



THE QUALITY ORIENTED SALES FORCE MANAGEMENT FOR
A LOCAL AUTO DEALER

by

Mr. Chatchawan Hannarong

A Final Report of the Six-Credit Course
CE 6998-CE 6999 Project

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
Assumption University

November 2002

MS (CEM)
St, Gabriel's Library, At)

THE QUALITY ORIENTED SALES FORCE MANAGEMENT FOR
A LOCAL AUTO DEALER

by
Mr. Chatchawan Hannarong



A Final Report of the Six-Credit Course
CE 6998 — CE 6999 Project

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
Assumption University

November 2002

Project Title	The Quality Oriented Sales Force Management for a Local Auto Dealer
Name	Mr. Chatchawan Hannarong
Project Advisor	Dr. Duangnaid Narksomboon
Academic Year	November 2002

The Graduate School of Assumption University has approved this final report of the six-credit course, CE 6998 — CE 6999 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.

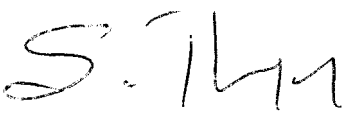
Approval Committee:

1/

(Dr. Duangnaid Narksomboon)
Advisor

(Prof. Dr. Srisakdi Charmonman)
Chairman

(Dr. Chamngat rapanich)
Dean and Co-advisor



(Assoc. Prof. Somchai Thayyong)
MUA Representative

November 2002

ABSTRACT

The purpose of this study concentrates on the combination of theories of management concepts from management gurus. Including TQM, PDCA, ISO standard Marketing management principle from Philip Kotler, incentive techniques, and management styles, and with the result of J.D.POWER survey of customer satisfaction in designing into marketing management strategy focused on sales force management of the local auto dealer. There are sales training programs, documented control measurements, incentive technique for sales people, and team focus management and participation.

I have researched the attitude of customers at the local car dealing companies to use as a case study. After implementing the strategy, again, I testify the attitude of customers. The result showed the difference of sales volume and sales satisfaction. Even though increased sales volume after the program showed the improvement but it was too vague to conclude, but with the result of customer attitude toward sales satisfactions, I can conclude that the statement of problem has been solved and supported.

ACKNOWLEDGEMENTS

I would like to express my most sincere appreciation and special thanks to Dr. Duangnaid Narksomboon for her support and advice through the course of this study and for her helps in the preparation and completing this project.

Thanks go to J.D. power for the research result of consumer survey of car sales satisfaction index. The research inspired me to conduct this project to improve sales satisfaction of consumers.

Thanks are also due to A. Ramnath Srinath for the grammar and format checking for the completeness of this project.



TABLE OF CONTENTS

<u>Chapter</u>	<u>Page</u>
ABSTRACT	
ACKNOWLEDGEMENTS	ii
LIST OF FIGURES	
LIST OF TABLES	vi
I. INTRODUCTION	1
1.1 Background of the Study	1
1.2 Scope	2
1.3 Objectives	2
1.4 Statement of Problem	2
1.5 Methodology	2
1.6 Background of Business	2
II. LITERATURE REVIEW	4
2.1 Quality Management Concepts	4
2.2 Sales Force Management Concepts	10
2.3 J.D. POWER Survey Results	15
III. RESEARCH METHODOLOGY	18
3.1 Sales Training Program	19
3.2 Documented Control Measurement	21
3.3 Sales Force Incentive Motivation Strategy	22
3.4 Team Focus and Participation	23
IV. IMPLEMENTATION	25
4.1 Background of the CASE	25

<u>Chapter</u>	<u>Page</u>
4.2 Problems Analysis	30
4.3 Implementation the Program	33
V. RESULT FINDINGS AND ANALYSIS	66
5.1 Result Analysis	66
5.2 Limitations	68
VI. CONCLUSIONS AND RECOMMENDATIONS	70
6.1 Conclusions	70
6.2 Recommendations	71
APPENDIX A SALES KNOWLEDGE FINAL EXAMINATION	72
APPENDIX B SALES PROCESS CHECKLIST	76
APPENDIX C DELIVERY CHECKLIST FORM	78
APPENDIX D AFTER SALES DIRECT MAIL	80
APPENDIX E PROSPECTIVE CUSTOMER CARD	82
BIBLIOGRAPHY	84

LIST OF FIGURES

Figure	Page
2.1 Process of Managing Sales Force	10
2.2 Major Steps in Effective Selling	11
2.3 Sales Satisfaction Survey Result by J.D.POWER for Year 2000	15
2.4 Sales Satisfaction Survey Result by J.D.POWER for Year 2001	16
3.1 The Study Plan and Process	18
4.1 PPS Organization Chart	26
4.2 Written Examination for Salespeople	48
4.3 Sales Process Checklist	52
4.4 Delivery Checklist	54
4.5 After Sales Direct Mail	55
4.6 Prospect Customer Card	57
5.1 Sales Record Chart 2002	66
E.1 Prospective Customer Card	83

LIST OF TABLES

<u>Table</u>	<u>Page</u>
4.1 Vehicle Registration Table	29
4.2 1 ⁴ Customer Opinion Survey by PPS	32
4.3 Traditional Commission Method	58
4.4 New Proposed Commission Method	59
4.5 Finance Company Interest Rate	61
5.1 2 nd Customer Opinion Survey by PPS	67



I. INTRODUCTION

1.1 Background of the Study

In these days, we all know that every organization that operates in order to gain profit needs one important department, sales department and sales team. Salespeople generate income to its organization since the old time and will always be this way.

To sell more is to have more income, more income is to have more profits and all profits go to shareholders. Every organization knows that they must give the best effort to this department. But the ways to make the good salespeople in order to make them sell more is different. Some work, but some do not, depending on type of business and customer behavior and many other factors. Anyway, one true thing that we can't resist is that good sales people are likely to make a good sales volume to company.

Imagine when you are a customer and are standing in front of a sales person who is explaining and persuading a product to you, beside the tangible benefit of the product, what else you may want from salesperson? , Maybe a clear explanation of the product features or maybe a good manner and a nice conversation. Did him/her deliver all to you? We know that it is different in every case. Sometimes you might be so happy with both product and salesperson, but sometime you might feel so mad about them but sometime you just walked out because of the bad attitude salesperson. Both manager and customer prefer the happy ending but it is and easy thing to create such a nice and happy sales ending to customer?

The research explores the concepts of management, which is linked to the car retail business and results in a new sales force management program in order to create quality in the system.

1.2 Scope

This study is concerned with the quality of sales people in car retail business. It extends the management concept of well-known management concepts to apply to the car retail field especially for salespeople management.

1.3 Objectives

The objective of this project is to increase the quality of sales by use management theories and adapt to suit the environment of local car dealer business.

1.4 Statement of Problem

The use of management theories can result in better sales performance in car dealer business.

1.5 Methodology

Methodology of this project is to bring management concepts from many management gurus that related to sales management and adapt to suit the environment of car dealers in local market. The applied concepts will be new sales management program for car dealer business.

1.6 Background of Business

The business of car dealers consists of two parties in the chain of business as a seller. First party is producer (Mitsubishi, Toyota, Ford, Audi, Honda, etc.) These producers market the product and push through the channel of business chain, which are dealers. Both producer and dealer have agreement that dealer will sell only the producer's products in the market. Dealers are not allowed to sell any other producer's brand. Producer also must send product to dealers which have the signed agreement and they are not allowed to send the product to other dealers who doesn't have the agreement.

3t. Gabriel's Library, At.

There are rules that dealers must follow to maintain the dealership with the producer such as dealers must give the best effort to keep up with the sales target volume or dealers must not disobey the agreement otherwise the dealership is broken.

The following is the chain of car dealer business.

Producer ----- —> Dealers ----- -Buyers



II. LITERATURE REVIEW

The literatures gathered into this study come from well-known management concept. They are all related to two categories, quality management, and sales force management.

2.1 Quality Management Concepts

(1) TQM principle

Fred Luthans, Writer of *Organization Behavior* (1995) explained about TQM. The total part of TQM differentiates the approach from the traditional inspection, quality control, or quality assurance approach. TQM is an overall organizational strategy that is formulated at the top management level and then is diffused throughout the entire organization. Everyone in the organization, from the general manager/CEO to the lowest-paid hourly workers and clerks, is involved in the TQM process.

The total part of TQM also encompasses not only the external end user and purchaser of the product or service, but also internal customers and outside suppliers and support personnel. This is how TQM differs from a traditional customer service orientation. Under TQM, not only the "Customer Is King", but so are internal customers such as coworkers or other departments. Everyone who gives or passes on anything in the organization is a supplier, and anyone who receives anything from anyone in the organization is an internal customer. The same is true for external suppliers and support personnel such as those in maintenance; they are also a vital, integral part of the TQM approach. If suppliers and external support

personnel do not deliver quality, then the organization cannot deliver quality to its customers.

In essence, TQM becomes the dominant culture of the organization. Some of the core values for everyone in the total quality organization might include the following:

- (a) Make it right for the customer at any cost.
- (b) Internal customers are as important as external customers.
- (c) Respond to every customer inquiry or complaint by the end of the day.
- (d) Answer the phone within two rings.
- (e) The customer is always right.
- (f) Not only meet customers' expectations, but delight the customers in the process.
- (g) Teamwork and cooperation are more important than individual action and gamesmanship.
- (h) Everyone is involved in the quality effort; no exceptions or bench sitting is allowed.
- (i) Respond to every employee suggestion for quality improvement within one week.
- (j) Never be satisfied with the level of quality; always strive for continuous improvement.

Plan

The initiation of the PDCA begins with the " P " PLAN. The planning may involve a large scale organizational review of operations, or a small-scale, individual unit plan to better carry out a relatively simple task. Regardless of the scale of a process, it should be subjected to constant scrutiny. While most people consider "planning" to be something that only takes place before a new process is initiated, it should be more generally applied to the idea of constant evaluation as well. A plan is any idea that might improve process, whether it occurs at the point the process is first begun or at any point later.

Whether the "plan" is a plan to initiate a new process or a plan to improve an existing one, it should be based upon customer needs; and resolves to more effectively fulfill the organization's mission.

As an aspect of being mission-consistent, a plan should be based upon clearly identifiable customer needs. The customer needs may have been solicited through questionnaires, they may be the product of customer complaints, or suggestions offered by customers.

Do

With the mission-consistent, customer-oriented plan prepared, the organization is ready to put the plan into action. It is generally recommended that the new plan be implemented, initially, on a limited scale. This allows for the opportunity to implement the change without committing to a full scale conversion which may not, in spite of the careful planning, be effective. Data, relating to the pre-established standards for

determining success, should be conscientiously gathered and evaluated throughout the "DO" stage.

Check

The term "CHECK" is sometimes replaced with "Study." The concept is the same; review the gathered data to determine if the planned and implemented change has created the quality improvement intended.

A change may be as successful as hoped. It may also be more or less effective than was anticipated. The evaluation of products and data produced by the changed process may reveal unexpected peripheral benefits, or may identify unanticipated problems in other areas. The "CHECK" should be organization-wide, to reduce the likelihood that a hastily employed change, which initially looked great, will create more problems than it solves.

