The Perceived Role of Staff on the Effectiveness of Personal Selling at Simba Colt and Toyota in Nairobi, Kenya
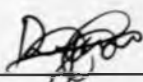
By

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A management research project submitted in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA), School of Business, University of Nairobi

October 2010

DECLARATION

I, the undersigned, declare that this research project is my original work and has not been presented for an award of a degree in any University. I have duly acknowledged information from other sources. I am solely responsible for any errors of commission or omission that may be found in this project.

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Sign:_____ Date:__15th November 2010__

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ACKNOWLEDGEMENT

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I also want to acknowledge my supervisor, Professor Francis N. Kibera, for his continued support throughout the research period.

Special thanks to my family for their continuous prayers and encouragement during those hard and tough times.

DEDICATION

This work is dedicated to all marketers who are focused on enhancing sales in their areas of operation through the use of personal selling as a promotion mix and especially in the motor vehicle industry.

ABSTRACT

The purpose of the study was to explore the perceived role of personal selling on the performance of the motor vehicle industry with particular reference to Toyota and Simba Colt in Nairobi Kenya. Specific objectives of the study included determining the influence of provision of information, stimulating demand, reinforcing product awareness and reinforcing brand by on the performance of the motor vehicle industry. The study will be significant to Toyota and Simba Colt motors and Vehicle companies because they will be able to understand the role of personal selling as a marketing strategy in Motor Vehicle Sector and look for means of enhancing the performance while addressing the limitations. It will also provide background information to researchers who may want to carry out further research. A review of literature was done to determine whether provision of information, stimulating demand, reinforcing product awareness and reinforcing brand by personal selling influences performance of the motor vehicle industry.

The Research Study used descriptive research design in collecting the data from respondents. The study population was six hundred and ninety one (691) from Toyota and Simba Colt Motors, which was divided into several groups with distinct characters as Management, sales staff and customers. Questionnaires were used for collecting data which was then analyzed using statistical tools and presented using tables and percentages.

The Research Study established that personal selling provides information to customers, stimulate product demand, build product awareness and reinforce brands. The research study recommends the need to encourage sales persons to share customer knowledge captured across service encounters; personal sells persons to emphasize on salespeople's satisfaction and commitment; build long-term brand awareness through regular communication and engage in training of their salespeople.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The motor vehicle industry in Kenya is competitive, comprising established dealers who face intense competition from imported second-hand vehicles, mainly from Japan and United Arab Emirates. These imports now account for about 70% of the market. The last decade witnessed a significant decline in the number of new vehicles sold in the country. There has been a steady recovery in the last four years, but the numbers achieved still fall far short of the numbers recorded a decade ago. In 2004, the leading motor vehicle companies recorded sales of 9,979 units. Although 27% better than the previous year, this is still well below the levels achieved in the early 1990's (Bonyo, 2009).

The sales for new cars are very challenging in the market today as more customers are opting for used cars as opposed to the new cars. New car dealers are making do with a leaner market share and most of them have been forced to rethink their strategies. With only 15 per cent of the market share in the motor vehicle industry, which is not enough to go around, and the dealers have gone in overdrive to outpace each other (Bonyo, 2009).

A web page by Scribd community states that when analyzing competitors, three Variables to monitor are: Share of market which indicates both the company's and the competitor's share of the target market. Share of mind shows the percentage of customers who have the name the competitor at the top of their mind within the industry, while share of heart indicates the percentage of customers who prefer to buy the product from both the company and the competitors

Consumers' perception of automobile brands most often affect motor sales, however this perception is most often based on limited information which is usually the basis of purchase decisions. For instance, if consumers have negative beliefs about a brand's quality based on opinions from friends or family, or from high-profile incidents in the press, they are more likely to believe that all models in that brand have poor quality. In contrast, some brands with strong emotional appeal have established a strong perception of quality for all their

models even though manufacturing quality continues to significantly lag leading brands based on actual quality surveys (Harris Interactive, 2009). Toyota and Honda continue to top the list, with significantly higher scores than the next highest manufacturer, Volkswagen. The Honda and Toyota brands consistently score high in perceived quality, actual quality, and residual values because they have maintained a long history of quality with specific focus on durable and reliable powertrains (Zeithaml, 1988).

Choo and Mokhtarian (2003) asserted that automobiles have traditionally been thought of as bundles of attributes desired by consumers, such as fuel economy, durability, style, performance, safety, and brand. Different makes and models are distinguished by the various attributes they offer. Consumers make choices among various makes and models so as to maximize their utility by choosing the make and model considered superior to those of all other available choices. A car's market share, and thus its competitive success are determined by the number of buyers who consider the cars' combination of attributes to be superior to other cars. Yet, consumers themselves are also heterogeneous and automobile purchase decisions are driven by consumer attributes such as age, sex, household size and income.

1.2 The Concept of Personal Selling

Promotion refers to all activities that communicate the merits of the product and persuade target customers to buy. These activities include advertising, public relations, sales promotion, direct marketing, and personal selling. Personal selling is defined as oral communication with potential buyers of a product with the intention of making a sale. It is generally used to meet five main objectives namely: creating interest, building product awareness, stimulating demand, providing information and reinforcing brand (Kotler and Armstrong, 2005).

Personal selling may focus initially on developing a relationship with the potential buyer, but will always ultimately end with an attempt to close the sale. It involves the use of sales force to support the push strategy, that is influencing intermediaries into buying the product or the pull strategy in which the role of sales force is limited to supporting the retailers to provide services after sales. It is a promotional method in which two parties take part; one

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is the salesperson, who uses his skills and methods to build personal relationships with the purchasing party (Kotler and Armstrong, 2005).

Personal selling involves a personal interface with the customer, usually in an oral presentation /conversation for the purpose of making sales. The key tasks involved in the personal selling process can range from order processing in a standard retailing operation, to creative selling in order to solicit business or missionary sales visits which are chiefly aimed at establishing goodwill. Jobber, (1995) in outlining different personal selling roles, makes a distinction between order-takers, order-creators and order-getters. Order-takers respond to already committed customers, order-creators do not directly receive orders and order-getters attempt to persuade customers to place orders directly. The sales responsibilities within the personal selling function are also quite varied; from the maintenance of customers records to handling complaints to prospecting clients to relationship management (Weitz, et al, 1995).

1.3 The Motor Industry in Kenya

According to the Kenya Motor Industry Association statistics, the number of new vehicle units sold over the last three years has remained minimal. The Kenya Motor Industry Association (KMI), the representative body of the corporate participants in the motor industry, has been lobbying hard to improve the factors affecting sales in the industry. Some of these measures have helped the industry recover from its lowest point in 2000, when only 5,869 units were sold. The sales figures for small saloon and medium saloon between 2006 and 2008 were recorded at only 667 and 1752 units respectively. In the first two months of the year, the Association data shows the categories recorded only 21 and 101 units respectively. There has been a steady recovery in the last four years, but the numbers achieved still fall far short of the numbers recorded a decade ago (PWC report 2009). On their part, the companies themselves have become more innovative in responding to customer needs. Some of the measures that KMI has been advocating include implementation of strict criteria on importation of second hand vehicles, incentives to promote local assembling of commercial vehicles and export incentives aimed at encouraging car manufacturers to expand operations in the region (Waithaka, 2009).

Understanding consumer choices in buying new vehicles has been of a major interest for automobile manufacturers. Producers' marketing and operations decisions are significantly based on the buyers' preferences and likings. These decisions are also influenced by exogenous factors such as economic conditions and government policies. Sullivan, Goodman and Everson (2006) portrayed the market interaction as among the major three players (consumer, manufacturer and government). This model suggests that consumers make purchasing decision based on their own personal attributes such as age and education, as well as vehicle attributes such as price and performance. Automobile manufacturers design products and set vehicles pricing according to consumer buying behavior. Government influences the process by means of increasing or decreasing taxes and creating new polices for product design and performance. To cope with the market challenges, most motor companies are now tracking shifts in consumer preferences or choices so that they can acquire a substantial market share, while maintaining minimum quality standards, reducing overheads and keeping the end price low.

Marketing of vehicles in the motor industry requires appreciation of Marketing mix variables which can be described as everything the firm does to influence the demand of its products .They consists of product which in this case refer to vehicles, prices, promotion and place which impact both consumer choice and manufacturer decisions. To be competitive in the market, motor vehicles companies must utilize aspects of promotion mix such as quality, vehicle pricing, safety and performance that appeal to customers more than its competitors, while taking into consideration consumer income, brand loyalty and promotion mix (Bonyo, 2009).

Toyota East Africa Limited from company's web page Toyota East Africa Limited [TEAL] is the sole distributor of Toyota and Yamaha Brands in Kenya and are the leading motor vehicle distributor in Kenya, a position they have held for the past seven years. They offer Vehicle After-Sales Support Services for Toyota Brands and Yamaha Brands Countrywide. The Head Office is in Nairobi; with branches in Mombasa & Lokichogio. They also have regional dealer representation in Nyeri, Nanyuki, Kisumu, Nakuru and Kericho. TEAL is

owned 100% by Toyota Tshusho Corporation [TTC]; the trading arm of Toyota Motor Group.

Simba Colt Motors Limited in a middle size distributor and as per the company's web page is the flagship business of the Simba Group of Companies. From a modest used-car selling enterprise founded in 1948 by Abdul Karim Popat, the Group's business interests today encompass motor vehicle assembly and distribution, spare parts distribution, banking, hardware supplies manufacturing, real estate, cinemas and film distribution. Simba Colt Motors Ltd, established in 1968, is today a market leader in new vehicle distribution in Kenya. The Company operates sales and service facilities in Nairobi and Mombasa, in addition to an extensive dealer network across the country. The hub of their operations is located at the Simba Colt Headquarters along Mombasa Road in Nairobi. Simba Colt offers customers a complete range of passenger and commercial vehicles from Mitsubishi Motors (passenger cars) and Mitsubishi Fuso Truck and Bus Company (light, medium, and heavy commercial vehicles). Their models include saloon cars - Galant and Lancer; Passenger 4WDs - Pajero and Outlander; Pick-up models - L200 (single/double cab and 4WD); and light and heavy duty trucks - Canter, FH and Fuso.

