

## Level of Effectiveness on the Practices of Sales Force Management of Honda Cars Batangas

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**Abstract** - *This study assessed the level of effectiveness of sales force management of Honda Cars Batangas and provide ways on how to enhance their productivity. More specifically, it described the profile of the respondents; to assess the level of effectiveness of the existing practices in sales force management of Honda Cars Batangas in order to increase sales productivity; to identify common problems met by sales consultants of Honda Cars Batangas considering both internal and external stakeholders; and to test the difference on the practices of sales force management when grouped according to profile variables. The descriptive-correlation method was utilized in the conduct of the study.*

*The study revealed that most of the sales consultants at Honda Cars Batangas are relatively young, female, new in the field of sales, with middle income group and most of them are bachelor degree holders. Based on the results, the existing practices on sales force management of Honda Cars Batangas were effective, while lost sales due to unavailability of unit's variant, color etc. and promos being offered by competitors were the most common problem met by sales consultants when internal and external factors were considered respectively and the existing practices on sales force management of the two groups of respondents did not differ.*

**Keywords** – Sales Force Management, Business Management, Honda Cars

### I. INTRODUCTION

The 21<sup>st</sup> century has brought a new workplace, one in which everyone must adapt to a rapidly changing society with constantly shifting demands and opportunities. Sales force management allows the organization to manage multiple distribution channels, providing the tools needed to collaborate with agents and brokers. It also helps handle commissions and in-force business so that the organization can increase target market, attract new customers, improve sales performance and increase productivity.

As discussed by Calvin (2002), the marketplace demands that marketing and sales management work together in areas such as qualifying benefits, collecting competitive information and creating promotional materials. In order to keep sales management and marketing teams works together for the improvement of and the sales management process, top management must reinforce the need for marketing to devote time in directing sales support. Organization in which each department or functions works in its own silo independently of the others are at a competitive disadvantage in today's commoditized world.

Too many people think of sales as an activity which is separated from marketing strategy. What they don't understand is how sales operations fit into the

marketing plan and eventually fits into the total corporate plan. Even worse, marketing and sales personnel often operates as if they are engaged in some sort of a win or lose contest in which neither will cooperate with the other. However, in order to achieve marketing objectives, the sales force must be seen as an integral part of the marketing strategy.

Reyes (2000) conducted a study on the personal selling practices of professional service representatives of Smith Kline Beecham as basis for proposed training program for medical sales professional of the firm. Findings of the study showed that the respondents (professional service representatives) were generally patient in dealing with prospective customers. Moreover, as pointed out by Clarete (2008) on his study on all car sales consumer's buying preferences he found out that factors such as brand, durability, maintenance cost, aesthetic appeal, color, accessories, safety features, unit availability, engine displacement, seating capacity, fuel type, body type and cost were always considered by clients in buying cars.

The effective management of a company's sales force, according Churchill (2002) involves three interrelated sets of decisions or processes. One is the formulation of a strategic sales program. It should consider the environmental factors faced by the firm

and organize and plan the company's overall personal selling efforts and integrate these with the other elements of the firm's marketing strategy. Another decision is the implementation of sales program. It involves selecting appropriate sales personnel and designing and implementing policies and procedures that will direct efforts toward the desired objectives. Finally, the evaluation and control of sales performance that facilitates adjusting the sales program or the way it is implemented when performance is unsatisfactory.

In another study by Aquino (2003), salespeople consider the physiological / existence needs as their top most needs. The subject also perceived their level of job performance to be very good and found out that they are loyal and have great point of integrity. However, they were good in terms of their ability to be hardworking, sensible with the needs of the customer and in being knowledgeable on what they sell. Considering the findings that Ms. Aquino sending salespeople to training schools and seminars is highly recommended for their career growth and opportunity advancement.

Calvin (2007) believed that most sales managers need to spend more time formulating strategies and objectives and less time resolving conflicts within and outside their organization and putting out fires such as filling in for an absent sales person. If you do not know where you are going, you will never get there.

The study of Melchor (2005) identified the characteristics of a good professional sales representative as revealed by the subject of the study. These characteristics were findings of the study showed that professional service representatives should be patient in dealing with customers, they must be honest, responsible, courageous, loyal, resourceful, imaginative, ambitious, observant, enthusiastic, courteous, competitive, friendly, analytical, neat, decided and adaptable. They should also possess high showmanship.

