

**SALES TRAINING ON SALES PERFORMANCE IN THE HOSPITALITY INDUSTRY**

**A CASE STUDY SERENA HOTEL NAIROBI**

**BY**

**TENE N TIMOTHY**

**BMM/16088/72/DF**

**A RESERCH REPORT SUBMITTED TO THE FACULTY OF BUSINESS AND MANAGEMENT IN  
PARTIAL FULFILLMENT FOR THE AWARD OF A BACHELORS DEGREE IN MARKETING  
MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY**

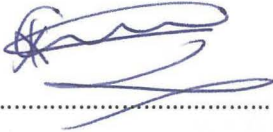
**AUGUST, 2011**

## DECLARATION

I TENE N TIMOTHY BMM/16088/72/DF declare that this research report is from my own finding and has never been produced by anybody else for the award in my institution.

Name of student: TENE N TIMOTHY

Registration number: BMM/16088/72/DF



Signature: .....

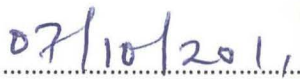
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## APPROVAL

This study is to satisfy that my approval has been given for this research report to be submitted to the faculty of Business and Management as a requirement for partial fulfillment for the award of Degree in Bachelors of Marketing Management.

Name of supervisor: Mr. Muzamir Said Gulebyo

Signature: .....

Date: .....

## DEDICATION

This dissertation is dedicated to my family of Mr. and Mrs. Shadrack Kioko, brothers Martin and Mike, my beloved daughter Charlene, friends Josphine, Dan, Philip, Eddy, Esther and others for their invaluable assistance.

Also much gratitude goes to my supervisor Mr Muzamir Said Gulebyo and other lecturers for impacting knowledge and guidance.

Most of all I thank the almighty God for giving me this chance and for taking care of me throughout.

## **ACKNOWLEDGEMENT**

I thank God The Almighty who led me to the success of this study.

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## **ABSTRACT**

The study was set out to investigate the effect of sales training on sales performance in the hospitality industry. The study was guided by the following objectives;

To determine the characteristics of a good sales training program in the hospitality industry, to determine the caliber of staff to be included in a sales training program and to establish the importance for sales training program in the hospitality industry.

The study findings were that characteristics of a good sales training program should include personal selling technique, interpersonal communication skills, product and service knowledge, customer relations skills and negotiation skills.

The caliber of staff to be trained should include production managers, business development managers, team leaders, food & beverage managers, communication officers, customer care and receptionists.

The importance of sales training program is that it increases the selling techniques that will result in increase in sales performance. Constant training enables staff gain more skills to meet their targets.

The study recommended that more emphasis should be put on the regular training of employees in every relevant sector of the hotel to have an impact on sales performance, through sales training the hotel staff can reach their targets efficiently, It is also recommended that a combination of training techniques be used, management should be keen on whom are to train the staff, identify areas that need new training to be more efficient and to avail necessary resources when need for training arises.

## **CHAPTER ONE**

### **1.0 Introduction**

This chapter constitutes the background of the study, statement of the problem, research objectives, Research questions, significance of the study, limitations of the study, scope of the study and definitions of the key words.

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

Sales training is programs that provide a learner with skills and knowledge necessary to perform those function assigned to sales persons and their managers and with which are not generally taught with the same emphasis to other employment.

Sales are essential to any industrial system, without sales there is no business and organizations close down. In order to have sales, new sales persons and experienced ones require sales training even though the type of training may vary considerably. A number of organizations use systematic training programs while others depend on-the-job training.

According to Nadler (1984) although training can be expensive, it can also yield dramatic returns on the sales training investment. For example, Nabisco did an extensive analysis of the return of its two-day professional selling program which teaches sales representative how to plan for and make professional presentations to their retail customers. Although it costs about Kshs 120,000 to put each sales representative through the program, the training resulted in additional sales of more than Kshs 14,640,000 per representative and yielded almost Kshs 2,520,000 of additional profit per representative.

Sales training programs have several goals. Sales people need to know and identify with the company, so most sales training programs begin by describing the company's

background, plans, policies, objectives, mission, its organization, its financial structure and facilities, and its chief products and markets. Sales people also need to know the company's products so sales trainees are shown how products are produced and how they work.

According to Kotler (2006) sales people also need to know customers' and competitors so the training program teaches them about competitor's strategies and about different types of customers and their needs, buying motives and buying habits, Because sales people must know how to make effective presentation and demonstration, they are trained in principles of selling. Finally, sales people need to understand field procedures and responsibilities. They learn how to divide time between active and potential accounts and how to use an expense account, prepare sales reports, and route communications effectively.

### **1.2 Statement of Problem**

Today, many organizations are experiencing sales decline due to the current world economic downturn coupled with the increasing competition. Organizations have no choice other than choosing the best strategies to be able to combat the alarming sales decline.

The customer wants an answer to the question "why you? And "why not the competitors product? It is the sales person to provide competitive product information to the customer that helps the latter to apply the product and reassures the customer regarding prices and services. It is through these activities that the sales person provides a competitive advantage to the organization. The customer knows the organization through the sales person. Hence it is the quality of sales training and relationship that a sales person builds with the customer that gives the organization competitive advantage.

Today's customers expect sales people to have deep product knowledge, to add ideas to improve the customers operations, and to be efficient and reliable. These demands have required companies to make a much higher investment in sales training.

### **1.3 Objectives of the study**

In order to meet the above stated problems the study was guided by the following research objectives.

- i. To determine the characteristics of a good sales training program in the hospitality industry.
- ii. To determine the caliber of sales persons to be included in a sales training program.
- iii. To establish the importance for sales training program in the hospitality industry

### **1.4 Research Questions**

In order to answer the above research problems, this study sought to answer the following questions.

- i. What are the characteristics of a good sales training program?
- ii. What caliber of sales persons should be trained?
- iii. What is the importance of sales training program?

### **1.5 Significance of the study**

The study shall establish the effect of sales training on sales performance at Serena Hotels and highlight on the benefits of training sales personnel so as to encourage many companies to have regular training programs to their newly hired sales people as well as their experienced sales people. It further sought to expose and clarify the strengths a company will acquire for having the sales persons undergo a regular sales training.

The study shall provide vital information that encourages many companies to make much higher investment in sales training.

The study comes in handy in matters of increase of knowledge in the area of sales training to other institutions, lecturers and students who make use of the study as a

point of reference. The outcome of this study is of great importance to Serena Hotels for their routine decision making in training and developing their sales force.

### **1.6 Scope of the study**

The scope of the study was Serena hotel –Nairobi located on Wabera Street. The study will analyze factors affecting sales in the hotel. The study targeted the top management staff, sales and marketing managers and sales officers at Serena hotel. The study was carried out between June and August 2010.

### **1.7 Limitations of the study**

During the course of the research work the researcher will encountered the following challenges:

#### **Cooperation**

There will be lack of cooperation at times due to misconceptions of the study.

There will be lack of cooperation and unreturned questionnaires which hampered the research project progress.

#### **Victimization of the employees by the management**

Information by some of the respondents may be concealed since it will be considered confidential and the employees feared being victimized.

To address the above mentioned challenges, the researcher will ensured that she will not request for information that will be too confidential to the organization, sought permission from the top management before forwarding questionnaires or interviewing any staff of the organization, targeted respondents who have knowledge and skills on the subject of the study, and should start the research early enough to ensure that there is enough time to carry out the research.

## **ACCESS TO INFORMATION**

The respondents will be expected by the researcher to divulge information. These respondent might fail to give this information due to fear and suspension and this will limit the research to a great extend.

## **RESEARCH DESIGN**

Case study as research design is a limitation in itself. This design will limit the researcher to focus only one hotel hence his finding will not reflect or be generalized to all Hotels. The study however sets a good basis for continuous research in this subject area.