1.4 Statement of the Problem

Given the intense competition from second hand vehicles, a large number of motor vehicle companies are unable to differentiate their brands and to reach customers who are likely to respond to sales offers. Because many motor vehicle products are undifferentiated, motor vehicle companies are constantly looking for ways to set themselves apart from the competition in order to win and retain customers and improve the bottom line. As customers view all vehicles as the same and make their product selections based solely on the best price and effective promotional mix, one method that most companies have employed to differentiate themselves is personal selling

An increasing body of analytical work has attempted to explain the effectiveness of personal selling as a marketing strategy in business. Case studies have been conducted by various researchers, these have included Kotler (1994), Kimball, et, al (1994); Sudarshan

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(1995) and Weitz, Barton and Kevin (1995); Kotler and Armstrong (2005). However, there is no empirical study known to the author that has been done to investigate the effectiveness of personal selling as a marketing strategy within the Kenyan motor vehicle industry. Hence the study will fill this knowledge gap by investigating the influence of personal selling on the performance of the motor vehicle industry as a marketing strategy with particular reference to Toyota and Mitsubishi vehicles. The research answers the following questions: How does provision of information by personal selling influence the performance of the motor vehicle industry? To what extent does stimulating demand by personal selling influence performance of the motor vehicle industry?; To what extent does reinforcing product awareness by personal selling influence the performance of the motor vehicle industry and how does reinforcing brand by personal selling influence the performance of the motor vehicle industry?

1.5 Research objectives

The purpose of the study is to explore the influence of personal selling on the performance of the motor vehicle industry. The specific objectives are:

1. to determine the influence of provision of information by personal selling on the performance of the motor vehicle industry.
2. to examine the influence of stimulating demand by personal selling on the performance of the motor vehicle industry.
3. to assess the influence of reinforcing product awareness by personal selling on the performance of the motor vehicle industry.
4. to establish the influence of reinforcing brand by personal selling on the performance of the motor vehicle industry.

1.6 Significance of the study

The findings of the study are significant to Toyota and Simba Colt companies because they will be able to better understand the effectiveness of personal selling as a marketing strategy in motor vehicle industry and look for means of enhancing the performance while addressing the limitations. The study is also significant to other stakeholders as they will

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appreciate the role of personal selling in creating awareness and stimulating demand for motor vehicles among the potential customers

1.7 Limitations of the Study

Difficulties are anticipated in any social research and this research is no exception. Some respondents were uncooperative hence they may did not give the required information due to confidentiality nature of the information. Therefore all the information provided will be treated with strict confidence.

There are some respondents who did not provide authentic information but instead provided general information. However the researcher used alternate closed and open ended questions in order to get direct answers.

1.8 Scope of the study

This Research was limited to effectiveness of personal selling as a marketing strategy in motor vehicles industry with specific reference to Toyota and Mitsubishi vehicles. Toyota and Simba Colt are among the largest motor vehicle companies in the country hence the findings from the two companies can be fairly generalized about the whole motor vehicle industry. In terms of content the research study focused on the influence of personal selling in providing information, stimulating demand, creating interest, reinforcing product awareness and in reinforcing brand and thereby influencing the performance of the motor vehicles industry in Kenya .The research study was undertaken in Toyota and Simba Colt headquarters and distribution establishments within Nairobi because they have the largest concentration of motor vehicle sales showroom establishment. The research study was carried out within a period of four months

CHAPTER TWO
LITERATURE REVIEW

2.1 Theoretical Review

There are a number of motor vehicle dealers operating in the country, with the most established being Toyota (East Africa), Cooper Motor Corporation, General Motors, Simba Colt and DT Dobie. The industry three major vehicle categories: passenger vehicles: the passenger vehicle industry includes passenger automobiles and light trucks, which are often considered as two related market segments. Passenger automobiles, or cars, include sedans, station wagons, convertibles, and sports cars. Light trucks include pickup trucks, vans, and minivans (Waithaka, 2009). The Automotive industry in Kenya is primarily involved in the retail and distribution of motor vehicles and apart from other sales strategies the industry also uses personal selling.

2.1.1 Personal selling

Personal selling involves a personal interface with the customer, usually in an oral presentation /conversation for the purpose of making sales. The key tasks involved in the personal selling process can range from order processing in a standard retailing operation, to creative selling in order to solicit business or missionary sales visits which are chiefly aimed at establishing goodwill. Jobber, (1995) in outlining different personal selling roles, makes a distinction between order-takers, order-creators and order-getters. Order-takers respond to already committed customers, order-creators do not directly receive orders and order-getters attempt to persuade customers to place orders directly. The sales responsibilities within the personal selling function are also quite varied; from the maintenance of customers records to handling complaints to prospecting clients to relationship management (Weitz, et al, 1995).

There are a number of theories that provide a basis for the choice of personal selling in the motor vehicle industry. They include awareness theory propounded by Gregor (2006) and holds that person's awareness is a slow build-up of information about the surroundings. By communicating intensively via mediated means, one can gather enough information about the other's environment in order to create himself a quite accurate picture of the other's surroundings (Kai and Russel, 2008).

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Capaldi's (1967) sequential learning Theory is presented as an alternative learning explanation of brand loyalty. According to Sequential Theory consumer behavior is determined by the expected perceived reward from the brand based on the past experience. While Social learning theory focuses on the learning that occurs within a social context. It considers that people learn from one another, including such concepts as observational learning, imitation, and modeling. Bandura (1963), is considered the leading proponent of this theory. People can learn by observing the behavior is of others and the outcomes of those behaviors. People are often reinforced for modeling the behavior of others. The imitated behavior itself leads to reinforcing consequences. Many behaviors that we learn from others produce satisfying or reinforcing results.

2.2 Conceptual Framework

The influence of personal selling on the performance of the motor vehicle industry can be conceptualized as shown in the schematic diagram Figure 2.2

Fig 2.2 Conceptual framework

(Independent variables)   (Dependent variable)

Influence of Personal Selling	Organizational Performance
Providing Information Stimulating Demand Building Product Awareness Reinforcing the Brand	• Sales Volume • Brand awareness • Market Share

Source: Current Author, (2010)

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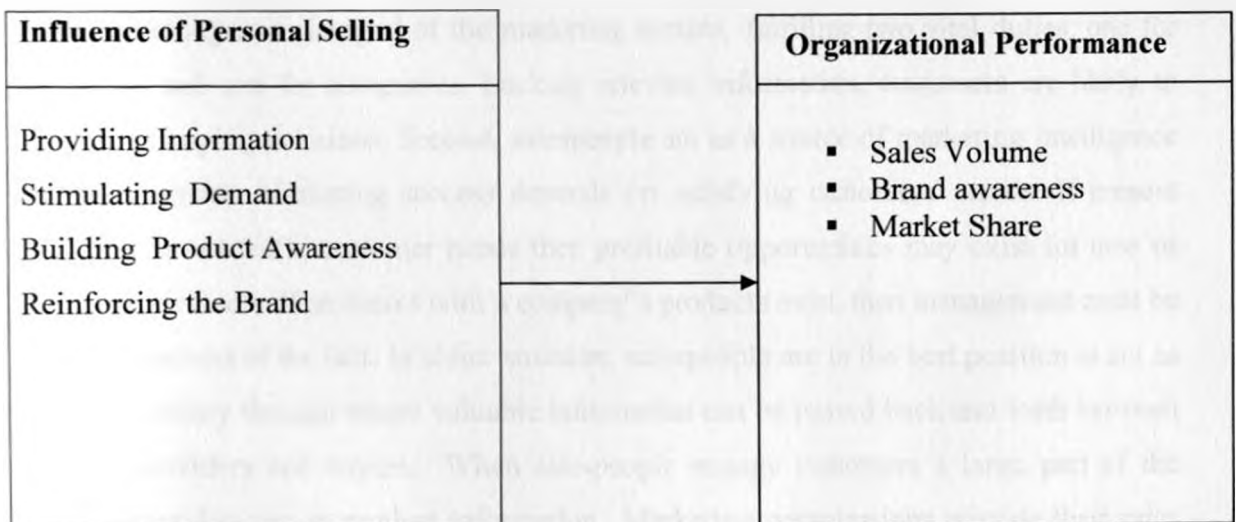
2.2.1 Providing Information

Personal selling is a two-way form of communication hence in selling situations the message sender (salesperson) can adjust the message as they gain feedback from message receivers (customer). So if a customer does not understand the initial message (does not fully understand how the product works) the salesperson can make adjustments to address questions or concerns. Sales persons provide Information especially in case of new products or customers, the salesperson needs to fully explain all attributes of the product or service, answer any questions and probe for additional questions (Comer, et, al 1999).

In a situation where the customer is purchasing a product, the salesperson has the facility to contact the customer to gain feedback. In any case that the customer does not understand how to use the product or initially has a problem with the product then he can contact the salesperson in which case the salesperson can make adjustments and help address the questions and concerns of the customer. Many non-personal forms of promotion, such as a radio advertisement, are inflexible, at least in the short-term, and cannot be easily adjusted to address audience questions (Comer, et, al 1999).

Personal selling is an integral of the marketing system, fulfilling two vital duties: one for customers and one for companies. Lacking relevant information, customers are likely to make poor buying decisions. Second, salespeople act as a source of marketing intelligence for management. Marketing success depends on satisfying customers' needs. If present products do not fulfill customer needs then profitable opportunities may exist for new or improved products. If problems with a company's products exist, then management must be quickly apprised of the fact. In either situation, salespeople are in the best position to act as the intermediary through whom valuable information can be passed back and forth between product providers and buyers. When salespeople engage customers a large part of the conversation focuses on product information. Marketing organizations provide their sales staff with large amounts of sales support including brochures, research reports, computer programs and many other forms of informational material (Weitz, et, al, 1995).

