	xi
CHAPTER ONE:INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Sales Management Practices	2
1.1.2 Competitive Advantage	3
1.1.3 Large Media Houses in Nairobi County.....	4
1.2 Research Problem	6
1.3 Research Objective	8
1.4 Value of Study	8
CHAPTER TWO:LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Theoretical Framework.....	9

2.2.1 Push and Pull theory	9
2.2.2 Resource Based View	10
2.3 Sales Management Practices and Competitive Advantage	11
CHAPTER THREE:RESEARCH METHODOLOGY	14
3.1 Introduction.....	14
3.2 Research Design.....	14
3.3 Population of the Study.....	14
3.5 Data Collection	15
3.6 Data Analysis	15
CHAPTER FOUR:DATA ANALYSIS, PRESENTATION AND DISCUSSION	16
4.1 Introduction.....	16
4.2 Response Rate.....	16
4.3 Organizational Characteristics	17
4.3.1 Period of operation	17
4.3.2 Number of Employees	18
4.3.3 Ownership Structure	18
4.4 Sales Management Practices.....	19
4.4.1 Sales Planning.....	20
4.4.2 Sales Implementation	21
4.4.3 Sales Evaluation	23

4.5 Competitive Advantage	25
4.5.1 Cost Leadership Strategy	25
4.5.2 Focus Strategy	26
4.5.3 Differentiation Strategy	28
4.6 Correlation Analysis	29
4.7 Regression Analysis.....	30
4.6.1 Model Summary	30
4.7.2 Goodness of Fit of the Model	31
4.7.3 Model Regression Coefficients	32
4.8 Discussion of Findings.....	34
CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMMENDATIONS	36
5.1 Introduction.....	36
5.2 Summary of the Findings.....	36
5.3 Conclusion	37
5.4 Recommendations.....	38
5.5 Limitations of the study	38
5.6 Implications of the study.....	39
5.7 Suggestions for Further Studies	40
REFERENCES.....	40

APPENDICES 46

Appendix I: Research Questionnaire 46

Appendix II: Large Media Houses in Nairobi County**Error! Bookmark not defined.**

LIST OF TABLES

Table 4. 1: Period of Operation	16
Table 4.2: Number of Employees	17
Table 4.3: Period of Operation	18
Table 4.4: Sales Planning.....	19
Table 4.5: Sales Implementation	20
Table 4.6: Sales Evaluation	22
Table 4.7: Cost Leadership.....	24
Table 4.8: Focus.....	25
Table 4. 9: Differentiation	27
Table 4.10: Pearson Product-Moment Correlations	28
Table 4. 11: Model Summary	30
Table 4.12: ANOVA.....	31

ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
KCC	Kenya Cooperative Creameries
AMOLED	active-matrix organic light-emitting diode

ABSTRACT

Media houses play a critical role in the communication industry providing information, entertainment, feedback and educative forums impacting national development, social communism and policing government projects. Media houses play a critical role in the communication industry providing information, entertainment, feedback and educative forums impacting national development, social communism and policing government projects. The general objective of the study was to establish the relationship between sales management practices and competitive advantage of large Media Houses in Nairobi City, Kenya. This study was based on two theories, push and pull theory and resource-based theory. The target population of the study was 50 large media houses. Sales planning had a significant impact on sales management practices at moderate extent while Sales implementation and evaluation was at great extent. The study established a positive relationship between competitive advantage and sales management practices. The study concludes that there is a significant association existing between sales planning, sales implementation and sales evaluation and competitive advantage hence the model of research is significant. The study recommends that the industry maps out specifically what aspects of sales management strategies are relevant to their industry and invest heavily into those aspects so as to see tangible improvement in their performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The sales environment continues to change owing to various behavioral, technological and managerial forces (Johnstone & Marshall, 2020). These changes are changing the way sales people connect with prospects, differentiate themselves from the competition, and position their products and services. As a result, businesses should concentrate on the aspects that influence salespeople's performance. Many factors have been shown to influence salesperson performance, including sales skills, customer orientation, and among other things, one's own particular characteristics (Churchil et al., 2021). Sales management guarantees the long-term viability of revenue by selecting and implementing sales models that promote growth and market share retention, and, as a consequence, increase profitability (Churchil et al., 2020). Most firms have identified sales management as an important mechanism that links to competitive advantage. Similarly, Kowalkowski, (2020) opined that the sales management has significant effect on competitive advantage.

The resource-based theory and the push-pull marketing theory drove the research. The push and pull marketing theory describes ways for moving information and products between a company and its customers. Werner pushed resource-based theory forward (1984). It posits that the origin of an organization's advantage originates more from internal resources than external environment positioning. It is important to keep in mind that the organizational sales management strategies must be supported by both people and financial resources.

Media houses play a critical role in the communication industry providing information, entertainment, feedback and educative forums impacting national development, social communism and policing government projects (Reelforge, 2019). The media house is designed to reach mass audience, provide entertaining and educative content as well as provide a platform for discussing topical issues in a bid to resolve and find solutions. Content creativity, frequency strength and popularity of the hosts dictates the market share of the media house which largely impacts revenue. Halimi, Chavosh and Choshali (2011) note that relationships governance impacts positively on firms' performance. Companies therefore need to develop strategies that promote their relationships with their clients by evaluating that factor that influence these relationships so as to establish more mutually beneficial buyer-seller relationships to increase profit. As Raza and Rehman (2012) take accurate decisions to enhance customer loyalty.

1.1.1 Sales Management Practices

Sales management is a process of planning all activities around sales, staffing, in order to effectively and efficiently achieve sales goals (Weitz & Bradford 2016) define sales management as the commercial subject that emphasizes on enlightening the realistic application of sales practices, procedures, structures and functions to raise organization income. These definitions agree in that there has to be planning, implementing, evaluation & control in order to achieve set goals or objectives.

