ST.MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES IN MASTER OF DEGREE IN MARKETING MANAGEMENT

SALES FORCE AUTOMATION (SFA) ADOPTION AND SALES FORCE PERFORMANCE THE CASE OF HEINEKEN BREWERIES S.C

BY

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MAY, 2019

ADDIS ABABA, ETHIOPIA

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BESFAT TASSEWS SGS/0331/2009A

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STATEMENT OF DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of. Mesfin Werkeneh, Ph.D. all sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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St. Mary's University, Addis Ababa May, 2019

ENDORSEMENT

This thesis has been submitted to St. Mary's University School of Graduates Studies for examination with my Approval as a university advisor.

Advisor **Signatures**

_____ _____

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ACRONYMS

ANOVA-Analysis of Variance

ASMs-Area Sales Mangers

CRM- Customer Relationship Management

FMCGs-Fast Moving Consumer Goods

HBSC-Heineken Breweries Share Company

HL-Hectoliters

KPIs- Key performance Indicators

PE-Perfect Execution

RSMs-Regional Sales Managers

SEM-Sales Execution Mobiles

SFA-Sales Force Automation

SPSS-Statistics Package for Social Science

SRs-Sales Representatives

TAM- Technological Advance Model

TRA- Theory of Reasoned Action

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ABSTRACT

In technology intensive world, understanding how technology investments create business value is a research priority; one of these technologies is technology for sales force automation (SFA). The role of SFA systems in building and maintaining higher sales performance, effective customer relationships and the fact that most SFA implementations are a major boost to investment for the sales organization is well documented. In spite of their critical roles, research on sales force automation applications is very limited. The purpose of this research is to investigate the SFA adoption and sales force Performance the case of HBSC; the study also considered factors such as Perceived usefulness, Facilitating condition, Computer self-efficiency, System control and Perceived easy are examined. The researcher used Simple Descriptive Statistics and Multiple regression models using OLS for the estimation purpose. To do this, the study takes on a quantitative approach and used primary data of 172 sales force: Regional Sales Manager (RSM), Area Sales Manager (ASMs), and Sales Representatives (SRs) who are using SEM Sales force automation. On the bases of regression statistics the study found out that there is positive influence of independent variables on the dependent variables; Perceived usefulness (PU)=0.24 facilitating conditions(FC)=0.053 ,Perceived ease of use(PE)=0.124, computer efficiency(CE)=0.29 and System control on sales force performance has(SC)=0.11 impacts there R^2=0.62% this implies the variation of SFA adoption is explained by the independent variables. SFA technology Adoption leads about better sales force performance and is recommended that HBSC continue to invest on SFA hand in hand with availing trainings on SFA usage and user support programs. In addition to that the company widely updating the SFA technology from PE (Prefect Execution) to SEM (Sales execution Mobile) SFA to ensure for better measurements of the sales force performance and achieving organization objectives.

Key words: Sales Force Automation (SFA); Sales force; Performance; SEM (sales execution mobile) usages.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Sales force automation (SFA) systems are commonly used to support customer relationship strategies in firms across industries around the world today. They help to automate some sales and sales force management functions and often combined with a marketing information system, in which case they are often called CRM systems. An SFA, typically a part of a company's CRM system, is a system that automatically records all the stages in a sales process. SFA includes a contact management system that tracks all contact that has been made with a given customer, the purpose of the contact, and any follow up that may be needed. Other elements of an SFA system can include sales forecasting, order management, and product knowledge. More developed SFA systems have features where customers can actually model the product to meet their needs through online product building systems (Betsy Bugg Holloway, 2013)

Sales forces technology face many challenges originating from both outsides and inside of their organizations (Jones, Brown, Zoltners, and Weitz 2005). As the biggest external force, customers constantly raise their expectations. Through the Internet, they inform themselves about product alternatives before making a purchase. They expect salespeople to be equally well informed about the best solution possibilities and the latest market trends. Recent advances in communication technologies give the capacity to communicate quickly and effectively, making customers demand quick response and accessibility from the salesperson side. In addition to rising customer expectations, intense competition places great pressure on salespeople by embracing the profit margins. Globalization brings down the borders and makes market entry easier for competitors. Organization and sales forces have to deal with a reduced amount of differentiation from the competition and increased product complexity. As product life cycles shorten, sales people must more frequently update their product knowledge. It gets increasingly difficult to access profitable customers, and companies need to develop better ways of allocating their resources to the right customer segments (Reinartz and Kumar 2000). The emerging ethical and legal environment also constrains sales organizations' ability to freely pursue certain selling activities.

The SFA ecosystem is made up of three components: SFA solutions providers, hardware and infrastructure vendors, and associated service providers. The technology enables companies to collect, store, and analyses, distribute and use customer-related data for sales purposes. SFA ecosystem futures such as color and interior features such as leather vs. upholstered seats. Sales-force automation (SFA) has offered technological support to salespeople and managers since the beginning of the 1990s. SFA is now so widely adopted in a business to business environments that is seen as a competitive imperative that offers competitive equivalence. It is crucial for firms investing in SFA technology to understand how IT contributes to sales effectiveness and efficiency leads to their performance. In the end, firms cannot keep investing in technology without knowing its return on investment.

Being in the period of integrating into the global economy, competition has been on rise to take advantage of new opportunities. Thus, companies are striving for ways of gaining competitive advantage against their opponents to sustain their market lead. All of the above pressures are business drivers for companies to adopt new technologies promising better performance (Yonas Kahsey, 2015).Amongst the technologies claiming to improve performance is Sales Force Automation (SFA). Sales Force Automation (SFA) occurs when firms computerize routine tasks or adopt technological tools to improve the efficiency or precision of sales force activities. SFA can be applied to diverse tasks like contact management, scheduling, creating sales plans, forecasting, mapping out sales routes, prospecting, making sales presentations, documenting buyer objections, retrieving product information, and configuring product specifications (Widmier, Jackson, & McCabe, 2002). Since their introduction in the 1980‟s SFA systems have become widely adopted in business to-business environments and are seen as a competitive imperative Morgan and Inks, 2001) that offers competitive parity (Engle and Barnes, 2000).Heineken is a Dutch brewing company, founded in 1864 by Gerard Adrian Heineken in Amsterdam. As of 2017, Heineken owns over 165 breweries in more than 70 countries. It produces 250 international, regional, local and specialty beers and ciders and employs approximately 73,000 people. Heineken international comes into Africa in late 1988 tries to have the first local sourcing and breweries in Nigeria. In the year of 2011 G.C. Heineken international come to Ethiopia in 2011 by the acquisition of the two state-owned breweries Harar Breweries S.C and Bedele Breweries S.C and the new Kilinto breweries (Heineken Ethiopia, report, 2011).Currently the company has the capacity to produce 4.8 million HL per year.

The objective of this research is to determine how the Adoption of Sales Force Automation (SFA) affects sales force performance in the case of Heineken Breweries S.C. business intelligence system is a critical element in the Fast moving costumer goods FMCG, however in this dynamic and competitive environments company's incentives or merit their sales forces based on their individual performances. In Heineken Ethiopia Sales force is measured by input and output KPIs those related to the system called PE (Perfect execution later it was changed to SEM (Sales Execution mobile).

1.2 Statements of the Problem

Organizations are constantly looking for ways to differentiate themselves from their competitors in a continuously and increasingly harsher competitive environment. Also, customer's expectations are changing rapidly and therefore organizations and particularly salespersons need to anticipate, have to know more and more and must learn faster to have a better relationship between customers (Jones 2005).

New sales models and adjustments in organizational structures require that salespersons communicate in real-time with their organization and that they are able to coordinate their activities with their team members (Rackham and De Vincentis, 1999). Consequently, the sales force needs better, faster and more uniform information about its customers and any relevant developments that occur.

By increasing available selling time and enhancing communication, faster access to relevant and timely information can increase the overall quality of the sales effort, partly by a greater understanding of the selling situation (Rivers and Dart, 1999). As consequence companies invest heavily in customer relationship management software (CRM) and in particular in sales force automation (SFA) systems (Widmier, 2002). SFA is focusing on the improvement of the productivity of the sales force and its performance.

The adoption of automation in numerous information flows that are concerned with many processes in sales is an assurance of deploying sales force technology (Ben Moussa, 2006). In overall terms regarding to the quality and time, Sales force automation adoption is showed as having positive contributions on the subject of customer information management, communication, presentation, analysis and reporting, Price strategies, order processing, and

route to marketing, and the promotion of product as well as real-time access of records (Boujena 2009 and Wang, 2008).

In Ethiopia, multinational companies like Heineken Ethiopia S.C have the same challenges to increase the level of automation, integrate and increase the speed of the business process to be compatible with current completion. There is a developing interest for a more noteworthy level of standardization to improve the flow of information between the companies and trading counterparts thus sales force automation. SFA technology fundamentally improves an organization's performance specifically those who are working directly with the technologies. Activities and functions of the sales force make the most of the marketing budget and a major source of income and are very important for the success of organizations. Companies around the world are investing heavily in SFA through the aim of enhancing the performance of their salespersons. Sales force automation adoption also affects the sales performance of the Heineken breweries sales force team or is there any other factors besides SFA adoption that will affect the sales performance of the sales forces.

Sales force usage of technology is required to be easily communicable and understandable all the time with their customers and administrators. Sales force now a day may also be encouraged to apply the technology because of the dynamic nature of the market, competition, and use of technology by other companies. SFA system structure varies from one organization to others. The SFA system will combine many activities to support the main goal to improve the collection, processing analysis and dissemination of data to increase the efficiency of the salesperson for refining associations with a customer (Jones, 2002). Also, consider the outcome on Sales force automation and sales force performance has not been researched intensively and experimental research is insufficient. In Ethiopia FMCGs up to date there is fewer empirical research appears in the relevant works of literature that assesses the influence of Sales force automation adoption and sales force performance the case of Heineken Breweries S.C. fast moving consumer goods (FMCGs) firms in Ethiopia implementing SFA system in their Sales department to measure the outcome of their employees performance without clear evidence.

Therefore, as HBSC has adopted SFA in the hopes of increasing the performance of its sales force is important to study the actual link between the two variables so that the company will get the desired outcome from its investment on SFA. As there has been no previous study in the area of determining the impact of SFA on performance in the company; the result of such study would be beneficial as HBSC would be aware of the benefits retrieved from SFA then the implementation of this system will be more successful, the sales force will be more open about adopting the system. In addressing the gap between SFA adoption and its potential effect of performance, the company will benefit in laying out the proper needed ground work for the adoption of SFA so that it can bring about the needed performance improvement. Hence, the purpose of this study is to investigate if and how SFA technology helps salespeople to better perform their tasks and achieve better sales volume in HBSC.

1.3. Research Questions

This study is expected to answer the following basic research questions:

1. How perceived usefulness of SFA adoption influence sale performance of the HBSC Sales force?
2. What is the facilitating condition on the sales performance of the HBSC sales force?
3. How does the influence of SFA system control adoption on the sales performance of the HBSC sales force?
4. How does computer self-efficacy in the adoption SFA system influence the sales performance of the HBSC sales force?
5. How does Perceived ease of use in the adoption of SFA system affects sales performance of HBSC sales force?

1.4. The objective of the Study

1.4.1. General Objective of the Study

The general objective of this study is to investigate how Sales force automation adoption and effects of sales force performance in Heineken Ethiopia Breweries S.C.

1.4.2. Specific Objectives of the Study

This research is designed:

1. To assess how the perceived usefulness of SFA adoption influences sale performance of the HBSC Sales force.
2. To investigate how facilitating conditions of SFA system use influence sales performance of HBSC sales force.
3. To establish the influence of SFA system adoption on sales performance of HBSC sales force.
4. To examine how does computer self-efficacy in the adoption SFA system influence sales performance.
5. To Investigate how Perceived ease of use system in the adoption of SFA influence sales performance of HBSC sales force.

1.5. Significance of the Study

The study is expected to offer valuable direction to sales and marketing specialists on horrible areas such as fundamental sales, especially fast moving consumer goods schemes practices continued by who are using IT system, customer-based database, multiplicity and value of IT resources, description of applicable Sales force automation adoption, and its results. The expected outcome of the research is, Foremost, it argues that Sales force automation adoption and sales force performance adoption should be implicit as task-based concept conduct.

Furthermore, it supplements its sales force automation adoption perception into an operational selling framework by networking it to its predecessor variables and sales force who are working in sales frontier areas and their performance. By the sharp prospect provided by the task-based Sales force automation adoption concept, the study can lean-to more light on the procedure over which SFA controls the end results. Hence, the succeeding benefit lies in enhanced amplification of the relationship between SFA adoption conduct and sales force performance. It also contribution solid from the backgrounds motivating the SFA adoption concept by relating well conventional experiences of SFA to clarify the SFA adoption constructs. Furthermore, this research serves as a stepping stone for other researchers who are exploring in the same area of sales force automation adoption and performance.