Personal sales persons helps the company to understand consumer psyche and shifts in psyche, owing to long association and close bonding that the company enjoys with the buyer. The company becomes a sort of consumer specialist in selected areas that the company operates. Information gaps with the customer are considerably reduced and it is quite likely that the company acquires information advantages with respect to competition. This helps in acquiring new customers, launching new products and services, testing new concepts, improving products and services. Understanding subtleties in consumer psyche also helps in delighting the customer, which may not be possible otherwise (Bednarz, 1998).

In today's business environment, it's mandatory to have access to key information about customers and prospects. Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner. Organizations can also use the available information on customer behaviour to profile customers and identify their latent needs on the basis of similarities between their purchase behaviors and those of other customers. This customer information is the focal point and primary enabler of competitive differentiation and must be created, maintained, and protected as a valuable corporate asset. The customer knowledge base must be complete, accurate, current, and made accessible to all organizations and functions throughout the company. Successful organizations use customer information to deliver personalized, targeted and relevant communications to individual customers. The link between personalized communication and satisfied customers is important in that satisfied customers provide a warm and responsive community for carefully targeted additional offers. By organizing and using this information, firms then design, develop and deliver better products and services that satisfy customers (Kimball, 1994).

Possibly the most dramatic change to occur in how salespeople function on a day-to-day basis, involves the integration of customer relationship management (CRM) systems into the selling arena. CRM is the name given to both the technology and the philosophy that drives companies to gain a better understanding of their customers with the goal of building stronger long-term relationships. The essential requirement for an effective CRM system is the need for all customer contact points (salespeople, customer service, and websites) to gather information so that this can be shared with others in the company (Buttle, 1996).

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But CRM has faced some rough times within the sales force for the exact reason it is important: salespeople must share their information. Salespeople have historically been very good at developing relationships and learning about customers, but often loath sharing this since, in effect, information is what makes them important. In the minds of some salespeople, letting go of the information reduces their importance to the company. For example, some salespeople feel that sharing all they know about a customer will make them expendable as a salesperson since a company can simply insert someone new into their spot at anytime. While the attitude toward CRM has made its implementation difficult in many companies, salespeople should understand that it is not going away. CRM and information sharing has proven to be critical for maintaining strong customer relations and salespeople must learn to adapt to it (Buttle, 1996).

2.2.2 Stimulating Demand

The fact that personal selling involves person-to-person communication makes it a natural method for getting customers to experience a product for the first time. By far, the most important objective of personal selling is to convince customers to make a purchase. In fact, stimulating demand goes hand-in-hand with building product awareness as sales professionals can often accomplish both objectives during the first encounter with a potential customer (Kotler and Armstrong, 2005).

Once the initial product or service information is provided, the salesperson needs to clearly distinguish attributes of the firm's products or services from those of competitors. Maximize the number of sales as a percent of presentations, convert undecided customers into first-time buyers. Convert first-time customers into repeat purchasers, sell additional or complementary items to repeat customers, tend to the needs of dissatisfied customers. Whether the sale represents a first-time or repeat purchase, the salesperson needs to ensure that delivery or installation of the product or service that meets or exceeds customer expectations; immediate follow-up calls and visits to address unresolved or new concerns; Reassurance of products or service super priority through demonstrable actions (Kotler and Armstrong, 2005).

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Personal selling activities often give existing products and service a boost by creating or renewing visibility and helping to properly position a product and stimulate demand on the part of the potential customers. Due to its interactive nature personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial. Personal selling also continues to stimulate a brand's current customer base by reinforcing their purchase behavior by providing additional information about the brand's benefits.

Personal selling consistently stimulates demand for the organization products by recognizing customers as having individual preferences and facilitates provision of personal service, meet and even anticipated customers' needs, provides flexibility in the conduct of business transactions and facilitates organizations to customize their offerings to suit the individual tastes of their customers. Customized offerings enhance the perceived quality of products and services from a customer's viewpoint. In addition to enhancing the perceived quality of the offering, personal selling also enable organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the ongoing management of customer accounts (Ramaswamy, 1996).

2.2.3 Building Product Awareness

A common task of salespeople, especially when selling in business markets, is to educate customers on new product offerings. In fact, salespeople serve a major role at industry trades shows where they discuss products with show attendees. But building awareness using personal selling is also important in consumer markets. The advent of controlled word-of-mouth marketing is leading to personal selling becoming a useful mechanism for introducing consumers to new products (Kimball, 1994).

While personal selling can be seen as an exercise in creating awareness through communication, information and persuasion it also fulfils an important facilitating role in the exchange between buyer and seller. To encourage satisfaction in this exchange, personal selling must take account of the complexity of buyer behaviour and in particular, the

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Product Adoption Process. Five stages occur in the adoption of a product by an individual: Awareness, Interest, Evaluation, Trial and Adoption. While some customers may be already familiar with a product, have sampled and evaluated it through a sales promotion, other customers may have just become aware of the product through an advertising campaign and have little information about it (Cannon, et, al, 1999)

Customers absorb products awareness carefully before adoption. Rogers (1962/1983) traced the rate of diffusion of a new product (innovation) throughout a population and suggests that people can be divided into five major adopter categories – Innovators, early adopters, early majority, late majority and laggards. The 'early Adopter' category (13.9%) has often been regarded by marketers as a significant influencing group and personal campaigns have been targeted at 'opinion leaders' within this group in order to secure a viable market position for a new product.

Personal sales persons not only creates product awareness thus ensuring that customers understand the distinctive qualities that make it better than the competition. Personal selling enhances product differentiation in the mind of the market. This distinction as to why your brand is unique in the category is also referred to as your Unique Selling Proposition or USP. USP tells the target market what the companies does and stand for that is different from all the competitors (Cannon, et, al, 1999)

2.2.4 Reinforcing Brand

A brand is an identifiable entity that makes specific promises of value. In its simplest form, a brand is nothing more and nothing less than the promises of value you or your product make. These promises can be implied or explicitly stated, but none-the-less, value of some type is promised. A brand also stands for the immediate image, emotions, or perceptions people experience when they think of a company or product. A brand represents all the tangible and intangible qualities and aspects of a product or service. A brand represents a collection of feelings and perceptions about quality, image, lifestyle, and status. It is precisely because brands represent intangible qualities that the term is often hard to define. Intangible qualities, perceptions, and feelings are often hard to grasp and clearly describe.

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Brands create a perception in the mind of the customer that there is no other product or service on the market that is quite like yours. A brand promises to deliver value upon which consumers and prospective purchasers can rely to be consistent over long periods of time (Dickson, et, al, 1994).

Personal selling reinforces the brand so as to: influence the buying decision and shape the ownership experience, create trust and an emotional attachment to the product or company causing the market to make decisions based, at least in part, upon emotion not necessarily just for logical or intellectual reasons, command a premium price and maximize the number of units that can be sold at that premium, help make purchasing decisions easier. In a commodity market where features and benefits are virtually indistinguishable, a strong brand helps customers trust and create a set of expectations about the product without even knowing the specifics of product features; help in "fencing off" the company's customers from the competition and protect the market share while building mind share and make actual product features virtually insignificant, communicate a strong, consistent message about the value of the company, signaling that you want to build customer loyalty, not just sell product; impress firm's identity upon potential customers, not necessarily to capture an immediate sale but rather to build a lasting impression of you and your products and articulate company's values (Berry and Leonard, 1995).

Most personal selling is intended to build long-term brand relationships with customers. A strong brand relationship can only be built over time and requires regular communication with a customer. The interactive nature of personal selling and the fact that many selling situations are not one-off situation-specific encounters, but long term has led to increasing emphasis on relationship building and maintenance with customers, particularly in the business-to-business market. This is especially important for companies that either sell expensive products or sell lower cost but high volume products (buyer must purchase in large quantities) that rely heavily on customers making repeat purchases. Because such purchases may take a considerable amount of time to complete and may involve the input of many people at the purchasing company (i.e., buying center), sales success often requires the marketer develop and maintain strong relationships with members of the purchasing company. Finally, personal selling is the most practical promotional option for reaching

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customers who are not easily reached through other methods. The best example is in selling to the business market where, compared to the consumer market, advertising, public relations and sales promotions are often not well received. Meeting with customers on a regular basis allows salespeople to repeatedly discuss their company's products and by doing so helps strengthen customers' knowledge of what the company has to offer (Berry and Leonard, 1995).

For many years the traditional approach to selling emphasized the first-time sale of a product or service as the culmination of the sales process. Marketing concept and accompanying approach to personal selling view the initial sale as merely the first step in a long-term relationship-building process, not as the end goal. The relationship-building process which is designed to meet the objectives contains six sequential stages. These stages are prospecting, planning the sales call, presentation, responding to objections, obtaining commitment/closing the sale and building a long-term relationship. When a buyer and a salesperson have a close personal relationship, they both begin to rely on each other and communicate honestly, when each has a problem they work together to solve it. Such market relationships are known as functional relationships. When organizations move beyond functional relationships, they develop strategic partnerships or strategic alliances. These are long-term, formal relationships in which both parties make significant commitments and investments in each other in order to pursue mutual goals and to improve the profitability of each other (Egan, 2001).

From a sales management perspective, relationship building involves selling activities directed towards building partnerships with key business – to – business customers (Weitz and Bradford, 1999). It focuses on relationships between businesses and its customers with an emphasis of customer retention. It incorporates loyalty programs, brand loyalty, and strategic alliances. Though Relationship building has a dual focus on both acquisition and retention strategies, it is retention strategies that are given more prominence. It has been proposed that dual benefits of customer retention (Buttle, 1996) are: existing customers are less expensive to retain than to recruit, securing a customer's loyalty over time produces superior profits. Acquisition costs include personal selling, commission payments, direct

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costs and indirect costs of detailed information gathering, supply of equipment, advertising and other communications expenditure.