Sales and marketing have merged in order to be of a superior strategic significance to organizations (Chen & Hung, 2015). In the pre-production and production era, the main focus of management was increased volumes as well as plant efficiency. It was an era marked by great technical competence for mass production and extended markets to take in the same. Profits was

not an ignored factor, however, sales volume data was easier to obtain and more accurate. This marketing era saw the day to day role of sales manager's shift from planning for the salesmen to more of strategy development. The management role therefore changed in that the managers had to redesign operations and procedures to incorporate the computer (Dawson,1970). While sales management today is characterized by strategy development and profit responsibility, it also revolves around the overall development of human resources.

Goal setting, planning, budgeting and establishing programs to meet those goals; executing the program; evaluating and controlling the results; these are the primary functions of sales managers (Cuevas, Donaldson & Lemmens, 2015). Goal setting depends on the overall sales goals of the organization and depends on product mix. Setting goals requires that there is balance in regions. Sales may be difficult to some regions but still important to maintain volumes. There are various fundamental issues that are involved in the planning and budgeting process such as the sales force to be deployed, the distribution channel and the sales program (Terho, Eggert & Ulaga, 2015).

1.1.2 Competitive Advantage

It is described as a set of activities, mechanics and abilities that enable a company to consistently provide or offer its products and services in a manner that satisfies its customers (Coyne, 2016). It may also be described as the capability of an enterprise to offer more competitive goods and services that meet consumer expectations (Garth et al.,2014). Porter (1985) submitted that the primary goal of a company's competitive strategy is to get deeper insights into a particular market and develop creative strategies of surpassing competition. For it to achieve, a competitive edge, a company has no choice but to come up with innovative and aggressive ways of balancing

of external and internal factors (Barney, 2011). A company that is able to continuously exceed its rivals and deliver goods and services in a way that satisfies its consumers, has a competitive edge.

Organizations that command a significant competitive advantage develop goods and services that are in demand and that cater to the essential needs and wants of their customers (Meihami and Meihami, 2014). Companies must also achieve a consistently high performance over a period of time, for them to maintain a competitive edge in the market. Furthermore, these organizations must be able to adjust to any market shifts and environmental changes and be able to thwart competitor efforts to replicate a firm's advantages. There are several forms of competitive advantage that cannot be replicated and it is this fact that has contributed to the resource based perspective of what it means to have a competitive advantage. They posit that cost leadership will occur if a company commits to becoming the minimum cost manufacturer in its industry, whereas differentiation is the practice of managing customer perceptions through the production of goods or services that are significantly superior to competition and thus having the ability to charge a premium price.

1.1.3 Large Media Houses in Nairobi City County

Kenya's media house is one of the vibrant and respected in Africa. In Kenya, the media has always been at the top in undertaking its economic and social development role by providing civic discussions platforms where the government is held to account, holding a mirror to the society and disseminating information. Through the past years, the media has promoted democracy and good governance by hosting presidential and gubernatorial debates before general elections; this marked a great milestone in the industry. Kenyans had the opportunity to

analyze and scrutinize candidates' performance records, development plans and election promises through the debate (Mulwa, 2013). The media gave Kenyans platform to hold the politicians accountable through the series of debates.

The industry over the past years has grown tremendously with improved technological advances, digitalization and increased connection to advanced internet and mobile access. With the creation of county governments, the media responded with content and news that is tailored to the various counties. The media has reported substantial growth from independence. Initially it was one KBC station, Kenya now prides with 386 FM radio stations and 105 TV frequencies. From very few publications to 19 dailies and weekly publications throughout the country. Government's immense expenditure in Kenya's ICT has in years paid off through the mobile innovations and has not only tremendously affected money transfer and banking sector, but also the uptake of media (Luck, 2010). More and more users of mobile phones utilize advance technology for internet connection and view or listen to TV and radio; this has become possible due to infiltration of mobile services. The industry has also greatly benefitted in audience participation and in increased revenues through SMS which is a good platform for media interaction with their target audiences. The five major media firms in Kenya include: Royal Media Services, Media Max Networks, The Standard Group, Radio Africa Group and Nation Media Group. The Media Council of Kenya together with the Communication Authority of Kenya regulates the media in Kenya (CAK, 2019).

1.2 Research Problem

The sales environment continues to change owing to various behavioral, technological and managerial forces (Johnstone & Marshall, 2013). Proactive sales management impacts on attitudes and performance of sales persons (Ooi, 2015). Bearing in mind that sales persons are the main drivers and sources of business revenue in any organization, its effective management becomes a fundamental requirement. Sales management concepts within an organization grasp each aspect of the collective sales efforts to operate efficiently. Churchil et al., (2013) opined that the sales management has significant effect on competitive advantage. Similarly, Sterling, (2015) asserted that sales management has negative on competitive advantage and companies should not put more focus on it.

Media houses are important entities in conveying trustworthy and credible information to general public and embrace the armor of social cultural diversity instigating societal unity and growth. These institutions revenue growth has grown over the years and survey conducted revealed 17 billion annual contributions to the economy (Reelforge, 2019). Government of Kenya has over the years introduced different policies to safeguard the consumers leading to decreased revenue streams moreover, rapid growth of technology has brought market uncertainty and opened up new mediums. This has impacted how traditional business was conducted and reshaped organizations to embrace key account management as a way of growing revenue, identifying new business and earn overall market competitive advantage.

Various studies have examined sales management and performance on a national and international scale. SMEs in Canada were surveyed using a cross-sectional survey by the researchers conducted by Globally, Piercy, Cravens, and Morgan (2017) to examine the

correlation between sales management methods and SME success. The study results explained a significant statistical relationship between sales management practices on performance. In Dubai, Abubakar and Muhammad (2015) examined the effect of sales people on performance. The study was based on regression analysis. Salespeople are said to have a favorable impact on a business's performance. To figure out the influence of price discounting and sales promotion on customer buy intention, Pakistani author Bhatti (2018) performed a study where he considered how social media influenced both price discounting and customer intent. The study was based on cross sectional survey. It was found out that sales promotion influence consumer purchase behaviour.