Act

This step in the never-ending PDCA process involves deciding what to do with the product of the quality experiment

Depending upon the evaluated "success" of the monitored process, you may choose to:

- (1) Run through a second PDCA, changing one or more variables, to see if the process can be made more effective, or
- (2) "Standardize" the new, successful process into all production lines, work areas, etc. This constitutes the variation of the PDCA known as the "S"DCA.

Regardless of the choice of actions, the next step is the continued solicitation of the reaction of the customer to the product or service. The process has come "full circle," and is at the "PLAN" point once again.

ISO standard requirements

In the quality management system requirement of ISO 9001 requirement (2000), under the part of Measurement, analysis, and improvement. There are points to effective measurement.

(a) **Monitoring and measurement of product**

The organization shall monitor and measure the characteristics of the product to verify that product requirements have been met. This shall be carried out at appropriate stages of the product realization process in accordance with the planned arrangement.

Evidence of conformity with the acceptance criteria shall be maintained. Record shall indicate the person(s) authorizing release of product.

Product release and service delivery shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant and, where applicable, by the customer.

(b) **Analysis of data**

The organization shall determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of

the effectiveness of the quality management system can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data shall provide information relating to:

- (1) customer satisfaction
- (2) conformity to product requirements
- (3) characteristics and trends of processes and products including opportunities for preventive action, and
- (4) suppliers.



2.2 Sales Force Management Concepts

(1) Sales force management

Philip Kotler stated in his Marketing Management, millenium edition many interesting concepts. In managing sales force, there are steps to follow, starting from recruiting sales reps, training, supervising, motivating, and evaluating. Today's salespeople must have deep product knowledge. This is the reason why companies spend high investment in sales training. Sales training has several goals: to know and identify with the company, to know the company's product, to know customers' and competitors' characteristics, to know how to make effective sales presentations, and to understand field procedures and responsibilities.



Figure 2.1. Managing Sales Force.

In the selling process, it is very important when salespersons follow the steps of effective selling shown below. Most sales training programs agrees on this major steps involved in any effective sales process.

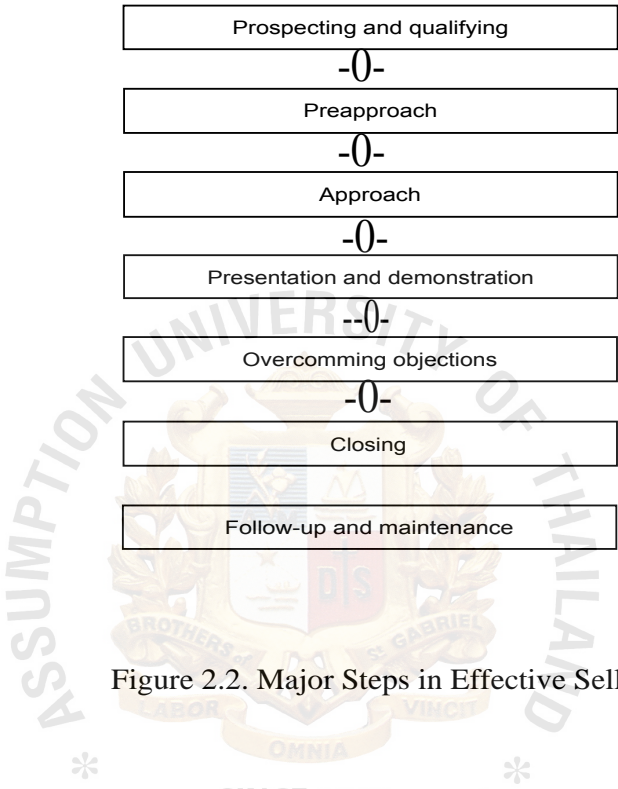


Figure 2.2. Major Steps in Effective Selling.

There are three different types of sales presentation 1. Canned approach which is a memorized sales talk covering the main points. It is based on stimulus-respond thinking; that is, the buyer is passive and can be moved to purchase by the use of right stimulus words, pictures, terms, and action. The formulated approach is also based on stimulus-response thinking but first identifies the buyer's needs and buying style and then uses formulated approach to this type of buyer. The need-satisfaction approach starts with a search fir the customer's real needs by encouraging the customer to do most of the talking and takes on the role

of a knowledgeable business consultant hoping to help the customer save money or make more money.

(2) Motivation technique

Gilbert A. Churchill, Jr. Neil M. Ford, and Orville C. Walker Jr. (Sales force management :Planning Implementation and Control, 1993) has studied about motivating sales representatives. Their basic model says that the higher the salesperson's motivation, the greater his or her effort. Greater effort will lead to greater performance; greater performance will lead to greater rewards; greater rewards will lead to greater satisfaction; and greater satisfaction will reinforce motivation. The model thus implies the following:

- (a) Sales managers must be able to convince salespeople that they can sell more by working harder or by being trained to work smarter: but if sales are determined largely by economic condition or competitive action, this linkage is undermined.
- (b) Sales managers must be able to convince salespeople that the rewards for the better performance are worth the extra effort: But if the rewards seem to be set arbitrarily or are too small or of the wrong kind, this linkage is undermined.

The researcher went on to measure the importance of different possible rewards. The reward with the highest value was pay, followed by promotion, personal growth, and sense of accomplishment. The least-value rewards were liking and respect, security, and recognition. In other words, salespeople are highly motivated by pay and chance to get ahead and satisfy

their intrinsic needs, and less motivated by compliment and security. But researchers also found that the importance of motivators varied with demographic characteristics.

(3) Compensation technique

Compensation technique that can bring higher performance from employees, Variable —pay Program works well, it is more human- than job controlled. This program pays incentive to employee by the ratio of each employee performance. This helps manager reduce the fixed cost by replacing the fixed cost to variable cost. There are four types that is widely used for Variable pay program.

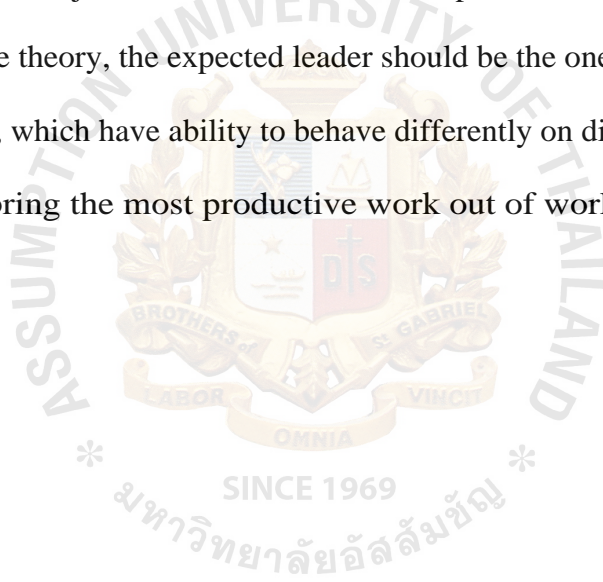
- (a) Piece-rate wages. Incentive pays to employees from units produced or sold.
- (b) Bonuses. This kind of incentive pays to executives and all employees in percentage of overall profit.
- (c) Profit sharing plans. This bonus gives to employee from the ability to make profit to company.
- (d) Gainsharing. This motivation plan for all employees from the effort of quality circle, reduce total cost, bring more productive outcome.

(4) Leader styles in situations

Pride, William M., Robert J. Huges and Jack R. Kapoor. (Business, 1996) introduced the Path-goal theory, the theory that focus on behavior of leader in different situation. There are 4 distinguish pattern of leader to adapt in circumstance depend on situation and characteristic. The outcome of right behavior is better performance of follower and their satisfaction.

- (a) Directive leader. This leader tell subordinate what he or she expect.
Leader in this type have scheduled job and tell subordinate to do by following the schedule.
- (b) Supportive leader. This type of leader concern about what subordinate wants and is friendly to subordinates
- (c) Participate leader. This leader will suggest and help subordinate to work together.
- (d) Achievement-oriented leader. This type of leader will set challenged objective to subordinates and expect them to work best.

From the theory, the expected leader should be the one who can be flexible to all type of leader, which have ability to behave differently on different situation. This help manager in bring the most productive work out of worker when act in the right situation,



J.D.POWER Survey

From J.D. power consumer research of Thailand car brand about sales satisfaction in the year 2000 and 2001, it is shown that Mitsubishi is one of the brands at the bottom of the chart. It must be considered as serious problems because consumers expect more and more.

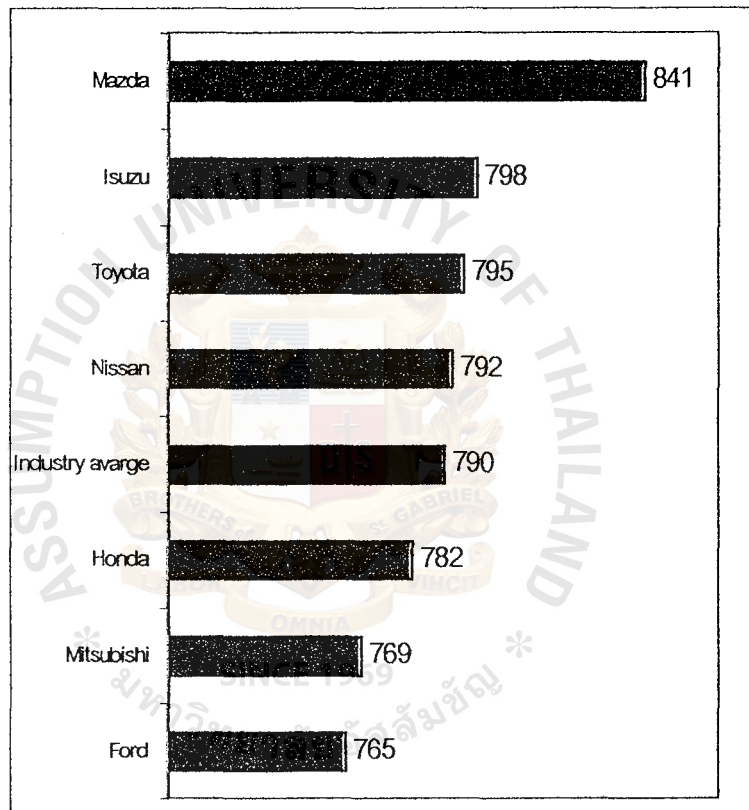


Figure 2.3. Sales Satisfaction Index for the Year 2000.