## **CHAPTER TWO**

### **Literature Review**

#### **2.0 Introduction**

This chapter reviews generally literature of past work done which is relevant to the area of study. It specifically looks at the theoretical framework, past research on topical issues on impact of sales training on performance. The chapter gives an account of various related documental study done on sales training.

#### **2.1 Theoretical orientation**

A theoretical framework is a collection of interrelated ideas based on the theories. It is a reasoned set of prepositions, which are derived from and supported by date or evidence. A theoretical framework accounts for or explains phenomena. It attempts to clarify why things are the way they are based on theories.

##### **2.1.1 Needs Theory**

McClelland 2010 needs theory is based on three key needs which are key to motivating employees': need for power, need for achievement and need for affiliation. Need for achievement is the need to attain the set goals. Individuals in this category have a number of district characteristics that separate them from their peers. They like situations where they can take personal responsibility to finding solutions to problems. It helps them to gain personal satisfaction from their own achievement. They don't like situations where achievement comes from chance. They like to set moderately high goals for themselves. The goals must be challenging but not impossible to achieve. They like to get feedback about their performance. Only certain jobs provide feedback however jobs that do not provide feedback are unattractive to high achievers.

### **2.1.2 Maslow Theory**

Maslow sought to explain why people are driven by particular needs at particular times. Why does one person spend considerable time and energy that human needs are arranged in a hierarchy, from the most pressing to the least pressing?

In order of importance, they are physiological need, safety needs, social needs, esteem needs, and self-actualization needs. People will try to satisfy their most important needs first. When a person succeeds in satisfying an important need, he or she will not take an interest in the latest happenings in the art world nor in how he is viewed by others nor even in whether he is breathing clean air but when he has enough food and water, the next-most –important need will become silent. Maslow's theory helps marketers understand how various products fit into the plans, goals and lives of consumers. This can be only achieved through an intensive sales training programmed.

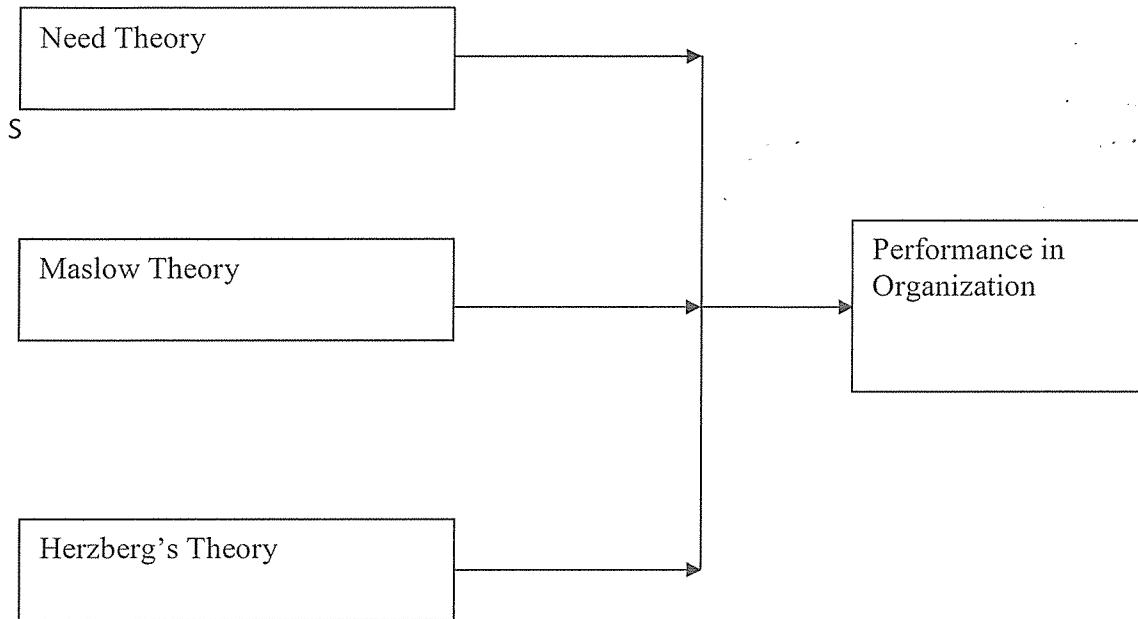
### **2.1.3 Herzberg's Theory**

Herzberg concentrated on satisfaction at work. Frederick Hertzberg (1959) developed a two-factor theory that distinguished dissatisfies (factors that cause dissatisfaction) and satisfiers (factors that cause satisfaction). The absence of dissatisfies is not enough; satisfiers must be present to motivate a purchase. For example, a computer that does not come with a warranty would be dissatisfied. Yet the presence of a product warranty would not act as a satisfier or motivator of a purchase, because it is not a source of intrinsic satisfaction. Ease of use would be a satisfier.

Herzberg's theory has two implications. First, sellers should do their best to avoid dissatisfies (for example a poor training manual or a poor service policy). Although these things will not sell a product, they might easily unsell it. These satisfiers or motivators of a purchase in the market and then supply them. These satisfiers will make the major difference as to which brand the customer buys.



Figure 2.1 Theoretical Frame work



Source:McCelland

## 2.2 Empirical Review

Minn, E. (2008) research report, "Enhancing sales performance through negotiation skills." The report, based on a primary research study conducted with 120 salespeople from a large US environmental services company, provides support to the significance of Principled Negotiation in retaining profit for salespeople. In addition, the paper further validates that success in development and behavior change is tied to a Performance Improvement approach, versus training alone.

Bradley (2007) research report. The Importance of Top Notch Sales Training. He finds out that training is a critical part of what makes our industry thick. There are always new technologies, products, processes and opportunities coming on the scene, so we all need to be trained on how to leverage these for the benefit of the dealership and our teams. You cannot underestimate the value that a good sales training program can bring to your team and your dealership.

Howard (2000) in his research on Corporate image management, he finds out that every organization has a corporate image, whether it wants one or not. When properly designed and managed, the corporate image will accurately reflect the level of the organization's commitment to quality, excellence and relationships.

The Corporate image is a dynamic and profound affirmation of the nature, culture and structure of an organization. This applies equally to corporations, businesses, government entities, and non-profit organizations. The corporate image communicates the organization's mission, the professionalism of its leadership, the caliber of its employees and its roles within the marketing environment or political landscape.

## **2.3 Research Gaps**

From the literature review available to the researcher there has been similar study on sales training but there has been no specific study, which addresses the effect of sales training on sales performance in the hospitality industry.

This study encourages hospitality industries to have a sales training program in place as it has a positive effect on sales performance

## **2.4 Conceptualization**

This is where the researcher determines what to measure. The effect of sales training on sales performance in the hospitality industry can be identified using the following variables.

### **2.4.1 Sales training program**

Sales people and their managers, like most others in an organization participate in four basic types of sales training programs. Those designed to and conducted in-house, Off –the- shelf programs, either conducted in –house or by a vendor, conferences and seminars, either in house or public conducted by vendors. Programs developed and perhaps conducted by consultants. The type and program or combination of these programs is dependent upon a number of factors, including the size of the organization and the size of the sales force.

### **2.4.2 The personnel to be trained**

According to Nadler (1984) for any company, their own products and markets are, to some extent, unique therefore, it is necessary to provide some sort of training for newly hired sales people and new appointed sales managers.