Locally, Mbugua (2017) examined the effect of personal selling strategies on performance. A descriptive survey was adopted. Personal selling tactics utilized by pharmaceutical corporations have been suggested to contribute to better results. Gachanja analysis of Sales Representatives and serviced delivery," found that sales agents and serviced delivery are linked. The survey had been done using a cross-sectional design. It was said that the sales representatives felt the terms and conditions of their service were subpar. There was a study done on small and medium-sized businesses in Mombasa County, Kenya, by Irungu (2011) which assessed how formal strategic management approaches were adopted.

The vast majority of the research addressed focused on sales management practices strategies and competitive advantages, while few studies were conducted on the area. The study was focused on the question: What influence do sales management practices on competitive advantage of Media Houses in Nairobi City, Kenya?

1.3 Research Objective

The objective of this research was determine the effect of sales management practices on competitive advantage of large Media Houses in Nairobi City, Kenya.

1.4 Value of Study

The study introduces a novel idea of sales management methods and their impact on organizational performance. The goal of the study is to uncover difficulties that have not been adequately addressed by prior studies, so that sales management researchers can learn from them and use new and improved techniques to handle them. Researchers will profit from the study since they will have a better understanding of the principles used in sales management research.

The study significantly added value to the media houses since they will be able to understand the importance of applying sales management practices in management of their firms. This ensured that they gain a competitive edge and overpower new entrants in the market. It will also add to the research and give a new approach in sales management as a business strategy and show how these sales management relate and affect the precisely the media industry performance.

Finally, it contributed to policymaking by assisting those professionals charged with policymaking in the commercial and public sectors, particularly in media houses. Policies are designed to give guidelines, laws, rules, and limits, and as a result, they require practical information about the current situation of the sector, which the results of this investigation disclosed.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature contains the main ideas behind the research and actual investigations on sales management practices and the competitive advantage of organisations. This chapter will discuss the research gaps in sales management practices and competitive advantage.

2.2 Theoretical Framework

The study was anchored on these theories.

2.2.1 Push and Pull theory

This is a motivation theory which is based on the argument that there is a big relationship between efforts that people employ in their work, performance achieved from that particular work, rewards the people draw from the efforts and lastly performance they are able to get from those efforts. Motivation comes where people strongly believe that great efforts result in good performance, while good performance results to achievement of expected rewards. Victor Vroom (1964) developed the first theory of push and pull theory which had applications directly to the work settings. This theory was continued and made clear by Porter and Lawler (1968) and many more (Pinder, 1987). It is largely built on some 4 assumptions (Vroom, 1964). Assumption one argues that individuals join various firms and possess motivations, needs expectations, experiences of the past and these determine their adaptability. For the second one state that a conscious choice is the determinant of the behavior of a certain individual and people are

allowed to select their behaviors out of their calculations. Assumption number three is that different people do not want the same thing from a firm. There are those that want good pay, others security of their jobs, challenge and advancement. Assumption number four is that there are several alternatives from which people choose in order to optimize all the outcomes personally.

Basing this push and pull theory on the four assumptions, it has three very important elements; valence, instrumentality and expectancy. Here an individual will be motivated up to a point where they get to believe that efforts gives them performance which is acceptable (expectancy), performance has got a reward (instrumentality) and that rewards have got highly positive values (valence). This push and pull theory again describes motivation to be a result of continuous interaction between a certain individual and their situations. To managers performance is the main goal and to workers it remains a means of personal goals attainment. In order for one to understand the motivation of workers to perform, it is clear that one ought to identify how this performance exactly fits into their “equation” of personal expectancy. More generally, the theory of expectancy tells us that one must understand causal beliefs of a particular situation if they are to know the levels of people’s efforts on a task. Again, one must clearly know more about what remains important for them

2.2.2 Resource Based View

Birge was the first to suggest this concept way back in 1984. According to this idea, organizations examine their competitive advantage by conducting strategic advantage evaluations. The RBVs state that every company has its own unique collection of physical and intangible resources, as well as the ability to make use of those resources. They vary in this way,

and it's one of the contributing factors. As each company's resources are utilized to their fullest potential, each business gains a competitive edge (Alvarez & Busenitz, 2001). The smart use of resources and the effectiveness of an organization are intertwined.

An organization's competitive advantage may be gained via the improvement of scarce resources, as proposed by Barney (1996). A firm's competitive advantage is founded on the uniqueness and rarity of its resources. It's essential to learn about the strengths and weaknesses of each company, and then to identify and differentiate them from one other. What the company can do is not simply to reduce the time it has, but to manage the finances it has. Learning et al. (1969) believe that the key to a company's success or long-term development resides in its ability to cultivate distinctive talent. According to RBV, successful firms have stronger organizational design. Because of their cheaper prices, better products, and improved performance, they have become more popular (Das & Teng2000).

This research relies heavily on the notion of the resource-based approach, which helps explain how the combination of resources through time leads to the creation of unique skills that contribute to performance and competitive advantage. Strategic responses that lead to better service delivery are made possible by a company's resources.

2.3 Sales Management Practices and Competitive Advantage

Njeri (2013) conducted a study on large pharmaceutical businesses' strategic management strategies and performance in Kenya. According to the study, strategic management practices had an impact across various operational areas such as customer service, marketing, finance as well as human resource management as well as customer service and business coordination processes. Although strategic management practices were implemented, there was need to

improve on how to identify rare resources and how to deploy them. Because the study focused on strategic management practices rather than sales management methods, there was a conceptual mismatch..

In Dzisi and Ofsuo (2014), the authors evaluated the connection between sales process and the performance of SMEs in Ghana. Resource-based theory led the investigation while agency theory served as a framework. The study was descriptive and researched 12,600 SMEs. Questionnaires were used to collect primary data. In this work, we have employed a cross-sectional survey design. More attention should be directed towards customer service and relationship building, especially for businesses who can prove that they are interested in their customers beyond just selling them things. The current study environment is different from the one used in the research and the results are not what were predicted.