Personal selling is built on the foundation of trust, as research demonstrates (Morgan and Hunt, 1994). Trust is a 'willingness to rely on an exchange partner in whom one has confidence' (Moorman, Deshpande and Zaltman, 1993). Trust ensures that the relational exchange is mutually beneficial, as the good intentions of partners are not in doubt. Customers buying black box services (automobile repair), are specially benefited by the existence and development of trust (Berry, 1995). Much of relationship marketing progresses on the trust the customer places with the firm. Personal selling plays an important role in protecting emotional well being of customer. Deep dissatisfactions are avoided, customers are made to feel important, private information of customers are handled fairly well, long run supply security is provided, customer care is maximized, sudden spikes in demand are managed.

2.3 Organizational Performance

Organizational Performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment); (b) product market performance (sales, market share, brand awareness); and (c) shareholder return (total shareholder return, economic value added).

Information gaps with the customer are considerably reduced and it is quite likely that the company acquires information advantages with respect to competition. This helps in acquiring new customers, launching new products and services, testing new concepts, improving products and services. Understanding subtleties in consumer psyche also helps in delighting the customer, which may not be possible otherwise (Bednarz, 1998).

Customized offerings enhance the perceived quality of products and services from a customer's viewpoint. In addition to enhancing the perceived quality of the offering, personal selling also enable organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and requests and the ongoing management of customer accounts (Ramaswamy, 1996).

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Personal selling enhances product differentiation in the mind of the market. This distinction as to why your brand is unique in the category is also referred to as your Unique Selling Proposition or USP. USP tells the target market what the companies does and stand for that is different from all the competitors (Cannon, et, al, 1999)

From a sales management perspective, relationship building involves selling activities directed towards building partnerships with key business – to – business customers (Weitz and Bradford, 1999). It focuses on relationships between businesses and its customers with an emphasis of customer retention.

2.4 Summary

In summary the chapter has presented that personal selling approach includes the dynamic impact of personal contact with the customer, the focused approach to a specific target audience, the almost immediate feedback which it offers and the ability to evaluate the customer response and modify the promotional message or format accordingly. When salespeople engage customers a large part of the conversation focuses on product information. Marketing organizations provide their sales staff with large amounts of sales support including brochures, research reports, computer programs and many other forms of informational material. A common task of salespeople, especially when selling in business markets, is to educate customers on new product offerings. In fact, salespeople serve a major role at industry trades shows where they discuss products with show attendees. But building awareness using personal selling is also important in consumer markets. The advent of controlled word-of-mouth marketing is leading to personal selling becoming a useful mechanism for introducing consumers to new products.

Most personal selling is intended to build long-term relationships with customers. A strong relationship can only be built over time and requires regular communication with a customer. Meeting with customers on a regular basis allows salespeople to repeatedly discuss their company's products and by doing so helps strengthen customers' knowledge of what the company has to offer.

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CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Research Design

According to Kerlinger (1986) research design is the plan or structure of investigation so conceived so as to obtain answers to research questions. Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity.

The research study used survey design as it is helpful in indicating trends in awareness/ knowledge, attitudes and behaviors (practices). This design is considered appropriate because it saves time, and expenses and the information yielded is valid. Interviewer bias is reduced because participants complete identically worded self-reported measures.

3.2 Target Population

The target population was the staff of local Simba Colt and Toyota companies; the population was divided into several groups with distinct characters as management, sales staff and Other Staff like Accountants, Customer Service representatives among others. The total population was six hundred and ninety one (691) as shown on the Table 3.3.1

3.3 Sampling Design

The researcher used stratified random sampling procedure to select a sample that represented the entire population because the study population is heterogeneous. This procedure ensured that the various strata would have a known chance of being selected.

The sample size of the study was 104 which represented 15% of the population size and consisted of management, sales staff and Other Staff. This sample size was considered representative and comprehensive in the coverage of the study objectives and economical in terms of time and money as indicated on Table 3.2 below.

Table: 3.3. 1 Sample Size

Population category	Target Population		Sample size
	(Ni)	%	(ni)
Management	30	4	5
Sales staff	70	10	11
Other Staff	591	86	89
Totals	691	100	104

Source: Current Author, (2010)

3.4 Data Collection

Qualitative and quantitative methods of data collection were used. Primary data was collected using questionnaires and through interviewing targeted participants. The researcher administered questionnaires containing closed and open ended questions. A questionnaire was served to management, sales staff and Other Staff at Simba Colt and Toyota. The questionnaire contained the characteristics relating to management, sales staff and customer demographic factors. In the main body of the questionnaire the focus was on the influence of personal selling in the motor industry with regards to: providing information, stimulating demand, creating interest, reinforcing product. Within each of these areas, respondents were asked to rate on a scale of 1 to 4 the specific factors.

Data for the qualitative part of the study was collected using interviews. Face-face interviews were preferred as they gave the interview a human face and allowed the interviewer the opportunity to make questions easier. Secondary data was collected through a review of internal records and written literature from the library, internet and company records on the influence of personal selling on the performance of the motor vehicle industry.

To ensure reliability and validity of data collection instruments the views and suggestions of the supervisor and peers were incorporated in these instruments and then pre-tested with Nine (9) respondents who were not included in the final research.

3.5 Data Analysis and Presentation

The data collected by use of the Questionnaire was edited to get the relevant data for the study. The edited data was coded for easy classification in order to facilitate tabulation. The tabulated data was then be analyzed by calculating various percentages where possible. Quantitative data collected was analyzed by use of statistical inference where applicable. Presentation of data was in form of pie-charts and bar graphs only where it provided for successful interpretation of the findings. Descriptive data was provided in form of explanatory notes

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Data analysis refers to the extraction of meaningful information from a mass of raw data. This chapter discusses the data analysis in terms of the principal measures of central tendency including frequency distribution Tables and percentages.

4.1.1 Response Rate

Table 4.1 Response rate

Population category	Target Sample	Percentage Achieved
Responded	90	86
Did not respond	14	14
Total	104	100

Source: Primary Data

The Table 4.1 infers that the total number of the respondents and those that did not respond. The total questionnaires that were distributed to the field were 104, and out of these questionnaires, 90 questionnaires were returned fully answered which represent 86% of the total questionnaires that were administered to the field, while 14 questionnaires which represent 14% were not returned. From Table 4.1 and Fig. 4.1 above it can be concluded that the response rate was good.

4.1.2 Respondents Demographics

Table 4.2 Gender of Respondents

Gender category	Sample Frequency	Percentage Achieved
Male	44	48
Female	46	52
Total	90	100

Source: Primary Data

According to the Table 4.2 the total number of males who responded was 44 representing 48% of total respondents while females were 52%. From Table 4.2 it can be concluded that the majority of respondents were females.

4.1.3 Responses on the basis of Age of Respondents

Table 4.3 Age Category of Respondents

Age category	Frequency	Percentage Achieved
18-25	16	17
26-35	18	20
36-45	19	21
46—50	14	16
50 and above	23	26
Total	90	100

Source: Primary Data

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The result in Table 4.3 shows 17% of the respondents were between the ages of 18-25, 20% were between the ages of 26-35; 21% 16% and 26% were between the ages of 36-45 and 46-50 and 50 and above respectively. Based on Table 4.3 above it can be inferred that majority of the respondents were between the age of 50 and above.

4.1.4 Responses based on the level of Education of Respondents

Table 4.4 Level of education

Level of Education	Population Frequency	Percentage
Secondary	20	22
College	32	36
University	29	32
Others	9	10
Total	**90**	**100**

Source: Primary Data

The Table 4.4 above shows the level of education of various respondents. It reveals that about a quarter of the respondents were secondary school graduates representing 22% while college and university had a percentage of 36 % and 32% respectively. It can be deduced that the majority of the respondents were college graduates.

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4.1.5 Provision of Information

Table: 4.5. Responses on whether Sales persons provide products information to customers

Response	Frequency	Percentage (%)
Agree	24	27
Strongly Agree	34	38
Disagree	10	11
Strongly Disagree	22	24
Total	**90**	**100**

Source: Primary Data

The result in Table 4.5 shows the views of the respondents on whether Sales persons provide products information to customers. Based on the study 27% of the total respondents agree that Sales persons provide products information to customers, while 38% of the respondents strongly agree that Sales persons provide products information to customers; 11% of the total respondents disagree that Sales persons provide products information to customers while 24% of the total respondents strongly disagree that Sales persons provide products information to customers. From the Table it can be deduced that Sales persons provide products information to customers.

Table 4.6 Responses on whether Sales persons Explain product attributes and probe for additional questions from the customer in order to understand their needs.

Response	Frequency	Percentage (%)
Agree	29	32
Strongly Agree	27	30
Disagree	17	19
Strongly Disagree	17	19
Total	**90**	**100**

Source: Primary Data

According to Table 4.6 the views of the respondents on whether Sales persons Explain product or service attributes and probe for additional questions from the customer in order to understand their needs. Based on the data 32% of the total respondents agree that Sales persons explain product or service attributes and probe for additional questions from the customer in order to understand their needs, while 30% of the respondents strongly agree that sales persons explain product or service attributes and probe for additional questions from the customer in order to understand their needs; 19% and 19% of the total respondents disagree and strongly disagree respectively that Sales persons explain product or service attributes and probe for additional questions from the customer in order to understand their needs. From the Table it can be deduced that sales persons explain product or service attributes and probe for additional questions from the customer in order to understand their needs.

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Table: 4.7 Responses on whether Salesperson Contacts the Customer to Gain Feedback and Provide the Same to the Company

Response	Frequency	Percentage (%)
Agree	41	46
Strongly Agree	24	27
Disagree	10	11
Strongly Disagree	15	16
Total	90	100

Source: Primary Data

Table 4.7 shows the views of the respondents on whether Salesperson contacts the customer to gain feedback and provide the same to the company. Based on the Table 46% of the total respondents agree that Salesperson contact the customer to gain feedback and provide the same to the company, while 27% of the respondents strongly agree that Salesperson contact the customer to gain feedback and provide the same to the company; 11% of the total respondents disagree that Salesperson contact the customer to gain feedback and provide the same to the company while 16% of the total respondents strongly disagree that Salesperson contact the customer to gain feedback and provide the same to the company. From the Table it can be deduced that Salesperson contact the customer to gain feedback and provide the same to the company.