As cited by Martini (2012), it is crucial that sales managers are the number-one leverage point that an organization has to turn the insight and value of assessments and sales training into actual sales results. Companies that excel invest in their sales leaders. Along with data and sales training, a trend we are seeing is an increase in equipping sales managers with more effective coaching skills. As defined by Weitz et.al (2001), personal selling is a business activity involving a person to person communication process during which a salesperson uncovers and satisfies the needs of a buyer to the mutual, long term benefit of both parties. Kho (1999) studied the personal selling practices of car sales agents of Toyota. The focus of the study was on their experiences in selling luxury

products like cars. The sales professional claimed that they had not experienced problem or difficulty in selling cars as their target markets had already changed their idea of cars as necessity and not as luxury.

Autochoice Corporation, also known as Honda Cars Batangas, was launched last March 08, 2009. The dealership has been making news in the automotive dealership circle as a state-of-the-art facility for brand-new Honda vehicle sales. Offering not only the latest vehicle models; it carries quality parts and accessories and provides general repairs, preventive maintenance, as well as body and paint repair. When Honda Cars Batangas sells cars to customers, it is not just selling cars - it is the benefits and satisfaction that the customers could get. HCBT believes it is their great responsibility to customers to provide vehicle drove with confidence and satisfaction. It is also Honda's pride that most of their clients are satisfied when it comes to good quality products and great engine performance. Gaining their client's trust and confidence by providing them total quality product that really suit to their needs and comfort.

Experiencing the changes in the sales landscape includes shorter product or service life cycles, longer and more complex sales cycles, group decisions, less customer loyalty and global competition. Customers are more sophisticated and more demanding than in the past. They no longer focus on just buying products; rather they are more interested in finding solutions on their business problems and expecting the suppliers or the sales people to find one. To deal with customer loyalty, sales personnel require training in quantifying benefits.

With the foregoing discussion, the researcher is certain that it is very important for a dealership like Honda Cars Batangas to initiate programs geared towards the increased sales competencies of its sales force to be more competitive in the automotive industry. Sales department is considered to be the bread and butter of the company and effective management of its people is the key to achieve its success. Being a concerned employee of Honda Cars Batangas, the researcher conducted this study to assess the level of effectiveness on the practices on sales force management of Honda Cars Batangas. Competitive and skilled sales consultants would then lead to the accomplishment of organizational goals and objectives.

## II. OBJECTIVES OF THE STUDY

This study aimed to assess the level of effectiveness of sales force management of Honda Cars Batangas and provide ways on how to enhance their productivity.

More specifically, it aimed to describe the profile of the respondents; to assess the level of effectiveness of the existing practices in sales force management of Honda Cars Batangas in order to increase sales productivity; to identify common problems met by sales consultants of Honda Cars Batangas considering both internal and external stakeholders; and to test the difference on the practices of sales force management when grouped according to profile variables.

### III. METHOD

#### Research Design

The descriptive correlational method of research was utilized in gathering data on sales force management of Honda Cars Batangas through the use of questionnaire. The researcher chose the descriptive correlational method for such design discovers the direction and magnitude of relationships among variables in a particular population of subjects (Santrock 2002).

#### Participants

This study was designed for the employees of Honda Cars Batangas specifically the Sales department. A total of thirteen (13) sales consultants who were the total population of the study.

#### Instruments

The study made use of the self made questionnaire to gather data needed for the study on the effectiveness of sales force management of Honda Cars Batangas. Also, informal interviews were conducted to corroborate the responses of the respondents. The questionnaire was divided into three parts. Part I was the profile of the respondents in terms of age, gender, civil status, educational attainment, employment status, years of experience in the sales field, average number of units sold per month, modes of payment commonly applied by clients, effective ways on acquisition of clients, average gross income of sales consultants per month and trainings attended. Part II presented the assessment of sales consultants towards the existing practices on sales force management of Honda Cars Batangas and Part III determined the problems met by the sales consultants concerning both internal and external factors.