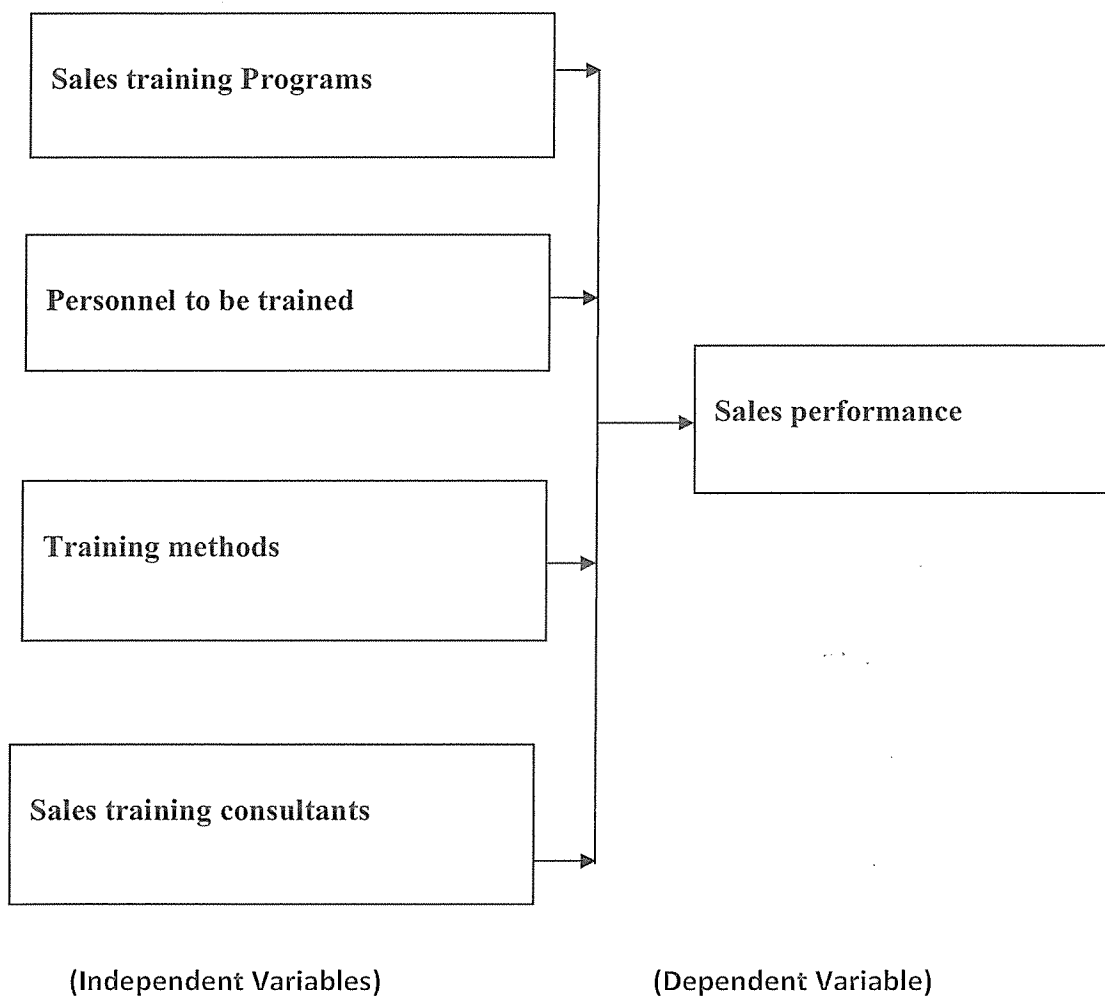
### **2.4.3 Training Methods.**

New methods of training are continually emerging, such as role playing and sensitivity training, the use of cassette tapes, video Tapes, and CD-ROMS; and programmed learning, distance learning, and films on selling.

#### 2.4.4 Sales Training Consultants.

The choice of a Sales training consultant is very important to the success of the training program. One should choose sales training consultants who should be able to assess your organization's needs and develop customized sales performance improvement training programs that drive real business results.

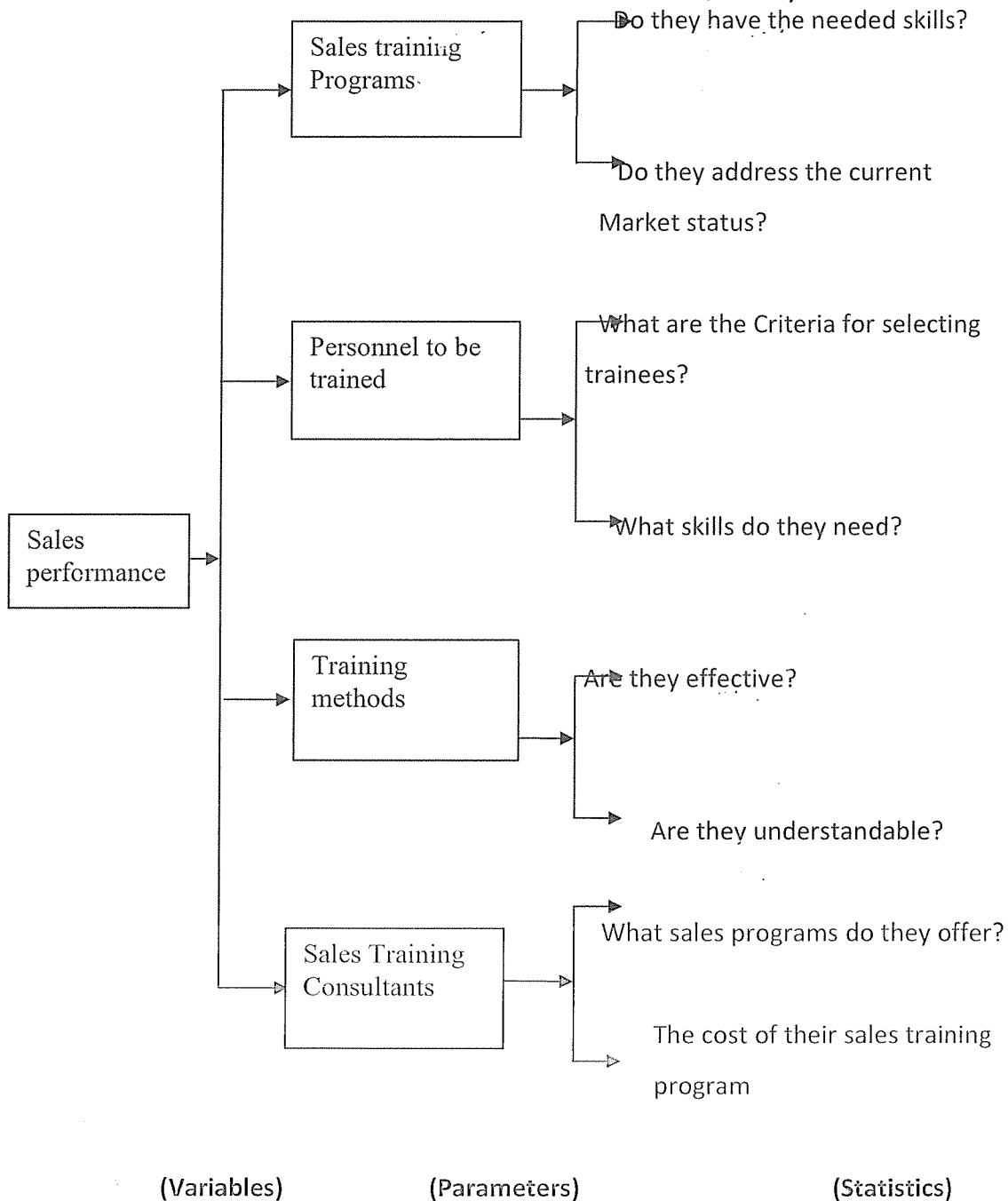
**Figure 2.2: Conceptual Framework**



## 2.5 Operationalization

This involves the parameters that the researcher uses in performing an analysis of sales training on sales performance in the hospitality industry.