Fathali (2016) examined sales strategies and their effect on firm performance among Iranian automobile companies. Data collection was through questionnaires administered to 286 executives of automobile firms where correlation techniques used for analysis. The findings showed that the Porters' competitive strategies positively and significantly affected corporate innovation. However, the study used quantitative tools for analysis and context was automobile companies making impossible to generalize the finding to media houses.

Piercy, Cravens, & Morgan (2017) did a cross sectional survey on the effects of sales management practices on performance among SMEs in Canada. The study results explained a significant statistical relationship between sales management practices on performance. The study concluded that firms should invest in sales management practices to increase the firm performance. On the other hand, a research paper was published by Bhatti in Pakistan in 2018,

and her findings revealed that price discount and sales promotion impact on the purchasing intention of the customer, but only when presented via social media. The study was based on cross sectional survey. It was found out that sales promotion influence consumer purchase behaviour. The studies suffered from a limitation of context which was only based in developed countries.

A study was conducted by Regina Mbogo (2013) on sales management practices adopted by General Motors East Africa Ltd. Primary data was collected via interview guides. The research found that, strategy implementation was greatly affected by top management commitment. The study recommended that management should employ and position competent and qualified personnel as well as employ monitoring mechanisms for efficient strategy implementation. The study however focused on manufacturing industry and collection of data was through interview guide and not questionnaires

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the way the findings of this investigation were presented. Additionally, a step-by-step explanation of the data collection and analysis methods is provided. Further information about the research design and the study population are presented in depth.

3.2 Research Design

This study used a descriptive cross research design to investigate effect of sales management practices on competitive advantage. The use of a descriptive research design in this study will be appropriate as not only is it accurate, but also highly precise as it entail the careful description of events in a detailed and well planned manner. Descriptive research designs helped in the identification of the where, what, who, when and how of phenomena. When applied to this study, the descriptive research design will be useful as it will help in the identification of the existing relationship between the independent variables and the main dependent variable in the study.

3.3 Population of the Study

Define population as a collection of individuals that includes families, for example, that live in a city or states, and that you choose a smaller subset of people such as families, students, or electors, to interview in order to answer your inquiry question. The study intends to target Media Houses located in Nairobi County. In reference to the data provided by Media Council of Kenya (Media Council of Kenya, 2020), 50 large media houses are registered to operate within Nairobi

County. In the broadcasting industry these houses are classified as public, private and community based. The study was based on census

3.5 Data Collection

50 Media Houses located in Nairobi County were asked to fill out a questionnaire on their strategic plans or their equivalent measure. The first portion of the questionnaire collects data about the organization's characteristics. Second, we developed solutions to Covid 19, followed by service delivery.. A good questionnaire is a critical method to come up with a wide variety of information from a large sample size which is easier to analyze (Kothari, 2011).

3.6 Data Analysis

Questionnaires was revised for consistency after data collection to be considered complete. Editing, tabulation, and coding were used to clean up the data and identify any discrepancies in the replies, as well as to enter particular numerical numbers for future analysis. Descriptive statistics will be used to examine the data which will include central tendency measurements (mean) and dispersion measures (variance and standard deviation). The data were shown using pie charts and bar graphs.

The relationship between the variables was determined using the multiple linear regression model shown below:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$. Where;

Y=Competitive Advantage

β_1 to β_3 are the regression coefficients

β_0 = Constant Term

X_1 = Sales planning

X_2 = Sales implementation

X_3 = Sales evaluation

E=Error term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The chapter includes statistical analyses and discussions of research findings on sales management practices and competitive advantage.

4.2 Response Rate

Out of 50 questionnaires that were administered, 35 were returned for data processing representing 74% response rate. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Babbie (2010) likewise considers a return

rate of 60% to be good, and a return rate of seventy to be outstanding. The findings were sufficient for data analysis. As a result of the adequate response rate, the researcher proceeded with analyses of data.

4.3 Organizational Characteristics

This section is dedicated to firm's basic details. The data aided in comprehending the company's background details under consideration. It requested information on the company's time of operation, number of employees and ownership structure.

4.3.1 Period of operation

The duration of operation of the large media houses was given by respondents as specified in Table 4.1.

Table 4. 1: Period of Operation

Years	Frequency	Percent
Less than 4 years	6	17.143
4-8 years	12	34.286
Above 8 years	17	48.571
Total	35	100.0

Source: Field Data (2021)

Table 4.1 depicts that most of the media houses in Nairobi County, Kenya have been in operation between 4-8 years at 46.67%, above 8 years at 38.33% and lastly less than 4 years at

15%. The result implies that majority of the media houses in Nairobi, Kenya are well established in the Kenyan Market.

4.3.2 Number of Employees

The goal of the research was to figure out how many people work for large media houses. Table 4.2 depicts responses as gathered from respondents.

Table 4.2: Number of Employees

Employees	Frequency	Percentage
Less than 400	29	82.857
401 – 1000	3	8.571
Over 1000	3	8.571
Total	35	100.0

Source: Field Data (2021)

Table 4.2 depicts that most of large media houses have employees less than 400 at 82.857, followed by employees between 401 – 1000 at 8.571 and lastly and lastly less than 400 at 8. 571. This implies that media sector players are able to operate on a small scale of staff.

4.3.3 Ownership Structure

The goal of the research was to figure out the period of operation of the large media houses. Table 4.3 depicts responses as gathered from respondents.

Table 4.3: Period of Operation

Years	Frequency	Percent
Private	30	85.714
Publicly listed	2	5.7142
Government owned	3	8.571
Total	35	100.0

Source: Field Data (2021)

Table 4.3 depicts most of large media houses are privately owned at 85.714%, followed by publicly listed at 5.714 and government owned is at 8.571. This implies that most large media houses are privately owned.