#### Procedures

The following procedures were observed in distributing the survey questionnaire to the respondents

under study. A permit to conduct the study was secured from the Dean of the Graduate School which was latter submitted to the President's office of Honda Cars Batangas for his consent. Pilot testing was conducted to test the reliability of the questionnaire. Upon approval and validation of the statistician, questionnaires were distributed to the respondents for accomplishment. Accomplished questionnaires were collected; the responses were tallied, collated and tabulated based on the appropriate statistical treatment of data. Interview and observations used to substantiate responses of the respondents. The analysis and interpretation of data were done against the statement of the problem. The researcher personally distributed the questionnaire during the respondents' break time and retrieved immediately after the completion of the said questionnaire for evaluation.

#### Data Analysis

Percentage, frequency, weighted mean and rank were used to describe the profile of the respondents in terms of age, gender, civil status, educational attainment, years of experience and number of years in service; to assess the level of effectiveness on existing practices on sales force management of the company and their problems encountered considering internal and external stakeholder. One Way ANOVA-Analysis of Variance was used to determine significant difference on the sales force management when grouped according to respondent's profile. The researcher also used Cron Bach Alpha to test the reliability of the questionnaire. The data gathered were also supported using PASW version 18 to further analyze the results with 0.05 alpha level.

### IV. RESULTS AND DISCUSSION

Table 1 presents the percentage distribution of the respondents' profile

**Table 1. Percentage Distribution of the Respondents' Profile (N = 13)**

	Profile Variables	f	%
Age	18 – 23 years old	4	30.8
	24 – 29 years old	6	46.2
	30 – 35 years old	3	23.0
Gender	Male	5	38.5
	Female	8	61.5
Civil Status	Single	6	46.2
	Married	6	46.2
	Widow	1	7.6
Educational Attainment			
	Vocational Course	1	7.7
	Bachelors' Degree	12	92.3

**Table 1. Percentage Distribution of the Respondents' Profile (Cont)**

Length of Experience in the Field of Sales	f	%
1 year to 5 years	9	69.2
5 year - 10 years	4	30.8
Employment Status		
Trainee	5	38.5
Contractual	-	-
Probationary	1	7.7
Regular	7	53.8
Average Number of Units Sold Per Month	34	34.00
1	1	7.7
2	-	-
3	5	38.5
4	4	30.8
5	3	23.0
Most preferred units of clients sold per month		
City	13	100.0
Jazz	2	15.4
Civic	6	46.2
CRV	1	7.7
Price Range of Unit preferred by clients		
700,000 – 900,000	13	100.0
900,001 – 1,100,000	5	38.5
1,100,001 – 1,400,000	2	15.4
Modes of payment frequently applied by clients		
Cash	2	15.4
Credit Advice	1	7.7
Credit Advice Promo	9	69.2
Purchase Order by Banks	10	76.9
Purchase Order by Company	1	7.7
Average Gross Income Per Month in Sales		
below 10,000.00	3	23.1
10,000.00-15,000.00	7	53.8
15,001.00-20,000.00	3	23.1

Based on the data presented in table 1, majority of the respondents with to 46.2 percent belonged to 24 to 29 years old. Next were in the age of 18 to 23 years old with a frequency of four respondents or 30.8 percent and there were three respondents or 23.1 percent belong to 30 to 35 years old. As to gender, there were eight or 61.5 percent female respondents over male with only five or 38.5 percent. It only reflects that the sales consultants of Honda Cars Batangas consist of both young and some seasoned employees. It can also be noted that Honda Cars Batangas is a young organization and is only on its 4<sup>th</sup> year in operation. Noticeably, female outnumbered male population which might be attributed by the concept that women are mostly career oriented nowadays. Since Honda Cars Batangas is very young and was founded 2009, most of its sales consultants are new.

The data on civil status revealed that the frequencies on single and married respondents were the same with six or 46.2 percent while one is either separated or widow or widower. The large numbers of respondents were bachelor's degree holders having a frequency of twelve respondents or 92.3 percent while one respondents with 7.7 percent finished a vocational course. As to length of experience in the field of sales nine respondents or 69.2 percent have at least 1 to 5 years in the business while four or 30.8 percent were in the sales arena for about 5 to 10 years. When it comes to the employment status there were seven of 53.8 percent regular employees, five or 38.2 percent are still trainees and one probationary respondent or 7.7 percent.