Table 4.8 Responses on Whether Sales Staff Provide Their Clients with Information on the Product

Response	Frequency	Percentage (%)
Agree	31	35
Strongly Agree	37	41
Disagree	12	13
Strongly Disagree	10	11
Total	90	100

Source: Primary Data

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The Table 4.8 shows the views of the respondents on whether sales staff provide their clients with information on the product. Based on the Table 35% of the total respondents agree that sales staff provide their clients with information on the product, while 41% of the respondents strongly agree that Sales staff provide their clients with information on the product; 13% and 11% of the total respondents disagree and strongly disagree respectively that Sales staff provide their clients with information on the product. From the Table it can be deduced that Sales staff provide their clients with information on the product

Table: 4.9. Responses on Whether Personal Sales Persons Help the Company to Understand Consumer Psyche and Shifts in Psyche

Response	Frequency	Percentage (%)
Agree	24	27
Strongly Agree	34	38
Disagree	18	20
Strongly Disagree	14	15
Total	90	100

Source: Primary Data

According to Table 4.9 the views of the respondents on whether Personal sales persons help the company to understand consumer psyche and shifts in psyche. Based on the Table 27% of the total respondents agree that Personal sales persons help the company to understand consumer psyche and shifts in psyche, while 38% of the respondents strongly agree that Personal sales persons help the company to understand consumer psyche and shifts in psyche; 20% of the total respondents disagree that Personal sales persons help the company to understand consumer psyche and shifts in psyche, while 15% of the total respondents strongly disagree that Personal sales persons help the company to understand consumer psyche and shifts in psyche. From the Table it can be deduced that Personal sales persons help the company to understand consumer psyche and shifts in psyche, owing to long association and close bonding with the customers.

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Table: 4.10. Responses on whether Personal sales persons Act as a Source of Marketing Intelligence for Management on Satisfying Customers' Needs

Response	Frequency	Percentage (%)
Agree	49	54
Strongly Agree	20	22
Disagree	9	10
Strongly Disagree	13	14
Total	90	100

Source: Primary Data

The result in Table 4.10 above shows the views of the respondents on whether Personal sales persons Act as a source of marketing intelligence for management on satisfying customers' needs. Based on the Table 54% of the total respondents agree that personal sales persons act as a source of marketing intelligence for management on satisfying customers' needs , while 22% of the respondents strongly agree that personal sales persons act as a source of marketing intelligence for management on satisfying customers' needs; 10% of the total respondents disagree that personal sales persons act as a source of marketing intelligence for management on satisfying customers' needs while 22% of the total respondents strongly disagree that personal sales persons act as a source of marketing intelligence for management on satisfying customers' needs. From the Table it can be deduced that personal sales persons act as a source of marketing intelligence for management on satisfying customers' needs.

Table 4.11 Responses on whether Salespeople Act As Intermediaries through Whom Valuable Information Can Be Passed Back And Forth between the Organization and Customers

Response	Frequency	Percentage (%)
Agree	34	38
Strongly Agree	27	30
Disagree	17	19
Strongly Disagree	12	13
Total	**90**	**100**

Source: Primary Data

Table 4.11 above shows the views of the respondents on whether Salespeople act intermediaries through whom valuable information can be passed back and forth between the organization and customers. Based on the Table 38% of the total respondents agree that Salespeople are in the best position to act as intermediaries through whom valuable information can be passed back and forth between the organization and customers, while 30% of the respondents strongly agree that Salespeople are in the best position to act as intermediaries through whom valuable information can be passed back and forth between the organization and customers; 19% of the total respondents disagree that salespeople are in the best position to act as the intermediaries through whom valuable information can be passed back and forth between the organization and customers while 13% of the total respondents strongly disagree that salespeople are in the best position to act as the intermediaries through whom valuable information can be passed back and forth between the organization and customers. From the Table it can be deduced that salespeople are in the best position to act as intermediaries through whom valuable information is passed back and forth between the organization and customers.

Table: 4.12 Responses on Whether Personal Sales Persons Help the Company to Understand Consumer Psyche and Shifts in Psyche

Response	Frequency	Percentage (%)
Agree	20	22
Strongly Agree	39	43
Disagree	17	19
Strongly Disagree	14	16
Total	90	100

Source: Primary Data

The result in Table 4.12 above shows the views of the respondents on whether Personal sales persons help the company to understand consumer psyche and shifts in psyche. Based on the Table 22% of the total respondents agree that Personal sales persons help the company to understand consumer psyche and shifts in psyche, while 43% of the respondents strongly agree that Personal sales persons help the company to understand consumer psyche and shifts in psyche; 19% of the total respondents disagree that Personal sales persons help the company to understand consumer psyche and shifts in psyche while 16% of the total respondents strongly disagree that Personal sales persons help the company to understand consumer psyche and shifts in psyche. From the Table it can be deduced that Personal sales persons help the company to understand consumer psyche and shifts in psyche.

Table: 4.13.Responses on Whether Personal Selling Makes Available to All Staff Customer Knowledge Captured Across Service Encounters, Enabling Employees to Respond to Customer Needs

Response	Frequency	Percentage (%)
Agree	20	22
Strongly Agree	29	32
Disagree	24	27
Strongly Disagree	17	19
Total	**90**	**100**

Source: Primary Data

Table 4.13 above shows the views of the respondents on whether Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner. Based on the Table 22% of the total respondents agree that Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner, while 32% of the respondents strongly agree that Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner; 27% of the total respondents disagree that Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner while 19% of the total respondents strongly disagree that Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner. From the Table it can be deduced that Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner.

4.1.6 Stimulating Demand

**Table: 4.14 Responses on Whether Salespeople Get Customers to Experience a
Product for the First Time**

Response	Frequency	Percentage (%)
Agree	41	46
Strongly agree	29	32
Disagree	13	14
Strongly disagree	7	8
Total	90	100

Source: Primary Data

The Table above shows the views of the respondents on whether Salespeople Get customers to experience a product for the first time. Based on the Table 46% of the total respondents agree that Salespeople Get customers to experience a product for the first time, while 32% of the respondents strongly agree that Salespeople Get customers to experience a product for the first time; 14% and 8% of the total respondents disagree and strongly disagree respectively that Salespeople Get customers to experience a product for the first time. From the Table it can be deduced that Salespeople Get customers to experience a product for the first time.

Table: 4.15 Responses on whether Personal selling convinces customers to make a purchase

Response	Frequency	Percentage (%)
Agree	32	36
Strongly Agree	27	30
Disagree	17	19
Strongly Disagree	14	15
Total	90	100

Source: Primary Data

The result in Table 4.15 shows the views of the respondents on whether Personal selling convinces customers to make a purchase. Based on the Table 36% of the total respondents agree that Personal selling convinces customers to make a purchase, while 30% of the respondents strongly agree that Personal selling convinces customers to make a purchase; 19% of the total respondents disagree that Personal selling convinces customers to make a purchase while 15% of the total respondents strongly disagree that Personal selling convinces customers to make a purchase. From the Table it can be deduced that Personal selling convinces customers to make a purchase.

Table: 4.16 Responses on Whether Personal Selling Convert Undecided Customers into First-Time Buyers. - Convert First-Time Customers into Repeat Purchasers

Response	Frequency	Percentage (%)
Agree	41	46
Strongly agree	29	32
Disagree	13	14
Strongly disagree	7	8
Total	**90**	**100**

Source: Primary Data

Table 4.16 above shows the views of the respondents on whether personal selling converts undecided customers into first-time buyers and convert first-time customers into repeat purchasers. Based on the Table 46% of the total respondents agree that personal selling convert undecided customers into first-time buyers and convert first-time customers into repeat purchasers, while 32% of the respondents strongly agree that personal selling convert undecided customers into first-time buyers. and convert first-time customers into repeat purchasers; 14% and 8% of the total respondents disagree and strongly disagree respectively that personal selling convert undecided customers into first-time buyers and convert first-time customers into repeat purchasers. From the Table it can be deduced that personal selling converts undecided customers into first-time buyers and convert first-time customers into repeat purchasers.

Table: 4.17 Responses on Whether Personal Selling Gives Existing Products and Services A Boost By Creating or Renewing Visibility

Response	Frequency	Percentage (%)
Agree	32	35
Strongly Agree	27	30
Disagree	17	19
Strongly Disagree	14	16
Total	90	100

Source: Primary Data

The result in Table 4.17 above shows the views of the respondents on whether Personal selling gives existing products and services a boost by creating or renewing visibility. Based on the Table 35% of the total respondents agree that Personal selling gives existing products and services a boost by creating or renewing visibility, while 30% of the respondents strongly agree that Personal selling gives existing products and services a boost by creating or renewing visibility; 19% of the total respondents disagree that Personal selling gives existing products and services a boost by creating or renewing visibility while 16% of the total respondents strongly disagree that Personal selling gives existing products and services a boost by creating or renewing visibility. From the Table it can be deduced that Personal selling gives existing products and services a boost by creating or renewing visibility.

Table: 4.18 Responses on Whether Personal Selling Helps To Properly Position a Product Thereby Stimulating Demand on The Part of the Potential Customers

Response	Frequency	Percentage (%)
Agree	34	38
Strongly agree	29	32
Disagree	13	14
Strongly disagree	14	16
Total	**90**	**100**

Source: Primary Data

The Table 4.18 above shows the views of the respondents on whether Personal selling helps to properly position a product thereby stimulating demand on the part of the potential customers. Based on the Table 38% of the total respondents agree that Personal selling helps to properly position a product thereby stimulating demand on the part of the potential customers, while 32% of the respondents strongly agree that Personal selling helps to properly position a product thereby stimulating demand on the part of the potential customers; 14% and 16% of the total respondents disagree and strongly disagree respectively that Personal selling helps to properly position a product thereby stimulating demand on the part of the potential customers. From the Table it can be deduced that Personal selling helps to properly position a product thereby stimulating demand on the part of the potential customers.