1.6. Scope of the Study

The study examined the influence of automation adoption on the performance of the sales force in Heineken Breweries share companies. Sales force automation is usefulness symbolizes a major prospect for establishments is the major part of the firms' business objectives. SFA is capable of substantial Paybacks for sales force and businesses are seriously spending in this technology. However, SFA is costly and it is often problematic to enumerate this technology's paybacks, making it, in the end, challenging to validate the venture in SFA adoption.

The study focused on the sales department of Heineken Ethiopian breweries Share Company specifically the sales force that are the sales frontier, thus using sales force automation called SEM (Sales Execution Mobile). Heineken Ethiopia is the First multination companies that deploying SFA in the fast moving consumer goods industries.so that the study only focuses on Sales department that makes the sampling purposive non probability sampling techniques.

1.7. Limitation of the Study

The study examines sales force automation adoption and sales force performance the case of Heineken Breweries Share Company have limited on the study focused only in the sales function of the company, so that other department of the firm finance, supply chain, Human Resource is not included for the study.

The study examining the relationship between personality traits, working fatigues, and sales force motivation towards SFA. However, it was not known how and whether personality traits changes through time affects sales force relationship in sales activities differently. The study practiced a fewer limitation on to reach all the targeted population this affected the sample size. The study only focused on Heineken Ethiopia Breweries S.C which may not be a good representation of all types of Fast moving consumer's goods (FMCG) over the entire country.

1.8. Organization of the Study

This Study was categorized into five chapters. The first chapter is concentrate on introductory parts of the paper that mainly pinpoints the statement of the problems and objective of the study. The second chapter is provided related literature review with specific emphasis to theoretical, methodological and empirical aspects. The third chapter is deal with research methodology and design. The fourth chapter is including data presentation and analysis of the descriptive and regression results. The fifth chapter is focused on the conclusion and recommendations on the basis of the research outcomes.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

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

2.1.1 Definition of Key terms Used in the study

Sales Execution Mobile (SEM): It is an app which is designed based on Sales force automation that is implemented in Heineken globally. This helps all the sales function around the globe to create excellent outlet execution it helps the sales team to capture tasks, measurement of excellent KPIs, to conduct survey, to sell in and execute activation, managing customer master data, to check and update route plan of the day and to views KPI targets of the sales team can be done using SEM.

Key Performance Indicates (KPIs): In simple terms, KPIs provide a way to measure how well companies, business units, projects or individuals are performing in relation to their strategic goals and objectives. In their broadest sense, KPIs provide the most important performance information that enables organizations (or their stakeholders) to understand whether or not the organization is on track toward its stated objectives. Heineken Ethiopia measure their employees across the functions by their KPIs. In order to incentives their sales the company uses sales KPIs. KPIs divided in to two parts Input and Output KPIs, we mean by Input KPIs that directly generated from sales of product or volume generated by selling specific brands. And output KPIs that is came after the sales of the specific product in the outlets or execution that is made by sales force we call it output KPIs.

Perfect Execution (PE): It is the same as SEM app but it is the older version of tracking outlets data base later on it was changed to SEM.

Fast Moving consumer Goods (FMCG): Fast moving consumer goods are products that sell quickly at relatively low cost. These goods are also called consumer packaged goods. FMCGs have a short shelf life because of high consumer demand soda pop and confections or because they are perishable meat, dairy products, and baked goods. These goods are purchased frequently, are consumed rapidly, are priced low, and are sold in large quantities. They also have a high turnover when they're on the shelf at the store. FMCGs can be divided into several different categories including: Processed Foods, Prepared Meals, Beverages, Cleaning Products Cosmetics and Toiletries and Office Supplies.

Sales Force: It is the division of business that is responsible for selling product or service which a collective of sales team across the territory this called it sales force. In our case Area sales Manager, Sales representative and regional sales manager.

Sales Representative (SRs): A Sales Representative is a professional whose role within a company is to sell the product or service that they provide. They commonly sell non-technical products, meaning that neither the seller, nor the buyers need to possess specialized knowledge on how to handle or use the product in question. The grand majority of Sales Representatives work directly for the manufacturer or provider of the product, good, or service they sell. Their usual customer is other companies who then sell their product directly to the final consume.

Area Sales Mangers (ASM): An area sales manager typically manages sales force or Sales repressive within his defined regional territory. He/ she is responsible for overseeing sales operations, meeting targets and managing the sales team in the region. The prime objectives of ASM is managing, training and motivating existing sales team to drive revenue growth, develop and manage efficient distribution networks for sales, develop efficient and creative sales and marketing strategies for the assigned territory and target setting for the sales team, collecting customer and market feedback and reporting the same to the organization and Monitoring sales team performance, analyzing sales data, periodical forecasting and reporting to cluster base outlets.

Regional Sales Manager (RSM): Is the person responsible for the sales of the products, marketing activities, and brand awareness especially related to in his/her region. This position belongs to the middle management.

It is one of the most crucial positions in every organization. The RSM provides ongoing support to distribute and produce to product or service in additionally, the regional sales manager manages a sales team which is the sales repressive and Area sales Mangers in the specified area. A regional sales manager ensures profitable growth in sales, revenue through planning, execution and management of a supportive team.

Perceived Usefulness: Perceived usefulness is a level to which one considers that a structure can improve their job performance. This is lent from the meaning of the word valuable, which is accomplished of being used advantageously. In the framework of the organization, a company employee performance by the use of bonuses, Sales commissions, salary raises, and rewards. A firm with high perceived usefulness is one which a user remarks the presence of an inspiring use-performance attachment.

Perceived use of Easy: Perceived Usefulness refers to the extent to which a person believes that using a particular technology will enhance her/his job performance it is also assumed to be the direct predictor of behavioral intention to use of the technology of interest.

Computer Self Efficiency: The term self-efficacy was soon extended to particular domains, including the use of computers. Computer self-efficacy as "a judgment of one's capability to use a computer". It was noted that self-efficacy judgments could influence an individual's expectations because "the outcomes one expects derive largely from judgments as to how well one can execute the requisite behavior. Computer self-efficacy has a major impact on an individual's expectations towards using computer uses. In addition, individuals who did not see themselves as competent computer users were less likely to use computers.

Facilitating Conditions: The degree to which an individual believes that an available organizational and technical infrastructure supports use of the system. In our case the use SEM support from back office.

Sales Force Automation(SFA): is a technique of using software to automate the business tasks of sales, including order processing, contact management, information sharing,

inventory monitoring and control, order tracking, customer management, sales forecast analysis and employee performance evaluation. SFA is often used interchangeably with CRM; however, CRM does not necessarily imply automation of sales tasks. In our context the SFA that is used is called SEM.

Customer Relationship Management (CRM): Customer relationship management is a technology for managing all the company's relationships and interactions with customers and potential customers. The objective is to improve business relationships. A CRM system helps companies stay connected to customers, streamline processes, and improve profitability

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. Any company that sells products to customers uses a form of sales performance measurement to evaluate an employee's quality of work and help pinpoint development areas.

System: An organized, purposeful structure that consists of interrelated and interdependent elements (components, entities, factors, members, parts etc.). These elements continually influence one another (directly or indirectly) to maintain their activity and the existence of the system, in order to achieve the goal of the system. All systems have inputs, outputs and feedback mechanisms, maintain an internal steady-state despite a changing external environment, display properties that are different than the whole but are not possessed by any of the individual elements, and have boundaries that are usually defined by the system observer.in our context the use of SFA system we called it SEM is the system that the company uses.

2.2. Theoretical Reviews

There are two models of technology adoption that have recently featured prominently in this research, the Technology Acceptance Model (TAM) by (Davis 1986, 1989) and its extension TAM2 (Venkatesh and Davis 2000). Robinson ,2005 combined the TAM (Davis 1986, 1989) with the Theory of Reasoned Action (TRA) (Ajzen and Fishbein1980) to identify the relationship between perceived usefulness, perceived ease of use, attitude towards using technology, and intention to use the technology. In addition, they tested the relationship between technology acceptance, adaptive selling practice and job performance of sales force.

It has been observed that sales force automation adoption is a two-stage process (Parthasarathy and Sohi 1997). First, the organization decides whether to adopt the technology; second, the sales force decides whether to use the technology. On the grounds that SFA cannot deliver the wanted benefits if salespeople do not use it, a number of researchers have attempted to forward understanding of sales force acceptance of SFA (Morgan and Inks 2001).

As noted by Ahearne, 2004, much of the research on this particular question has focused on technology adoption, rather than on technology usage. In one of the earlier studies, Morgan and Inks,et.al 2001) found, first, that salespeople were more accepting of the SFA implementation if they believed that training would be provided and that the costs of attending the training(being absent from the field and reduced service levels to customers) were outweighed by the benefits. Second, they were more accepting if they were involved in the implementation, thus confirming the conventional wisdom that involvement promotes acceptance. They also found that, if sales reps or sales force have accurate expectations about what the implementation will deliver, they are more likely to accept its implementation. Contrary to the hypothesis, the researchers found no connection between sales force acceptance of SFA and managerial commitment. They account for this unexpected outcome by explaining that salespeople in the field are more autonomous than their office-bound colleagues and therefore less influenced by managerial authority.

2.2.1. Technology Acceptance Model (TAM)

With growing technology needs in the 1970's and increasing failure of system adoption in organization predicting system became an area of interest for many researchers. However, most of the studies carried out failed to produce reliable measures that could explain system acceptance or rejection (Davis 1989). In 1985 Fred Davis proposed the technology acceptance model (TAM) in his findings at the MIT Sloan School of Management (Davis, 1985). He proposed that system use is a response that can be explained or predicted by user motivation which in turn is directly influenced by an external stimulus consisting of the actual system's features and Capabilities.

Technology Acceptance Model is one of the most popular research models to predict the use and acceptance of information systems and technology by individual users. TAM has been widely studied and verified by different studies that examine the individual.

In the TAM model, there are two factors perceived usefulness and perceived ease of use is relevant in computer use behaviors. Davis defines perceived usefulness as the prospective user's subjective probability that using a specific application system will enhance his or her job or live performance. Perceive ease of use (EOU) can be defined as the degree to which the prospective user expects the target system to be free of effort. According to TAM, ease of use and perceived usefulness are the technology acceptance behavior in different information systems constructs

Most important determinants of actual system use. These two factors are influenced by external variables. The main external factors that are usually manifested are social factors, cultural factors, and political factors. Social factors include language, skills and facilitating conditions. Political factors are mainly the impact of using technology in politics and political crisis. The attitude to use is concerned with the user's evaluation of the desirability of employing a particular information System application. Behavioral intention is the measure of the likelihood of a person employing the application.

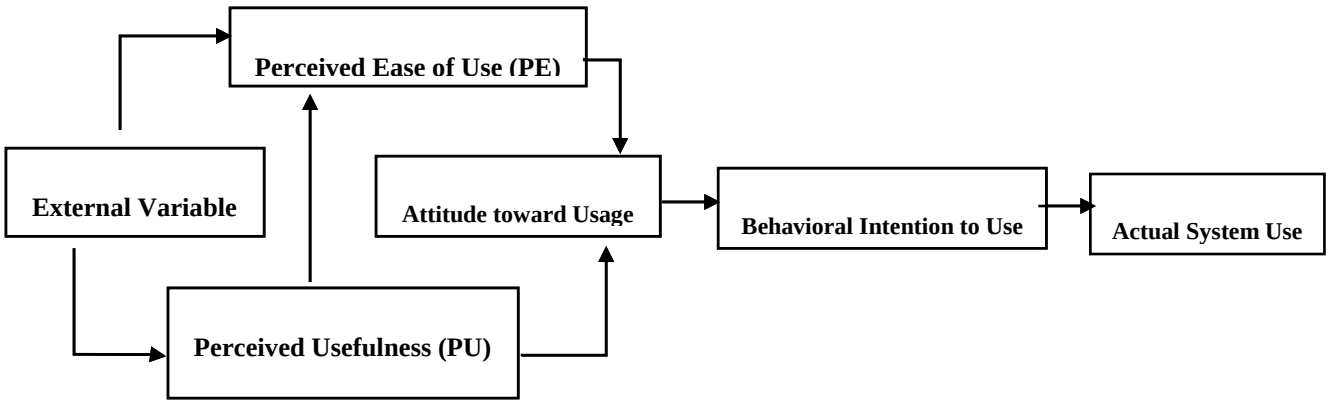

Figure 2.1: Technology acceptance model (TAM) (source: Davis 1989)

Technology Acceptance Model is one of the most popular theories that is used widely to explain information System usage. So many studies have been conducted which has led to the changes in the originally proposed model. A new model called combined TAM-TPB model which integrated the Technology acceptance model and theory of planned behavior was proposed by Taylor and Todd (1995). Venkatesh and Davis (2000) proposed a new version of TAM called TAM2 which added new variables to the existing model. Venkatesh et al. (2003) in a study published in MIS quarterly proposed the Unified Theory of Acceptance and Use of Technology (UTAUT) Model.