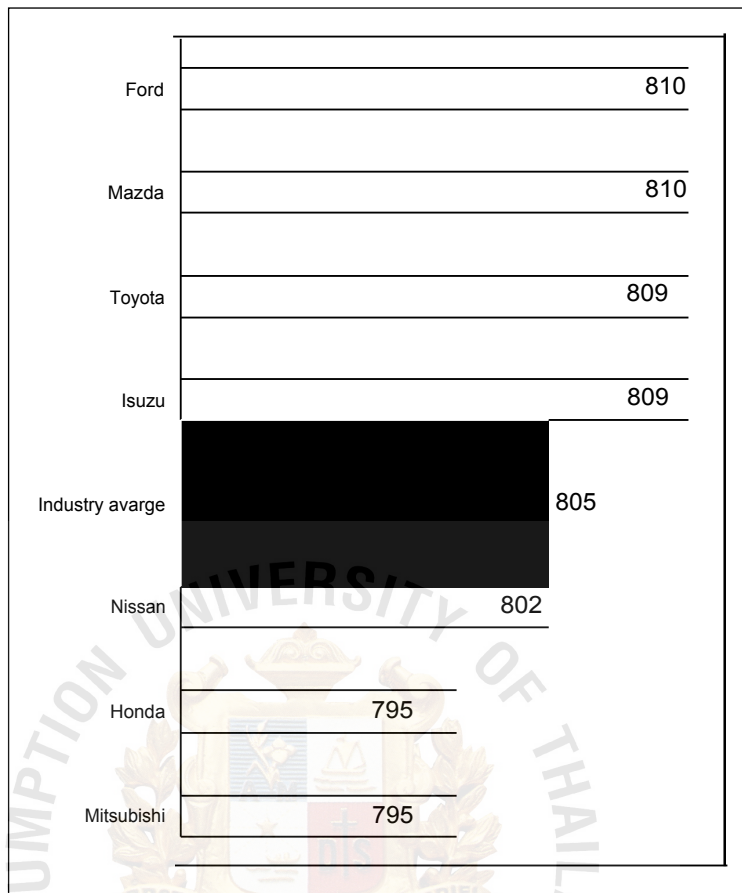


Figure 2.4. Sales Satisfaction Index for the Year 2001.

To have corrective actions, the criteria of this survey must be known. From the research, there are critical factors influenced those number.

(1) Slow in paper work process

There are complicated steps in the paper work process such as for the finance paper process, license registration. This effect customer satisfaction since it can cause delay of planned delivery date and waste customer's time.

(2) Friendly welcome

This is an important issue for customer, customer loves to have warm welcome and be treated nicely because buying a car is a special moment in ones' life time. Customers who are not wealthy looking may not be treated

nicely since salesperson stereotype them as not a real customer, even though they are actually going to buy.

(3) Speed of delivery process

Salespersons who have not treated customers nicely may confront with this problem, they may not care about customer, or they may have too much of work to do and can not manage work efficiently. The slow delivery process directly effect customer mind since after they decide and pay deposit money, they want to see their new car as soon as possible.

(4) Pressure during purchase

In the negotiation steps of buying, salesperson may push pressure to customer for immediate decision. Every salesperson never want to let their customer go away with out deposit money and go to other showrooms. But customer may want to take time to consider with out pressure from salesperson.

(5) Salesperson's knowledge

Ability to answer every question about selling the car is the must for every salesperson. Customer would not feel trusted to salesperson who can not answer question to them.

(6) Fulfillment of commitment

After promising to give a certain free accessory, or a certain amount of money at the delivery. Customer will not be happy with any changes, such as extra payment, or missing of a promised free item or even tell customer that the color they choose are not in stock.

M. RESEARCH METHODOLOGY

In designing this project, there are steps to implement in the following diagram. At the first step, the principles are defined as management concepts from well known gurus, gathered to combine and categorize to be main management concepts and sales force management concepts. Information from J.D. power survey is also gathered to scope the study to be more specific in the industry. The concepts are combined together and go to next step which is to design to uses in the business as strategies and followed by testing the strategies. The questionnaire survey is used to find the result and show the different results of the two groups.

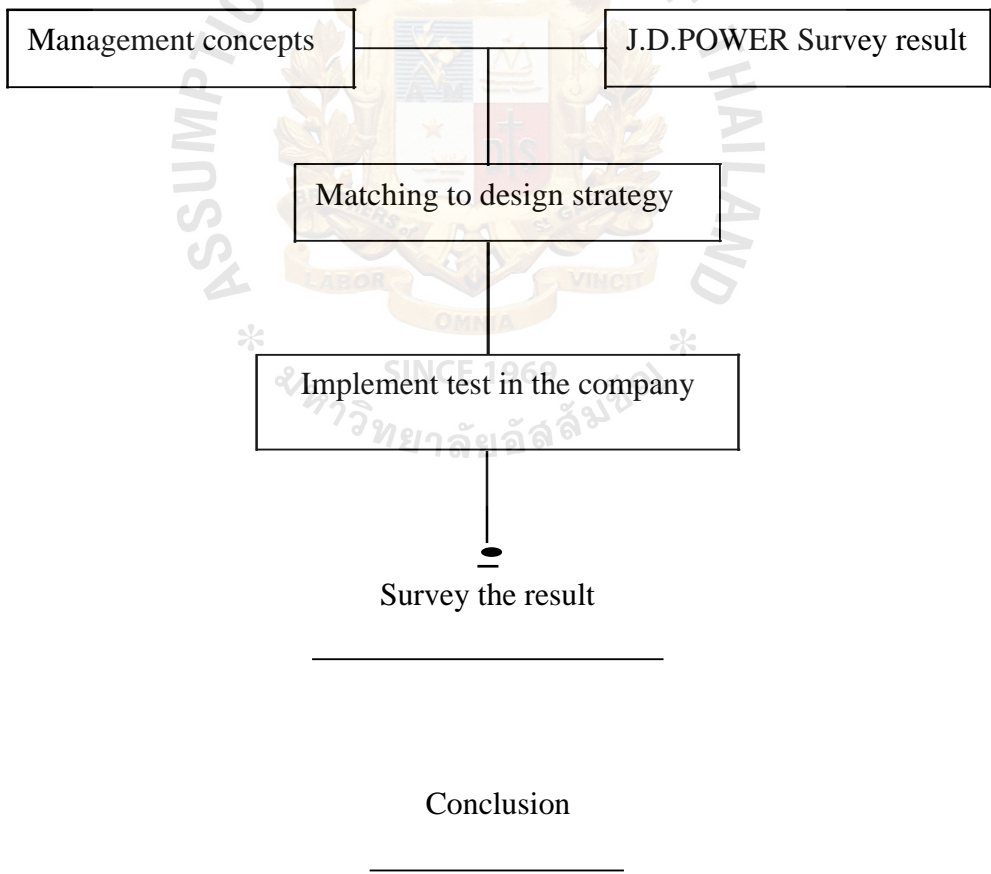


Figure 3.1. Study Plan Process.

After the applying the problems with the stated management concepts, the possible solution of each problems that supported by management concepts are categorized into four parts:

- (1) Sales training
- (2) Documented control measurement
- (3) Sales incentive motivation system
- (4) Focus team and participation

Sales Training

In sales training, each dealer may have different ways to teach its new salespeople. Some company may just talk about basic learning, some company may let senior salespeople teach new comers, some company just let new comers learn by themselves. Sales training in this study is to combine all goals stated in the Philip Kotler's marketing management including the goals of. To know and identify with the company, to know the company's product, to know customers' and competitors' characteristics, to know how to make effective sales presentations, and to understand field procedures and responsibilities.

Sales training is one important step for a new and inexperienced salesperson to learn everything related to car selling in theory. By developing a step by step lesson, this is very helpful for them since it begin at the very first steps. This sale lesson was developed from real experience of sales people, which is very specific for the car-selling field and not too general as ordinary sales lesson in other textbook. Topics to learn are gathered from what information customer want to know in choosing a car and the application of J.D. power research result.

Sales lesson should divide into two theoretical lessons.

(1) Product knowledge

For product knowledge, there are three main groups to remember, which are Basics of car, Model lines offered for sales and each model specification.

(2) Sales process knowledge

Adapting from Philip Kotler's concepts to be more specific to car retail industry, the possible steps of sales process is as followed.

Before selling: The preparation before go to meet customer is one important step. Salespeople need to consider before making appointment with customer.

During selling: There are many technical things to learn in this steps. Price calculation, interest calculation, condition and sophisticated negotiation technique.

After selling: After receiving customer deposit money and before delivery and after delivery, There are such important steps to keep customer satisfaction and promises, many problems occur in this period, such as late delivery, fulfillment of commitments.

(3) Practice

This steps are real situation learning. Senior salesperson should provide closed advise to the new people. By using what they have learnt and combine with senior sales style of selling. The new salesperson should have a clearer picture of own style with completed understanding and more confidence.

This training is for three months, it is long enough to see improvement and result of test. Also it is safer for the labor law act if the sales manager sees no potential of the new corner, they can fire without problem with labor law. After three months they are target to make three sales and passing behavior examination which are mainly from the manager consideration. If they pass, they will be accept to be a company sales representative.

Documented Control Measurement

The combination of ISO 9001 requirement and TQM principle of PDCA, these concepts lead to the possible solution of low sales quality.

(1) Sales process checklist

Process checklist is essential document that anyone can use to track the process. Manager can use this checklist to check for complete of the process and check for any problem that might occur. This strategy has combined TQM philosophy PDCA and ISO 9001 quality requirement on monitoring and measurement of service.

(2) Delivery checklist form

In the delivery process, sales people often miss the little detail of delivery such as forgetting free accessories, or explaining how to maintain. To compensate for this lost satisfaction, the checklist form will help remind the important steps for customer. By combining the concept as the earlier strategy, it can resolve the problem of imperfect delivery.

(3) After sales direct mail

The same management concepts are still applicable in generating after sales direct mail. The feedback of customer can be gathered to see the real

opinion of customer when they are not confront with salesperson which may lead to bias answer. Direct mail also serves as a thank you mail to customer which bring customer satisfaction.

(4) Prospect customer card

The last documented tools use for manager to recall any prospect customer and the check the progress of follow-up from salesperson. Adding the same principles in the earlier strategy with Path-goal theory of leader behavior style of participate, manager can advice salesperson to find way to close the sales case easier.

Sales Force Incentive Motivation System

From the study of Sales force management, it shown tha t salespeople are main influence by pay. This is why sales incentive strategy is so important to set as a strategy in the new sales management system.

(1) Variable-pay commission

Variable rate of commission can stimulate salespeople to sell more to reach goal. Sales managers consider in setting up new commission rate periodically depending on economic. In the high sales season, lower commission per one unit sold is more suitable to push salespeople to work harder to reach goal, but in the opposite low season, chance to make high volume is low.

(2) Gainsharing Finance Commission

Benefit that finance company give to the company in the return of higher rate of interest is the direct account of the salespeople. To reward the

good effort to salespeople, The gainsharing commission is applied from the concepts. The commission works to only some cases to customer who is not care much in the hire purchase interest. In many cases where competitors offer low interest rate to customer, salespersons have to offer low interest in order to compete in the market.

(3) Smart Gainsharing Commission/Silly deduction

This commission strategy is applied from the same principle as the above one. Sales person will get extra benefit from the gainsharing profit to company, but the different is that if instead of making more benefit, if the salesperson made lost to the company. The salesperson is also responsible for the lost.

Team Focus and Participation

Planning action is essential steps in preparing to sell, In TQM, The team work is more important than individual in both action and brainstorming. Teams focus benefit to salesperson in many ways such as allowing sales team to discuss in different cases of customer. Each one can learn from others cases.