Table: 4.19 Responses on whether Personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial

Response	Frequency	Percentage (%)
Agree	39	43
Strongly Agree	27	30
Disagree	20	22
Strongly Disagree	4	5
Total	90	100

Source: Primary Data

The result in Table 4.19 shows the views of the respondents on whether Personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial. Based on the Table 43% of the total respondents agree that Personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial, while 30% of the respondents strongly agree that Personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial; 22% of the total respondents disagree that Personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial while 5% of the total respondents strongly disagree that Personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial. From the Table it can be deduced that Personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial.

Table: 4.20 Responses on Whether Personal Selling Continues to Stimulate a Brand's Current Customer Base by Reinforcing Their Purchase Behavior by Providing Additional Information about the Brand's Benefits

Response	Frequency	Percentage (%)
Agree	49	54
Strongly Agree	13	14
Disagree	18	20
Strongly Disagree	10	12
Total	90	100

Source: **Primary Data**

The Table 4.20 above shows the views of the respondents on whether Personal selling also continues to stimulate a brand's current customer base by reinforcing their purchase behavior by providing additional information about the brand's benefits. Based on the Table 54% of the total respondents agree that Personal selling also continues to stimulate a brand's current customer base by reinforcing their purchase behavior by providing additional information about the brand's benefits, while 14% of the respondents strongly agree that Personal selling also continues to stimulate a brand's current customer base by reinforcing their purchase behavior by providing additional information about the brand's benefits; 20% of the total respondents disagree that Personal selling also continues to stimulate a brand's current customer base by reinforcing their purchase behavior by providing additional information about the brand's benefits while 12% of the total respondents strongly disagree that Personal selling also continues to stimulate a brand's current customer base by reinforcing their purchase behavior by providing additional information about the brand's benefits. From the Table it can be deduced that Personal selling also continues to stimulate a brand's current customer base by reinforcing their purchase behavior by providing additional information about the brand's benefits.

Table 4.21 Responses on Whether Personal Selling Consistently Stimulates Demand for the Products by Provision of Personal Service and Anticipating Customers' Needs

Response	Frequency	Percentage (%)
Agree	37	41
Strongly Agree	34	38
Disagree	13	14
Strongly Disagree	6	7
Total	90	100

Source: Primary Data

The result in Table 4.21 above shows the views of the respondents on whether Personal selling consistently stimulates demand for the products by provision of personal service and anticipating customers' needs. Based on the Table 41% of the total respondents agree that Personal selling consistently stimulates demand for the products by provision of personal service and anticipating customers' needs, while 38% of the respondents strongly agree that Personal selling consistently stimulates demand for the products by provision of personal service and anticipating customers' needs; 14% of the total respondents disagree that Personal selling consistently stimulates demand for the products by provision of personal service and anticipating customers' needs while 7% of the total respondents strongly disagree that Personal selling consistently stimulates demand for the products by provision of personal service and anticipating customers' needs. From the Table it can be deduced that Personal selling consistently stimulates demand for the products by provision of personal service and anticipating customers' needs.

Table: 4.22 Responses on Whether Personal Selling Facilitates Organizations to Customize Their Offerings to Suit the Individual Tastes of Their Customers.

Response	Frequency	Percentage (%)
Agree	32	35
Strongly Agree	46	51
Disagree	3	4
Strongly Disagree	9	10
Total	**90**	**100**

Source: Primary Data

The Table 4.22 above shows the views of the respondents on whether Personal selling Facilitates organizations to customize their offerings to suit the individual tastes of their customers. Based on the Table 35% of the total respondents agree that Personal selling Facilitates organizations to customize their offerings to suit the individual tastes of their customers, while 51% of the respondents strongly agree that Personal selling Facilitates organizations to customize their offerings to suit the individual tastes of their customers; 4% of the total respondents disagree that Personal selling Facilitates organizations to customize their offerings to suit the individual tastes of their customers while 10% of the total respondents strongly disagree that Personal selling Facilitates organizations to customize their offerings to suit the individual tastes of their customers. From the Table it can be deduced that Personal selling facilitates organizations to customize their offerings to suit the individual tastes of their customers.

Table: 4.23 Responses on Whether Personal Selling Enables Organizations to Improve the Reliability of Consumption Experiences by Facilitating the Timely, Accurate Processing Of Customer Orders and Management of Customer Accounts

Response	Frequency	Percentage (%)
Agree	20	22
Strongly Agree	29	32
Disagree	11	24
Strongly Disagree	20	22
Total	90	100

Source: Primary Data

Table 4.23 above shows the views of the respondents on whether Personal selling enables organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and management of customer accounts. Based on the Table 22% of the total respondents agree that Personal selling enables organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and management of customer accounts, while 32% of the respondents strongly agree that Personal selling enables organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and management of customer accounts; 24% of the total respondents disagree that Personal selling enables organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and management of customer accounts while 22% of the total respondents strongly disagree that Personal selling enables organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and management of customer accounts. From the Table it can be deduced that Personal selling enables organizations to improve the reliability of consumption experiences by

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facilitating the timely, accurate processing of customer orders and management of customer accounts.

4.1.7 Build Product Awareness

Table: 4.24 Responses on Whether Sales Staff Provides Their Clients with Information on the Product in Form of Brochures and Other Forms of Informational Material

Response	Frequency	Percentage (%)
Agree	41	46
Strongly agree	29	32
Disagree	13	14
Strongly disagree	7	8
Total	90	100

Source: Primary Data

The result in Table 4.24 above shows the views of the respondents on whether sales staff providing their clients with large amounts of sales information on the product in form of brochures and many other forms of informational material. based on the Table 46% of the total respondents agree that sales staff providing their clients with large amounts of sales information on the product in form of brochures and many other forms of informational material, while 32% of the respondents strongly agree that sales staff providing their clients with large amounts of sales information on the product in form of brochures, and many other forms of informational material; 14% and 8% of the total respondents disagree and strongly disagree respectively that sales staff providing their clients with large amounts of sales information on the product in form of brochures and many other forms of informational material. From the Table it can be deduced that sales staff providing their clients with large amounts of sales information on the product in form of brochures and many other forms of informational material.

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Table: 4.25 Responses on Whether Sales Staff Educates Customers on Product Offerings through Communication, Information and Persuasion

Response	Frequency	Percentage (%)
Agree	49	54
Strongly Agree	24	27
Disagree	7	8
Strongly Disagree	10	11
Total	**90**	**100**

Source: Primary Data

The Table 4.25 above shows the views of the respondents on whether Sales staff educates customers on new product offerings through communication, information and persuasion. Based on the Table 54% of the total respondents agree that Sales staff educates customers on new product offerings through communication, information and persuasion, while 27% of the respondents strongly agree that Sales staff educates customers on new product offerings through communication, information and persuasion; 8% of the total respondents disagree that Sales staff educates customers on new product offerings through communication, information and persuasion while 11% of the total respondents strongly disagree that Sales staff educates customers on new product offerings through communication, information and persuasion. From the Table it can be deduced that Sales staff educates customers on new product offerings through communication, information and persuasion.

Table: 4.26 Responses on Whether Sales Staff Encourages Customer Satisfaction through Exchange of Information on the Use of the Product and Service

Response	Frequency	Percentage (%)
Agree	41	46
Strongly agree	29	32
Disagree	13	14
Strongly disagree	7	8
Total	**90**	**100**

Source: Primary Data

The result in Table 4.26 above shows the views of the respondents on whether Sales staff encourages customer satisfaction through exchange of information on the use of the product and service. Based on the Table 46% of the total respondents agree that Sales staff encourages customer satisfaction through exchange of information on the use of the product and service, while 32% of the respondents strongly agree that Sales staff encourages customer satisfaction through exchange of information on the use of the product and service; 14% and 8% of the total respondents disagree and strongly disagree respectively that Sales staff encourages customer satisfaction through exchange of information on the use of the product and service. From the Table it can be deduced that Sales staff encourages customer satisfaction through exchange of information on the use of the product and service.

Table: 4.27 Responses on Whether Sales Staff Ensures That Customers Understand the Distinctive Qualities That Make It Better Than the Competition

Response	Frequency	Percentage (%)
Agree	29	32
Strongly Agree	32	35
Disagree	17	19
Strongly Disagree	12	14
Total	90	100

Source: Primary Data

The Table 4.27 above shows the views of the respondents on whether Sales staff ensures that customers understand the distinctive qualities that make it better than the competition. Based on the Table 32% of the total respondents agree that Sales staff ensures that customers understand the distinctive qualities that make it better than the competition, while 35% of the respondents strongly agree the Sales staff ensures that customers understand the distinctive qualities that make it better than the competition; 19% of the total respondents disagree that Sales staff ensures that customers understand the distinctive qualities that make it better than the competition, while 14% of the total respondents strongly disagree that Sales staff ensures that customers understand the distinctive qualities that make it better than the competition. From the Table it can be deduced that Sales staff ensures that customers understand the distinctive qualities that make it better than the competition.

Table: 4.28 Responses on Whether Personal Selling Enhances Product Differentiation in the Market

Response	Frequency	Percentage (%)
Agree	34	38
Strongly agree	29	32
Disagree	13	14
Strongly disagree	14	16
Total	**90**	**100**

Source: Primary Data

The above Table 4.28 shows the views of the respondents on whether Personal selling enhances product differentiation in the mind of the market. Based on the study 38% of the total respondents agree that Personal selling enhances product differentiation in the market, while 32% of the respondents strongly agree that Personal selling enhances product differentiation in the market; 14% and 16% of the total respondents disagree and strongly disagree respectively that Personal selling enhances product differentiation in the market. From the study it can be deduced that Personal selling enhances product differentiation in the mind of the market.