2.2.2. The Theory of Reasoned Action (TRA)

During later experimentation stages, Davis (1985) would refine his model to include other variables and modify the relationships that he initially formulated. Similarly, other researchers would apply and propose several additions to the Technology Acceptance Model (TAM) such that over time, TAM evolved into a leading model in that explain and predicting system use. In fact TAM has become so popular that it has been cited in most of the research that deals with user acceptance (Lee Kazar and Larsen 2003).however some researchers claim that TAM may have attracted more easy and quick research such that less attention has been given to the real problem of technology acceptance(Lee, Kozar and Larsen 2003). Today research on technology acceptance is still ongoing and thus an understanding of the assumptions, strengths, and limitations of the technology acceptance model is essential for anyone willing to study user's acceptance of the technology. The theory of reasoned Action is first proposed by Fisbhbein and Ajzen (1975), followed by a description of how the measures of perceived usefulness and perceived ease of use for TAM were developed and validated. Then the method used to determine the causal relationships between the different constructs of TAM will be described. The model of the Theory of reasoned action which is

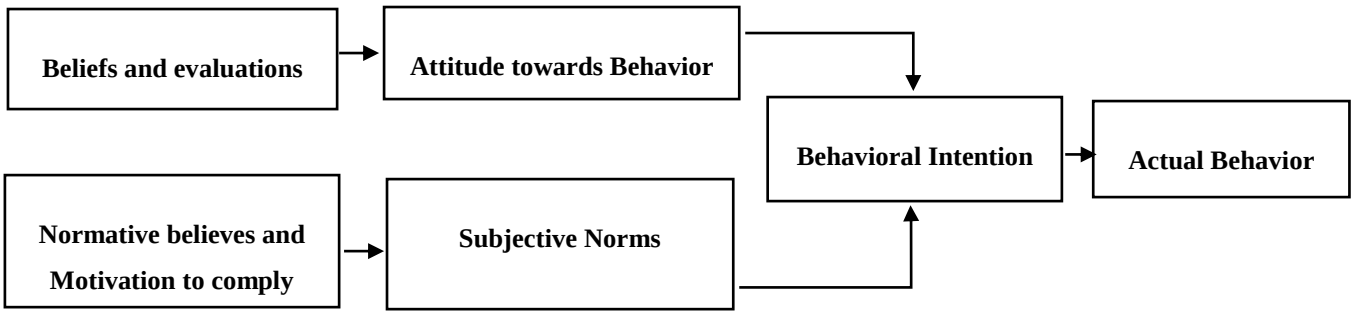

Figure 2.2: Theory of Reasoned actions (Fishbein and Ajzen, 1975, 1980)

In their theoretical model, Fishbein and Ajzen suggested that a person's actual behavior could be determined by considering his or her prior intention along with the beliefs that the person would have for the given behavior (Davis 1985). They referred to the intention that a person has prior to an actual behavior as the behavioral intention of that person and defined it as a measure of one's being the intention to perform a behavior.

Fishbein and Ajzen also proposed that behavioral intention could determine by considering both the attitude that a person has towards the actual behavior and the subjective norm associated with the behavior in question. They defined the attitude towards a given behavior as a person's positive or negative feelings about performing the actual behavior suggesting that attitude of a person towards a behavior can be measured by considering the sum of the product of all salient beliefs about consequences of performing that behavior and an evaluation of those consequences. The Theory of Reasoned action thus provided a useful model that could explain and predict the actual behavior of an individual. Ten years later, Davis 1985 took the same model and adapted it to the context of user acceptance of an information system in order to develop the technology acceptance model.

Davis considered that the actual use of a system is behavior and thus the theory of reason action would be a suitable model to explain and predict the behavior. Davis, however, made two main changes to the theory of reasoned action (TRA) model. Firstly he did not take subjective norm in account in predicting the actual behavior of a person. He suggested the Fishbein and Ajzen (1975) they acknowledged that subjective norm was the least understood aspect of TRA and that it had uncertain theoretical status. Thus Davis (1985) only considered the attitude of a person towards a given behavior in his TAM model secondly instead of considering several individual salient beliefs to determine the attitude towards a given behavior, Davis 1985 relied on several other related studies to identify only two distinct beliefs, perceived usefulness and perceived ease of use that were sufficient enough to predict the attitude of user toward the use of system.

2.2.3. Theory of Reasoned Actions (TRA) and Technology Acceptance Model (TAM)

Theory of Reasoned Actions (TRA) and Technology Acceptance Model (TAM) these are won't to take a look at SFA, though not terribly wide (Bush, 2005, Jones, 2002 and Schillewaer, 2005). TRA and TAM are often applied to envisage and articulate individual's purposes, however, they rarely do sufficiently envisage concrete technology consumption or behavior on technology utilization (Jones et. al., 2002). Yet TRA and TAM is wide wont to take a look at technology acceptance, though it doesn't live the extent of usage. TRA and TAM delineate that behavior is decided by aims towards the use of the system and purpose is decided by these two connected values perceived quality and perceived ease-of-use (Avlonitis and Panagopoulus, 2005).

By Perceived ease of use, for instance, is the degree of effort required for utilization of the system. Then perceived quality suggests that the magnitude that a worker trusts that the IT system can improve her or his output. Then each of them along openly verifies the embracing of the system. In psychology studies, TRA is widely employed and thus provides a brand new viewpoint to the topic substance (Bush et. al., 2005). Both concepts are employed in the analysis of the technology approval and thrust scholars attempt to notice causes of failure in system implementations. These models will provide a great way to clarify SFA system adoption and usage. Worthy to note is TAM and TRA are used widely with totally different reasonably technology environments, and not solely with SFA systems. Varied hypothetical theories have also come up within the IT works to clarify the use of technology and adoption within the field (Leong, 2003). With serious creek of this works that has centered on using intention-based models that focus on behavioral objective to envisage use (Lee, 2003).

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

TAM theory (Technology Acceptance Model) partakes more from this study as an authoritative and frugal way to illuminate technology operators' purpose and conduct concerning technology use (Davis, 1989). TAM ascertains two essential variables which are, perceived usefulness and perceived ease of use, to be taken as key conjecturers of user's

approach or total touch concerning IT usage (Davis, 1989). The extent to which a person believes that using a system enhance her performance is perceived usefulness, and the extent to which a person believes that using the system will be relatively free of effort is perceived ease of use.

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

2.2.4. Theory of Planned Behavior

The Theory of Planned Behavior is fundamentally an addition of the TRA by integrating an extra concept, perceived behavioral control, for justification in situations where a distinct person lacks considerable control over desired behavior (Ajzen, 1985; Ajzen and Madden, 1985). Conferring to TPB, an entity‘s behavior can be clarified by the behavioral purpose that is together exaggerated by perceived behavioral control, attitude, perceived norms, and subjective norms. The TPB model extended TRA by adding perceived behavioral control as the third factor influencing the intention-behavior relationship (Ajzen, 1991; Ajzen and Madden, 1985). In addition, TPB postulates that beliefs affect attitudes, subjective norms, and perceived behavioral control. Attitudes are determined by behavioral beliefs (that is, salient beliefs about the consequences) multiplied by outcome evaluations. Subjective norms are determined by normative beliefs (that is, salient beliefs of how important others view the behavior) multiplied by the motivation to comply. Perceived behavioral control is determined by control beliefs (salient beliefs of available resources, opportunities, obstacles, impediments) weighted by the perceived ease of performing the behavior.

2.2.5. The De Lone-McLean Model for Information System Success

The De Lone-McLean model for IS success asserts that information quality and system quality, discretely and conjointly, controls user satisfaction and usage. It also hypothesizes use and user satisfaction to be mutually symbiotic and supposes them to be straight underlying factors of specific influence, which should also have some managerial influence. DeLone and McLean (2002) illustrate system quality as preferred features of the information system itself and information quality as preferred features of the information by product. Extra tangible, they combine four scales as depicted by Bailey-Pearson (1983) an instrument of system quality (integration of the system, convenience of access, response time and flexibility of the system) and nine scales into information quality (relevance, precision , currency, accuracy, timeliness, reliability, conciseness, format and completeness).

Considerable research on User Information Satisfaction has alarmed users' satisfaction with precise attributes of a technology (Doll and Torkzadeh, 1998; Iivari 1987) or IS function (Bailey & Pearson, 1983; Baroudi and Orlikowski, 1998), considering attributes of both system quality and Despite however the presence of service quality in the updated DeLone and typical mirrors IS functions or IS groups rather than IS submission, the will concentrate success of IS submissions merely. User satisfaction in 2002) denotes to the general user satisfaction parse (Seddon and Kiew,) restrained autonomously of system quality and information quality. Else the association system or information quality and user satisfaction is entirely an object of capacity.

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

2.3. Sales Force Automation (SFA)

Sales force automation of tasks through the use of information technology is an effective method to improve organizational efficiency. Although marketing was among one of the first functional areas to adopt information technology (McLeod et al., 1982; Li et al., 2001), the utilization of sales force automation (SFA) technologies is a more recent phenomenon. SFA, as a technical innovation, has become very popular in the last decade (Blodgett, 1995; Schafer, 1997; Stein, 1998). SFA has been defined as the use of information technology by the sales force in selling and administrative activities (Morgan and Inks, 2001). Defined as such, SFA offers many potential benefits such as increases in sales effectiveness and efficiency, improved productivity, and enhanced customer relationship management (Morgan and Inks, 2001; Gondert, 1993; Johnston, 1995; Speier and Venkatesh, 2002; Fisher, 1998).While the potential benefits of successful SFA adoption can be numerous, implementation of these systems is often complex and difficult. Industry studies have reported SFA failure rates from 55 to 60 percent (Schafer, 1997; Stein, 1998).

Since the ’80s many sales departments have implemented Sales Force Automation (SFA) tools to facilitate the process of relationship management (Speier and Venkatesh, 2002). Before that time there were only some basic and dedicated software systems available, like contract management systems. Sales Force Automation technologies have ever since, increasingly become an integral part of many organizations (Speier and Venkatesh, 2002). For a long time Sales Force Automation has been seen as a set of tools whereby an organization could increase its knowledge about it customers. Well-implemented Sales Force Automation provides big advantages for the entire organization and can lead to profitable longstanding customers.

Despite the fact that there is no proof of whether or not the investments in SFA are worthwhile, SFA is seen as a competitive necessity today (Morgan and Inks, et al, 2001). Although no widely accepted definition of Sales Force Automation exists (Rivers and Dart, 1999), the essence of Sales Force Automation is the integration of activities and applications within the sales environment. Sales Force Automation consists of dedicated computer systems specially designed for sales force and aims to manage information concerning customers and to optimize daily activities. Sales Force Automation systems utilize computerized hardware and software to provide automated collection, assimilation, analysis,

and distribution of information to improve sales force productivity (Morgan and Inks, 2001). Sales Force Automation can mean different things to different people and is interchangeably used with Customer Relation Management (CRM) (Buehrer, 2005).CRM, however, does not necessarily imply automation of the sales task.

2.3.1. Main Motives for Implementing Sales Force Automation

Automating the sales force is an expensive exercise and has turned out to be a difficult task to implement, resulting in regular shortfalls of expectations (Bush et al., 2005). In addition, the outcomes of the investments, in general, are poorly evaluated (Erffmeyer and Johnson, 2001).Nevertheless, several motivations exist for investing in Sales Force Automation, such as the pressure to cut costs, the wish to accelerate cash flow, improvement of customer relations, productivity and efficiency are the main reason why salespersons use technology (Buehrer et al., 2005). Erffmeyer and Johnson (2001) suggest that efficiency gains are a primary motivation for investing in SFA followed by improvement of customer contact. According to their research, only a limited number of respondents were able to offer details regarding formalized goals and objectives for SFA.

Yet many organizations implement Sales Force Automation tools in order to help them to manage the customer relationships in a more efficient way (Ingram et al., 2002). “Customers expect from salespeople timely and accurate information, prompt answers to requests, personalized offers, and market expertise” (Boujena 2009, p. 138). “Sales Force Automation has a great potential for the collection and dissemination of market information and the development of value-added customer relationships” (Boujena, 2009, p. 137). The general assumption is that any sales force that uses Sales Force Automation will improve its performance by facilitating internal and external information changes (Campbell, 1998).

Reasons for implementing Sales Force Automation can be summarized into four impact levels;

- Improvement of sales efficiency and productivity (Erffmeyer and Johnson, 2001).
- Improvement of customer relationships (Lagace et al., 1991).
- Improved internal collaboration (Brown and Jones, 2005).
- Improved internal efficiency (Erffmeyer and Johnson, 2001).