(1) Routine meeting

With the routine meeting of manager and sales team, both formal and informal discussion stimulates everyone to learn more and know more. Group decision often has better result than individuals. Managers use this meeting to check and advice for sales and stimulates the team to work hard and accomplish the objective.

(2) Manager participation

The mostly informal talk between salespersons and the sales manager can bring close relationship and gain trust from subordinates. Managers can listen to staff suggestions for quality improvement from this informal meeting. Managers also act as supportive leader who may solve problem for sales person or even closes the sales himself if necessary.

In conclusion of concepts and research methodology, there are following points.

- (a) The combination of theories from management gurus and research survey from J.D.POWER is presented in categories.
- (b) The creation of the combination to be marketing strategy which is scoped on sales force management.
- (c) Design and analysis in step by step to be strategy including Sales train, Documented control measurement, incentive system, and team focus and participation management.
- (d) Testing the strategy program by comparing result between before and after implementation result and conclude the study. There are two survey techniques which are sales volume and questionnaire survey.

IV. IMPLEMENTATION

After creating the marketing strategy concepts, next step was to implement in real situation in case study. The researcher had chosen random sampling technique and came up with the PPS, a local auto dealer in Prachuabkirikhan. PPS implemented the strategy in its sales department. This chapter is about the company and the real implementation of the strategy. First started with company background, and the implementation technique and practices.

Background of the Case

Company Background

PPS or Pranburi Premier Supply Co.,Ltd found in 1977. It is the Mitsubishi car dealer in Pranburi Prachuabkirikhan. The company is divided into 3 profit-earning departments: Sales of new car, Sales of spare parts, and service.

- (1) Location 629 moo 4 Petkasem Road Tambol kaonoi Ampur Pranburi
Prachuabkirikhan 77120 Tel. (032) 544451 fax. (032)621604
- (2) Product/service Mitsubishi car/ service maintenance

PPS's policy is to give the best effort to exceed customer satisfaction by producing the best quality service and continual improvement to enhance the satisfaction of customer. The company's organization chart is below. By dividing into 3 departments, each department manager is responsible for its own area.

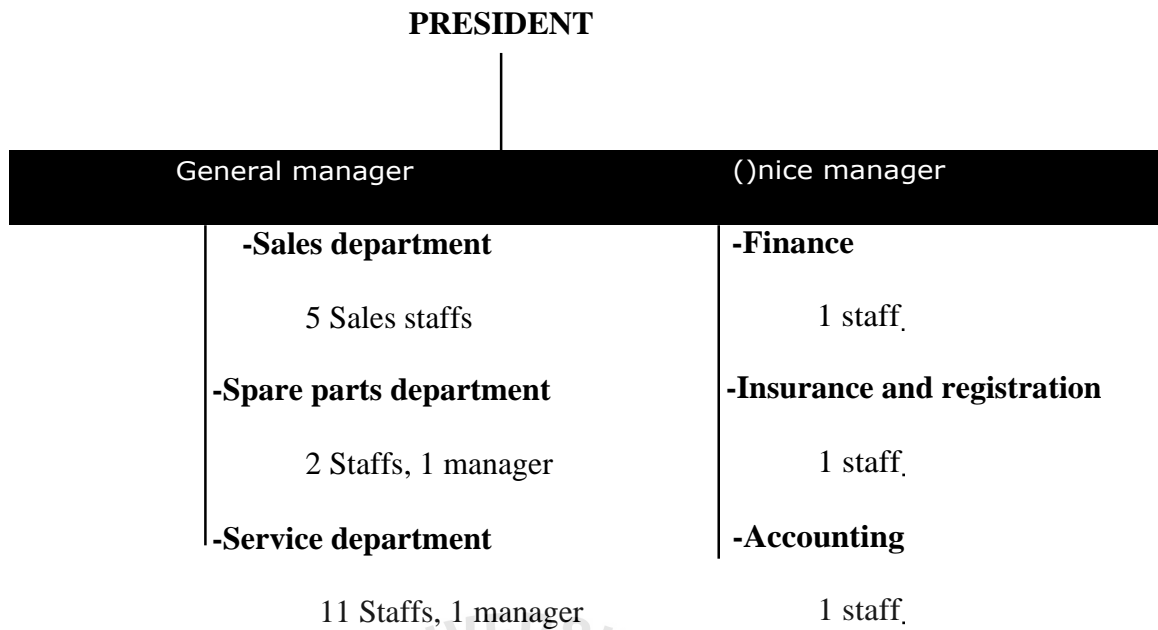


Figure 4.1. PPS Organization.

Local Economic Situation

Prachuabkirikhan has a well sufficient natural resource, Average income for people is 38,000 Bahts per year which is quite good average. There are many careers in Prachuabkirikhan divided into 4 categories.

(1) Agriculture

The entire agricultural area is estimated 1,792,290 Rais or 46.33% of entire area of Prachuabkirikhan which is 6,367.62 square kilometers is used for all main product which are pineapple, coconut, sugarcane, and palm oil. Prachuabkirikhan is the largest producer of pineapple in Thailand. Most of the product is in the canned product and export almost 100% of total productivity.

(2) Manufacturing industry

Most of them use natural product to manufacture such as pines apple,

white sugar comes from huge manufacturer. Medium manufacturers are fish, seafood, rock, and coconuts.

(3) Sea Food product

Along Prachuabkirikhan coastline, there is plenty of fishing business. But currently higher cost and expense, some people switches to shrimp business and Kapong fish. Besides sea fish, some people also do river fish business which added from their main job such as farming, cows, pigs, chicken feeding.

(4) Recreation business

Prachuabkirikhan has plenty of recreation area, beautiful nature for travelers. The well-know place is Hua hin. At the present the Prachuabkirikhan travel has developed and many new places are found such as Prachuab bay, Manoa bay, Pranburi damn.

In overall, consumer in this province has high purchasing power comparing to many provinces.

Auto Business in Local Market

Every auto maker who is assigned first is the only dealer to be located in each province, so in each province there will be only one dealer for a brand, but there are some exceptions for a big province such as Bangkok, which as 30 Mitsubishi dealers and some provinces including Nakornrachasima, Chiangmai, Songka and Prachuabkirikhan which has two dealer. One older established is PPS in Pranburi on the upper part and the younger seven years old Mitsu Prachuab in the southern part of Prachuabkirikhan.

The advantage of geographic area which has no neighbor provinces on the sides and very long coast line, Car dealer in Prachuabkirikhan have fewer competitors from others provinces, there are two competitors from Petchburi and Chumporn. Still, most of buyers don't go out of the province to buy because the province is very long, it's long travel specially from the middle of Prachuabkirikhan to Petchburi or chumporn. So we are likely to be sure that people in this province would rather buy car in this home province. Competition among province is serious only on the two territory lines.

Even though there is less competition among province but in the province it is very tough competition. Every brand is in the market including Toyota, Isuzu, Nissan, Mazda, Ford, each one has more than one branches cover all area in the province. Besides fighting between brands, two dealers of Mitsubishi in this province are also directly competing each other. Below is the registration record in Prachuabkirikhan, it is slightly lower than actual sales record, the reason is that many of customer have their car registered in other provinces such as Bangkok even though they bought it from Prachuabkirikhan.

Table 4.1. Vehicle Registration in Prachuabkirikhan for (JAN-AUG 2002).

	Passenger	%	Pick-up	%	Total	Share%
Isuzu	23	7.7	283	38.5	306	30
Toyota	141	47.5	212	28.8	353	34.3
Mitsubishi	71	24	84	11.4	155	15.1
Nissan	29	9.8	106	14.4	132	12.8
Ford	14	4.7	50	7	64	6
Others	0	0	0	0	0	0
Mazda	4	1.3	0	0	4	0.3
Honda	15	5.1	0	0	15	1.4
Total	297	100	735	100	1029	100

Mitsubishi's performance in the whole kingdom

Mitsubishi	5801	7.3	12142	8.9	17943	8.6
------------	------	-----	-------	-----	-------	-----

To analyze the numbers, compare percentage shares of Mitsubishi's in Prachuabkirikhan and the whole country. We found that in Prachuabkirikhan Our rank is in the third of the market with 15.1% market share better performance than the averages can do.

Facing higher competition in the market, everyone is trying to gain advantages over the others, Some competitors use pricing strategy, some use sales promotion. Mitsubishi is also uses the hard sales promotion as others. Those promotion are from the head quarter who does marketing program for the whole country. But as in local market, PPS is also concerning about local marketing program. One aspect to look at is the sales force management. The executives had been thinking about quality of sales people in

Problem Analysis

The criteria to survey were grouped into three groups: Knowledge of sales, Quality of service, and Quality of delivery. All three groups were the main criteria that J.D.POWER uses and considered as important things that influence customer satisfaction in the highest levels of important.

1. Salesperson's product knowledge

..... great Okay Need improvement

..... great Okay Need improvement

3. Salesperson's service after receive deposit money and before delivery

..... great Okay Need improvement

..... great Okay Need improvement

30

.....great Okay Need improvement

6. Salesperson's ability to answer question and solving problem concerning the sales.

.....great Okay Need improvement

III. Quality of delivery service of sales person: question number 4, 5, and, 6

7. The car's cleanliness at the delivery

..... great Okay Need improvement

8. Salesperson's explanation of warrantee condition, guidebook and other instrument.

.....great Okay Need impiovement

9. The completeness of promised free accessory

..... great Okay Need improvement

For the last question, was the question number 10 that asked about overall satisfaction of the salesperson.

10. Overall customer satisfaction

..... great Okay Need improvement

Each question contains three answers to choose. First or the left side answer was the most satisfied answer which gives 10 marks, the second or the middle answer was the intermediate level of satisfaction gives 5 marks. The last or the right answer was the lowest satisfaction level gives 0 marks. All 10 questions give 100 marks for full satisfaction.

The result was gathered from only few customers who sent back the questionnaire. The result after calculating the answers is shown below.

Table 4.2. Customer Opinion on the 3 Categories (From 100% of Quality).

Criteria	Customer satisfaction
Knowledge of salespeople	75%
Quality of service	71%
Quality of delivery	79%
Overall performance	75%

This project expects the figure to be increased after adopting the strategy. The following strategies are applied from the proposed theoretical strategy to the real use and real situation.

There are total of four main strategies including Sales training, Documented control measurement, Sales incentive motivation system, and team focus and participation. And the detailed of the implementations are in the next section.

Implementation the Program

Sales Training

For PPS, the new sales management system has conducted sales lesson to educate new hired salesperson especially for PPS. The length of this training is three months, including three lessons and a final test. If they want to pass through the program they are required to complete three cars sold in three months and pass three lessons and a 70% final exam. If not they are not hired in the company

Starting from product knowledge, sales process, and ending with practice in real situation, they will be likely to have enough confidence to make a first sale.

Lesson 1. Product Knowledge

The very first lesson is to know the product that will be sold. Cars have complex combination of parts that sales people need to understand in order to answer all kind of questions and be able to sale,

Basic Function

For the very first of the lesson if salesperson is very new and know only little or have no nothing about car before, they need to understand basic component of car.