4.1.8 Reinforcing Brand

Table: 4.29 Responses on Whether a Sales Person is Responsible for Providing Expertise to Analyze the Clients' Needs and Recommending Innovative Solutions

Response	Frequency	Percentage (%)
Agree	41	46
Strongly agree	29	32
Disagree	13	14
Strongly disagree	7	8
Total	**90**	**100**

Source: Primary Data

The result in Table 4.1.8 above shows the views of the respondents on whether a sales person is responsible for providing expertise to analyze the clients' needs and recommending innovative solutions. Based on the Table 46% of the total respondents agree that a sales person is responsible for providing expertise to analyze the clients' needs and recommending innovative solutions, while 32% of the respondents strongly agree that a sales person is responsible for providing expertise to analyze the clients' needs and recommending innovative solutions; 14% and 8% of the total respondents disagree and strongly disagree a sales person is responsible for providing expertise to analyze the clients' needs and goals, recommending innovative brand solutions. From the Table it can be deduced that a sales person is responsible for providing expertise to analyze the clients' needs and recommending innovative solutions.

Table: 4.30 Responses on Whether Sales Person Builds an Aura of Trust and Warmth That Ensure a Permanent Bond

Response	Frequency	Percentage (%)
Agree	32	35
Strongly Agree	17	19
Disagree	27	30
Strongly Disagree	14	16
Total	**90**	**100**

Source: Primary Data

Table 4.30 above shows the views of the respondents on whether sales person builds an aura of trust and warmth that should ensure a permanent bond. Based on the Table 35% of the total respondents agree that Sales person builds an aura of trust and warmth that should ensure a permanent bond between him/herself and the client, while 19% of the respondents strongly agree that Sales person builds an aura of trust and warmth that should ensure a permanent bond between him/herself and the client; 30% of the total respondents disagree that Sales person builds an aura of trust and warmth that should ensure a permanent bond between him/herself and the client while 16% of the total respondents strongly disagree that Sales person builds an aura of trust and warmth that should ensure a permanent bond between him/herself and the client. From the Table it can be deduced that Sales person builds an aura of trust and warmth that should ensure a permanent bond between him/herself and the client.

Table: 4.31 Responses on Whether Sales Person Establish Perceptions of Credibility and Trust in Consumers' Minds

Response	Frequency	Percentage (%)
Agree	14	38
Strongly agree	12	32
Disagree	5	14
Strongly disagree	6	16
Total	37	100

Source: Primary Data

The Table 4.31 above shows the views of the respondents on whether Sales person establish perceptions of credibility and trust in consumers' minds. Based on the Table 38% of the total respondents agree that Sales person establish perceptions of credibility and trust in consumers' minds, while 32% of the respondents strongly agree that Sales person establish perceptions of credibility and trust in consumers' minds; 14% and 16% of the total respondents disagree and strongly disagree respectively that Sales person establish perceptions of credibility and trust in consumers' minds. From the Table it can be deduced that Sales person establish perceptions of credibility and trust in consumers' minds

Table: 4.32 Responses on Whether Sales Person Influence Customer Attitude through Customer Knowledge and Sensitivity to Customers' Needs

Response	Frequency	Percentage (%)
Agree	39	43
Strongly Agree	27	30
Disagree	20	22
Strongly Disagree	4	5
Total	90	100

Source: Primary Data

The result in Table 4.33 above shows the views of the respondents on whether Sales person Influence customer attitude through customer knowledge and sensitivity to customers' needs. Based on the Table 43% of the total respondents agree that Sales person Influence customer attitude through customer knowledge and sensitivity to customers' needs, while 30% of the respondents strongly agree that Sales person Influence customer attitude through customer knowledge and sensitivity to customers' needs; 22% of the total respondents disagree that Sales person Influence customer attitude through customer knowledge and sensitivity to customers' needs, while 5% of the total respondents strongly disagree that Sales person Influence customer attitude through customer knowledge and sensitivity to customers' needs. From the Table it can be deduced that Sales person Influence customer attitude through customer knowledge and sensitivity to customers' needs.

Table: 4.33 Responses on Whether Personal Sales Person's In-Depth Understanding Of Customers' Needs, Wants And Demands Represents An Imperative Condition To Provide High Quality And Personalized Service

Response	Frequency	Percentage (%)
Agree	29	32
Strongly agree	41	46
Disagree	7	8
Strongly disagree	13	14
Total	90	100

Source: Primary Data

The Table above shows the views of the respondents on whether personal sales person's in-depth understanding of customers' needs, wants and demands represents an imperative condition to provide high quality and personalized service. Based on the Table 32% of the total respondents agree that personal sales person's in-depth understanding of customers' needs, wants and demands represents an imperative condition to provide high quality and

personalized service, while 46% of respondents strongly agree that personal sales person's in-depth understanding of customers' needs, wants and demands represents an imperative condition to provide high quality and personalized service; 8% and 14% of the total respondents disagree and strongly disagree respectively that personal sales person's in-depth understanding of customers' needs, wants and demands represents an imperative condition to provide high quality and personalized service. From the Table it can be deduced that personal sales person's in-depth understanding of customers' needs, wants and demands represents an imperative condition to provide high quality and personalized service.

Table: 4.34 Responses on Whether a Sales Person Influence the Buying Decision And Shape the Ownership Experience

Response	Frequency	Percentage (%)
Agree	29	32
Strongly Agree	32	35
Disagree	12	14
Strongly Disagree	17	19
Total	**90**	**100**

Source: Primary Data

Table 4.34 above shows the views of the respondents on whether sales person Influence the buying decision and shape the ownership experience. Based on the Table 32% of the total respondents agree that sales person Influence the buying decision and shape the ownership experience; while 35% of the respondents strongly agree sales person Influence the buying decision and shape the ownership experience; 14% of the total respondents disagree that sales person Influence the buying decision and shape the ownership experience, while 19% of the total respondents strongly disagree that sales person Influence the buying decision and shape the ownership experience. From the Table it can be deduced that sales person Influence the buying decision and shape the ownership experience.

Table: 4.35 Responses on Whether a Sales Person Create Trust and an Emotional Attachment to the Product

Response	Frequency	Percentage (%)
Agree	49	54
Strongly Agree	13	14
Disagree	9	10
Strongly Disagree	20	22
Total	90	100

Source: Primary Data

The result in Table 4.35 above shows the views of the respondents on whether a sales person Create trusts and an emotional attachment to the product. Based on the Table 54% of the total respondents agree that a sales person create trust and an emotional attachment to the product; while 14% of the respondents strongly agree a sales person create trust and an emotional attachment to the product, 10% of the total respondents disagree that a sales person create trust and an emotional attachment to the product, while 22% of the total respondents strongly disagree that a sales person create trust and an emotional attachment to the product. From the Table it can be deduced that a sales person create trust and an emotional attachment to the product.

Table 4.36 Responses on Whether a Sales Person Help In Fencing off The Company's Customers from the Competition

Response	Frequency	Percentage (%)
Agree	37	41
Strongly Agree	34	38
Disagree	13	14
Strongly Disagree	6	7
Total	90	100

Source: Primary Data

The Table 4.36 above shows the views of the respondents on whether a sales person helps in fencing off the company's customers from the competition and protects the market share. Based on the Table 41% of the total respondents agree that a sales person help in fencing off the company's customers from the competition; while 38% of the respondents strongly agree that a sales person help in fencing off the company's customers from the competition; 14% of the total respondents disagree that a sales person help in fencing off the company's customers from the competition, while 7% of the total respondents strongly disagree that a sales person help in fencing off the company's customers from the competition. From the Table it can be deduced that a majority of the respondents agree that a sales person help in fencing off the company's customers from the competition

Table: 4.37 Responses on Whether Personal Selling Build Long-Term Brand Relationships with Customers.

Response	Frequency	Percentage (%)
Agree	43	48
Strongly Agree	30	33
Disagree	11	12
Strongly Disagree	6	7
Total	**90**	**100**

Source: Primary Data

Table 4.37 shows the views of the respondents on whether personal selling builds long-term brand relationships with customers. Based on the Table 48% of the total respondents agree that personal selling builds long-term brand relationships with customers, 33% of the respondents strongly agree that personal selling builds long-term brand relationships with customers, while 12% and 7% of the total respondents disagreed and strongly disagreed respectively that personal selling builds long-term brand relationships with customers. From the Table it can be deduced that the majority of the respondents agreed that personal selling builds long-term brand relationships with customers.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the research objectives, which were to determine the influence of: provision of information, stimulating demand, reinforcing product awareness and reinforcing brand, by personal selling on the performance of the motor vehicle industry.

5.2 Summary of the results

The results of the study are summarized in terms of: provision of information, stimulating demand, building product awareness and reinforcing brand as illustrated below.

5.2.1 Provision of Information

From the Research Study majority of the total respondents agreed or strongly agreed as follows: 46% agreed that Salespeople get customers to experience a product for the first time, 38% of the respondents strongly agreed that sales persons provide products information to customers, 32% of the total respondents agreed that Sales persons explain product or service attributes and probe for additional questions from the customer in order to understand their needs; 41% of the total respondents agreed that sales staff provide their clients with information on the product, 38% of the respondents strongly agreed that Personal sales persons help the company to understand consumer psyche and shifts in psyche, 38% of the total respondents agreed that Salespeople are in the best position to act as intermediaries through whom valuable information can be passed back and forth between the organization and customers, 43% of the respondents strongly agreed that Personal sales persons help the company to understand consumer psyche and shifts in psyche and 32% of the respondents strongly agreed that Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner.