2.3.2. Factors influencing organizational adoption of SFA systems

The decision to automate a sales force can be quite difficult, since most centrally controlled SFA system can cost millions of dollars and take years of invested time to set up, making cost justification very complicated (Slater, 1993). Further, SFA technologies consist of computer-based equipment, which can rapidly become obsolete. Hence, there is a substantial continuous expense if the SFA system is to be kept up to date over the years.

The decision to automate the sales force is made even more difficult because in the short run it is difficult to measure most if its benefits (except lower costs) in monitory terms and hence difficult to quantify the gain that can be enjoyed by the adoption of such a system. In what follows, we contend that SFA innovations will benefit certain firms more than others. The characteristics of these firms and the external environment that they compete. These include the competitive environment, communication patterns within the industry, organizational Characteristics and other factors. It will help a firm identify if the adoption of an SFA system would be beneficial to it in the long term, given the industry and the environment that it competes in.

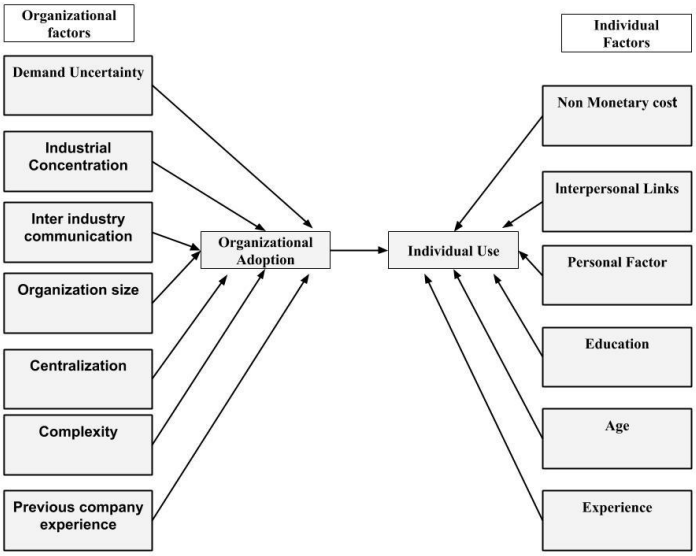

Figure 2.3: Source (SFA: 1993)

2.4. Sales force Performance

The achievement of a given undertaking measured against preset known guidelines of precision, result, cost, and speed by persons responsible for selling products or services. The overall measure or indicator for sales force performance is growth in sales. However, this needs to be realized at the right cost, right time and within the targeted market. Computerized technologies have Considerable altered the usual life of contemporary sales representatives by trying to bridge this gap, nowadays most fast consumer goods like the beer company's measure there sales force performance for the better supervision and follow-ups among the one Heineken Breweries all over the world measures their sales force performance. Sales managers have experienced bigger overheads and competition in modern years, and trying to find methods to counter this progression. Thus, managers, as a rule, consider that the postulation of providing IT to the sales force contributes to enhanced efficiency, communication and customer relationships (Colombo 2004; Goldenberg 2006; Conlon 2008; Campbell 2008; Moncrieff,2011). Churchill, 2005 conducted a meta-analysis and highlighted six major classes of the elements of sales performance. They include aptitude, skill, organizational factors, personal factors, motivation and role variables.

The least associated was organizational factors while the most associated was role variables. Barrick and Mount's 1991 and Tett, 2003 analysis were followed by more research on the same subject. Salgado (2007) investigated traits of FFM and job performance using a European model. Another study by Hurtz and Donovan (2010) concentrated on criterion-related rationality. Results of the two types of research were parallel to Barrick and Mount's (1991), who had studied sales performance. In this study, sales force performance will be measured in relation to the use of SFA which is determined by use, satisfaction and net benefits as key indicators on sales performance. Use is the calculated frequency of visits made to the number of executed transactions. Satisfaction is measured by recurred visits and purchases. The overall benefits are evidenced by cost saving, expanded market share, and incremental sales.

2.4.1. Impact of Sales Force Automation on salesperson performance

The sales force and its performance are critical to the success of almost every organization. The argument is that when Sales Force Automation has been implemented successfully, there should be a positive impact on salespersons performance. A number of studies have asked salespersons to provide self-reports of overall performance using a self-rating scale and these are most appropriate when responses can be confidential, when the sales effort is not directly observable by the manager, when sales performance cannot be reflected in quantitative data and when multi-company samples are used (Behrman and Perreault, 1982).

The salespersons performance can, therefore, be described as the extent to which a salesperson finds himself or herself (compared to direct colleagues) better than the company average in terms of sales results (Avlonitis and Panagopoulos, 2005; Behrman and Perreault, 1982).In spite of this fact, there are some conflicting findings, previous studies, in general, indicate that Salesforce Automation use indeed impacts salespersons performance positively. Cronin and Davenport (1990) consider the impact of SFA on a large manufacturing company and described several ways in which SFA use can add value to generic sales force functions. They conclude that the effects of automation are multidimensional and have amongst other things affected salespersons performance positively.

2.5. Customer Relationship Management

In order to develop better relationships with customers, organizations want to understand the needs of the customer and learn about their behaviors. CRM, when used as a strategic tool, has been utilized by organizations for these purposes. Use of CRM technology focuses on relationship and strategy building, is cross-functional in nature, and provides a platform for continuous interactions with customers.

For organizations, CRM is a strategy for developing an integrated and comprehensive customer database with the help of information technology (IT). CRM databases deliver both relationship and analytic data that a firm needs to manage interactions, speed up workflows, anticipate opportunities, increase revenue, and reduce costs. Specifically, business analytic data can help find customers that are the most important based on the number of products they buy and the cost of serving them. In addition, such data are helpful in managing the

supply chain, as it can assess which suppliers deliver the quality products on time and at the most reasonable price. (Raj.Agnihotri and Adam A. Rapp, 2010)

2.6. Core factors of SFA-Use Dimensions

A Salesforce drive to performance in a particular way is dictated by the trading edged by administration, hierarchical, social, individual and environmental components. In this measure, the study encirclements an upstream perspective and annoyances a variety of well-known qualifications to the two SFA-use dimensions.

2.6.1. SFA Systems Control and Sales Performance

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

Head of sales appraises Salesforce mainly on outputs, but also on approaches, their marketing practices and also managerial standards and ethos (Anderson and Oliver 1987; Jaworski 1998 and Tyagi 1982). This conduct of control systems sanctions leaders with a pronounced deal of control over the business of selling process (Anderson and Oliver 1987). Subsequently, the study defines supervisor SFA control to be the degree in which a leader (1) stipulates the undertakings he or she wants Salesforce to execute by use of the SFA system, (2) Manages to ensure if they are using SFA.

2.6.2. Perceived Usefulness and Sales Performance

As indicated by the anticipation hypothesis (Ahearne,2004), inside hierarchical settings, individuals assess the outcomes of their conduct as far as potential prizes, and they construct

their decision of conduct in light of the attractive quality of the prizes. Sales force commonly a reasonable volume of independence in the execution of their businesses and are under continuous pressure to accomplish as their assessment and reward are frequently and directly related to their performance. Subsequently, sales force will choose or not use a technology tool to the extent they believe it will help them accomplish their job-related goals, enhance their performance, and achieve desired rewards (Robinson, 2005). Selling field research, perceived usefulness of SFA technology is validated as a platform of SFA-use in many instances (Avlonitis and Panagopoulos 2005; Rangarajan et al. 2005; Robinson et al. 2005a; Schillewaert et al. 2005). It is argued in this study that employing SFA to enable client Relationships and in-house harmonization jobs should propel sales force performance. If sales force approves of this proposition, they definitely should be persuaded to use SFA in both Situations.

2.6.3. Facilitating Conditions for SFA system Use and Sales Performance

Researchers in marketing have demonstrated that authoritative practices influence the discernments and practices of boundary spanners (Singh, 2006). The study characterizes encouraging environments as the degree to which a sales force trusts that he or she has been given the tools and the outer backing to utilize SFA technology. Spending in facilitating conditions such as helplines, tutorials, training sessions and technical maintenance hints the significance the business intends on SFA technology and bolster sales force that by embracing sales technology is valuable (Hunter and Perreault, 2006). As such facilitating conditions allow procure the abilities they have to keep on being profitable individuals of the association, regardless of the innovation being put in place (Johnson and Bharadwaj 2005; Zablah ,2004).

In place of these explanations, nearly all forms of dignified, Company-established SFA backing is always seen as a necessary component for the actual application of SFA (Pullig et al., 2002; Morgan and Inks, 2011). From a variety of SFA deployment research studies, user care has been proven to be a key component for constant use of SFA-technology (Mathieson 1991; Buehrer et al. 2005; Schillewaert et al. 2005; Jones et al. 2002).

Nonmonetary costs will be reduced by facilitating conditions such as the vagueness and strain connected with the deployment of a new system by facilitation of the learning progression (Rangarajan .2005, Parthasarathy and Sohi 2007).

Gets sufficient preparing and apply data innovation all the more adequately to particular work issues and along these lines accomplish better execution (Ahearne et al. 2005). This thus enables improved potentials of the technology‘s effectiveness by workers (Landry 2005 and Pullig 2002). Moreover, the supposed level of convenience of care services is confidently linked to (PEU) perceived ease of use (Robinson, 2005). Through probing for assistance with the concrete use of technology, from companies with acceptable user help, workers become more skilled users and diminish the compulsory effort to use technology for sales (Schillewaert et al. 2005)

2.6.4. Computer Self-Efficacy and Sales Performance

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

Merely a minor fraction of sales force contemplates of themselves as knowledgeable technology experts, and the huge mainstream of workers has little or no skill (Petersen, 2007). The resistance of technology is a possible barrier to salesperson approval of sales automation (Buehrer et al. 2005). If sales force senses that they are not proficient of working with an SFA system, their enthusiasm to do so will be significantly be condensed (Morgan and Inks, 2011). Therefore, computer self-efficacy is anticipated to be a key individual strength in clarifying SFA-use comportment (Schillewaert et al. 2005; Speier and Venkatesh, 2002)

2.7. Empirical Reviews

Individual differences can lead to different attitudes and perceptions about a technology, which in turn affect subsequent use of the technology (Regan and Fazio, 1977; Ajzen, 1991; Speier and Venkatesh, 2002). In particular, age and job experience and performance of individual sales force can influence the acceptance of the technology. Older workers

generally tend to have more negative perceptions about a given technology (Morris and Venkatesh, 2000). For salespeople, younger individuals are likely to have more positive perceptions of technology (Speier and Venkatesh, 2002) and are more likely to welcome its use (Parthasarathy and Sohi, 1997).

Only one study examines the relationship between the performance of salespeople and their perceptions of technology (Keillor et al., 1997). However, their study investigates the relationship between attitudes toward technology in general, job experience, and productivity prior to SFA implementation. They find that less experienced salespeople are less resistant to the use of technology in general.

More experienced salespeople are less likely to perceive productivity/efficiency gains than less experienced salespeople. Salespeople resist or organization adopt SFA technologies because they view the introduction of SFA as a tool for management to micromanage them (Gondert, 1993; Stein, 1998; Falvey, 1994; Rivers and Dart, 1999). SFA technologies allow better tracking and monitoring of a part of the organization that has traditionally operated somewhat independently (Rivers and Dart, 1999). As a result, when faced with the prospect of constantly being supervised electronically by the home office and management, salespeople naturally increase their resistance to SFA (Gondert, 1993). Prior to the implementation of the system, all salespeople had relative autonomy in the sales process. Autonomy, as a job core characteristic, has been reported by Hackman and Oldham (1980) to be an important motivational element in any jobs in the organization.

It has been shown that sales people's Adoption of SFA technologies may influence their acceptance of the technologies. Studies demonstrate that adoption of SFA technologies may vary by sales experience. The trend indicates that more experienced salespeople tend to have more negative perceptions about the SFA system than their less experienced counterparts. Relative to less experienced sale people, the more experienced salespeople are less likely to perceive productivity gain through the use of an SFA system; more likely to perceive an SFA system as a micromanagement tool, and less likely to be satisfied with the functionality of an SFA system. (Robert M. Barker, David J. Faulds, and Stephan F. Gohmann 2001)

One of the main objectives of the SFA system is to also improve the efficiency of the sales management process. Nevertheless, this is often perceived and is shown in their study, to be a means for management to micromanage the sales force. More experienced people are more likely to have this perception because they typically have a greater amount of autonomy to lose. This perception of supervision can be either active or passive depending on the design functionality of the system. Active supervision is a direct affront to the more experienced salesperson since they are unlikely to have experienced this level of scrutiny previously Robert 2001.