4.4 Sales Management Practices

The independent variables of this research were sales management practices. It was essential to determine the opinions of respondents on their organization's sales management practices. The innovation methods have been assessed at a 5-point scale of Likert and the responses are required to either agree on "Not at all," "little extent" and "moderate extent" or "large extent", "very large extent". For each question, the most favorable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This research utilized a mean value of 4.0-5.0 for large, 3.0-4.0 for moderate, 2.0-3.0 small, and 1.0-2.0 for did not agree.

4.4.1 Sales Planning

All five statements were requested to be rated on a scale of one to five by participants on sales planning. Table 4.4 displays the final result.

Table 4.4: Sales Planning

Statement	N	Mean	Std. dev
The company's corporate and divisional objectives are explained to the sales force when setting performance criteria.	35	4.00	0.95
Demand estimation analysis is carried out in your organization.	35	3.53	1.06
Demand estimation analysis is considered an important function of sales management	35	3.50	0.99
Sales forecasting is considered to be an important function of sales management in your organization	35	3.20.	1.02
Your organization uses qualitative techniques in sales forecasting	35	3.40	1.05
Budget setting is an integral part of the planning process in your organization	35	3.35	1.03
Sales potential is a factor that is considered while designing territories	35	3.56	1.09
Composite mean	35	3.50	1.03

Source: Field Data (2021)

The company's corporate and divisional objectives are explained to the sales force when setting performance criteria 4.18 as mean and a 0.95 as standard deviations as depicted in Table 4.4. Sales potential is a factor that is considered while designing territories with a mean of 3.56 and S.D 1.09.3,53 as mean and a 1.06 as standard deviations, Demand estimation analysis is carried out in your organization. Demand estimation analysis is considered an important function of sales managementa 3.50 as mean and a 0.99 as standard deviations as espoused by survey data. Your organization uses qualitative techniques in sales forecasting as a mean of 3.40 and S.D 1.09. Budget setting is an integral part of the planning process in your organizationas mean of 3.40 and S.D 1.03. Sales forecasting is considered to be an important function of sales management in your organization the mean was 3.20, and the standard deviation was 1.05. Overall, the mean was 3.50 which implies that most of the large media houses embraced sales planning to moderate extent

4.4.2 Sales Implementation

All five statements were requested to be rated on a scale of one to five by participants on sales implementation . Table 4.5 displays the final result.

Table 4.5: Sales Implementation

Statement	N	Mean	Std.dev
Adequate training is offered for product knowledge.	35	4.20	0.89
Your organization has an elaborate compensation plan for its employees in the sales department.	35	4.40	1.08
The compensation plan s commission based	35	4.50.	0.92
The compensation plan is both salary and commission based	35	4.11	1.10
The day to day efforts of the sales force are monitored as distinct from sales results.	35	3.90	0.99
The sales force is given the authority to act on behalf of its customers and prospects.	35	3.50	1.04
Your internal communication is very successful and helps coordinate all of your sales-related operations.	35	3.70	1.07
Composite Statistics	35	4.04	1.01

Source: Field Data (2021)

Table 4.5 the compensation plan s commission based as shown by a mean of 4.50 and a std deviation of 0.92, your organization has an elaborate compensation plan for its employees in the sales department having a 4.40 as mean and a 0.89 as standard deviations while the adequate training is offered for product knowledge having a 4.20 as mean and a 1.10 as standard deviations. The compensation plan is both salary and commission baseda mean 4.11 and a std deviation of 1.10. The day to day efforts of the sales force are monitored as distinct from sales results with a 3.90 as mean and a 0.99 as standard deviations. Your internal communication is very successful and helps coordinate all of your sales-related operations with a 3.70 as mean and a 1.07 as standard deviations. The sales force is given the authority to act on behalf of its customers and prospects with a mean of 3.50 and S.D 1.04.Overall, the mean was 4.40 which implies that sales implementation influence sales management practices to a great extent.

4.4.3 Sales Evaluation

All five statements were requested to be rated on a scale of one to five by participants on sales evaluation. Table 4.6 displays the final result.

Table 4.6: Sales Evaluation

Statement	N	Mean	Std Dev
The sales force day to day efforts are monitored as distinct from sales results	35	4.11	.504
Management reviews sales force performance.	35	4.54	.505
Useful feedback about sales activities is provided	35	4.23	.798
Useful feedback about sales results is provided	35	4.63	.547
Financial rewards and compensation are provided to the sales force based on their accomplishments	35	4.26	.611
Non-financial incentives are offered to the sales staff as an adequate and suitable compensation for their success.	35	4.45	.456
Management takes corrective action when performance standards are not met or influences other parts of the company to do so	35	4.24	.567
Composite Statistics	35	4.35	.570

Source: Field Data (2021)

In regards to Table 4.6, useful feedback about sales results is provided 4.63 and std deviation 0.547. Management reviews sales force performance having a 4.54 as mean and a 0.505 as standard deviations. Non-financial incentives are offered to the sales staff as an adequate and

suitable compensation for their success with a mean of 4.45 and S.D .456. Non-financial incentives are offered to the sales staff as an adequate and suitable compensation for their success, with a mean of 4.26 and a variation from 611. In addition to this, management takes corrective action when performance standards are not met or influences other parts of the company to do so with a mean of 4.24 and S.D of .567. Useful feedback about sales activities is provided having a 4.23 as mean and a 0.798 as standard deviations. Finally, the sales force day to day efforts are monitored as distinct from sales results with a mean difference of 4.11 and 0.504.

4.5 Competitive Advantage

Under this research, a firm competitive advantage was a dependent variable. The respondents' opinions on the competitive advantage of their company had to be established. The following analysis has been adopted to distinguish the extent: mean value of 4.0<3.5 to a large, a moderate extent of 3.0<4.0, a small extent of 2.0<3.0 and an average score of 1.0<2.0 to a small degree.

4.5.1 Cost Leadership Strategy

All five statements were requested to be rated on a scale of one to five by participants on cost leadership strategy. Table 4.7 displays the final result.