**Figure 2.3 Operational Framework**



## CHAPTER THREE

### Research Methodology

#### 3.0 Introduction

This chapter constitutes the blueprint for data collection methods and procedures, study population, target population, sampling design.

#### 3.1 Research Design

The research is of survey approach where by the research design is descriptive. A descriptive study describes phenomena systematically to reveal patterns and connections that might otherwise go unnoticed. This approach is chosen as it enables characterization of the population.

#### 3.2 Target Population

Copper and Schindler (2001) define population as the total collection of elements about which a researcher wishes to make reference.

The study population comprises the following staff at Serena Hotels, top management, marketing management and sales persons.

**Table 3. 1Target Population**

POPULATION CATEGORY	POPULATION SIZE	PERCENTAGE (%)
Senior Management	24	27.3
Marketing Management	24	27.3
Sales people	40	45.6
	88	100

### 3.3 Sampling Design

According to Copper and Schindler (2001) a sample is a group of people that will be representative of the population, the sampling technique which the researcher will use is stratified random sampling where by simple random sampling is use to identify respondents who will participated in the study. In this method sub groups which will have otherwise been omitted entirely by other sampling methods will be considered. Stratified random sampling ensures that all sub-groups in the population are represented in the sample size 50% from each category of the target population.

**Table 3. 2      Sample Size (50%)**

POPULATION CATEGORY	TARGET POPULATION	SAMPLE SIZE (50%)
Senior Management	24	12
Marketing Management	24	12
Sales Persons	24	20
	<b>72</b>	<b>44</b>

#### 3.3.1 The Sampling Methods and Techniques

The basic idea of sampling is that by selecting some of the elements in a population one are able to draw a conclusion about the entire population.

The researcher will use stratified sampling.

### 3.4 Data Collection

The researcher will employ the process of gathering and measuring information in an established systematic fashion that will enable him to answer the stated research questions and evaluate the outcome.

### **3.4.1 Data Collection Methods & Techniques**

#### **Primary Sources**

Primary data refers to the new data collected by the research specifically for the research project from the field using interviews, observations and questionnaires. Observation is a systematic description, analysis and interpretation of people's behavior.

Questionnaires will also be applied in the research. A questionnaire is a list of questions sent to a number of people for their responds to a given situation. The responses are then tabulated, analyzed and interpreted. Self-administered questions with both structured questions will be used in data collection. Since questionnaires tend to be less expensive to prepare and can be easily administered to large number of people it's the best method to apply. Confidentiality is also supreme in this case in that a respondent can feel free to answer questions openly without fear of victimization.

#### **Secondary Sources**

Primary data will be complimented by the secondary data, which includes journals, documentaries, Internet, Annual Reports, Magazines and other project and articles related to what the researcher is studying.

### **3.4.2 Data Collection Procedure**

Questionnaires will be prepared to help in gathering of information. The questionnaires will be pre-tested in order to determine their validity and reliability before being sent out to the respondent. The questionnaires will be administered according to the sample size and each respondent is required to fill only one questionnaire.

Brief explanation is given to respondents to help in quickening the answering process and to clear the suspicion for others. The respondents will be given a week to fill the questionnaires and later the researcher to follow the respondents to collect questionnaires which had not been received within the given period of one week.



### **3.5 Data Analysis and Presentation**

According to Bailey (1984), this is the process of packaging collected information, evaluating it, putting it in order and structuring its main component in a way that the findings can be easily and effectively communicated. Descriptive and Analytical statistics will be used.

Data which will be collected will be cross-tabulated and the most appropriate charts and graphs will be chosen to analyze the data. Tables will be used to enable reading of the specific variables. Bar charts and pie charts will be used to describe and compare general trends. Interpretation of results obtained is based on related literature.

Before analyzing the data, the researcher first edit the data to check for clarity, consistency and completion of information. The information will be interpreted and expressed in terms of frequencies and percentages.

### **3.6 Ethical Issues**

This defines what is moral or right, i.e. concerns centering on a set of philosophical beliefs about right or wrong. The researcher will strictly adhere to moral and ethical issues while undertaking his research. He will ensure that the respondents will not in any way forced to participate in the study, but rather ask for their consent and assure them that the information to be gathered is for research purpose only and that it will be treated with utmost confidentiality.

## CHAPTER FOUR

### 4.0 Introduction

This chapter is an analysis of the research finding compiled from the questionnaires and interviews carried out by the researcher. A total of 50 questionnaires were randomly distributed to top management, marketing managers, and sales persons working with Serena hotels. Forty (40) were returned by the respondents, which have been used in the analysis as shown below.

### 4.1 Analysis of Questionnaire response.

Questionnaires were administered through drop, wait and pick method, where out of a total of 50, 40 questionnaires were filled and returned.

The results are tabulated in table 4.1 below

**Table 4.1.1 Distributed Vs number of Questionnaires received.**

Category	Targeted	Cumulative Total	Received	Cumulative Total
Top Management	9	9	9	9
Marketing Managers	10	19	10	19
Sales Officers	25	44	21	40

From the above analysis, 80% i.e.  $40/50 \times 100$  of the questionnaires distributed were filled, and returned to the researcher. With this high response, the study conducted can then be described as a success.

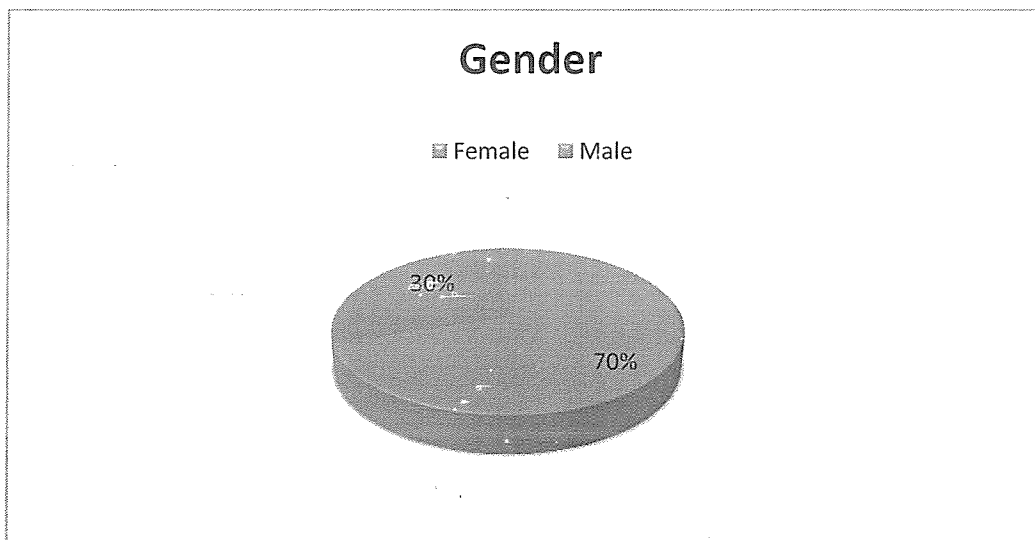
## 4.2 Personal Information

### 4.2.1 Gender

Table 4.2 Gender Statistics

GENDER	NUMBER	PERCENTAGE
Female	28	70%
Male	22	30%
<b>TOTAL</b>	<b>40</b>	<b>100</b>

Figure 4.2 Gender Statistics



The study indicated that the majority of the respondents were female represented by 70% while the minority were male represented by 30%. It implies that the hotel should consider gender balance as far as recruitment is concerned.