It is important to design the system so that this perception is minimized as much as possible. While management of the sales force is important, it should not come at the expense of alienating the more experienced salespeople, which may have an accompanying negative impact on sales and result in rejection of the system. During implementation of the system, the firm should emphasize the benefits to the salespeople to maximize "buy in" while acknowledging and minimizing the impact of micromanagement.

In contrary to the findings of Eggert and Serdaroglu (2011) in his study he tries to shows that the customer relationship dimension, as well as the internal coordination dimension of SFA usage, does affect salesperson performance. The research model of his study assumes that there is a linear relationship between SFA adoption and Salespersons performance. It could be that a non-linear relationship exists on salespersons' performance as a result of the use of SFA. Although the use of SFA results in several benefits, like higher responsiveness and better professional behavior of the salesperson (Boujena,2009) it is not fully clear how customers perceive these benefits and what impact SFA has on customers (Buttle et al., 2006). An interesting question is whether the supposed benefits of SFA usage affect customer satisfaction? Kano et al. (1984) indicate the importance of basic features (or dissatisfies) for customer satisfaction. In order to meet their service demands customers simply expect the presence of the basic features (Kano et al., 1984).On the other hand, customers will not be more satisfied when the basic features are being improved. Conversely, they will be dissatisfied when the basic features are not present. Galloway (1999) stated that if a salesperson or company is not able to meet the minimum service levels this will lead to dissatisfaction, while a very high level of service will not generate greater satisfaction.

A possible explanation for the lack of a significant relationship between the use of SFA and salespersons performance could be that the supposed benefits as a result of SFA usage are the minimum demands and requirements of the customer. Consequently, this will not result in more satisfied customers and will not affect salespersons performance positively.

Further, perceived usefulness is shown to have a positive influence on the customer relationship dimension of SFA usage indicating that perceived usefulness of SFA technology drives the customer relationship dimension of SFA usage behavior. This outcome implies that salespersons finding SFA useful in order to support their customer relationships will use SFA When they believe this will support them in order to accomplish the sales task and helps them to achieve sales targets and enhance their performance. (Leon Lukens 2013).

Pleasant-sounding with the literature review in the sense that SFA technologies have been seen as a tool that transforms the sales process and allows an effective and smooth sales process. Lee et al., (2011) sales force technologies have created a sensational innovation in different level of organization. From organization perception, sales technologies have been improving productivity, which allowed the sales force to go computerized and transmit data through an online platform.

SFA is well known to perform in this aspect, in which the extended market growing and speedy improvement have been showed to. The current state of customers is demanding more from the sales force and their company to reconstruct themselves from being only persuading agents to education agents if they want to handle and deal with customer needs. Leigh and Tanner (2004), emphasis on essentiality for sales firms to target technology-related strategies, applications, and business process. Thus, sales force adoption of SFA technology has changed the face of the sales process, they are now providing a valuable solution to solve customers' problems instead of just selling only the product to satisfy the customer need and wants. Thus, SFA technology tools are not only used for flowing of work process but they also have strategic usages.

As Ingram and others (2002) explained the difference between modern CRM thinking and classic SFA, the main objective of SFA is to automate selling and administrative projects in other to allow sales managers and salespeople to carry out present activities in more efficient ways. While CRM technology contains efficiency capability, but it also talks about

effectiveness issues like salespeople carrying out different tasks. However, technology use can help sales firms to address customer relationship processes to be more efficiency and effectiveness. The term CRM and SFA are combined together and used interchangeably in different literature to mean the same, yet increasingly broader concept (Hunter and Perreault 2006).

Inventory control, sales performance evaluation, customer management, order tracking, order processing, (Koivula, 2006), and mostly the pace of information sharing and flow (Buttle, 2006). In my finding, I found out that SFA technology could be used to examine competing product, gather knowledge about the operating industry and see a different scenario that can affect the business and what would not affect the business. This in line with a theoretical framework, which says SFA technology, helps in enabling quickness connection to information about particular customer needs, competing for products, industry trends and product knowledge and increase the recognized skills of the salesperson (Hunter and Perreault 2007).

Selnes and Sallis (2003) certain salespeople believe there is the real owner of customer information and not their firm. Therefore, they usually take their customer lists with them whenever they change companies. Related to relationship marketing, transactional marketing needs a higher degree of customer information sharing. Most companies believe when you are working for them, they are entitling to every information gather during the time and more so, they are paying for the work and time spent. Nevertheless, most companies' compulsory using the technology and manager follow day-to-day activities and have access to the information in the system. Salespeople do not see this as a barrier again once they are happy with their work and perceive continuous support from the company.

Kotler and Armstrong (2008) the selling process is the designs being followed by the salesperson when selling. These processes mostly contain the following: seeking and succeeding, pre-approach, presentation, and demonstration, handling objections, closing, and follow-up. SFA technologies have improved the process by automating all sales phases and allow Salesforce to carry out their work in more ways that are effective. The technology is used to process enormous data to find who the real prospects of their business are. Kotler and Armstrong, (2008) sales representatives need prior learning about the buyer's needs in other

to attract the buyer's interest and attention, for instance, the sales representative can display the product or bringing sample product with him.

SFA technology is used to process than data nowadays by having all the relevant information in the database and run some analytical process to know the key value proposition for the customer, key areas and their wants. Kotler and Armstrong, (2008) say in presentation and demonstration selling process step, the duty of sales representative is to present the full "story" about the product benefits to the buyer which SFA technology will help them to create, extract and deliver the customer-perceived value at the right time.

Handling objections, closing and follow-up these steps are vital for a successful business, sales reps need to be versatile on how to turn objections into reasons for buying and close the deal with the buyer. In his finding, sales force can spend more time to study and understand all the information in SFA technology about the customer wants, this will help in handling the objective and close the deal.

Consequently, SFA technology offers a feedback option that is useful for a company to gather more information after sales about their product and service. Since the technology also provides a live chat option, where customer representative can chat with customer to deal with their objectives. In transactional selling, the buyer knows what they want and the variables are lead-time, price, and possibly the essential feature of customer service. Thus, the sales rep should then focus on benefits, advantages, and features.

This study shows that companies are not rewarding sales force for using initiated SFA technology but they expect them to be self-motivated with the benefit communicated to them for using the technology. Cooper & Jayatilaka (2010) explained that fundamentally driven employees are always satisfying and get their reward directly from the task they carried out, motivating work, job satisfaction, the sense they help a client or job appreciation.

They are the kind of people that work because of their interest in that particular job and enjoy the sense of belonging; they are willing to search for new solutions for the business challenges and divert their energy towards identify the problems and find innovative solutions. Thus, this kind of people uses the technology because they are willing to search for a better solution for the smooth transaction within the organization.

More so, with the manager help to motivate the sales force, it makes the self-motivated employee develop own creativity and take responsibility of their tasks by using all of their efforts to attend to the business problems (Zhang & Bartol 2010).

2.8. Conceptual Framework

The study adopted a regression model to investigate the relationship between the adoptions of a sales force automation system. The SFA system which was designed based on the model Technological acceptance model by Davies 1989.It emphasized as the independent variables and sales performance depicted as the dependent variable. The independent variables were outlined as Perceived Usefulness, Computer Self-Efficacy, Facilitating Conditions, perceived ease and SFA System Control. The conceptual framework of the study is depicted as follow

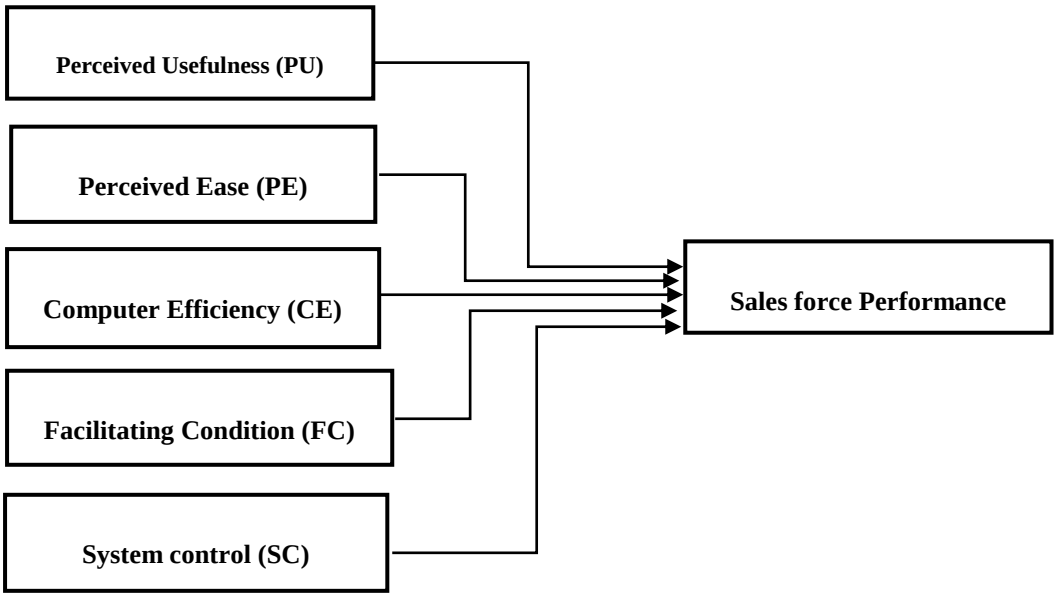

Figure 2.4: Technology Acceptance Model (Source: Davis 1989)

$$\widehat{Y_i} = \widehat{B_0} + \widehat{B_1}X_1 + \widehat{B_2}X_2 + \widehat{B_3}X_3 + \widehat{B_4}X_4 + + \widehat{B_5}X_5 + \widehat{U_i}$$

Where $\widehat{Y_i}$ = Performance of Sales force(P), X_1= Perceived usefulness (PU), X_2=Perceived ease of Use (PE), X_3=Facilitating Condition (FC), X_4=Computer Self Efficiency (CE), X_5= System Control (SC) and U_i= Error terms.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This part presents the methods and techniques that are used to collect data on sales force automation adoption and sales force performance in the case of Heineken Breweries Share Company. It describes the logical sequence which is designed to link empirical data to the study investigation and to the result. This chapter presents the methods and methodologies that are used to conduct a study on the adoption of sales force automation and sales force performance the case of Heineken Breweries S.C. It describes the research design, the data source, the sample design, the method of data collection and the method of data analysis that are used in the study.

3.2. Research Design

A research design is a conceptual structure that shows how all the major parts of the research project come together. According to Kothari (2004), it constitutes the blueprint for the collection, measurement, and analysis. In this study, both quantitative and qualitative research approaches will be used. Based on objectives of research, the fundamental types of research can be classified into two parts: explanatory and descriptive researches. According to Grimes and Schulz (2002) in descriptive research, the questions will put effort in answering "What is" questions and explain orderly situation, phenomenon, problem, describe attitudes towards an issue or provides more information of a particular issue in other word, explanatory research explores and finding answers to "Why" questions. Thus, explanatory research also tries to explain how and why relationship exist between two or more form of a phenomenon or situation (Kim, 2006).In this study the objective of this research is to identify how Sales force automation adoption affected sales force performance, hence mixed type of research is employed for this research so that explanatory and descriptive research type is used.

3.3.Target Popultation

The study primary focus on Sales force automation adoption and sales force performance in the case of Heineken Breweries share company. Therefore the target population of the study mainly focus on Sales department who are working in the company.

3.4. Sampling Technique

The study primarily focuses on sales force automation adoption and sales force performance the case of Heineken Breweries Share Company. In HBSC there are a total of 1919 employees (HBSC, 2019). The company has five departments; Finance, Supply chain, human resource, Sales, marketing and corporate Relation Mangers, out of which 225 employees belongs to sales department the rest for the other function of the company. The target population of the study is comprised of employees in the sales function who have using Sales force automation (Sales Mobile Execution (SME)) specifically Regional sales managers (RSMs), Area sales Mangers (ASMs) and Sales Representative (SRs).Thus; the researcher will use a non-probabilistic sampling technique that is purposive. The reason for selecting purposive sampling technique is that; the respondents has a full knowledge of sales force automation, they also use and apply the system on their daily tasks. Therefore in order to trigger genuine information the researcher takes all the employees in the sales department which is 178 respondents who are working as sales frontier in the Heineken Breweries share company.

Table 3.1: Target Population of Respondent

	Frequency	**Percentage%**
Sales Representative(SRs)	128	74%
Area Sale Manger(ASMs)	32	19%
Regional Sales Managers(RSMs)	12	7%
Total Sales force	172	

3.5. Source and Tools of Data Collection

The study is relayed on both quantitative and qualitative data to answer the research questions. Primary and secondary sources of data are used in the study.

3.5.1. Sources of Primary Data

Primary data is collected through survey from hence all of the sales force in the sales frontiers sales Representatives (SRs), Regional Sales Managers (RSMs), and Area Sales Mangers(ASMs) is included.