Starting from importance of cars, how to drive, and basic technique of important part such as engine, transmission, and suspension.

Models Lines

To know the product that we sell, salespersons must know how many product lines are there. Each line has different specifications and usage. For Mitsubishi cars, There are three types of vehicle in line. Each type also has sub group and models. They must remember all groups and model name code in order to differentiate the main characteristic and recall them whenever asked.

(1) Passenger cars: Mitsubishi Lancer Cedia

CS3NJ 1.6 GLXI 5 speed manual transmission

CS3TJ 1.6 GLXI 6 speed Automatic transmission

CS3NU 1.6 GLXI Limited 5 speed manual transmission

CS3TU 1.6 GLXI Limited 6 speed Automatic transmission

CS5TX 1.8 Sei Limited 6 Speed INVEC 2 Sportronic Automation
transmission

(2) Light pick up vehicles: Mitsubishi L200 Strada

Single cab: L200 Strada single cab

K64S 2500 cc. Standard Without power steering

K64M 2500 cc. Standard With power steering

Club Cab: L200 Strada Mega cab

K64CS 2500 cc. without power steering

K64CS1 2500 cc. with power steering

K67CD 2800 cc. Full option

K67CDR 2800 cc. Full option With 4 Automation transmission

K57TG 2800 cc. 4WD

K54TGF 2500 cc. 4WD VG Turbo

Double Cab : L200 Strada Double cab Glandis

K64TJ 2500 cc.

K67TJ 2800 cc. Full option

K67TJR 2800 cc. Full option with 4Automation transmission

K77TGJ 2800 cc. 4WD

K74TGJF 2500 cc. 4WD VG Turbo

(3) Multi-purpose vehicle: G-WAGON

K54WGF 2500 GLS VG Turbo

K57WGR 2800 GLS 4 Automation transmission

Model Specification

After remembering all model and can recall them all, the next step is to remember each model specification in detail. This section is more to memorize but very important to explain to customer. Salesperson who knows all specification can help customer in choosing a right model based on customer need and usage. Details of specification is divided into two main groups, Exterior and interior. Each group is also broken into sub groups to be easier to explain and memorized. Below is the example of an explanation of a best selling model detail specification, 2500 cc. 4WD Mega cab full option.

Mitsubishi Strada 2500 cc.4WD Turbo Mega cab

Exterior detail:

Engine: 2500 cc. Diesel VG turbo with inter-cooler 5 speed manual transmission

Front: Front lamp: Mega reflector for far and wider view

Front grill: Chrome

Front bumper: Color key same color as body color

Laminated front windshield

Side: 2 Tone color

Door mirror: Chrome

Door out handle: Chrome

Side step

Over fender

Inside fuel lid opener

Alloy wheel with Tire size 265/70R16

Side door impact bar

Rear: Rear gate handle: One touch black

High mount-stop lamp

In explaining the details to customers, it will be smoother because salespersons can start the explanation at the front and followed by on the side and lead customer to the rear and finish exterior detail explanation in half round. Next step is at the interior, salesperson will lead customer to the other side and open the side door invite customer to sit in and the salesperson sit in another side.

Interior Detail:

At the driver's front: Leather covered power steering with tilt ability for convenience

SRS Airbag on the driver's side

At the driver's right: Power window

Central door lock

Electronic door mirror

Door pocket

Getting on-off grip

Ignition key with illumination and monitor, and lighting monitor

At the driver's left: Air conditioner control

Radio cassette player with 4 four speakers

Cup holder

Digital clock

Triple meter

Other interior decoration: Map light, central box, cigarette lighter, fabric seat material, footrest and coat hanger

Again, the explanation is in three steps of customer view flow. Customer looks at his/her front at the first, so salesperson explains at the steering and the nearby option in customer front direction, and then lead customer to look at his/her right, explain things on the right. Lead back to his/her left then explains all things on the left. This smooth looking and explanation is very helpful for customer to enjoy listening and much easier to remember for both customer and salesperson themselves.

The above example was for only one model, salespersons must learn to memorize remaining models in the same pattern.

Others Specification

Other technical terms that salespersons must know relating to products such as ABS, Airbag, warrantee condition and any other things. By knowing name, function and advantages salesperson will be able to answer to customer. The following is a example of how to remember and explain.

Part Name: ABS (Anti-lock brake system)

- (1) Used in: Brake system parts
- (2) Used for: Help the brake system not to lock all wheels in the sudden brake under wet surface road which let driver turn the car avoid crashing things ahead.
- (3) Advantage: Safer than car without ABS which the brake system will lock all wheels with a sudden brake. If there is an obstacle ahead the car will crash direct to it.

- (4) Model used: In all Strada4WD pick-up, all MPV, and Lancer Cedia model
1.6 GLXI Limited and 1.8 Sei Limited

System name: M-SOF (Mitsubishi shift on the fly)

- (1) Used in: 4WD transmission system
- (2) Used for: Driver can switch transmission mode from 2WD to 4WD for special performance in rough surface road without stops the car.
- (3) Advantage: Newer technology, and more convenience since driver doesn't have to stop the car, don't waste time and power.
- (4) Model used: In all Strada4WD pick-up, all MPV.

In studying all product knowledge, managers take part in guiding, rehearsing and testing often during two weeks of lesson one. At the end of two weeks manager will check and test whether that salesperson pass or not, if pass they will go on the next lesson which is about sales knowledge, or else repeat the same.

Lesson 2. Sales Knowledge

After lesson 1, salesperson is ready to learn how to sell cars. Content will break into process of sales start before meeting customer until delivery to customer, before sales, during negotiation, and after sales. This lesson should take about one week.

(1) Before sales

Before meeting with customers, salespersons must prepare themselves before talking to customers.

Preparation

To prepare before customers come to showroom or go to meet prospect customer, they must be ready both inside(knowledge, confidence) and outside (appearance, documents). New salesperson normally lack

confidence in meeting customers. They are afraid of not being able to answer all questions and make decisions to close sales. That fear sure will come to the new and inexperienced people, it takes time to meet customers and after failing for a while, and talking to many customers they will develop self confidence to meet to talk and to sell. But the first basic thing is to have full product knowledge because even if they lack experience if they are sure that they can answer questions about the product, then it will be easier to sell.

Appearance is important. Customers expect car salesperson to be nice gentle and good appearance. In Mitsubishi showroom PPS, salespersons must dress properly. Men dress with basic colored cotton shirts with neckties and dark color pants with leather shoes. Women dress with light colored cotton shirt with dark skirts and high heeled shoes. This appearance makes customers feel respected and salespersons themselves also feel professional and confident.

Document needed such as name card, price list, model catalogs must be ready anywhere to go. Also pen and calculator are essential to calculate budget to customer. It is an advantage if they have own mobile phone since it's affordable nowadays and reflect business looks to salesperson. It is useful to contact to sales manager in making a direct and immediate sales decision or contact to customer even to be ready for customer to contact anytime.

(2) At the sales

(a) Welcome customer

Salespersons act as customer service staff by welcoming any customer who comes to the showroom. At the welcome moment when customers arrive at the front of the showroom salespersons have to walk to the customer and greet, smile and Sawasdee customers. Salespersons then ask if they come to the showroom looking for new car or other things. If the customers come to the showroom for other business such as buying spare parts, salespersons must show the way to the spare parts department. If they come to see a new car, salespersons ask for which model they are looking for, if they don't know yet, salespersons also can ask what type of usage and decide which should be the exact model customer is looking for. For instance, customer come to the showroom and tells salesperson they are going to buy a new pick up to carry 1-2 tons of pineapple to sell to pineapple factory, salespersons will know that only two models for customer needs are Strada 2500cc. single cab either with or without power steering. These 2 models are suitable to carry one to two tons product with economical gas consumption and low price. Salesperson can ask further who will be the driver most of the time, because if customer buy this pick up to have his employee to drive may need only the model without power steering but if for self driving, they may prefer the model with power steering. Sometime customers feel better if salesperson help them in making decision especially in the area which main customer is agriculture.

(b) Presentation

When knowing which model they want, salespersons lead customers to the model. Let customers take a look for a while and salesperson follow them 2-3 steps behind. Read customer's mind whenever they want salesperson to explain the product or not. In most cases, customer likes to listen to salesperson to present the product for a while. By passing the product knowledge lesson, salesperson follow presentation steps started from exterior body, front side and back, and then lead customer to seated in the car and go on present about the interior started from driver's front, right, left, and other decoration from the earlier lesson.

Up to this step, customer will know more about the model and may ask some questions concerning the product such as "what is the gas consumption rate of this model?" or "How many color does it have? These kinds of questions, new salespersons may or may not have the answer at that moment. They must not answer if they don't know the exact answer, keep the question to ask friends or manager later on by tell customer that he/she will find out and answer this question to the customer later on.

Ability to answer such technical questions depends on salesperson skeptical and experience. The Salespersons may not be able to answer the question today but if bring the question and ask others and get the answer. Next time he/she will be ready to answer this question and gain confidence.

After customers know everything they need to know about the product, they will ask about the sales condition such as price, interest rate and free accessory. Next step is to learn about sales condition.

Sales negotiation

Lead customer to a table where they can seated and relax. Give them catalog and show them the detail specification of the model while salesperson start write the car price. Ask customer which condition they prefer to buy either cash or hire purchase from finance company both ways are totally different in the following steps.

Cash purchase: Write down the full price of the car and other payment such as insurance fee, registration fee. The example of price is in the following

Model:	Strada Single cab 2500cc. with power steering	
Price:	431,000 Bahts	1
Registration fee:	2,700 Bahts	2
Third people insurance fee:	1401 Bahts	3
First class insurance:	18,000 Bahts (optional)	4
Total payment (Buy insurance)	453,101 Bahts	5
Total payment (No insurance)	435,101 Bahts	

Free accessory: Window film, Car coat, Rear bumper

Hire purchase: In hire purchase sales condition, it is a little complex processes which customer will borrow money from finance company to buy car, finance company, after accept the condition will pay the remaining called finance amount to dealer. Customer only

pays partial amount of the whole called down payment to dealer and pay monthly payment plus interest called installment back to the finance company.

Condition of hire purchase rate is varied depend on finance company, interest rates are also varied depend on down payment, if customer pay high down payment, the interest rate per year will be less. Normally customer prefer to pay less down payment of 25% of the price. Also number of pay back installments are flexible to choose started from 12-60 months. The following is the example of price of hire purchase case.