#### 4.2.2. Age

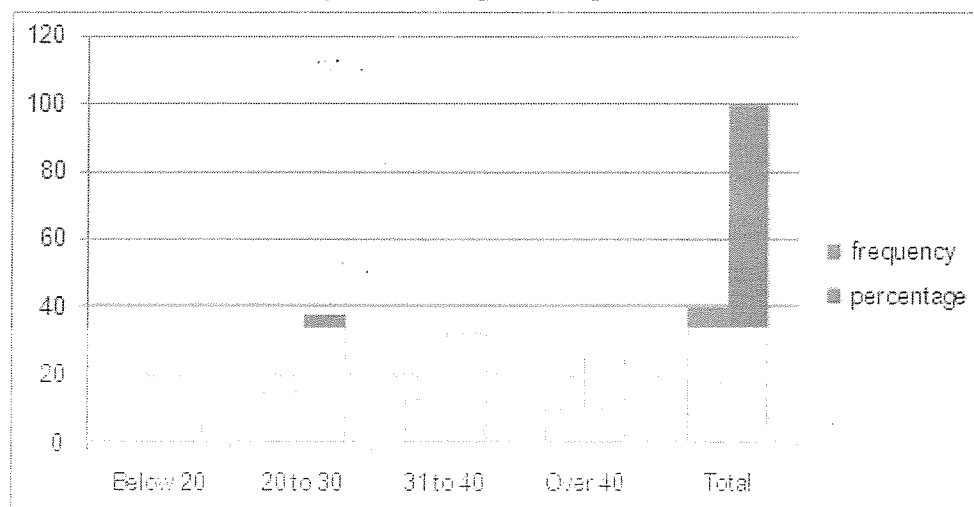
Age was regarded as important in the study since it influences the response gathered.

The response was as follows.

**Table 4.2.1 Age of Respondents.**

RANGE	FREQUENCY	PERCENTAGE
Below 20	2	5
20 -30	15	37.5
31-40	13	32.5
Over 40	10	25.0
<b>TOTAL</b>	<b>40</b>	<b>100</b>

**Figure 4.3.1 Age of Respondents**



Source: Author 2009

The study findings indicated that the majority of respondents were between 20-30 years represented by 37.5% while the minority were on the age bracket of below 20 years

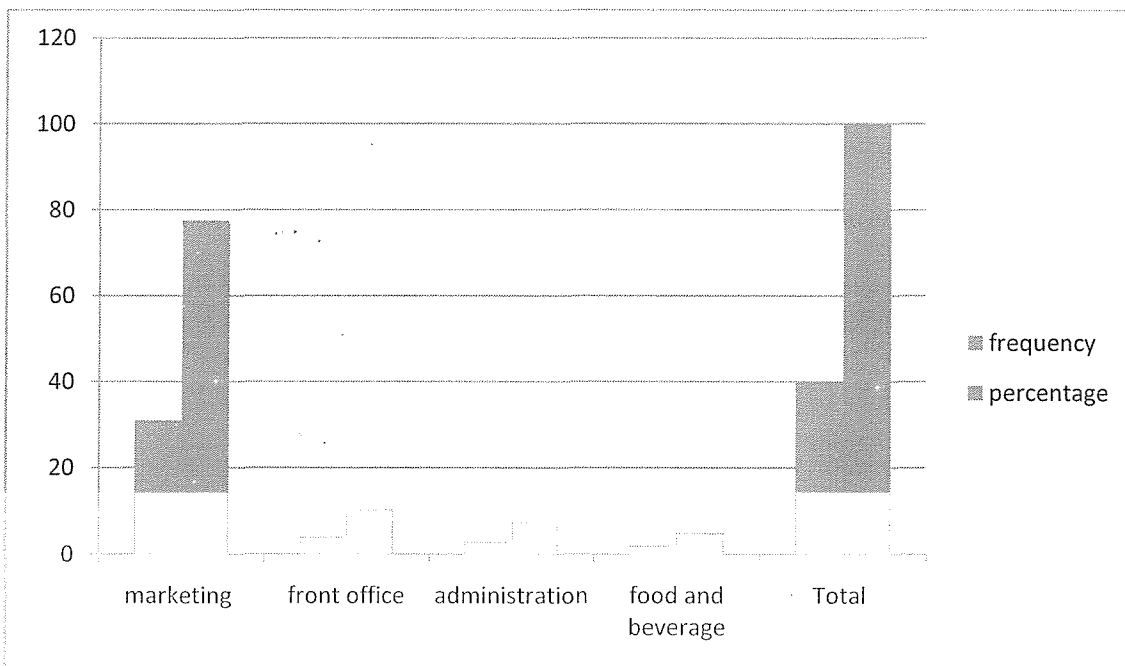
represented by 5%. This means that the company should put emphasis on the age bracket below 20 years.

### 4.2.3 Department

Table 4.2.2 Department

DEPARTMENT	FREQUENCY	PERCENTAGE
Marketing	31	77.5
Front office	4	10.0
Administrative	3	7.5
Food and beverage	2	5.0
<b>TOTAL</b>	<b>40</b>	<b>100</b>

Figure 4.2.2 Department



The study findings showed that the majority of the respondents were from Marketing department represented by 77.5% while the minority of the respondents were from

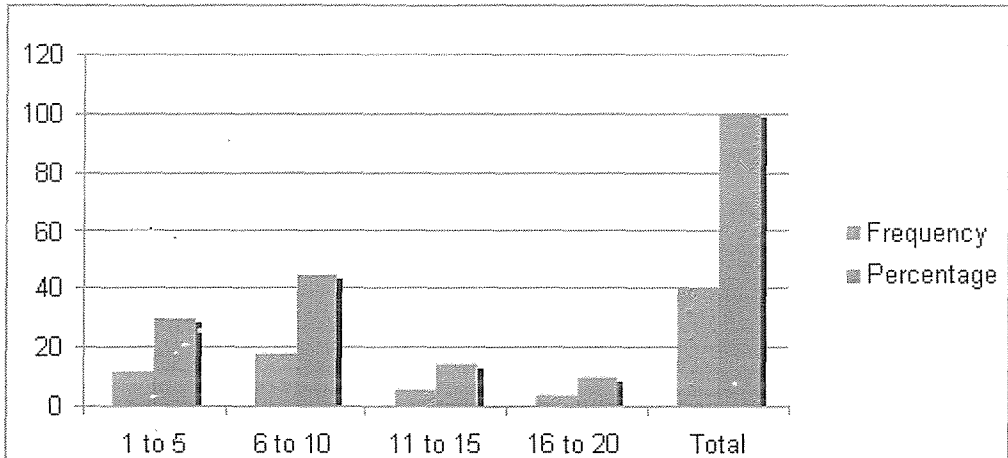
Food & Beverage department represented by 5%. This means the findings are very important as all departments were represented.

#### 4.2.4 Length of service

Table 4.2.3 Length of Service

YEARS	FREQUENCY	PERCENTAGE
1-5	12	30
6-10	18	45
11-15	6	15
16-20	4	10
TOTAL	40	100

Figure 4.3.3 Length of Service



Source: Author 2009

The study indicates that the majority of the respondents had worked with the organization for 6-10 years represented by 45%. The minority had been in the hotel for 16- 20 years represented by 10%. This indicates that the majority of the respondents