Survey

Survey is the main tool used to gather the necessary data from the target respondents. In this study, questionnaires is used to develop solicit ideas related to the research objective from respondents. The researcher was collected a total of 178 surveys from sales function, those includes 12 Regional sales managers, 32 Area sales Mangers and 134 Sales Representatives. However due to time constraint the questioners is deployed by hard copy and using Kobo toolbox which is an open source, simple and most powerful tools for data collection for researcher. Prior to the survey a pre-test survey will be undertaken and accordingly possible revision on the questionnaire could be pursued in such a way that respondents can understand. (The detailed survey questionnaire will be showed in the Annex).

3.5.2. Secondary Data Sources

In this study, secondary data were obtained from published and unpublished materials that are journals, project reports of the company, and Heineken reports of other research works.

3.6. Method of Data Analysis and Interpretation

Quantitative data to be collected from surveys of field Sales Representatives, Area sales Managers, and Regional sales Managers is be entered into a computer for analysis. Statistical Package for Social Science (SPSS) version 20 software will be used for the purpose of analysis. Descriptive statistics like averages, percentages and ratios will be presented through graphs, tables, charts, and the likes. Cross-tabulation and chi-square statistical methods is been used in order to find out the degree of association of each independent variable to the dependent variables.

3.6.1. Data Analysis Techniques

Data analysis is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making.

3.6.2. Analysis of Quantitative Data

The procedure of data analysis has numerous steps; the complete questionnaires are edited for totality and uniformity, check for errors and omissions. A descriptive analysis is been employed. Inferential statistics involving percentages mean scores, and standard deviations will be used to examine Sales force automation adoption and sales force performance the case of Heineken Breweries share companies. The linear Regression model is used to analyses sales force performance as this variable has majorly been measured using the ordinal scale.

Multiple linear regression is inspected to establish how perceived usefulness of SFA adoption influences sales force performance, how facilitating conditions of SFA adoption influences sales force performance, how SFA adoption system influences sales force performance, how Perceived ease influence Sales force Performance and to establish the extent to which computer self-efficacy influences sales force performance the case of Heineken breweries share companies.

Regression and ANOVA were applied to establish the relationship between SFA adoption and sales force performance as well as to establish the system control in the relationship between an SFA adoption and sales force performance. Analysis of variance is important in such a study as it tests the acceptability of the model from a statistical perspective. Correlation analysis was also used to analyses variables whose data was in interval and ratio.

Regression Coefficient was used to evaluate the strength of the relationship between the independent variables and the sales force performance. The following regression model were used.

$$\widehat{Y_i} = \widehat{B_0} + \widehat{B_1}X_1 + \widehat{B_2}X_2 + \widehat{B_3}X_3 + \widehat{B_4}X_4 + + \widehat{B_5}X_5 + \widehat{U_i}$$

Yi=sales force performance (P), X_1= Perceived usefulness (PU) , X_2=Perceived ease of Use (PE), X_3=Facilitating Condition (FC), X_4=Computer Self Efficiency (CE), X_5= System Control (SC) and U_i= Error terms.

3.6.3. Analysis of Qualitative data

In order to support the collected primary data, the secondary data from the company data base reports will be presented to support the survey.

3.7. Statistical Significance

Researches generally accept the use of a 5% (0.05) level of statistical significance. This study, therefore, accept the probability that the results were due to chance alone is less than 5%. Which is stated as P=0.05 Where P = the probability of the result.

3.8. Validity and Reliability

The effect of SFA adoption and other explanatory factors affecting sales force performance were suggested based on literature and consultations of some managers from the company. For the secondary data both the internal validity which is issue of the authenticity and the extent to which the interpretation of the results of the tests are warranted for the cause and effect relationship of the SFA adoption and sales force performance and external validity which shows the generalizability of the relation of the dependent variable (sales force performance) and independent variable (Perceived usefulness ,perceived ease of Use, Facilitating Condition ,Computer Self Efficiency and System Control) for Heineken Breweries share company is justified.

To estimate the reliability of the secondary data the stability, consistency and interpreter reliability of the measure of sales force performance of sales people which is the individual using SFA is evaluated. Reliability is a test for reproduction; hence the issue of whether if other studies using the same accepted principles and methods from this secondary data have produced the same result was evaluated. As subsequent review by independent researchers under generally accepted principles agree that the results are the same then the secondary data used passes reliability test.

3.9. Ethical Conditions

In order to complete the research successfully cooperation from participants and informants is found essential. As a result, the respondents need to be treated with respect and honesty. (Catherine, 2002)The respondents are informed about the objectives and aim of the study and they were recruited voluntarily. The identities of the respondents were anonymous to ensure that what participants have said cannot be traced back to them when the final report is produced. Moreover, the information gathered from the survey is confidential which means that information supplied in confidence was disclosed directly to third parties.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1 Introduction

The chapter presents preliminary findings of the study on the basis of which further analyses will be undertaken to test the study hypotheses. It lays focus on various tests of data that were gathered as well as the manifestations of the research variables among the studied organizations. Through the use of descriptive and inferential statistics, this chapter provides the premise on which further statistical operations and analyses are carried out to test the study hypotheses. The data analyzed were obtained through a structured questionnaire along various operational indicators of the study variables. For each study variable, respondents were presented with descriptive statements in a 5 point likert scale and were required to indicate the extent to which the statements applied in their organizations. Findings of the pre-tests reliability and validity are presented. The details of descriptive analysis using frequency distribution tables, descriptive statistics using means and t-tests was used for ranking responses, Cronbach alpha and test of normality. The descriptive statistics of respondents as well as response rate are summarized in conducting the empirical analysis; the results of the descriptive analysis are presented first, followed by the inferential analysis.

This is followed by presentation of inferential statistics based on each hypothesis formulated for the study. All statistical test results were computed at the 2-tailed level of significance. The alpha levels of .01, .05 and .1 selected a priori for test of significance for correlations and multiple regression analysis.

4.2 Response Rate

In this research, out of 178 questionnaires administered to the respondents a total of 172 questionnaires were returned. This represent 96.62% response rate that is deemed as satisfactory to make conclusions for the study. According to Rogers, Miller and Judge (2009) a response rate of 50% is acceptable for a descriptive study. According to Mugenda (1999) a response rate of 70% and above is rated very good. Fincham (2008) further asserts that response rates approximating 60% should be the goal of researchers for most research. Based on this assertion a response rate of 96.62% is therefore very good and hence acceptable for drawing conclusions on the current study.

4.3. Descriptive Statistics Analysis

4.3.1 Results of Measures of Central Tendency and Dispersion

This section presents the Statistics description of the company sales force structure which is obtained from the sample respondents are presented Table 4.1.

Table 4.1: Sales force Descriptive Statistics

	Frequency	Percentage%
Sales Representative(SRs)	128	74%
Area Sale Manger(ASMs)	32	19%
Regional Sales Managers(RSMs	12	7%
Total Sales force	172	

Source: Own survey result, 2019

According to the survey result from 172 respondents on average 74% of the respondents are Sales representatives (SRs), 19% are Area sales managers and the rest 7% of the respondents in this study are Regional Sales managers. The descriptive statistics of the variables are calculated on the basis of the variables included in study questionnaires. The measures of central tendency and dispersion results obtained from the sample respondents are shown in table 4.2 below.

Table 4.2: Descriptive Statistics of the variables.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Perceived Usefulness	172	1	4	3	1.165
Perceived Ease	172	1	5	2.65	0.557
Facilitating Condition	172	1	4	2.35	0.671
Computer Efficiency	172	1	5	2.39	0.696
System control	172	1	5	2.58	0.621
sales force Performance	172	1	4	3.37	0.497
Valid N (list wise)	172	1			

Source: Own survey result, 2019

Form the survey result mean values of Perceived usefulness of SFA adoption is 3 and it S.D 1.165, Perceived ease (PE) is 2.65 and it the S.D 0.557, while Facilitate condition of SFA adoption has mean value 2.35 and its S.D is 0.671, regarding to computer efficiency of SFA adoption is 2.39 and its S.D is 0.696, system control of SFA adoption have a mean value 2.58

of and its S.D is 0.621 and regarding to sales force performance is the mean value is 3.37 and it S.D is 0.497.

4.3.2 Pearson Correlation Analysis

To determine the relationship between causes of sales force performance and factors affecting it, Pearson correlation was computed. On this study, Pearson's Correlation Coefficient was employed. The table 4.3 below presents the results of this Pearson correlation on the relationships.

Table 4.3: Pearson Correlation Analysis

Correlations		
		Salesforce Performance
Perceived Usefulness	Pearson Correlation	.677**
	Sig. (2-tailed)	.000
	N	172
Perceived Ease	Pearson Correlation	.619**
	Sig. (2-tailed)	0
	N	172
Facilitating Condition	Pearson Correlation	.628**
	Sig. (2-tailed)	.000
	N	172
Computer Efficiency	Pearson Correlation	.745**
	Sig. (2-tailed)	.000
	N	172
System control	Pearson Correlation	.671**
	Sig. (2-tailed)	.000
	N	172
****. Correlation is significant at the 0.01 level (2-tailed).**		

Source: Own survey result, 2019

The data presented in table 4.2 of Sales force automation and sales force performances were computed into multiple variables per factor by obtaining their average. And the result of Person Correlations analysis was conducted at 95% of confidence level at 2-tailed test and their P-value ($P<0.05$) at level of significance. From the above correlation analysis we can conclude that sales force performance has positive relationship with the variables Perceived Usefulness, Perceived ease, facilitating conditions, and computer efficiency and system control.

4.3.3 Mulitcolinarity

The Multicollinearity problem is defined as the association between two or more explanatory variables through a strong linear relationship in which the effect of the dependent variables cannot be separated from that of the explanatory variables. The problem of linear Multicollinearity is also described through the concept of "orthogonally": when the explanatory variables are orthogonal (not linked to each other). Statistical consequences of Multicollinearity include difficulties in testing individual regression coefficients due to inflated standard errors. Thus, you may be unable to declare an independent variable significant even though (by itself) it has a strong relationship with dependent variables. Numerical consequences of Multicollinearity include difficulties in the computer's calculations due to numerical instability. In extreme cases, the computer may try to divide by zero and thus fail to complete the analysis. Or, even worse, the computer may complete the analysis but then report meaningless, wildly incorrect numbers (Damoder.N.Gujarati, 2004).Once can use to identify if there is a multicollinearity among the explanatory variables we can use VIF to determine the degree to which correlated. One way to estimate Multicollinearity is the variance inflation factor (VIF), which assesses how much the variance of an estimated regression coefficient increases when predictors are correlated. If no factors are correlated, the VIFs will all be 1. If the variance inflation factor (VIF) is equal to 1 there is no multicollinearity among repressor, but if the VIF is greater than 1, the repressors may be moderately correlated. A VIF between 5 and 10 indicates high correlation that may be problematic. And if the VIF goes above 10, it can be assumed that the regression coefficients are poorly estimated due to Multicollinearity which should be handled accordingly. If Multicollinearity is a problem in a multiple model, that is, the variance inflation factor (VIF) for a predictor is near or above 5(et al, Damoder.N.Gujarati, 2004).

Table 4.4: Multicollinearity analysis

Model	Collinearity Statistics	
	Tolerance	**VIF**
(Constant)		
Perceived Usefulness	0.188	5.323
Perceived Ease	0.433	2.31
Facilitating Condition	0.279	3.587
Computer Efficiency	0.183	5.457
System control	0.29	3.448

Source: Own survey result, 2019

4.3.4 Test of Normality

The use of inferential parametric statistical process necessitates that the rule of such test of normality is must. This would help as the graphical tests to be performed about the normality of the data to plot for skewness and kurtosis coefficient. Therefore in this study P-P plot is used to show how the variables are normally distributed or not. The normality of the variables was also done by plotting a (PP) plot. In order to determine normality graphically, the output of a normal P-P Plot is used. If the data are normally distributed, the data points will be close to the diagonal line. If the data points stray from the line in an obvious non-linear fashion, the data are not normally distributed. P-P plots are as presented as follows.