Model:	Strada Single cab 2500cc. with power steering	
Price:	431,000 Bahts	1
Registration fee:	2,700 Bahts	2
Third people insurance fee:	1401 Bahts	3
First class insurance:	18,000 Bahts	4
Down payment (25%)	107,750 Bahts	5 (1x 25%)
Finance amount	323,250 Bahts	6 (1-5)
Interest rate	3.9% per year	
Installments	7,785 Bahts per month for 48 months	
Total payment:	129,851 Bahts	7 (2+3+4+5)
Free accessory:	Window film, Car coat, Rear bumper	

Customer read the price and the condition and will surely ask for bargain or more free-accessory. Salespersons know in minds about how much they can give to customer. In this step of negotiation, new

salespersons will need help from senior salespeople or sales manager. Some salespersons with experience knows how to convince and persuade customer to make a decision to close the sale. It may or may not be successful at the moment so salespersons must have contact address and number of customers to follow up. If the customer decides to buy, the sale is closed, salesperson asks for a deposit of normally 5,000 Baht. The receipt or deposit form will be given to customer, stating agreed model, color, condition, accessory and promised delivery date.

Most of the cases, customer go out with out decision, some customer want more time to think, some may need to collect more money, whatever reason they give to excuse for not decide. Salesperson must ask for contact address or number to follow up. Most sales close after contacting to customers later after the first meeting.

Welcome customer ----> product presentation ----> sales negotiation ----> Close sales

(4) After sales

Next step is to prepare for delivery, in case of cash purchase, is easy unlike hire purchase which has more complex steps. Salesperson has to contact finance officer to have customer sign the hire purchase agreement and application. Document needed for hire purchases are, For buyers there are two copies of ID cards and resident registration and bank account documents. Guarantor also needs the same documents.

After collecting all documents both buyers and guarantors sign the applications. Checker will check for financial background, ability to pay, and black list for three days and result will be sent to dealer. If finance company accepts, dealer will receive the finance money within five days. Before delivery date salesperson will get the car done with the accessory at car accessory shop and make it ready on the date. One very important thing to remember, if finance application has not yet accepted, never delivers the car to customer. Salesperson also must check in advance that the ordered model and color is in showroom stock or not, if not sales manager must know and place a quick order to factory. It is better not to brake the promise to customer but if something unexpectedly goes wrong, salesperson must tell customer directly in advance.

Deposit money ----) finance agreement ---4 Checking period ----) car preparation

(a) Delivery date

On the delivery date, the car must be completed with every item stated as promise. Present the product to customer let them check for completeness and all items. Salesperson also has to explain how to use and basic maintenance of the car. There is a self-checklist of completeness of delivery which customers will read and mark the OK or not OK, and sign for acceptance of completeness of delivery. The checklist form is used to control steps salesperson have to follow and will discuss about this later in this project. Dealer must make the delivery to be perfect for customer to keep up the satisfaction.

In money payments, there should be no mistakes. Salespersons must ask the finance officer to take the money, and issue receipt. Amount of money collect should be the same as promised in the price quotation. Salesperson must stated to customer in advance if the amount has changed to prevent the misunderstanding and dissatisfaction.

In the moment when customers are on the car and ready to go, salesperson should stand at the side and wait until the car is gone, The sale is completed.

Customer check for completeness explain about technical use -----> Customer Sign
to accept the car collect money -----> car delivered

(b) After delivery

After sales service is fundamental. Customer, after they bought the car, they still come to showroom to service center, mileage check, oil change. Whenever knowing that customer arrives, salesperson must go to help customer and have conversation with them such as how it works, any problem that might occur. This makes them feel warm welcome. Customers with high satisfaction will remember the salesperson and think of the salesperson whenever they are going to buy a new one.

A week after delivery date, salespersons must call to customers to check for completeness after they bought the car. At the end of month direct mail is also sent to customers to have feedback on the

sales performance. Later this project, will discuss the customer feedback.

At the end of that month salespersons will calculate for commission they made. The new sales system has distinctive income calculation which help salesperson have more variety of income depend on the ability to close sales for high incentives. Later on in this project will discuss about new incentives

Lesson 3 Real Practice

Passing Lesson 1 and 2, they are ready to challenge the real situation and real customer. Now they are ready to cope with customer, if customer is like in the theory stated earlier, that would be easy. But real life is different, they are not the same at all. Salesperson is required to cope with many different customers in real life to be able to have experience and sales more.

New salespersons will be scheduled to receive walk-in customer and follow up as in lesson 2. They are required to present the product as in Lesson 1. Manager will take a closed attention to them and talk to them often to discuss the problem and help them. If the salesperson is on schedule of passing lesson 1 and 2 in three weeks, they will have two months and one week to prove that they can sell.

Final Examination

This exam is designed to check the basic knowledge of salespeople. For an average performance salespeople, it is rather easy to make 70%. If they can not make up to 70%, it means that he/she has slow learning or doesn't give best effort so he/she is not good enough to be PPS salesperson.

The example of exam sheet is in the next page and the Thai version is in the appendix.

Written test of sales person knowledge
Pranburi Premier Supply Co.,Ltd.

Date..... Sales person.....

1. What are daily routine of sales person? Briefly explain.

.....

2. Explain the benefit of using PPS Handbook.

.....

3. Fill in the blank with the year and mileage warrantee coverage.

Mitsubishi Lancer Years Kilometers

Mitsubishi L200 Strada Years Kilometers

4. Which are the check times under the warrantee condition of Mitsubishi?

1st check at Kilometers 2nd check at Kilometers

3rd check at Kilometers 4th check at Kilometers

5th check at Kilometers

5. Which are the differences between Strada 2.5 Cab P/S and the Strada 2.8 Cab Top.

1 2. 3.

4 5 6.....

7 8 9.....

6 . Specify all options of each model of Mitsubishi. Follow the example.

Single cab.

K64S Radio, Regular steering, Regular window, 2500cc engine.

K64M.....

Club Cab

K64CS

K64CS1

K67CD.....

K67CR.....

K77TG.....

Double Cab

K64TJ

K67TJ.....

K77TGJ.....

K74TGJF.....

Figure 4.2. Written Test for Sales People.

LANCER.

1.6 GLXI A/T

1.8 GLXI LIMITED A/T

7. Calculate the following payment condition.

Price 681,000 Baht Down payment 30% Interest 3.9%

Down payment Finance amount

12 Months equally amounts24 months equally amounts.....

36 Months equally amounts48 months equally amounts.....

8. Mitsubishi Lancer Cedia selling price of 713,000 Baht Down payment 25 % Interest 3.9% Insurance 26,000 Baht Registration 3,800 Baht and 3th party insurance 1,122 Baht No additional option. If a customer want to buy in hire purchase, how much he has to pay on the delivery date.

..... Baht

9. Mitsubishi Lancer Cedia selling price of 865,000 Baht Down payment 25 % Interest 3.9% Insurance 26,000 Baht Registration 3,800 Baht and 3rd party insurance 1,122 Baht No additional option. If a customer want to buy in cash, how much he has to pay on the delivery date.

..... Baht

10. Explain 3 lines of salespeople ethics?

.....
.....
.....

11. State and explain selling points of Mitsubishi Brands over others brands.

.....
.....

12. Explain what customer will get from buying new Mitsubishi car from PPS which are different from other dealers.

.....
.....
.....

13. Explain what do you get from working at PPS which are different from other company?.

.....
.....
.....

Figure 4.2. Written Test for Sales People. (Continued)

Documented Control Measurement

Documented control measurement is used to check the completeness of sales that salesperson have closed by having record. The result of measurement will be reviewed and discuss later on to find solution if problem has been found. Uses of checklist form can be only tangible proof of measurement. Even though process measurement maybe an excessive tasks but they are quite useful if we can find such improvement from the result shown.

Sales Process Checklist Form

Sales process checklist is a fundamental measurement of salesperson's job. Each step can be reviewed by everybody including salesperson himself or herself. Salesperson may forget a curtain action but by checking at the form they will realize what they just missed and do it before problem occur. Mangers can keep track of his salesperson activity by checking at the form. It's also useful to keep for customer database and ready for future necessity.

The checklist divided into each steps of sales process in following.

- (1) Customers make deposit. This part is the very first part to input data to conclude name, address and model of the car.
- (2) Purchase condition, in case of hire purchase, this step has more detail to input concerning hire purchase with detail of both buyer and guarantor and financial detail such as company , interest rate, term of payment, document, and result.
- (3) Delivery part. Input detail of all free accessories promised to give and promised delivery date. After delivery, salespersons check for satisfaction
- (4) Income calculation. To calculate own income after sales of the car.

SALES PROCESS CHECKLISTS
Pranburi Premier supply Co.,Ltd

....Part 1 Customer

Customer name
Contact address Tel.....
Model Color Have in stock?.....
Deposit amount Bahts Date.....

....Part 2 Condition

U Cash purchase

Price

Registration fee

3rd person insurance

Insurance

Others

Total on delivery

UI Hire purchase

Price

Registration fee

3rd person insurance

Insurance

Down payment

Finance

Others

Total on delivery

Finance company..... Interest rate..... % Terms of payment..... months
Register name Date of birth.....
Telephone ID card number.....
Registered address.....
U ID card copy, amount U Financial document copy, amount
U Resident register copy, amount Checking result.....
Guarantor name Date of birth.....
Telephone ID card number.....
Registered address.....
U ID card copy, amount U Financial document copy, amount
U Resident register copy, amount..... Checking result.....

....Part 3 Delivery

Date of delivery Time
U Red license plate U Insurance covered U Third party insurance U payment
Extra Accessory
Result of delivery U Ok U Not OK Customer satisfaction U Satisfied U Dissatisfied

....Part 4 Incentives

Commission
Extra commission
Finance commission
Total income

Figure 4.3. Sales Process Checklist for Salespeople.

51

Delivery Checklist Form

This form attempts to check for completeness of delivery. Both customers and salespersons are benefited from this checklist since they see check if they forgot something to be done before delivery, and salesperson can protect themselves. Under the form all people involved have to sign in to accept the delivery that everything is complete, nothing is missing, salesperson give everything as promised and if customer already sign for accept the completeness, they can not argue for any lost occur after the delivery. Delivery checklist will be kept as record and used as evidence to proof for salesperson's innocent. The example of delivery check is shown below.



Delivery form

No.0001

Date of delivery.....

Customer name.....

Contact address.....

Contact number.....Mobile phone

Car model..... Color

Engine number.....

Chesis number

Accessory.....

Buying condition Cash Hire purchase with

Please carfully check for the completeness in the following section

1. Condition and options

2.Sales explanation of

....YesNo Cleanliness of bodyYesNo Car items usage

....YesNo Interior cleanlineYesNo Car manual

....YesNo Air conditionerYesNo Warranty condition

....YesNo Radio playerYesNo Period of mileage check

....YesNo Car tools

....YesNo Spare wheel

....YesNo Ciggarettte lighter

....YesNo Warranty book

....YesNo Promotion book

....YesNo Car manual

....YesNo Receive all items

3. Explanation of service and parts center

....YesNo Service, spare part center

....YesNo Service appointment

....YesNo Service center location

....YesNo Operating hours

....YesNo Person in charge of service

After check all the completeness, and sign for delivery completeness acceptance

SignCustomer

Sign Witness

.....

Sign Salesperson

Sign Witness

.....

Sign Sales Manager

Figure 4.4. Delivery Checklist Form.

After Sales Direct Mail

Direct mails are sent after delivery has many objectives. It serves as a thank you letter after purchasing a new car from the showroom. The feedback of customer opinion is very helpful since it's likely to be true from customer, the address to send back is also to the manager's house. So customer can send directly to manager, the letter will not be review before coming to manager. The example of direct mail is shown below.