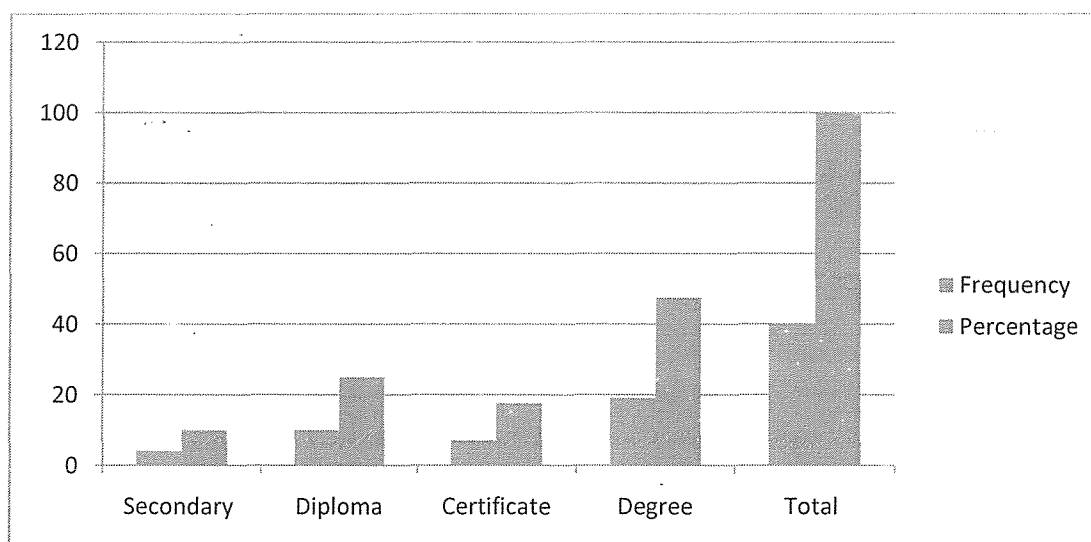
were knowledgeable and they know more about the organization which is very important.

## 4.2.5 Education level

On the respondents highest level of education the study findings were as follows.

**Table 4.2.4 Education Level**

LEVEL	FREQUENCY	PERCENTAGE
Secondary	4	10
Diploma	10	25
Certificate	7	17.5
Degree	19	47.5
<b>TOTAL</b>	<b>40</b>	<b>100</b>



The study findings showed that the majority of the respondents are graduates (degree holders) represented by 47.5% and the minority were secondary school leavers

represented by 10%. Therefore the majority group had more skills than and the need to train the majority group.

### 4.3 Research Question One

The question was derived from the first research objective. The question sought to investigate the characteristics of a good sales training program. To get to this the researcher inquired from the respondents their view on issues like; attendance to sales training offered by the hotel and characteristics of a good training program. Quantitative statistics of the study were analyzed and indicated results. The researcher was interested in investigating the response of workers to sales training organized by the hotel and results are presented in the following discussion.

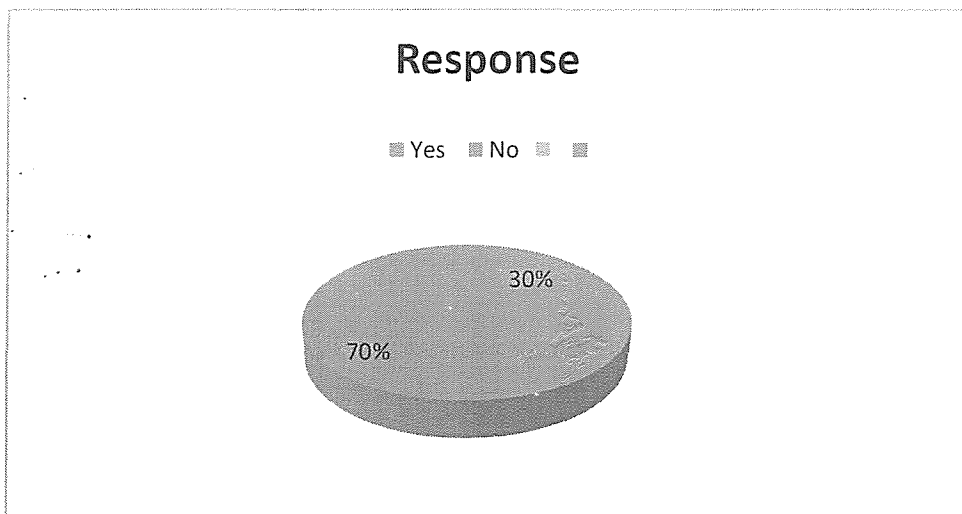
#### 4.3.1 Whether respondents had ever attended sales training organized by their hotel

Table 4.3.1 Sales Training

RESPONSE	FREQUENCY	PERCENTAGE
Yes	12	30%
No	28	70%
<b>TOTAL</b>	<b>40</b>	<b>100</b>



**Figure 4.3.2 Sales Training**



The study findings indicated that the majority of the respondents represented by 70% had not attended a sales training organized by their hotel while the minority of the respondents represented by 30% had been trained by their hotel. This indicates that there is lack of training in the hotel industry. Those that attended said that they felt it was important to be trained so as to meet their targets, acquire new skills and tactics to be more efficient in their jobs.

#### **4.3.2 Contents of a sales training program.**

**Table 4.3.1 Contents of a sales training program**

CONTENTS	RESPONSE	PERCENTAGE
Personal selling	38	95
Negotiation skills	32	80
Communication skills	36	90
Company policies and objectives	28	70
Product and service knowledge	36	90
Customer relation skills	33	82.5

From the results obtained in the above table, it is evident that majority of the respondents represented by 95% want their sales training to include personal selling skills, communication skills represented by 90%, products and service knowledge

represented by 90%, customer relations skills represented by 82.5%, negotiations skills represented by 80% and finally company policies and objectives represented by 70%.

The researcher conclude that a good sales training program should include various aspects incorporated together to form a core program and mainly include personal selling technique, interpersonal communication skills, product and service knowledge, customer relations skills and negotiation skills.

#### **4.4 Research Question Two**

From the second objective of the study, the researcher wanted to know what caliber of sales persons should be trained. A number of elements were subjected to the respondents to solicit for the type of staff to be trained and the rating of sales training consultants. The results to this study were analyzed by generating tables and percentages which were used to make the comparison by different staff. On the caliber of what staff to be trained in Serena Hotel, the results to this question are represented in the table below.

##### **4.4.1 Staff who should be trained**

**Table 4.3.8 Sales Trainees**

STAFF	FREQUENCY	PERCENTAGE
Newly employed Sales persons	35	87.5
Experienced Sales persons	28	70
Sales Managers	26	62.5
Relationship Managers	28	70

In regards to who to include in sales training in the hotel industry, it is evident that majority of the respondents wanted Newly employed Sales Officers 87.5 % to be included in sales training, 70% were for the idea of including Experienced Sales Officers, 70% felt Relationship Managers needs sales training and 62.5% wants their Sales Managers to be included in a sales training programs. Other respondents felt that the following employees need sales training; Production managers, business development

managers, team leaders, food & beverage managers, communication officers, customer care and receptionists.

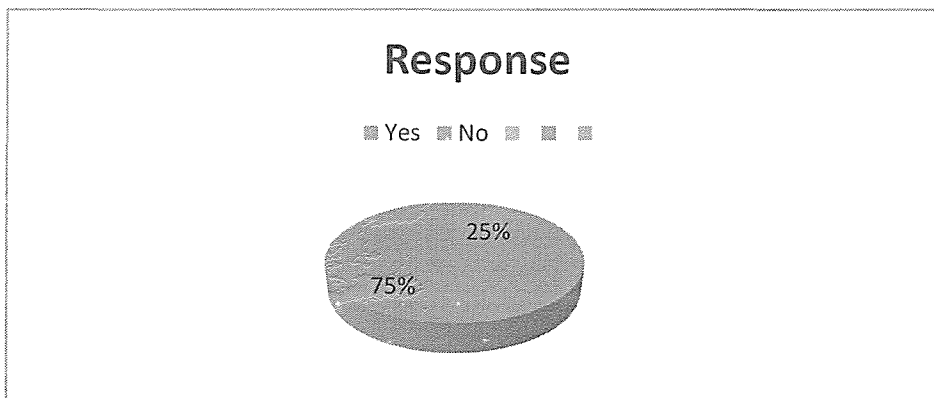
#### 4.4.2 Whether Sales Officers meet their sales targets.