Table 4.7: Cost Leadership

Statement	N	Mean	Std dev
The firm reduces its operational costs	35	4.63	0.487
The firm ensure tight controls for overhead costs	35	4.40	0.493

The company charges cheap pricing because of lower operating expenses and/or overhead costs	35	4.37	0.498
The company offers lower consumer pricing than our rivals	35	4.50	0.497
The firm adopts latest technology in our operations	35	4.40	0.456
Mean	35	4.46	0.4862

Source: Field Data (2021)

In relation to Table 4.7, organizations reduce their cost of operation having a 4.63 as mean and a 0.487 as standard deviations. The company offers lower consumer pricing than our rivals as shown by a mean of 4.50 and std deviation 0.497. Further, the organizations adopt the latest technologies in their operation having a 4.40 as mean and a 0.456 as standard deviations. The organizations also ensure that they have a tight control of their overhead cost having a 4.40 as mean and a 0.493 as standard deviations. Lastly, the firms charge cheap pricing because of lower operating expenses and/or overhead cost and had a mean of 4.37 and std deviation 0.498. The overall mean was 4.46 which implies that many large media houses embrace cost leadership strategy to a great extent.

4.5.2 Focus Strategy

All five statements were requested to be rated on a scale of one to five by participants on focus strategy. Table 4.8 displays the final result.

Table 4.8: Focus

Statement	N	Mean	Std dev
The company is only concerned with selling goods to a certain market segment.	35	4.30	0.456
We develop new goods and services to meet the needs of this specific market segment.	35	4.23	0.432
We've expanded our business to include areas where consumers live.	35	4.42	0.433
As a result of consumer demand, we modify our goods and services.	35	4.57	0.443
Mean	35	4.38	0.440

Source: Field Data (2021)

The businesses having a 4.57 as mean and a 0.443 as standard deviations in Table 4.8 alter their goods and services in response to their specialized consumer needs. The organizations also extend their business to locations where their customers come from as depicted having a 4.42 as mean and a 0.433 as standard deviations. Further, the organizations have a focus of selling their products to a particular market niche only having a 4.30 as mean and a 0.456 as standard deviations. Lastly, the firms innovate their products and services for this niche market having a 4.23 as mean and a 0.432 as standard deviations. The overall mean was 4.38 which implies that many large media houses embrace differentiation strategy to a great extent.

4.5.3 Differentiation Strategy

All five statements were requested to be rated on a scale of one to five by participants on differentiation strategy. Table 4.9 displays the final result.

Table 4.9: Differentiation

Statement	N	Mean	Std dev
Our business is strategically located	35	4.32	0.467
We have an edge over our rivals because of our reputation.	35	4.43	0.454
The firm offers suitable business timing (operating days/hours)	35	4.53	0.456
The firm offers superior customer service and support	35	4.23	0.467
Mean	35	4.38	0.461

Source: Field Data (2021)

Table 4.9 depicts that organizations offer suitable business timing as shown by the Mean of 4.53 and std deviation 0.456. The organizations also have a reputation that gives them an advantage over their competitors as shown by a mean of 4.43 and std deviation 0.454. Further, the organizations have a strategic location for their businesses as shown by a mean of 4.32 and std deviation 0.467. Lastly, the firms offer superior customer service and support having a 4.23 as mean and a 0.467 as standard deviations. The overall mean was 4.38 which implies that many large media houses embrace differentiation strategy to a great extent. The overall standard

deviation and mean for the competitive advantage is 0.462 and 4.40 respectively which imply that competitive advantage was at great extent.

4.6 Correlation Analysis

Correlation analysis was conducted to assess association between the predictor and response variables. It helps to link the variables. .

Table 4.10: Pearson Product-Moment Correlations

		SP	SI	SE	CA
	Pearson Correlation	1			
SP- Sales Planning	Sig. (2-tailed)				
	N	35			
SI-Sales Implementation	Pearson Correlation	.523*	1		
	Sig. (2-tailed)	.05			
SE-Sales Evaluation	N	35	35		
	Pearson Correlation	.583**	.141*	1	
CA- Competitive advantage	Sig. (2-tailed)	.01	.05		
	N	35	35	35	
CA- Competitive advantage	Pearson Correlation	.673**	.538**	.457*	1
	Sig. (2-tailed)	.01	.01	.03	
CA- Competitive advantage	N	35	35	35	35

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

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

Source: Field Data (2021)

Performance and sales planning have a positive connection, as seen in the preceding Table 4.10, with a Pearson correlation value of 0.673 indicating a direct link. Competitive advantage and sales implementation have a positive connection, as seen in the preceding Table 4.11, with a Pearson correlation value of 0.538, $P=0.00$ indicating a direct link. Finally, competitive advantage and sales evaluation have a positive moderately significant connection, as seen in the preceding Table 4.11, with a Pearson correlation value of 0.457, $P=0.000$ indicating a direct link.

4.7 Regression Analysis

Regression analyses were used to ascertain how large media houses competitive advantage is supported by sales management practices by utilizing the determination coefficient (r^2) and also to forecast the connection among variables by use of β coefficient. In order to determine the percentage of the dependent variable (competitive advantage) being predicted by three predictor factors, analyses of multiple regression was performed (Sales planning, sales implementation and sales evaluation).

4.6.1 Model Summary

Analysis of Multiple regressions was conducted to highlight effects of predictor variables on dependent variables. Table 4.11 indicates the model summary.

Table 4. 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 ^a	.672	.570	.482

a. Predictors: (Constant), Sales planning, sales implementation and sales evaluation

Source: Field Data (2021)

In Table 4.10 at significance level of 0.005, the outcomes show that R and R² were 0.889 and 0.790 respectively. There is a robust association of strategies and service delivery as evident by R=0. 889. It was found, however, that the model's predictors accounted for 88.9 percent of service delivery variance while those outside the model were responsible for just 11.1 percent of the variation.