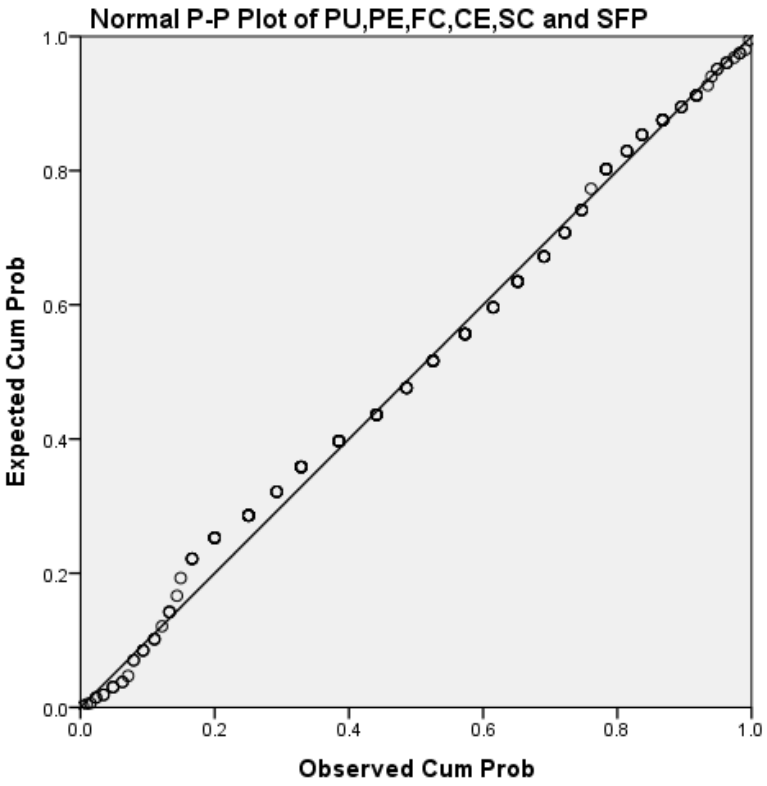

Figure 4.1: P-P Plot of PU, PE, FC, CE, SC and SFP

From the below figure 4.1 we can see the variables Perceived usefulness (PU), Perceived ease (PE), facilitating condition (FC), computer efficiency (CE), system control(SC) and Sales force performance(P) can be concluded that the data appears to be normally distributed as it follows the diagonal line closely and does not appear to have a non-linear pattern.

4.4.Interpretation SFA adoption and Sales Performance Variables

In this part the variables sales force automation, perceived usefulness, perceived ease of use, facilitating condition, computer efficiency and system control is interpreted with aligning research objectives and the mean score of the respondents are clearly stated.

4.4.1 Perceived Usefulness of SFA on Sales force Performance

The first objective for this study was to examine how perceived usefulness of SEM (SFA) adoption influences sales force performance in HBSC. To do this the researcher further required the respondents to indicate their level of agreement with the statements given in Table 4.5 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree and their Mean score, standard deviation and Coefficient of Variation were then computed for the variable.

Table 4.5: Mean Score Values of Variables

Variables		N	Mean	S.D	Variance
Perceived Usefulness(PU)	PU1	172	3.02	1.44	2.07
	PU2	172	2.98	1.44	2.07
	PU3	172	3.22	1.38	1.90
	PU4	172	3.16	1.46	2.13
	PU5	172	2.88	1.39	1.93
	PU6	172	3.10	1.44	2.07
	PU7	172	2.94	1.46	2.14
	PU8	172	2.95	1.41	1.98
	Mean Score	172	3.03	1.43	2.04
Facilitating Condition(FC)	FC1	172	2.99	1.33	1.76
	FC2	172	2.95	1.33	1.78
	FC3	172	3.03	1.49	2.21
	FC4	172	3.01	1.44	2.06
	FC5	172	3.04	1.38	1.91
	FC6	172	3.02	1.43	2.04
	FC7	172	3.10	1.40	1.96
	FC8	172	2.93	1.39	1.93
	Mean Score	172	3.01	1.40	1.96
System control(SC)	SC1	172	2.98	1.41	1.99
	SC2	172	2.91	1.49	2.23
	SC3	172	3.03	1.39	1.93

	SC4	172	3.10	1.46	2.14
	SC5	172	3.09	1.44	2.06
	SC6	172	2.85	1.36	1.86
	SC7	172	3.04	1.38	1.89
	SC8	172	3.03	1.39	1.94
	SC9	172	2.95	1.43	2.04
	SC10	172	2.88	1.40	1.96
	SC11	172	3.02	1.38	1.90
	Mean Score	172	2.99	1.41	1.99
Computer Efficiency(CE)	CE1	172	2.98	1.43	2.05
	CE2	172	3.18	1.47	2.16
	CE3	172	2.90	1.39	1.93
	CE4	172	3.13	1.41	2.00
	CE5	172	3.06	1.39	1.94
	CE6	172	2.98	1.39	1.93
	Mean Score	172	3.04	1.41	2.00
Perceived Ease(PE)	PE1	172	2.98	1.41	1.98
	PE2	172	3.01	1.40	1.95
	PE3	172	2.96	1.37	1.87
	Mean Score	172	2.98	1.39	1.94
Sales force Performance(P)	P1	172	3.03	1.39	1.94
	P2	172	3.10	1.39	1.94
	P3	172	3.21	1.43	2.06
	P4	172	3.11	1.43	2.03
	P5	172	2.88	1.38	1.89
	P6	172	3.08	1.49	2.22
	P7	172	2.93	1.42	2.02
	P8	172	2.97	1.45	2.10
	P9	172	2.92	1.42	2.02
	P10	172	3.03	1.43	2.04
	P11	172	2.97	1.37	1.88
	Mean Score	172	3.02	1.42	2.01

Source: Own survey result, 2019

From the above table 4.5 it is depicted that the aggregate mean score of the respondents corresponding to the value of Perceived Usefulness (PU) of SFA adoption and sales force performance have a mean value of 3.03, the standard deviation is 1.42 and its coefficient of variation is 2.03.

4.4.2.Facilitating Condition of SFA Adoption and Sales force Performance

The second objective for this study was to examine facilitating condition of SEM system adoption influences sales force performance of HBSC. To do this the researcher further required the respondents to indicate their level of agreement with the statements given in table 4.5 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation were then computed for the variable. From the above table 4.5 it is depicted that aggregate mean score of the respondents corresponding to the value of facilitating condition (FC) of SFA adoption and sales force performance have a mean value of 3.008, the standard deviation is 1.39 and its coefficient of variation is 1.96. from the statements of Salesforce receives adequate training and support enabling them to apply information technology more effectively to specific work problem and thus achieve better performance of the facilitating condition have the higher mean score of M=3.1, S.D=1.401 and their C.V= 1.963.so that we concluded that the facilitating condition (FC) of SFA adoption have an impact of affecting the sales force performance.

4.4.3. Influence of SFA System Control on Adoption and Sales force Performance

The third objective for this study was to examine the influence of SEM (Sales execution Mobile) system control influences sales force performance. To do this the researcher further required the respondents to indicate their level of agreement with the statements given in table 4.5 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean score, standard deviation and Coefficient of Variation were then computed for the variables. From the above table 4.5 it is depicted that the aggregate mean value of the respondents corresponding to the system control (SC) of SFA adoption and sales force performance have a mean value of 2.98, the standard deviation is 1.411 and its coefficient of variation is 1.9931.

From the statements of Salesforce receives adequate training and support enabling them to apply information technology more effectively to specific work problem and thus achieve better performance of the facilitating condition have the higher mean score of M=3.1, S.D=1.401 and their C.V= 1.963.

4.4.4 Computer Self-Efficacy SFA on Adoption and Sales force Perfromance

The fourth objective for this study was to examine computer self-efficacy of system influences sales force performance. To do this the researcher further required the respondents to indicate their level of agreement with the statements given in table 4.5 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation were then computed for the variable. From the above table 4.5 it is depicted that the aggregate mean score of the respondents corresponding to the value of computer self-efficiency (CE) of SFA adoption and sales force performance have a mean value of 3.04, the standard deviation is 1.45 and its coefficient of variation is 2.001. From the statement of I have an interest in expanding my knowledge on work related technologies thus achieve better performance have the higher mean score of M=3.13, S.D=1.414 and their C.V= 2.So that we concluded that the computer efficiency (CE) of SFA adoption have an impact of affecting the sales force performance.

4.4.5 Perceived Ease of Use of SFA and Sales force Performance

The fifth objective for this study was to examine how perceived ease of usefulness of SFA adoption influences sales force performance. To do this the researcher further required the respondents to indicate their level of agreement with the statements given in Table 4.5 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation were then computed for the variable. From the above table 4.5 it is depicted that the aggregate mean score of the respondents corresponding to the value of perceived ease of use (PE) of SFA adoption and sales force performance have a mean value of 2.98, the standard deviation is 1.34 and its coefficient of variation is 1.93.

4.4.6 Sales force Performance to the goals of SFA Adoption

The overall objective for this study was to examine the influence of SEM (Sales execution Mobile) performance goal influences sales performance. To do this the researcher further required the respondents to indicate their level of agreement with the statements given in table 4.5 by filling a 5-Likert scale where; 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree. Mean, standard deviation and Coefficient of Variation (%) were then computed for the variable. From the above table 4.5 it is depicted that the aggregate mean score of the respondents corresponding to the value of Salesforce performance (P) SFA adoption and sales force performance have a mean value of 3.020, its Standards deviation 1.418 and its coefficient variation is 2.012 across the respondents.

4.5.Multiple Regression Analysis

In this section the multiple regression analysis of the SFA adoption and sales force performance in HBSC is explained and in the below tables coefficients are presented and the coefficients are interpreted clearly.

Table 4.6: R-Square Analysis of Model

Model Summary				
Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	.787	.620	.608	.391
a. Predictors: (Constant), System control , Facilitating Condition , Perceived Ease , Perceived Usefulness , Computer Efficiency				
b. Dependent Variable: Salesforce Performance				

Source: Own survey result, 2019

As it is observed from table 4.6 above, the coefficient of multiple correlations R which is the degree of association between SFA adoption and factors related to it is 0.787. Given the R square value of 0.620 and adjusted R square of 0.608, the model summary reveals that the proportion of the variation in (SFA) adoption, is explained by the joint factor of 62 %. The remaining 38 % of the variance is explained by other variables not included in this study.

Table 4.7: Sales Force Performance ANOVA

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	26.15	6	5.23	54.139	.000[b]
Residual	16.036	166	.097		
Total	42.186	172			
a. Dependent Variable: Salesforce Performance					
b. Predictors: (Constant), System control , Facilitating Condition , Perceived Ease , Perceived Usefulness , Computer Efficiency					

Source: Own survey result, 2019

From the above table 4.7 the strength of variation of the influence of values influence Sales force performance variable at 0.000 significant levels. This shows that the overall model was significant. The findings for the ANOVA on influence of values indicates a numerator for whose degrees of freedom (df) =6, denominator df =166 and critical F value is 3.08. The above findings show computed F value is 110.942. From these findings, the regression model is significant since the computed F-value exceeds the critical value that 54.139 > 3.08. This is collaborated by the P value = 0.000 which is less than 5%. This implies that Perceived usefulness, facilitating condition, perceived ease of use and computer efficiency jointly have significant level of explanation of the relationship between adoption of SFA and sales force performance.

Table 4.8: Coefficients

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	Std. Error	Beta		
(Constant)	1.958	0.105		18.668	.000
Perceived Usefulness	0.24	0.49	0.57	0.498	.000
Perceived Ease	0.124	0.042	0.22	2.928	0.004
Facilitating Condition	0.53	0.039	0.126	1.342	0.182
Computer Efficiency	0.29	0.082	0.407	3.524	0.001
System Control	0.11	0.059	0.171	1.861	0.064
a Dependent Variable: Salesforce Performance					

Source: Own survey result, 2019

$\widehat{Y_i} = \widehat{B_0} + \widehat{B_1}X_1 + \widehat{B_2}X_2 + \widehat{B_3}X_3 + \widehat{B_4}X_4 + + \widehat{B_5}X_5 + \widehat{U_i}$ **Regression model equation**

Y_i=Sales force performance, X_1= Perceived usefulness (PU) , X_2=Perceived ease of Use (PE), X_3=Facilitating Condition (FC), X_4=Computer Self Efficiency (CE), X_5= System Control (SC) and U_i= Error terms

($P= 1.958+ 0.24PU+ 0.124PE+ 0.53FC+0.29CE+0.11SC+U_i$)

From the above regression equation we have the following coefficient interpretation. Hence the result show that the coefficient of Perceived usefulness was 0.24 with the corresponding beta coefficient 0.24 this indicate that keeping the effects of Perceived ease of use(PE), facilitating condition(FC),computer self-efficiency(CE) system control(SC) constant, then a unit increase in Perceived usefulness(PU) would result in 24% increases in Sales force performance. Therefore we conclude that there is a strong correlation between Perceived usefulness and sales performance in Heineken Breweries Share Company.

From the above result show that the coefficient of Perceived ease of use (PE) was 0.124 with the corresponding beta coefficient 0.124 this indicate that keeping the effects of Perceived usefulness (PU), facilitating condition (FC), Computer self-efficiency (CE) and system control (SC) constant, then a unit increase in Perceived ease of use (PU) would result in 12.4% increases in Sales force performance. Therefore we conclude that there is a strong association between Perceived ease of use and sales performance in Heineken Breweries Share Company.