The response on whether each Sales Officer meets is/her target were as follows.

**Table 4.4.1 Sales Target.**

RESPONSE	FREQUENCY	PERCENTAGE
Yes	10	25
No	30	75
<b>TOTAL</b>	<b>40</b>	<b>100</b>

**Figure 4.4.1 Response on whether sales person meets their sales targets**



The majority of respondents represented by 75% indicated that they do not meet their sales targets and the minority represented of the respondents represented by 25% said that they always met their sales targets. This proves the need to train sales persons to be more efficient. The minority said that the organization did not put much emphasis on the need for their workers to go for training. The management on their side argued that

the resources they had for training were not sufficient and the workers preferred off-job training compared to on-job training which was offered.

#### 4.4.3 Challenges to better sales performance

Table 4.4.2 Challenges to better sales performance.

RESPONSE	FREQUENCY	PERCENTAGE
Lack of sales training	15	37.5
Changes in marketing environment	8	20
Competition	10	25
Poor product quality	7	17.5
<b>TOTAL</b>	<b>40</b>	<b>100</b>

The majority of respondents 37.5% indicated that lack of sales training was a challenge to sales performance in the hotel industry. Respondents indicated that due to lack of sales training, many Sales Officers lack the necessary skills to close sales hence poor sales performance. 25% of the respondents indicated that competition was also a challenge to sales performance. 20% cited changes in marketing environment while 17.5% of the respondents had indicated that poor product quality was a challenge to sales performance.

#### 4.5 Research question Three

From the third objective of the study, the researcher derived the question of what is the importance of sales training program to the staff of Serena hotel. To get the answers to these questions, a number of elements were placed to the respondents among which the following are important. The results to this study were analyzed by generating tables and percentages which were used. For instance, the researcher solicited respondents,

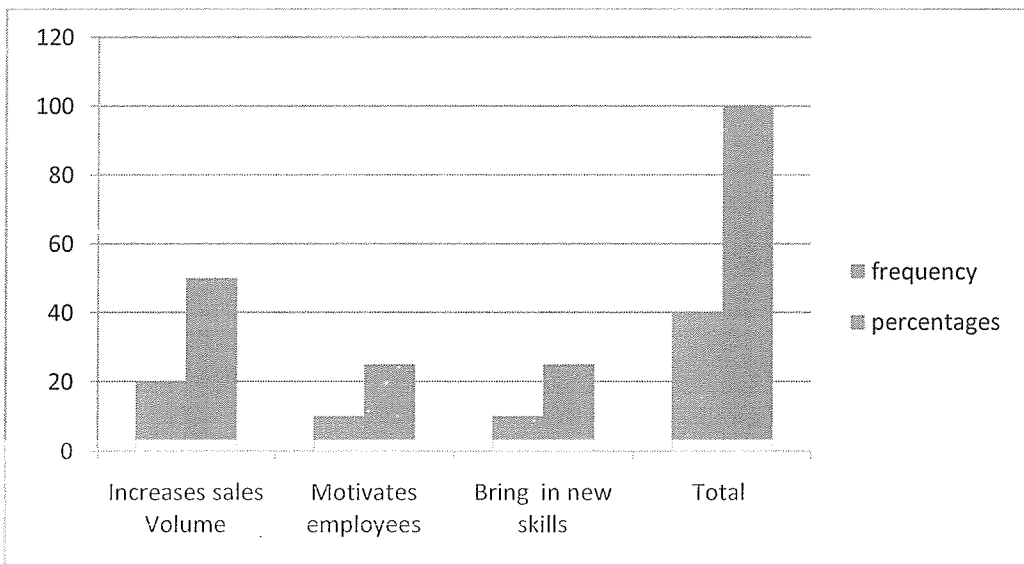
the relationship between sales training and achieving sales target and importance of sales training for the staff in Serena Hotel and the results are presented below.

#### 4.5.1 Importance of sales training

Table 4.5.1 Importance of sales training

ADVANTAGE	FREQUENCY	PERCENTAGE
Increases sales volume	20	50
Reduces sales turnover	-	-
Motivates employees	10	25
Brings in new skills	10	25
<b>TOTAL</b>	<b>40</b>	<b>100</b>

Figure 4.5.1 Importance of sales training



The researcher sought the respondents' opinion concerning the importance of sales training in the hotel industry. 50% of the respondents felt that sales training increases

sales volume, 25% felt that it motivates employees and the remaining 25% agreed that it brings in new skill to the hotel.

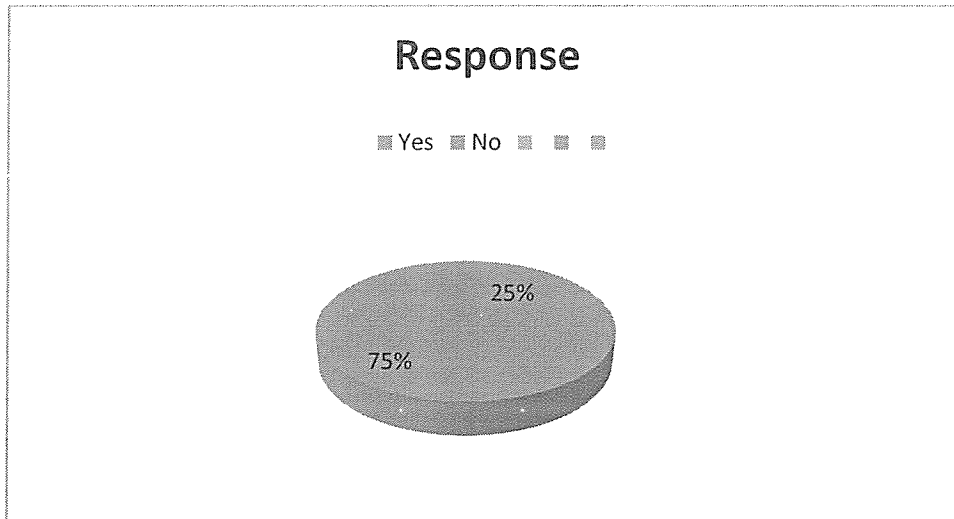
#### 4.5.2 Whether sales training can enable one meet his/her sales targets.

The response was as follows

Tables 4.5.2 Sales Training versus Sales Targets.

RESPONSE	FREQUENCY	PERCENTAGE
Yes	30	75
No	20	25
<b>TOTAL</b>	<b>40</b>	<b>100</b>

Figure 4.5.2 Sales Training versus Sales Targets.



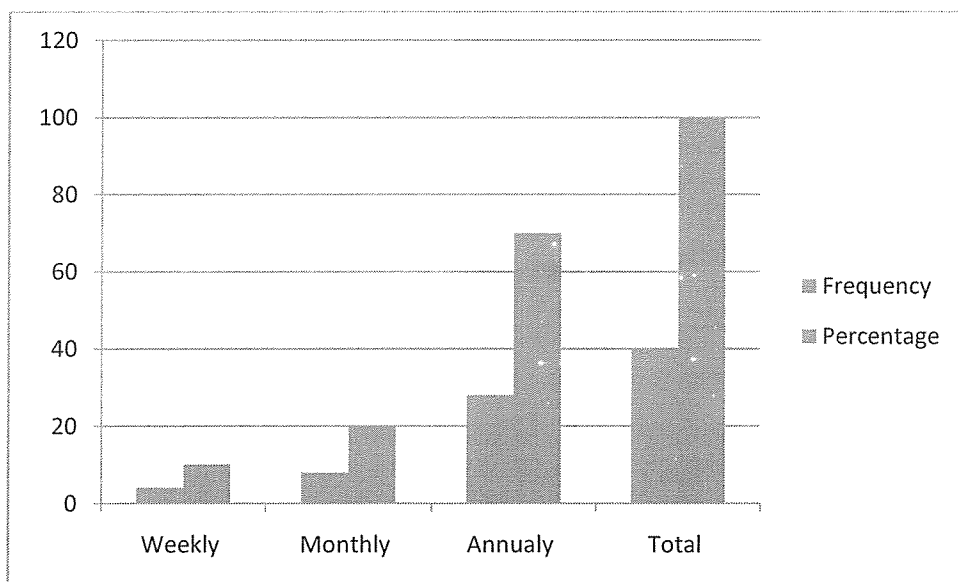
The study indicates that 75% of the respondent strongly believe that sales training can enable them meet their sales targets while 25% does not agree that sales training can enable them meet their sales targets. This implies that there is a need to train sales officers in order to increase sales performance.