Table 1 also showed the performance of sales consultants as to the average number of units sold per month. It indicated that five respondents or 38.5 percent can sold an average of three units per month, four or 30.8 percent sold four units, three respondents or 23.2 percent have sold five units and one respondent can only sell one unit per month.

The results gathered were not promising when it comes to the number of units sold monthly. Having a quota of five units for regular sales consultants and three for trainees, most of them are having a hard time meeting them, which indicates that they need to work harder in order to increase / improve their sales performance.

Thirteen respondents or 100 percent agreed that Honda City is the most preferred unit of clients, followed by Honda Civic with a frequency of six or 46.2 percent. Next are Honda Jazz and Honda CR-V with 15.4 percent and 7.7 percent respectively. When it comes to the price range preferred, 700,000.00 to 900,000.00 is on top with thirteen respondents or 100 percent, followed by 900,001.00 to 1,100,000.00 with frequency of five or 38.5 percent and lastly 1,100,001.00 to 1,400,000.00 with 7.7 percent.

All the respondents agreed that Honda City is the most preferred unit of clients since City is the cheapest model being sold at Honda Cars Batangas, amounting to 736,000.00 up to 846,000.00. Also noted that Civic got the second spot even if it is more expensive than Jazz. These indicated that the clients were not only considering the price but also the car performance. As pointed out by Clarete (2008) on his study on all car sales consumer's buying preferences he found out that factors such as brand, durability, maintenance cost, aesthetic appeal, color, accessories, safety features, unit availability, engine displacement, seating capacity, fuel type, body type and cost were always considered by clients in buying cars.

In terms of mode of payments, ten respondents or 76.9 percent answered that their clients preferred Purchase Order by Banks, nine or 69.2 percent choose Credit Advice Promo, followed by Cash transaction with 15.4 percent and Purchase Order by Company having 7.7 percent. Nowadays, most of the customers are knowledgeable when it comes to purchasing products. Banks are offering lower rates due to the stiff competitions arising from various banks. This is one of their strategies to boost their car loan programs. On the other hand, Honda Cars Batangas is also offering great deals through the credit advice promo which was ranked second by the respondents.

As to average gross income monthly on sales, most of the respondents or 53.8 percent are earning 10,000.00 to 15,000.00, while three respondents or 23.1 percent are having 10,000.00 and below or 15,001.00 to 20,000.00 gross income per month. Some sales consultants can only sell limited units that in return can only provide average income. On the other hand the same number of respondents believed that they can earn more than the middle income earners.

The data on table 2 showed that most of the clients are from the walk- in category. Clients planning to buy luxury items like cars are really visiting dealerships like Honda Cars Batangas. This is to check physically the specifications like color, aesthetics, styles etc. During walk-ins, clients experience VIP treatment coming from the sales consultants. And once their expectations were

met, there is a high probability that the client will purchase one from the dealership.

**Table 2. Acquisition of Clients**

Ways on Acquisition	Sum of Rank	Over-all Rank
1. Walk-in	1.31	1
2. Bank / Town Saturation	2.46	3
3. House to house visit	4.46	6
4. Referral by friends / relatives colleagues	2.15	2
5. Mall Displays	2.69	4
6. Event Exhibits	3.31	5

Next in the rank is the referral by friends/relatives/colleagues. Establishing extensive connections are very important to the salespeople. Bank or town saturation got the third rank; this is because banks are offering car plan or car loans. Maintaining good working relationships with the bank is also necessary. Other ways of acquisition of client are during mall displays, event exhibits and house to house visit.

Honda Cars Batangas often participates on events that will showcase Honda cars special features. In order to meet their monthly quotas, sales consultants sometimes do house to house offerings. Sales consultants knock from one door to another with brochures and pricelist on them.