5.2.2 Stimulating Demand

According to the research study majority of the total respondents agreed or strongly agreed as follows: 46% of the total respondents agreed that salespeople get customers to experience a product for the first time; 36% of the total respondents agree that Personal selling convinces customers to make a purchase; 46% of the total respondents agreed that personal selling convert undecided customers into first-time buyers and convert first-time customers into repeat purchasers; 35% of the total respondents agreed that personal selling give existing products and services a boost by creating or renewing visibility; 38% of the total respondents agreed that personal selling helps to properly position a product thereby stimulating demand on the part of the potential customers; 43% of the total respondents agreed that personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial; 54% of the total respondents agreed that personal selling continues to stimulate a brand's current customer base by reinforcing their purchase behavior by providing additional information about the brand's benefits; 41% of the total respondents agreed that personal selling consistently stimulates demand for the products by provision of personal service and anticipating customers' needs; 51% of the respondents strongly agreed that Personal selling facilitates organizations to customize their offerings to suit the individual tastes of their customers; 32% of the respondents strongly agree that personal selling enables organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and management of customer accounts

5.2.3 Building Product Awareness

Based on the Research Study majority of the total respondents agreed or strongly agreed as follows: 46% of the total respondents agreed that sales staff provide their clients with large amounts of sales information on the product in form of brochures and many other forms of informational material; 54% of the total respondents agreed that sales staff educates customers on new product offerings through communication, information and persuasion; 46% of the total respondents agreed that sales staff encourages customer satisfaction through exchange of information on the use of the product and service; 35% of the respondents strongly agreed that sales staff ensures that customers understand the

distinctive qualities that make it better than the competition and 38% of the total respondents agreed that personal selling enhances product differentiation in the market.

5.2.4 Reinforcing Brand

According to the research study majority of the total respondents agreed or strongly agreed as follows: 46% of the total respondents agreed that a sales person is responsible for providing expertise to analyze the clients' needs and recommending innovative solutions; 35% of the total respondents agree that sales person builds an aura of trust and warmth that should ensure a permanent bond between him/herself and the client; 38% of the total respondents agree that sales person establish perceptions of credibility and trust in consumers minds; 43% of the total respondents agreed that sales person influence customer attitude through customer knowledge and sensitivity to customers' needs; 46% of respondents strongly agreed that personal sales person's in-depth understanding of customers' needs, wants and demands represents an imperative condition to provide high quality and personalized service; 35% of the respondents strongly agree sales person influence the buying decision and shape the ownership experience ; 54% of the total respondents agreed that a sales person create trust and an emotional attachment to the product; 41% of the total respondents agreed that a sales person help in fencing off the company's customers from the competition; while 48% of the total respondents agree that personal selling builds long-term brand relationships with customers

5.3 Conclusion

A sales person is responsible for providing expertise to analyze the clients' needs and goals, recommend innovative and effective solutions, resolve complex financial problems, and generally build an aura of trust and warmth that should ensure a permanent bond between him/herself and the client. Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner. Personal selling facilitates the organization to use the available information on customer behaviour to profile customers and identify their latent needs on the basis of similarities between their purchase behaviors and those of other customers.

Personal Selling build product awareness by influencing customer behavior by informing, persuading, reminding and by encouraging trial; continues to stimulate a brand's current customer base by reinforcing their purchase behavior; consistently stimulates demand for the organization products by recognizing customers as having individual preferences and facilitates provision of personal service, meet and even anticipated customers' needs; reinforces the brand so as to influence the buying decision and shape the customer experience, create trust and an emotional attachment to the product or company and build long-term brand relationships with customers.

Personal selling reinforces the brand so as to: influence the buying decision and shape the ownership experience, create trust and an emotional attachment to the product or company causing the market to make decisions based, at least in part, upon emotion not necessarily just for logical or intellectual reasons hence helping to make purchasing decisions easier. Sales person capacity and expertise in analyzing the clients' needs and recommending innovative and effective solutions ensures that organization customers achieve satisfaction in consumption of the organization products, and generally build an aura of trust and warmth that should ensure a permanent bond between him/herself and the client.

Sales Persons with a high level of expertise and customer knowledge establish perceptions of credibility and trust in consumers minds and to influence to a great extent the customers' attitude; demographic and psychographic factors as younger, better educated, and more affluent individuals are more receptive to personal selling activities; cultural factors and interrelated factors such as family, language, communication, education, technology, activities, social and economic structures influence consumers' attitudes and business relationship based on trust forged with the customers influence consumer attitude towards personal selling.

5.4 Recommendations

On provision of information there is need to encourage sales persons to make their customer knowledge captured across service encounters so as to facilitate other employees to develop and respond to any customer need effectively by profiling customers and

identifying customer latent needs, while understanding consumer psyche and shifts in psyche.

When stimulating demand there is need for personal sells persons to emphasize on salespeople's satisfaction and commitment through information sharing, training and pay, as they are requisite ingredients to customer-oriented sales activities.

In Building Product Awareness there is need to build long-term brand awareness through regular communication and meeting so as to educate and repeatedly discuss company's products, to determine customer needs and then personalize the service by so doing help to strengthen customers' awareness and knowledge of what the company offers and that way facilitate customers to make repeat purchases.

While Reinforcing Brand organizations need to engage in training of their salespeople in critical areas such as sales presentations, need identification, suggestive selling, product knowledge, time allocations, and orientation toward assisting the customer, courtesy, listening skills and professionalism to build higher levels of customer satisfaction.

5.5 Suggestion for further research

Due to the limiting factors; time and finances, while conducting this study, it was not possible to carry out a comprehensive research on this area. Therefore there is need for future research in this area by specifically focusing on a wider sample size, more companies in the motor industry, so as to be able to effectively draw conclusions and determine if the findings will be the same.

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APPENDIX I: QUESTIONNAIRE

My name is Robert, a student at University of Nairobi and I am writing a research project on the influence of personal selling on the performance of the motor vehicle industry. Please take a moment to fill in the questionnaire as truthfully as possible. You have no obligation to indicate your name or address though I would appreciate if you did. The purpose of this research is purely academic. The information you give will be treated as confidential.

Please answer all the questions as best as you can.

DEMOGRAPHIC FACTORS

1. Name (Optional) ....

2. What is your Gender?

   Male [ ]   Female   [ ]

3. What is your age?

   Between 18-20   [ ]   Between 21-25   [ ] Between 26-30   [ ]

   Between 31-35   [ ]   Over 35   [ ]

4. What is your highest level of education?

   University   [ ]   College   [ ] Secondary   [ ]

   Other (Specify)...

PART 1- PROVISION OF INFORMATION

(Please tick appropriate number that represents your opinion on each question)

No.	Question	5	4	3	2	1
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1	Salespersons provide products information to customers.					
2	Salesperson explains product or service attributes and probe for additional questions from the customer in order to understand their needs.					
3	Salesperson contacts the customer to gain feedback and provide the same to the company.					
4	Sales staff providing their clients with large amounts of sales information on the product in form of brochures, research reports, and many other forms of informational material					
5	Personal sales persons helping the company to understand consumer psyche and shifts in psyche, owing to long association and close bonding Make adjustments and help address the questions and concerns of the customers					

No.	Question	5	4	3	2	1
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
6	Act as a source of marketing intelligence for management on satisfying customers' needs.					
7	Salespeople are in the best position to act as the intermediary through whom valuable information can be passed back and forth between the organization and customers.					
8	Personal sales persons help the company to understand consumer psyche and shifts in psyche.					
9	Personal selling makes available to all staff customer knowledge captured across service encounters, enabling employees to respond to any customer need in a contextual manner.					
10	Organizations use the available information on customer behavior to profile customers and identify their latent needs					

PART 2- STIMULATING DEMAND

(Please tick appropriate number that represents your opinion on each question)

No.	Question	5	4	3	2	1
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1	Get customers to experience a product for the first time.					
2	Personal selling convinces customers to make a purchase.					
3	Convert undecided customers into first-time buyers. - Convert first-time customers into repeat purchasers; sell additional or complementary items to repeat customers					
4	give existing products and service a boost by creating or renewing visibility					
5	Help to properly position a product thereby stimulating demand on the part of the potential customers.					
6	Personal selling reaches a defined audience to affect its behavior by informing, persuading, reminding and by encouraging trial.					
7	Personal selling also continues to stimulate a brand's current customer					

No.	Question	5	4	3	2	1
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
	base by reinforcing their purchase behavior by providing additional information about the brand's benefits.					
8	Consistently stimulates demand for the products by provision of personal service and anticipating customers' needs.					
9	Facilitates organizations to customize their offerings to suit the individual tastes of their customers.					
10	enable organizations to improve the reliability of consumption experiences by facilitating the timely, accurate processing of customer orders and management of customer accounts					

PART 3 – BUILD PRODUCT AWARENESS

(Please tick appropriate number that represents your opinion on each question)

No	Question	5 Very Effective	4 Effective	3 Fairly Effective	2 Neither Effective nor not Effective	1 Not Effective
1	Sales staff providing their clients with large amounts of sales information on the product in form of brochures, research reports, and many other forms of informational material					
2	Educate customers on new product offerings through communication, information and persuasion					
3	Encourage customer satisfaction through exchange of information on the use of the product and service					
4	Ensure that customers understand the distinctive qualities that make it better than the competition.					
5	Personal selling enhances product differentiation in the mind of the market.					

PART 4 - REINFORCING BRAND

(Please tick appropriate number that represents your opinion on each question)

No.	Question	5 Strongly Agree	4 Agree	3 Neither Agree Nor Disagree	2 Disagree	1 Strongly Disagree
1	A sales person is responsible for providing expertise to analyze the clients' needs and goals, recommend innovative brand solutions					
2	Sales person builds an aura of trust and warmth that should ensure a permanent bond between him/herself and the client.					
3	Demonstrating a high level of expertise and customer knowledge in order to establish perceptions of credibility and trust in consumers' minds.					
5	Influencing customer attitude through customer knowledge through familiarity and sensitivity to customers' needs					
4	An in-depth understanding of customers' needs, wants and demands represents an imperative condition to provide high quality and personalized service.					
5	Influence the buying decision and shape the					

No.	Question	5	4	3	2	1
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
	ownership experience					
6	Create trust and an emotional attachment to the product or company causing the market to make decisions					
7	Help in "fencing off" the company's customers from the competition and protect the market share					
8	Build long-term brand relationships with customers.					
9	Most practical promotional option for reaching customers who are not easily reached through other methods.					
10	Meeting with customers on a regular basis allows salespeople to repeatedly discuss their company's products and by doing so helps strengthen customers' knowledge of what the company has to offer					

THANK YOU FOR YOUR CO-OPERATION