After sales direct mail

Please fill in your satisfaction level of salesperson service of your car

Name of customer Salesperson..... Model

Month of purchase.....

1. Salesperson's product knowledge

..... great Okay Need improvement

2. Salesperson's explanation about payment such as down payment, insurance.

..... great Okay Need improvement

3. Salesperson's service after receive deposit money and before delivery

..... great Okay Need improvement

4. The car's cleanliness at the delivery

..... great Okay Need improvement

5. Salesperson's explanation of warrantee condition, guidebook and other instrument.

..... great Okay Need improvement

6. The completeness of promised free accessory

..... great Okay Need improvement

7. Salesperson's after delivery service

..... great Okay Need improvement

8. Salesperson's characteristic and friendliness

..... great Okay Need improvement

9. Salesperson's ability to answer question and solving problem concerning the sales.

..... great Okay Need improvement

10. Overall customer satisfaction

..... great Okay Need improvement

Figure 4.5. After Sales Direct Mail.

This form is sent to two groups of customer who purchased Mitsubishi car from the company. First group is the group who bought since the new sales system hasn't been adopted. And another group of customer is the group who bought their new Mitsubishi car after the company adopted the system already. The result of the two groups will be compared to see the difference between before and after the new sales management system.



The way to keep track of prospect customer is to have a documented follow up process. Salesperson write down detail of new prospect customer in the "Prospect customer card" or called shortly as "C card". The card provide detail of name, address, contact number, model interested, purchasing condition, and result of sales. In the back of the card, salesperson can write the progress of follow-up. Sales manager can ask to see the progress of each prospect from salesperson anytime. As listed in paper based sheet, C card is easily retrieved as needed. Sales manager ask for the card in every meeting to know how close each case is and understand the case in order to advice ways to close the sales. The following is the look of C card.

Prospect customer card									
Seleserson				<input type="radio"/> Walk <input type="radio"/> Call in <input checked="" type="radio"/> Existing customer <input type="radio"/> Others				Date	
Code		<div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; display: inline-block;"></div>						<div style="border: 1px solid black; padding: 2px;">Number</div> <div style="font-size: 24px; font-weight: bold; margin-left: 10px;">111</div>	
showroom									
Name Cereer User Existing car Address Tel Registered Address Tel. Career Company Position Tel				<div style="border: 1px solid black; padding: 5px;"> <div style="display: flex; justify-content: space-between;"> <div>°Sedan</div> <div>Type</div> <div>Color</div> </div> <div style="display: flex; justify-content: space-between;"> <div>°Pick Up</div> <div>Type</div> <div>Color</div> </div> <div style="display: flex; justify-content: space-between;"> <div>0 Others</div> <div>Type</div> <div>Color</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Cash purchase Price</div> <div>Air 0 With °VOW</div> </div> <div style="display: flex; justify-content: space-between;"> <div>°Hire purchase Down payment</div> <div>Price</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Monthly payment</div> <div>Brand</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Payment</div> <div>Interest %</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Finance company</div> <div></div> </div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Other condition </div> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div>Delivery</div> <div>Time</div> </div> </div>					
Free time At home Day Time Sales Year Month At office Day Time Histry									
Hobbies I Introduce Map_									
				<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Sale succesS</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Not success</div> </div> <div style="width: 50%;"> <div style="display: flex; justify-content: space-between;"> <div> Date Deposit Others Manager </div> <div> Reason Manager </div> </div> </div> </div>					

56

Sales Force Incentive Motivation System

According to management concepts, it is widely known that money is the most influence motivation to sales people. The strategy is to use variable level incentive rather than fixed incentive to stimulate the best effort to salespeople to increase their efficiency to sell more and get more in return.

Ladder Sales Commission

This push strategy is used stimulate more sales to each sales person. Sales person receive monthly salary plus their commission, the commission is their performance index which tell by the amount of commission they earn in that month. The way to calculate suitable commission for sales people is different in each dealer. Some good commission plan can stimulate sales very good.

Table 4.3. PPS Traditional Commission Method.

Existing Method:

Units sold earns	Commission@l.	Salary	Total income
1	1,000	2,500	3,500
2	1,000	2,500	4,500
3	1,000	2,500	5,500
4	2,000	2,500	10,500

More than 4 units get commission 2,000 per unit sold

This method is being since for three years. It stimulates salesperson to sales more up to 4 units to get high total income, stimulate sales to push high effort.

There are some weak points which should be adept for today's demand which is lower than the past, four units is a little too far to reach in Prachuabkirikhan. Average

performance for sales person in PPS is only two units if they can make it only 4,500 Bahts per month and have to push double effort to get four units. They would quit the job from financial insufficient since their expense each month is relatively higher than other department employees.

The commission method should stimulate them to sell more and also help them survive in a low sales period.

Table 4.4. New Proposed Commission Method.

New Method:

Units sold earns	Commission@1	Salary	Total income
1	1,000	2,500	3,500
2	1,000	2,500	4,500
3	1,500	2,500	7,000
4	1,500	2,500	8,500
5	2,000	2,500	12,500

More than 5 units get commission 2,000 per units sold.

This method helping salesperson to survive in low sales period but not too difficult to push more effort to increase to 1,500 commission level, but in order to get to 2,000 commission level, he/she must make it to five units sold instead of four. This method is considered not too tough for sales person in the normal to low sales period and not too easy to have high total income in the high sales period. In the overall this method is suitable for this economic situation and would be changed to new method if economic changed to adapt for best suitable.

Smart Commission, Silly Deduction

From the past, for selling new car, salesperson received a budget to give to customer for bargaining or free accessory. The amount was calculated earlier by management from the basis of having profit and can compete in the market. The budget were different in each model depend on profit of each model, if a model having higher profit than others, management will set up the budget higher. For example if a Strada 2800 cc. Mega cab is set a budget at 20,000 Bahts, It means salesperson can sell the model and can choose to give discount from 0 up to 20,000 Bahts or can give free accessory worth up to 20,000 Bahts as maximum.

The problem is that for example there are some customers who are just satisfied with only 15,000 Bahts discount. But instead of the company can have extra 5,000 Bahts for profit, salespersons just gave customer another 5,000 Bahts free accessory. The reason was that they would gain any money anyway even if they didn't give customer full budget. They thought that they didn't get paid extra for being smart and loyal to the company anyway, and also to give customer more than they expect, so that they get a lot of satisfaction,

The new budget set up method was developed to solve the problem by allow salesperson to earn 50% of the unused budget. From the example of extra 5,000 Bahts, the Salesperson will earn 2,500 Bahts addition from commission. The remaining 2,500 Bahts goes to the company as more profit. This method showed a good sign of work satisfaction to salesperson. They were glad to have this method, allow them to use their full ability to sales and get extra money if they are smart enough to sales with budget still remain, and at the same time customer are satisfied. The extra money called "Smart commission".

But in the opposite side if they spent more than the budget allowed, they would have to pay half of the extra too. Called "Silly deduction", this deduction is like a punishment for them for being silly by didn't prepare well. According to the above example, if the salesperson gave to discount up to 25,000 Bahts. His monthly income would be deducted 2,500 Bahts from the extra 5,000 Bahts discount.

Extra Finance Commission

Normally, whenever car dealer call on finance company to have the application signed when customer buy in hire purchase, dealer will get a so-called finance commission. This commission is paid to dealer after the finance amount has been transferred to the dealer, after the case has been accepted.

There are different levels of finance commission that the dealer will receive depend on amount of profit finance company will get. See the table below.

Table 4.5. Finance Company Interest Rate.

Model	Down payment	Installment	Interest	Commission
Strada	15%	12-48	5.00%	8%
	15%	12-48	4.75%	4%
	15%	12-48	4.50%	0%

The table is the example of a part of interest rate table used in the company. This table only show one model which is Strada at the 15% down payment and can choose number of pay installment from 12 to 48 payments. The level of interest at 4.50%, there is only 0% commission because finance company gets low profit. If salesperson can sell at 4.75% interest, so the company will earn 4% of commission from the 4.75% interest. The following is the calculation.

Model	Strada 2800cc. Grandis 4A/T	
Price	632,000	(Bahts)
Down payment (15%)	158,000	
Finance amount	474,000	
Interest 4.75% for 1 year	22,515	
Interest 4.75% for 4years	90,060	
Dealer will get the commission (4%)	3602	

Dealer will earn commission of 3,602 Bahts but salesperson never got any share from it. The problem arises from when salesperson knew they would not get any share if they try to sell at higher interest, they would not close sales at high interest at all. They mostly closed sales at lowest interest rate since they don't have any share anyway and in return customer will be appreciated to help them save money. And the company loses profit.

This new incentive system give benefits from only to dealer alone to both dealer and salesperson can benefit from the higher interest rate. By earning 50% of the commission to salesperson, and the another 50% goes to the company. From the case above, instead of the company gets 3,602 Bahts alone, both company and salesperson will get equally 1,801 Bahts. So salesperson will be benefit more if they can closes sales with high interest rate and the company will also be benefit from it too.

Team Focus and Participation

The company concentrated on team and participation between team member. Member of the team will help each other in solving problems. They also learn from friends.

As stated in TQM principle of management "Teamwork is more important than individual work" The team focus is important in managing salespeople in the showroom.

Manager also take different role in different situation, Directive, Supportive, participate, and achievement oriented leader is used for specific objective in different circumstance.

Routine Meeting

In the routine meeting, only salespeople are allowing in the meeting to group up and discuss in following issues.

News: Manager announces news to sales team such as new sales promotion campaign of the month, news about the industry or market situation for example. Beside business talk, it's also extend knowledge of salespeople to be able to talk to customer and answer question about industry to customer

Discuss new prospect customer Each meeting, salespeople will report to manager new prospect customer, how they greet, how close to the buying decision. Another report to discuss is delivery report from direct mail questionnaires. Result of the delivery such as completeness, satisfaction or complaint will review in the meeting. Questionnaire with customer satisfaction will be review to give credit to the salesperson, but for the low satisfaction feedback, manager will discuss the reason and solution and corrective action as in the last step of PDCA.

Stimulate: Before the meeting ends, manager will cheer up all salespeople to reach the target volume, in another word, this is to remind salespeople to keep on working with full effort every time they had the meeting.

Sales Manager Participation

The objective of this job is to check for the process perfection. To both customer and salespeople, it helps managers follow the progress and can help salespeople close sales.

- (1) To salespeople: Periodically, manager talks to salesperson in personal to discuss about cases of customer in the decision and guide salesperson to use different technique to negotiate with customer. The C card can be a useful tools to discuss each cases.
- (2) To customer: It's better that managers know every customer and talk to customers directly. This helps bring a close relationship between customer and company. Customers will feel warm welcome to have the manager talking with them. For any mistake that has happened to customer. Customer may feel negative to the salespeople and company, sales manager must talk to customer directly to ease the problem and bring back customer satisfaction. Manager participation is also used to check the salespeople if they are hiding something from manager such as salespeople might not keep the customer promise, manager can find out by talking directly to customer.