From the above result show that the coefficient of facilitating condition (FC) was 0.53 with the corresponding beta coefficient 0.53 this indicate that keeping the effects of Perceived usefulness (PU), Perceived ease of use (PE),Computer self-efficiency (CE) and system control (SC) constant, then a unit increase in facilitating condition(FC) would result in 53% increases in Sales force performance. Therefore we conclude that there is a strong relationship between facilitating condition and sales performance in Heineken Breweries Share Company.

From the above result show that the coefficient of Computer self-efficiency (CE) was 0.29 with the corresponding beta coefficient 0.29 this indicate that keeping the effects of Perceived usefulness (PU), Perceived ease of use (PE),Facilitating condition(FC) and system control (SC) constant, then a unit Computer self-efficiency (CE) would result in 29% increases in Sales force performance. Therefore we conclude that there is a strong correlation between Computer self-efficiency and sales performance in Heineken Breweries Share Company.

From the above result show that the coefficient of system control (SC) was 0.11 with the corresponding beta coefficient 0.110 this indicate that keeping the effects of Perceived usefulness (PU), Perceived ease of use (PE),Facilitating condition(FC) and Computer self-efficiency (CE) constant, then a unit increase in system control (SC) would result in 11% increases in Sales force performance. Therefore we conclude that there is a strong connection between system control and sales performance in Heineken Breweries Share Company.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

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

5.1. Summary of Findings

Table 5.1: Summary of Findings

Perceived usefulness (PU) of SFA adoption on sales force performance.	In this study the outcomes shows that the on average the Perceived usefulness of SFA adoption has influenced the sales force performance of HBSC. Perceived usefulness (PU) of SFA led to an increase in sales performance by factors of 0.24. with P values of .000
Facilitating condition(FC) of SFA adoption on sales force performance	In this study the Facilitating condition of SFA adoption influencing the performance of the Sales force in HBSC .When facilitating conditions increases by 1 percent the performance of the sales force will increase by factors of 0.53.

Computer self-efficiency (CE) of SFA adoption on Sales force performance	The study revealed that on average computer self-efficacy positively affects the Heineken breweries share company. When Computer self-efficiency of SFA led to an increase in Sales force performance by factor of 0.23 and P value of 0.001.
System control(SC) of SFA adoption on Sales force performance	The study finds that there is significant relationship between System control (SC) of SFA and performance. When System control of SFA led an increase in factors 0.11
Perceived easy of users (PE) of SFA adoption on Sales performance.	The study reveals that perceived easy of users of SFA have positively influenced Sales force performance of Heineken breweries Share companies. Perceived ease(PE) increased by l factors then Sales force performance of increase by factors of 0.024

5.2.Conclusion

This paper main purpose is to investigate and address the relationship between Sales force automation adoption and Sales force performance. It investigates the impact of SFA adoption technology on the sales force performance of Heineken Breweries share company and examines whether components such Perceived usefulness, Facilitating condition, Computer self-efficiency, System control and Perceived easy are variables affecting the performance of the company sales force(SRs, ASMs and RSMs) at HBSC.

This Study offers a conclusive clarification of the connection at the stage of the personal salesperson between the implementation of SFA adoption data technology and Salesforce performance. Furthermore, the data discover assistance for the reality that information technology enables Salesforce to operate more wisely.

It seems that working on a variety of IT instruments encourages Salesforce to participate in more comprehensive scheduling activities and improve their client relationship management. This study enables managers enhance their understanding of why SFA schemes should be adopted to benefit from the advantages of achieving greater efficiency rates. In this manner, to accomplish the general objectives of the organization, they can improve their efficiency.

5.3. Limitation

Gathering sufficient information for the study regarding the topic under study was difficult due to limited prior research work centering Sales force automation and performance in FMCGs specifically in the beer market industries in the Ethiopian context and also the study empirically examined only five factors that may influence Sales force performance. However only 62% of the variation of the study is included were as the remaining 38% of the study investigated by other researcher in the future. The single firm's image may be the most significant limit of this study. To determine generality, it would be important to explore the connection between adoption of SFA and performance of Salesforce in other marketing circumstances and sectors. Future study should therefore explore the generality of the results by using autonomous specimens from a multitude of retail circumstances to test these study issues.

5.4.Recommendation

Comprehending how technology affects organizational efficiency should be a study concern in technology-intensive globe (Raman 2006). Such knowledge can help organizations achieve the competitive advantage they are looking for by investing in adopting innovation.

- Based on the results of this research, SFA adoption results in a rise in the daily average sales volume output of HBSC sales individuals, so it is suggested that the company continue to invest substantial amounts in SFA techniques with the objective of enhancing the efficiency of its marketing forces. It is therefore suggested that investment in SFA adoption in companies should be followed by instruction and customer assistance scheme so that salespeople can use them efficiently.
- The study argues that SFA adoption is improves promptness and productivity in execution of prevailing Jobs and procedures are in divergence and are a competitive requirement in modern day marketplaces and consequently should remain as core necessitates of SFA adoption implementation.
- For sales force to use SFA system to the effectiveness of organization and their customer relationships bosses need to trust on deliberate use Salesforce which can be activated by changing a Salesforce opinion of worth guiding backing and awareness on ease of usage. Then sales managers has a key duty to play in the SFA adoption by assistant and reassuring sales team to use the technology and by providing satisfactory teaching and practical groundwork to the sales people.
- During this extremely competitive market environment, businesses are keeping a close eye on their sales rivals. So that Adopting SFA systems routinely include competitive intelligence functions which let companies monitor their competitor’s activities in order to spot and act on competitive threats and opportunities.
- The SFA adoption parameters perceived usefulness, perceived easy, facilitating condition, system controls and computer efficiency affects the sales force in HBSC. So that from the result of findings adoption Sales force automation (SEM) leading the Salesforce to achieve their tasks effectively and efficiently.
- Future studies should investigate wider ranges of factors on the company's job performance while examining the generality of findings by testing variables with independent samples from a variety of sales situations in order to determine generality.

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APPENDIX

St. Mary's University School of Graduate Studies Master of Marketing Management Program

Dear Respondents:

This questionnaire is designed to conduct a research on the topic Sales Execution Mobile (SFA) Adoption and Sales Force Performance the case of Heineken Breweries Share Company Ethiopia the purpose of the study is for the partial fulfillment of the requirement of MA degree in Marketing Management. For the successful accomplishment of the study, your response have key role by being a valuable input for the study. The information that you provide is strictly confidential and was be used only for academic purpose. Thus, you are kindly requested to genuinely fill the questionnaire to your best knowledge. Thank you in advance for your cooperation. If things are not clear you can contact me 0941900126/0921237532

Instructions:-

- Writing your name is not necessary.
- For close ended questions put ✓ mark and for open ended questions write a brief answer on the space provided.

Section A. Demographic of the Respondent

1. Gender of the Respondent?

Female ☐ Male ☐

2. What is your designation position in the company?

Sales Representative ☐ Regional Sales Manager ☐

Area Sales Manager ☐ SME project manager ☐

3. How long have you worked at the Company?

4year and below 9-11 years

5-8 years 11 and above

4. Are you using SEM (sales Execution Mobile) system in HBSC?

Yes ☐ No ☐

4. The following statements relate to **perceived usefulness of SME** (Sales Execution Mobile) adoption on the performance of the Salesforce in Heineken Breweries Share Company. To what extent do you agree or disagree with each of the statement?

Use scale where: 1- Strongly disagree, 2- Disagree 3- Neutral, 4- Agree and 5-Strongly agree.

		1	**2**	**3**	**4**	**5**
PU1	SEM adoption has led to accomplishment of Salesforce Job-related goals.					
PU2	SEM adoption has led to increased commission and pay to the Salesforce.					
PU3	SEM adoption has led to earning of Recognition Certificates by the Salesforce					
PU4	SEM adoption has led to verbal compliment of the Salesforce team.					
PU5	SME adoption has led to reduced Hours of work.					
PU6	SME adoption has led to Job content interest, status, and independence by the Salesforce.					
PU7	SEM adoption has led to improved Interpersonal relationships in the Company.					
PU8	SEM adoption has led to improved level of job security in your present job.					

5. The following statements relate to **perceived ease of use of SME** (Sales Mobile Execution) on the performance of the Salesforce in Heineken Breweries Share Company. To what extent do you agree or disagree with each of the statement

Use scale where: 1- Strongly disagree, 2- Disagree 3- Neutral, 4- Agree and 5-Strongly agree.

		1	2	3	4	5
PE1	Interaction with an SEM system is clear and understandable					
PE2	Getting the SEM system to do what I want it to do is easy.					
PE3	SEM system is easy to use.					

5. The following Statement relate to **facilitating condition of SME** (Sales Mobile Execution) adoption and Sales force performance of the case of Heineken Breweries Share Company. To what extent do you agree or disagree with each of the statement?

Use scale where: 1- Strongly disagree, 2- Disagree 3- Neutral, 4- Agree and 5-Strongly agree.

		1	**2**	**3**	**4**	**5**
FC1	The organization investment in tutorial on SEM application positively influence the performance of the Salesforce.					
FC2	The organization investment in training session on SEM application positively influence the performance of the Salesforce.					

FC3	The organization investment in help lines on SEM application positively influence the performance of the Salesforce.					
FC4	The organization investment in training session on SEM application positively influence the performance of the Salesforce.					
FC5	The organization reassurance to the Salesforce that using sales technology is beneficial the positively influences the performance of the Salesforce.					
FC6	The organization offer of continued user support of the after the implementation of SME positively influence the performance of the Salesforce.					
FC7	Salesforce receives adequate training and support enabling them to apply information technology more effectively to specific work problem and thus achieve better performance					
FC8	Perceived level of availability of support service is positively related to perceived ease use					

6. The following statements relate to the influence of **Computer Self-Efficacy SEM** (Sales Execution Mobile adoption) and Sales force performance of the case of Heineken Breweries Share Company. To what extent do you agree or disagree with each of the statement?

Use scale where: 1- Strongly disagree, 2- Disagree 3- Neutral, 4- Agree and 5-Strongly agree.

		1	2	3	4	5
CE1	I consider myself an experienced technology user thus achieve better performance					

CE2	I have little or no experience in use of computer software‘s for work related purposes negatively influencing my performance					
CE3	Am afraid of technology negatively influencing my performance					
CE4	I have an interest in expanding my knowledge on work related technologies thus achieve better performance					
CE5	I prefer using manual systems in performing my tasks negatively influencing my performance					
CE6	My colleagues who are more technology understanding motivate me to embrace the system thus achieve better performance					

7. The following statements relate to the influence of SEM (Sales execution Mobile) **system control** on the performance of the Salesforce in Heineken Breweries Share Company. To what extent do you agree or disagree with each of the statement?

Use scale where: 1- Strongly disagree, 2- Disagree 3- Neutral, 4- Agree and 5-Strongly agree.

		1	2	3	4	5
SC1	My manager informs inform me about the way I should use our SEM system in my job.					
SC2	My manager monitors my SEM usage.					
SC3	My manager informs me on whether I meet his/her expectations on SEM usage					
SC4	If my manager feels I need to adjust my SEM usage, she tells me about it.					

SC5	Management places a layer of expectations on Salesforce that are influenced by the available technology					
SC6	Supervisor feedback, behavior and control orientations direct the attitudes, learning and behavior of Salesforce.					
SC7	Sales managers evaluate Salesforce not only on outputs, but also on methods, their selling processes and even organizational norms and culture.					
SC8	The supervisor specifies specify the activities he or she expects Salesforce to perform using the SFA system.					
SC9	The supervisor informs inform the Salesforce if they are meeting his or her expectations					
SC10	Control/reward system utilized by the company influences the technology acceptance process.					
SC11	Regulation and checking conduct of supervisors gesture a clear motivation to Embrace SEM system irrespective of the degree that a Salesforce consider it Valuable or easy in usage.					

8. The following statement related **Sales force performance** to the goals of SEM (SFA) in Heineken Breweries S.C to what extent do you agree or disagree with each of the statement?

Use scale where: 1- Strongly disagree, 2- Disagree 3- Neutral, 4- Agree and 5-Strongly agree.

		1	**2**	**3**	**4**	**5**
P1	SEM has led increased sales volume					

P2	SEM had led to increased productive					
P3	SEM has led to improved customer relationship capabilities					
P4	SEM has led to improved ability to deliver better value to the customers through information sharing across sales, marketing and customer service employee					
P5	SEM has led to automated sales task, the preparation for sales activities such as activation form, capturing outlets and call completion.					
P6	SEM had led to faster access to timely information					
P7	Knowledge in the SEM system enables sales team to do my work more effectively, efficiently or more satisfyingly.					
P8	SEM helps to manage customer database.					
P9	SEM helps easily identify of competitors movements.					
P10	SEM had led to visit more frequently for higher outlets.					
P11	Does SEM helps you to achieve your KPIs					

Thank you☺