**Table 3. Level of Effectiveness on the Practices of Sales Force Management (N = 13)**

The management	WM	VI	Rank
1. Explain marketing strategies in realizing company's goals on sales.	3.08	Effective	5
2. Discuss strategic items like target accounts, markets, and products.	3.08	Effective	5
3. Plan and prepare year end forecasting of units.	3.08	Effective	5
4. Provide seminars on unit familiarization.	3.08	Effective	5
5. Create cordial relationship with general sales managers or superiors.	2.92	Effective	10
6. Ensure support and assistance from superior.	3.00	Effective	8.5
7. Appreciation given by superior and co-workers.	2.85	Effective	12
8. Build camaraderie with your co-sales consultant/s.	3.15	Effective	2
9. Provide opportunities to participate in workshops, seminars and conferences related to sales.	2.77	Effective	14.5
10. Motivate sales consultants for continuous progress.	3.00	Effective	8.5
11. Give recognition and rewards to create resiliency among Sales Consultants.	2.85	Effective	12
12. Support during marketing activities such as car displays etc.	3.23	Effective	1
13. Exert efforts to make the employees aware of issues affecting their sales.	3.08	Effective	5
14. Grant freedom to make decisions on matters of which you are responsible.	2.77	Effective	14.5
15. Career path related to sales development.	2.85	Effective	12
<b>Composite Mean</b>	<b>2.98</b>	<b>Effective</b>	

Legend: 3.50 – 4.00 = Very Effective; 2.50 – 3.49 = Effective; 1.50 – 2.49 = Less Effective; 1.00 – 1.49 = Not Effective

As shown in Table 3, Honda Cars Batangas is effective (WM=3.23) in supporting during marketing activities such as car displays etc., also in building camaraderie with co-sales consultant/s (WM=3.15), followed by explanation of strategies in realizing company's goals, discussion of strategic items like target accounts, markets, and products, planning and preparation of year-end forecasting units done by the management, providing seminars on unit familiarization and management's efforts to make the employees aware of issues affecting their sales (WM=3.08), while motivation given by the management for continuous progress got 3.0 weighted mean.

Sponsoring events is one of the marketing strategies of Honda Cars Batangas. In exchange of this, HCBT is allowed to display at least one unit during the entire event. General Sales Manager is assigning four to five sales consultants that will entertain all the queries being raised by the customers. Standees, tarpaulins and giveaways were also distributed to promote Honda products. Honda Cars Batangas is also conducting open house or showroom displays, most especially when new features / models were being introduced. Foods, drinks and other refreshments were also being offered. Sometimes, HCBT hires acoustic band and performers to add entertainment with friends and other guests.

Team building activities like summer outing were also conducted by Honda Cars Batangas to create good relationship among employees and managers. As mentioned by Calvin (2007), he believed that most sales managers need to spend more time formulating strategies and objectives and less time resolving conflicts within and outside their organization and putting out fires such as filling in for an absent sales person. If you do not know where you are going, you will never get there. The sales management process involves formulating strategies and objectives. Sales manager/s must spend time on considering issues as market-share goals, target markets and growth objectives that may help in improving their sales performance. Another challenge for the management is to identify, understand and channel the motivation which salespeople possess. A sales manager acts as a catalyst, providing both the stimulation and proper rewards for salespeople to feel motivated and the proper rewards so that they continue to feel motivated. After knowing what to do on to the sales process and people, it about time to review the sales forces organization. The result also showed that the opportunities given to the respondents in participating on workshops, seminars and conferences related to sales are slightly effective.

**Table 4. Problems Encountered in terms of Internal Problems (N = 13)**

Internal Problems	WM	VI	Rank
1. Lost sales due to unavailability of unit's variant, color, etc..	3.15	Agree	1
2. Conflicts with Sales Admin as to tagging & ordering of units.	2.46	Disagree	12
3. Over confidence and aggressiveness co Sales Consultants resulting to unhealthy arguments.	2.69	Agree	8.5
4. Insufficient assistance of General Sales Manager.	2.77	Agree	7
5. Vehicle sales documentation as to process and requirements.	3.00	Agree	2.5
6. Extensive time in unit preparation causing delays.	2.54	Agree	10
7. Unavailability of freebies requested by clients.	3.00	Agree	2.5
8. Sales target /quotas are difficult to achieve.	2.92	Agree	4.5
9. Conflicts with Parts:	2.38	Disagree	14
Service	2.08	Disagree	18
Finance & Admin	2.23	Disagree	15.5
Customer Relations	2.23	Disagree	15.5
10. Unattractive incentive scheme or program.	2.69	Agree	8.5
11. Insufficient salaries and wages received.	2.85	Agree	6
12. Insufficient trainings that will improve competency.	2.92	Agree	4.5
13. Complicated process / flow in releasing of new units.	2.46	Disagree	12
14. Uncertain on company's policies and procedures.	2.46	Disagree	12
15. Inadequate management support.	2.15	Disagree	17
<b>Composite Mean</b>	<b>2.61</b>	<b>Agree</b>	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree



Table 4 shows the internal problems commonly met by the sales consultants. Lost sales due to unavailability of unit's variant, color, etc. ranked first having the weighted mean of 3.15. Sales consultants suffered lost sales for not meeting the features especially when it comes to color and engine transmission that the prospective client is requiring. This indicates that the management of Honda Cars Batangas must work hard or improve their ways on forecasting of units more effectively. This finding support the claim of Calvin (2007) that long-term forecasts are not as useful for other departments but can be beneficial to the group and transient sales teams. Long-term forecasts are used to shed light on preliminary yield management strategies.

Next is the unavailability of freebies requested by clients (WM=3). Customers are now more spoiled than they have ever been before. Even though Honda Cars Batangas has set its so called standard freebies, sometimes items were not available during releases due to some supplier delays and shortcomings. Other freebies requested by customers were really not part of the set standard. It is important that Honda Cars Batangas is giving out free some stuff and ensure that every single client will receive them.

Vehicle sales documentation as to process and requirements is also one of the problems of the sales consultants (WM=3). Sales consultants were required to submit all the supporting documents immediately after every release. Vehicle sales invoice and delivery receipt must be completely signed by all signatories. Sales consultants find hard time in complying with all of these since they have some other matters that they need to attend to.

The respondents also believed that sales target/quotas were difficult to achieve and there is insufficient trainings given by the management that will improve competency (WM=2.92). Quotas set for sales trainees were three (3) units per month while five units for the regular sales consultants. As shown in table 1 most respondents can sell only three units per month which indicates that they have difficult time in achieving it.

As to sales training, only top sales consultants got the opportunities to attend seminars / conferences given by Honda Cars Philippines Inc. as form of reward. Trainings on salespeople enhance their knowledge on products. Information on one's own products as well as those of competitors is fundamental for sales. A new sales person needs to be well versed with the product or service that he is going to sell. A training program will give an opportunity to organizations to inform the staff about the products or services that the organization

provides. The sales department is the main revenue generating department in an organization. The others merely have support functions. In this highly competitive environment, where a lot of companies are vying for customers' attention, the onus is upon the sales people to offer the right product to the right customer at an opportune time. By providing training to the sales staff, organizations ensure no time is wasted in trial and error methods that individuals might adopt if left to themselves.

The data also confirmed that most of the respondents agreed that there is insufficient salaries and wages received (WM=2.85). Earning an average of 10,000.00 to 15,000.00 pesos a month cannot support their everyday needs most especially to those bread winner and married employees. Although, salary is very important to employees, employers on the other hand, consider their sense of responsibility, dedication to work and the demands of their jobs as important factors in determining one's compensation.

Another internal problem pointed out by the respondents is insufficient assistance coming from the General Sales Manager (WM=2.77). The truth is that no one will ever perform any better than they are expected to perform coached to perform or held accountable for their level of performance. It is this expectation and ongoing development role that the most effective sales managers fulfill.

Other problems met by sales consultants in Honda Cars Batangas were: unattractive incentive scheme or program (WM=2.69), overconfidence and aggressiveness of co Sales Consultants resulting to unhealthy arguments (WM=2.69), extensive time in unit preparation causing delays (WM=2.54).

**Table 5. Problems Encountered in terms of External Problems (N=13)**

	<b>External Problems</b>	<b>WM</b>	<b>VI</b>	<b>Rank</b>
1.	Financial stability of prospective clients.	3.15	A	6.5
2.	Prospective clients already bought to other Honda dealers.	3.15	A	6.5
3.	Prospective clients already bought other brand.	3.15	A	6.5
4.	Handling with difficult prospective clients.	2.92	A	14
5.	Haggling with additional freebies requested by prospective clients.	3.15	A	6.5
6.	Prospective clients preferred to transact with sub-dealers.	3.15	A	6.5
7.	Prospective clients preferred to invest in other matters.	3.23	A	3