4.7.2 Goodness of Fit of the Model

The presentation in Table 4.12 shows significant values, t-statistics, standardized and unstandardized coefficients.

Table 4.12: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.222	3	.056	1.696	.018 ^b
	Residual	1.037	31	.033		
	Total	1.259	34			

a. Dependent Variable: Competitive Advantage

b. Predictors: (Constant), Sales planning, sales implementation and sales evaluation

Source: Field Data (2021)

The f statistic is 1.465 at a significance level of 5%, according to the Table in this chapter. There is a p value of $0.013 < 0.05$ that is significant. This suggests that sales management strategy parameters play an important role in predicting competitive advantage.

4.7.3 Model Regression Coefficients

The presentation in Table 4.13 shows significant values, t-statistics, standardized and unstandardized coefficient.

Table 4.13: Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B (β)	Std. Error	Beta (β)		
(Constant)	.179	.756		.236	.001
Sales Planning	.149	.239	.165	.623	.000
Sales Evaluation	.247	.159	.272	1.55	.000
Sales Implementation	.239	.125	.305	1.912	.013

a. Dependent Variable: Competitive Advantage

The regression coefficients illustrated in Table 4.13 show that a relationship exists between sales management and competitive advantage of large media houses. Sales planning posted $p=0.000 < 0.05$, sales evaluation posted $p=0.000 < 0.05$ and sales implementation posted $p= 0.013 < 0.05$. This Significance test was conducted at $\alpha=0.05$ in which the significance exists when p records a value < 0.05 . The results show that the parameters of sales management practices possess a significant with competitive advantage.

The linear model then stands to be;

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

As per the findings, when all other independent factors are held constantly, increasing the sales planning parameter in relation to sales management practices by 0.149 change in competitive advantage, increasing sales implementation parameter in relation to sales management practices to a 0.247 change in competitive advantage. Finally, increasing sales implementation parameter in relation to sales management practices to a 0.239 change in competitive advantage.

4.8 Discussion of Findings

It was found out that many large media houses embraced sales planning to a moderate extent. This was backed by the following statements the company's corporate and divisional objectives are explained to the sales force when setting performance criteria. Consistent to this finding, is the observation by Shejeroo (2016) who found that Regina Mbogo (2013) management should employ and position competent and qualified personnel as well as employ monitoring mechanisms for efficient strategy implementation. These results confirm those of Schilling (2010) is related to organization success as it enables organizations to acquire dominant position in a competitive market.

The study established that sales management practices to a great extent are influenced by sales implementation. This was backed by the following statements the organization has an elaborate compensation plan for its employees in the sales department. The findings agree with Njeri (2013) sales management practices were implemented, there was need to improve on how to identify rare resources and how to deploy them. Because the study focused on strategic management practices rather than sales management methods, there was a conceptual mismatch.

Sales and marketing have merged in order to be of a superior strategic significance to organizations (Chen & Hung, 2015).

The study established that many large media houses embraced sales evaluation to a great extent. This was backed by the following statements that Non-financial incentives are offered to the sales staff as an adequate and suitable compensation for their success. These results corroborate with (Terho, Eggert & Ulaga, (2015) goal setting depends on the overall sales goals of the organization and depends on product mix. Setting goals requires that there is balance in regions. Sales may be difficult to some regions but still important to maintain volumes.

According to the findings, sales management practices and competitive advantage have a positive relationship. So as to discover how competitive advantage is impacted by sales management practices across large media houses, regression analysis was used. The determination coefficient was determined as an excellent match for the data, with $R^2=0.672$, indicating that it is a reliable predictor. The statistical significance of the entire model of regression was shown by the p-value of 0.000 (0.05). These results back with a research by Dodgson, Gann, and Salter (2008), showed that the Porters' competitive strategies positively and significantly affected sales management practices.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents an overview of the results, as well as the conclusions and suggestions made by the researchers. This is done in accordance with the study's objective.

5.2 Summary of the Findings

The aim of this research was to effect of sales management practices on competitive advantage of large Media Houses in Nairobi City, Kenya. It was found out that most of large media houses having been in operation for almost 8 years and have less than 400 employees. Most of the large media houses are privately owned.

Sales planning was shown to have a significant impact on sales management practices at moderate extent. Demand estimation analysis and sales forecasting are considered important functions of sales management in your organization. The company's corporate and divisional objectives are explained to the sales force when setting performance criteria.

Sales implementation was shown to have a significant impact on sales management practices at great extent. Sales implementation result into adequate training and is offered for product knowledge and the sales force is given the authority to act on behalf of its customers and prospects.

Sales evaluation was shown to have a significant impact on sales management practices at great extent. This was backed up by Management reviews sales force performance and useful feedback about sales activities is provided.

A connection exists between competitive advantage and sales management practices, according to the research results. The regression model used in this research was shown to be a decent predictor in the regression analysis. The models was statistical significance, as demonstrated in a variance analysis by p-value fewer than 0.05. Sales planning, sales implementation and sales evaluation were statistically significant.

5.3 Conclusion

. Most of the large media houses have been in existence for longer than eight years and have less than 400 employees. The study concludes that large media houses embraced sales implementation and sales evaluation at great extent. This is due to result into adequate training and is offered for product knowledge and the sales force is given the authority to act on behalf of its customers and prospects.

The study concludes that large media houses embraced sales planning at great extent. Demand estimation analysis and sales forecasting are considered important functions of sales management in your organization. The company's corporate and divisional objectives are explained to the sales force when setting performance criteria.

The study also made a conclusion that there is a significant association existing between les planning, sales implementation and sales evaluation and competitive advantage hence the model of research is significant. The outcome of the study confirms to the push and pulls theory and resource based theory.

5.4 Recommendations

Since sales management strategy has become a key instrument for performance in terms of cost, flexibility, productivity and quality in recent years, the research suggests that all firms put more effort into adopting excellent strategic response. Management should progress in the direction of developing a positive, expert and propelling workplace that isn't threatening to anybody so everybody can accomplish their objectives without crashes.