### 4.5.3 How often Hotels train their Sales officers

Table 4.5.3 Frequency of Sales Training

RESPONSE	FREQUENCY	PERCENTAGE
Weekly	4	10
Monthly	8	20
Annually	28	70
<b>TOTAL</b>	<b>40</b>	<b>100</b>

Figure 4.5.4 Frequency of Sales Training



The study findings indicated that 70% of the respondents said that the hotel organizes sales training annually, 20% monthly and 10% weekly. This is a clear indication that there is no much emphasis on the need of sales training in the hotel industry. Sales training should not be taken as an annual exercise.

#### 4.5.6 Sales training methods

The response was as follows

**Table 4.5.6 Sales Training Methods**

TYPE OF TRAINING METHOD	FREQUENCY	PERCENTAGE
Role playing	28	70
Cassettes and videos	32	80
Programmed learning	20	50
Films of selling	36	90

From the results obtained in table 4.4.9 on preference of sales training methods, it is evident that majority of the respondents would prefer training method by use of selling films (90%), use of cassette, tapes and video(32%), Role playing 28% and Programmed learning 20%.

#### 4.5.7 Rating of sales training consultants

Respondents were asked to rate the Sales training consultants contracted by their hotel on a scale of 1-5 whereby 5=Excellent, 4=Very Good, 3=Good, 2=Fair, and 1=Poor.



**Table 4.5.7 Sales Training Consultants**

ELEMENTS	RATE				
	5	4	3	2	1
Are they experts	70%	20%	9 %	1 %	0%
Does their sales program address the current market status	50	25%	25 %	-	-
What is your view on the cost of sales	-	-	70 %	20 %	10%
Under stability of sales training	8%	60%	10%	20%	2%
Results realized	80%	5%	10%	5%	0 %
Experience of training consultants	87%	11%	0%	2 %	0%

From the above table 4.4.10 (Rating of Sales Training consultants), the respondents where exposed to different elements of sales training and asked to rate the elements in a scale of 1-5. From the study findings we find that 70% of the respondents agree that the sales training consultants contracted by the hotel are experts.50% of the respondents rate the sales training as excellent because it addresses their current market status.70% of the respondents rate the cost of their sales training as good i.e. it is the not expensive compared to the results expected.60% of the respondents rate the sales training method used by their training consultants as very good and that they are under stable.80% of the respondents rate the results gotten from sales training as excellent. While 87% of the respondents rates the sales training consultants to be experienced in the field of sales and marketing.

#### **4.6 Comments on sales performance improvement in the hotel industry**

Most of the respondents had the following suggestions as far as sales performance improvement is concerned.

- Motivating the sales persons through recognition

- Proper and regular training on sales
- Compensate the sales force well
- Increase security in the country so as to create visitors confidence

## **4.7 Summary of the Chapter**

This chapter involved data analysis and interpretation of the results; the researcher used both qualitative and quantitative techniques. From the results obtained it is very clear that sales training has a great effect on the sales performance in the hotel industry.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter will provide insight into conclusions drawn from the analysis in the previous chapter. Further it will highlight the recommendations also drawn from the observations in the research. Finally it will give suggestion of further research into the same.

#### **5.1 Summary of the findings**

##### **Characteristics of a good sales training program in the hospitality industry**

The researcher concluded that a good sales training program should include various aspects incorporated together to form a core program and mainly include personal selling technique, interpersonal communication skills, product and service knowledge, customer relations skills and negotiation skills.

##### **Caliber of sales persons to be included in a sales training program**

The researcher concluded that a caliber of sales persons to be included in a sales training program included production managers, business development managers, team leaders, food & beverage managers, communication officers, customer care and receptionists.

A good sales training program should include various aspects incorporated together to form a core program and mainly include personal selling technique, interpersonal communication skills, product and service knowledge, customer relations skills and negotiation skills.

### **Importance for sales training programs used in the hospitality industry**

The research sought to establish the effect of sale training on sales performance in the hotel industry. The findings with respect to the first objective of the research which was to establish the relationship between sales training and sales performance in the hotel industry was that sales performance depends greatly on the sales training and sales performance in the hotel industry was that sales performance depends greatly on the sales training offered to the sales officers. The study findings indicated that the respondents believed that the company was average in terms of sales performance. It was found out that the respondents do not meet their sales target but some respondents strongly believed that sales targets. Some cited that lack of sales training was a major challenge to better sales performance. From the above findings it shows that sales training has a great effect on the sales performance.

The findings on the second objective which was determine the characteristics of a good sales training program in the hotel industry; it was revealed that sales training program should include the following: personal selling skills, negotiation skills, communication skills, product and service knowledge, customer relation skills and company policies and objectives.

The findings on the third objective of the research which was to determine the calibre of sales person to be included in sales training programs was that the respondents felt the following calibre of staff should be included in a sales training program: Newly employed Sales officers, Experienced Sales officers, Relationship Managers and Sales Managers. In addition the respondents felt that Production Managers, Business Development Managers, Team Leaders, Food & Beverage Managers, Communication Officers, Customer Care and Receptionists should be included in a sales training program.

The findings on the fourth objective of the research which was to establish the importance of sales training in the hotel industry was that sales training increases sales volume, motivates employees, and that it brings in new skills which are important to enable sales officers close a sale easily.

## 5.2 Conclusion

On the relationship between sales training and sales performance in the hotel industry, most of the respondents indicated that they strongly believe that sales training can enable them meet their sales targets hence improve the sales performance.

This means that there is a close relationship between sales training and sales performance in Serena hotels.

## 5.3 Recommendations

Based on the research findings the following recommendations:

Proper sales training analysis needs to be carried out so that management knows the sales training needs of the sales officers. This would help prevent sales training from being conducted annually and encourage broad and diverse sales training depending on the needs of the organization.

Management should embrace the spirit of sales training and put their sales officers on regular sales training programs. This will equip the sales persons with thorough knowledge of the entire products and services which gives them power and confidence to close a sale.

Management should be keen during sale force selection process; this is because they need to employ sales persons who will be highly involved in their jobs. A sales person who feel personally responsible and committed to their jobs are more likely to transfer any new skills acquired during sales training to their current job more effectively than employees who are less involved in their job and show little commitment to the job and organization as a whole.

The management should stimulate sales force's ability to identify situations requiring the new skills learned. The sales force would be required to identify and recognize situations where new skills would be relevant and useful and can be applied for sales performance improvement. This can be done through provision of opportunities for practice hence increasing the sales force ability to learn new skills and perfect them.

With reference to organization culture, organizations need to create and foster cultures that promote the development of new and better ways of working. This may encourage sales force to learn new skills and also facilitate transfer of those skills to the sales job.

#### **5.4 Suggestions for further Research**

Further study should be done to investigate the relationship between personal selling process and sales performance.

There is need for further research which would be to investigate workload and effective transfer of sales training skills in organizations.

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