**Table 5. Problems Encountered in terms of External Problems (cont.)**

External Problems	WM	VI	Rank
8. Conflicts with banks as to dealings.	3.08	A	10.5
9. Delayed and / or non approval of mortgages by the banks.	2.92	A	14
10. Lower interest rates given by banks.	3.15	A	6.5
11. Tight requirements set by the banks.	3.08	A	10.5
12. Promos being offered by other Honda dealers.	3.46	A	2
13. Promos being offered by competitor.	3.54	SA	1
14. Conflicts with insurance companies.	2.92	A	14
15. Extensive time in plate processing.	3.00	A	12
<b>Composite Mean</b>	<b>3.14</b>	<b>A</b>	

Legend: Strongly Agree (SA): 3.50–4.00; Agree (A): 2.50–3.49; Disagree (D): 1.50–2.49; Strongly Disagree (SD): 1.00–1.49

As shown in Table 5, all of the respondents agreed that they are experiencing all the problems being presented on the. Promos offered by competitors which ranked first with a weighted mean of 3.54. Competitors like Toyota, Hyundai and Ford were offering loaded promos that encourage prospective clients to purchase their cars instead of choosing Honda models. Most of them were offering free insurance, free LTO registration and lower down payment to which is being mostly considered by customers.

Second on the rank, were the promos being offered by other Honda dealers with a weighted mean of 3.46. According to the sales consultants, often times they are losing their clients because other Honda dealers had better offer like additional freebies that Honda Cars Batangas cannot give. Other prospective clients are investing in other matters (WM=3.23) was also one of their problems. Some of the clients preferred to start a small business, renovating their houses rather than purchasing a new car.

Table 6 reveals the difference of responses on the practices on sales force management and the problems encountered when grouped according to profile.

**Table 6. Difference of Responses on the Practices on Sales Force Management and the Problems Encountered When Grouped According to Profile**

Profile Variables	Practices on Sales Force Mgmt			Internal Problems			External Problems		
	F <sub>c</sub>	P-value	I	F <sub>c</sub>	p-value	I	F <sub>c</sub>	P-value	I
Age	.552	.593	NS	1.716	.229	NS	.093	.912	NS
Gender	2.951	.114	NS	1.493	.247	NS	.175	.684	NS
Civil Status	1.073	.378	NS	.858	.453	NS	2.457	.136	NS
Educational Attainment	.843	.378	NS	.749	.405	NS	.193	.669	NS
Length of Experience in the Field of Sales	1.487	.248	NS	.552	.473	NS	.698	.421	NS
Employment Status	2.094	.174	NS	1.457	.278	NS	.340	.719	NS
Average Number of Units Sold Per Month	1.076	.407	NS	.369	.777	NS	.366	.779	NS
Average Gross Income Per Month in Sales	.015	.985	NS	1.491	.271	NS	2.680	.117	NS

Legend: Significant at p-value < 0.05; HS = Highly Significant; S = Significant; NS = Not Significant

Based from the result shown in Table 6, it was found out that there was no significant difference on the responses of the sales agent on the practices of sales force management when grouped according to profile variables since the obtained p-values were all greater than 0.05 level of significance, thus the null hypothesis is rejected. This implied that whatever is the profile of the respondents and even their attainment of good sales,

their assessment on their practices on sales force management is the same.

## V. CONCLUSIONS

Most of the sales consultants at Honda Cars Batangas are relatively young, female, new in the field of sales, with middle income group and most of them were bachelor's degree holders. The existing practices on sales force management of Honda Cars Batangas are effective. Lost sales due to unavailability of unit's



variant, color etc. and promos being offered by competitors are the most common problem met by sales consultants when internal and external factors were considered respectively. The existing practices on sales force management of the two groups of respondents do not differ.

## VI. RECOMMENDATIONS

The management may intensify geographic segmentation to reach out the target market. The management may conduct in house trainings and seminars for the sales consultants to increase competencies and may give recognition for the top sales consultants of the month in order for them to be motivated and determined to work. The management may continuously promote various options in terms of color, size, etc. and may conduct consumer preferences survey to keep ahead on the need of the consumer. Human Resource Section may look into possible increase into salaries and other benefits so that sales consultants will be able to cope with the present economic needs and therefore live a better life. Future researchers may do similar study using other variables not mentioned in the research.

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