The research also advises that the company establish policies and procedures that foster sales practices and should be led by senior management in implementing these policies and procedures. Companies that are considered adaptive have a low power distance, are customer centric, are open to change and foster organizational learning.

5.5 Limitations of the Study

One disadvantage of this research is that it focuses exclusively on adaptable organizational culture; however, there other factors that impact the competitive advantage of an organization such as technology, human capital, strategy, finance and organization structures were not considered. These factors add to a company's competitive advantage and aim to enhance research accuracy.

Mid-level management personnel were the target respondents for the research. Many were extremely busy and strained due to the pressure at work; therefore there was no enough time to answer the surveys when the researcher provided them with the questionnaire. To guarantee that the questionnaire was properly completed, the instrument validity was checked to make sure aims of investigation are clear, brief and addressed before distributing them by email.

The onset of covid 19 necessitating people working from home and maintaining social distance limited the interactions the researcher could have with the respondents. Follow up questions had to be done remotely via a phone call or zoom meetings. These limitations further made it harder to adequately validate some of the responses as would have been the case in face to face meetings.

The research also has a further disadvantage because it focuses solely on sales management practices tactics. However, other variables are extremely important in obtaining a company's performance edge.

5.6 Implications of the Study

In this study, we sought to establish the sales management practices adopted by large media houses and how they impact competitive advantage. The study's results are essential to large media houses as they can use the conclusions and recommendations to enhance their sales management practices and ensure competitive advantage.

This information will allow policy-makers, trainers, consultants and institutions to design strategic initiatives, tools and actions which will encourage sales management by large media houses in Kenya. The outcomes of study point out the practices used by large media houses thus other firms can adopt these or develop practices which is in line with our findings.

Finally, the findings of the study further add on the empirical evidence on sales management practices, competitive advantage and the media sector and presents an avenue for additional studies on the concept of sales management practices.

5.7 Suggestions for Further Studies

This is a cross-sectional study using a quantitative method. It merely recorded the views and feelings of the participants. The cross-sectional research was chosen using the quantitative technique because it was the best accessible option for addressing problems that were restricted in time and budget limitations. Similar study on the basis of qualitative methods is thus necessary.

This research is a cross-sectional study using a quantitative method. It simply recorded the views and impressions of participants. The cross-sectional research was chosen utilizing the quantitative technique since it was the most suitable way available to deal with problems due to restricted time and budget limitation. Therefore, comparable research on the basis of qualitative methods such as interviews is necessary.

Further, this study only focused on large media sector. This leaves gaps in the effect of sales management practices on other firms such as small media firms, airline companies, large-scale farms, manufacturing firms, motor firms amongst others. Future research should be undertaken to identify the effect of sales management practices on service delivery in other sectors.

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APPENDICES

Appendix I: Research Questionnaire

Dear Sir/Madam

You are kindly invited to participate in this research project. The survey should only take 5 to 8 minutes to complete. To ensure confidentiality of all responses, you are not obliged to provide your name. The information you give in response to this survey will be purely used for academic purpose.

Section A. Background Information

Please cross (x) one of the choices for the provided questions

Please choose the most suitable option.

1. In which of media house do you work? (Enter below)

2. How many employees are there in your organization (tick one)

Less than 400

401 - 1000

Above 1,000

3. What is the ownership structure of your media house? (tick one)

Private

Publicly listed

Government owned

Section B: Sales Planning

6. To what extent do you agree with the following statements in relation to planning as a sales management practice? 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

Statements	1	2	3	4	5
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The company's corporate and divisional objectives are explained to the sales force when setting performance criteria.					
Demand estimation analysis is considered an important function of sales management.					
Sales forecasting is done by managers in consultation with the sale force					
Your organization uses quantitative techniques in sales forecasting					
Your organization uses qualitative techniques in sales forecasting					
Budget setting is an integral part of the planning process in your organization					
Sales force equality is an important factor in designing territories					

Section C: Sales Implementation

7. To what extent do you agree with the following statement in relation to implementation process in sales management? 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

Statements	1	2	3	4	5
Adequate training is offered for product knowledge.					
Your organization has an elaborate compensation plan for its employees in the sales department.					
The compensation plan is salary based					
The day to day efforts of the sales force are monitored as distinct from sales results.					
The sales force is empowered to take necessary actions with respect to their clients and prospects.					
Relevant authority/ responsibility is delegated to the sales force.					
Your organization has effective internal communication that enables coordination of sales – related activities.					

Section D: Sales Evaluation& Control

6. To what extent do you agree with the following statements in relation to evaluation and control as a sales management process? 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

Statement	1	2	3	4	5
The sales force day to day efforts are monitored as distinct from sales results					
Management reviews sales force performance.					
Useful feedback about sales activities is provided					
Useful feedback about sales results is provided					
sales force in recognition of their performance					
sales force in recognition of their performance					
Management takes corrective action when performance standards are not met or influences other parts of the company to do so					

Section E: Competitive Advantage

To what degree do you agree with the following assertions about your company's competitive advantage? Use the following scale: 1- No extent, 2- Little extent, 3- Moderate extent, 4- Great Extent, 5- Very great Extent.

Cost leadership	1	2	3	4	5
The firm reduces its operational costs					
The firm ensure tight controls for overhead costs					
The company charges cheap pricing because of lower operating expenses and/or overhead costs					
The company offers lower consumer pricing than our rivals					
The firm adopts latest technology in our operations					
Differentiation	1	2	3	4	5
Our business is strategically located					
We have an edge over our rivals because of our reputation.					
The firm offers suitable business timing (operating days/hours)					

The firm offers superior customer service and support					
Focus	1	2	3	4	5
The company is only concerned with selling goods to a certain market segment.					
We develop new goods and services to meet the needs of this specific market segment.					
We've expanded our business to include areas where consumers live.					
As a result of consumer demand, we modify our goods and services.					

Thank you for your time and cooperation.