In conclusion of this chapter, the concept strategy is implemented to the real organization of auto dealer in Prachuabkirakhan. For PPS itself facing the problems caused from sales people which effect to satisfaction, there were same to the information as stated in J.D. POWER survey including sales knowledge , sales process

and sales service. The company implement the program for three months by adopt the strategy as sales department policy to follow. The program implemented separated into four parts. First is sales training, which is created to increase sales efficiency by input knowledge that is necessary to make sell to salespeople including product knowledge, sales process, and real practice.

Second part is the documented control measurement. The objective is to check every process to make sure the satisfaction goes to customer since start greeting customers, follow up to customers and delivery to customers. By using documented control including sales process checklist, delivery checklist, after sales direct mail, and prospective customer follow up card, the control takes part in every steps to make sure of satisfaction. The third part concerns sales people motivations, which are sales force incentive techniques. The heart of this part is to stimulate salespeople to sell more and make more profit to the company, The techniques are variable pay ladder commission, gain-sharing finance commission, and smart sales commission. The last part is team focus and participation style of sales team management. The objective is to increase team relationship management among the salespeople, and they also learn each others, and even helping close relationship to salespeople and sales manager and to the company. Discussion in every routine meeting help find ways to close sale cases and everyone will learn from the discussion, salespeople also have chance to practice their knowledge and their speaking and selling to customer. Survey methods used to test the result are in the next chapter. The program is tested after three months of implementation which will be in the next chapter.

V. RESULT FINDING AND ANALYSIS

After implementing the program for two months, the test was developed to analyze the change, so questionnaires were developed to test the before implementation situation. The details of the questionnaire are in the problem analysis part. It showed the a certain intermediate level of satisfaction for customers who had never been treated with the new sales management program. Again the questionnaire, there are 20 samples, all 10 questions are closed ends questions sent to customer who bought new car in month range between April to July 2002. In table 4.4, it contains result of customers from the first group.

Before going to period the after implementing the result, method of sales volume survey is used to analyze, using monthly sales record divided into two ranges, before and after the program being implemented.

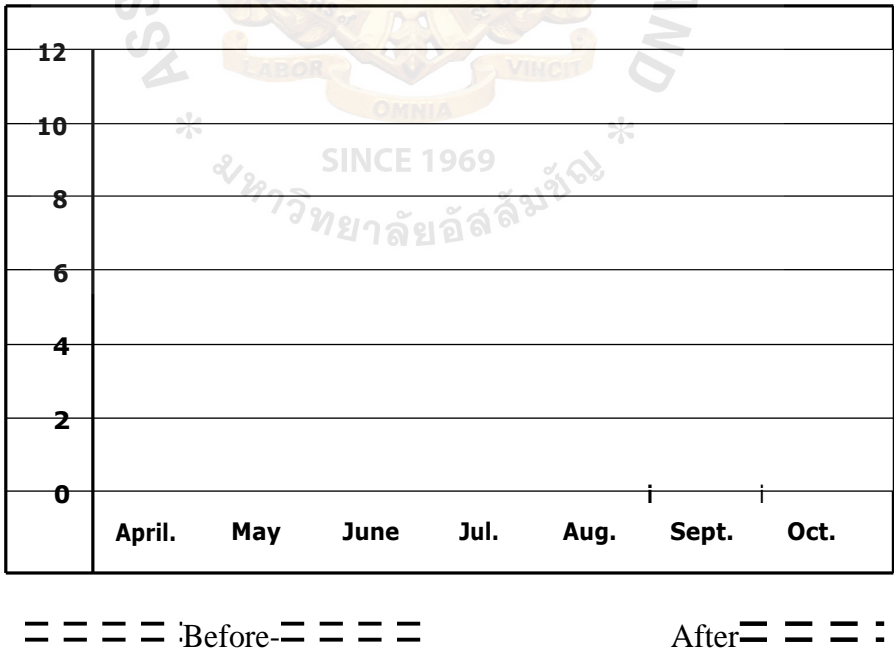


Figure 5.1. Closed Sales Report of PPS (April — Oct 2002).

The graph shows units that salespeople closed each month. Before the program was implemented sales was in declining, but it increased in July and the months after. It looks like the program has been implemented in July actually making the sales increase, but the program may has only slightly helped the result because the main factors influencing sales volume are advertising, sales promotion, sales people performances and even local economic situation. So the program made only a small impact on sales volume in this short period of time even though it supports the conclusion.

Another result gathered was the survey were conducted to test level of customer satisfaction to whom has experiencing salespeople who use the new sales force management program and compare the differences from the before the program — customers as stated earlier in the beginning of chapter 4.

Table 5.1. Customer Opinion on the 3 Categories (From 100% of qvality).

Criteria	Before the program	After the program	Difference
Knowledge of salespeople	75%	83%	8%
Quality of service	71%	84%	13%
Quality of delivery	79%	85%	6%
Overall performance	75%	85%	10%

From the above table the difference showed the improvement of salespeople performance after adopting the new program. All aspects are increased in the range between 6%-13% including sales knowledge of salespeople 8%, quality of service 13%, delivery quality 6%, and overall performance increased up to 10%. It's mean that

customer who experienced the new sales force management system are satisfied salespeople more than traditional sales force management.

Limitations

During the implementing the program, there were some limitations made the program imperfect. If there below limitation are solved, The results would be more accurate.

Time Shortage

The period of 3 months of conducting survey of customer opinion about salesperson performance before and after the program has been adopted was too short. The returned feedback was less than 50% of the number sent. The sales volume couldn't summarize the change between before and after the program neither since sales volume in such period was too little to conclude.

External Factors

There were external factor affected the sales such as economic situation, competition and sales promotion during the moment. And also salesperson had too little time to adapt themselves to get used to the new system. The factor influencing sales in each period such as sales promotion really increase sales in the promotion period, so it is not right to conclude that the program has strongly impact to sales volume.

Small Sample Size

As stated earlier the time period after designing the program, testing the system and collecting data from samples and concluding the result was in only two months. The new customers who bought new cars during the period were only 20. The questionnaires were sent to all 20 to gather their opinions who had experienced

salespeople using the new program. Only half of the samples were returned, so the result may be biased because the sample sizes were too small.



VL CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study focuses on customer satisfaction with the local car dealers, and designing a new sales force management system to bring up higher satisfaction by increasing level of quality in all aspects, starting from sales knowledge orientation, process control technique, incentive motivation technique, and team work style of management. All those aspects are expected to increase salespeople quality of sales performance and in return, company achieve total sales satisfaction.

From the survey of customer who bought new car with the traditional sales system, the company got a specific level of customer satisfaction. The company later on adopts the new sales force management programs The new program was designed based from the 3.D POWER customer survey and gather customer criteria of satisfaction. The well known management concepts such as TQM, ISO standard requirement, and management techniques from well known management gurus were selected and matched with the survey to find the solution for each criterion.

The solution, later on are designed and become strategy, which attempt to bring high sales management quality and increase customer satisfaction, eventually increase company profit. They are sales training programs, measurement programs, incentive and motivation programs and team management programs.

In order to prove the effectiveness of the program, local surveys were conducted to test customer satisfaction in the local market. Two groups of customers were selected as sample. First group were customers who bought new cars before the program was adopted to the sales department, and the other was customers who bought new cars after the program was implemented. Results of the survey showed that the customer

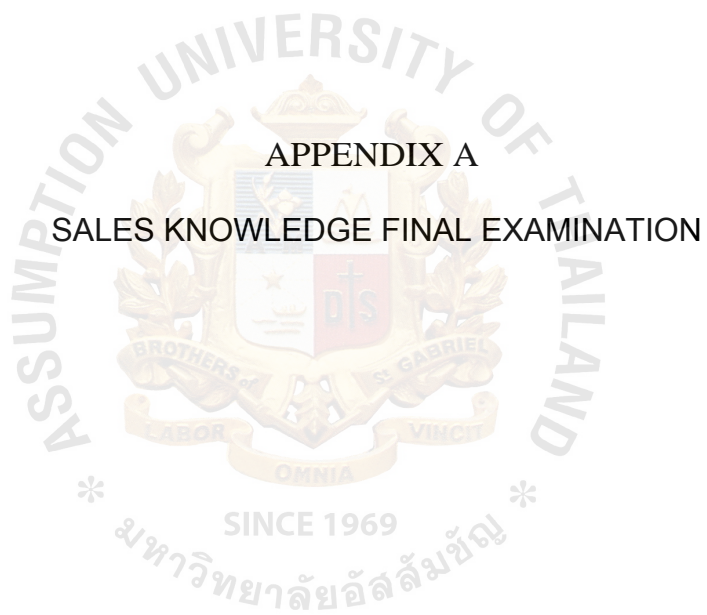
satisfaction level of the two groups were different. The later group was approximately 10% higher than the first one. This means that after the program was adapted to the sales department of the company, the company's sales quality level were improved and resulted in higher level of customer satisfaction. This concludes the project that the new sales management program can improve sales performance to bring about higher customer satisfaction, but there were some limitations during conducting this study, there were shortage of time, economic factors and small sample size.

Recommendations

This study attempts to use the management concepts, and adapt to design for the new sales management system. It is expected to use as tools to increase sales and customer satisfaction. Since those limitations blocked the completeness of the study, the result was biased. If those limitations were solved, there would be clearer results and better effectiveness to real use. Time span should be longer to have more customers for sample size to gather more accurate results.

This study can be conducted to other auto makers in the industry to find results for the overall industry and finally, it would benefit customers.

The study can expand to be implemented to after sales service center quality management program to service department staff, such as mechanics, service advisors (front staff). By using management concepts to implement in after sales service and test the program by conducting survey as in the sales management program.



iiorrou^Arriowfrnuitiimmvaluvrafwinitglinii)

111V1 raimuirvila

1. 11111i^f113i151,11104111I^f11111110i1U11^f14 940i11101101,4119

.....
.....
.....
.....

2. imiiaminit045ntaigJorgiliDolifu

K64S I^f11 K64CS1 I^f11

K67CD K77TG 51t11

K67TJ K77TGJ 71^f11

CS3NJ I^f11 CS5TX 51f11

3. Intraiiorgili ILOD 200 r9111k1 ii7:10:11:451,11,141115

i^AAciⁱ1iLLD11001115D ;11~a1J~15

i^A9171WILLoa200 M1141 Vito 61N11017

4. f111011⁻3119f1411131:11Zikn'ili,11111100111JVVT11113f117 91 5 72,:t1Z clIZEJarleilYfi?"19

I,^A?,',Onl 1 FIIMI1A7 nen'fil 2 WED1.1191

IZ;VY^A.1 3 FilDUJVIL.....7: mail 4 iiIMIJA7

Iztia⁻ii 5 hlatunI

5. %11r,iitiouonvii4warri4vrvni4-1111 2.5 Um] P/S uaz 2.8 ail TOP

1. 2. 3. ...

4 5.... 6.....

7 8 9.....

6. MV11:':,filta15lmou (option) iintOlaZtailOpliki 9111Jii'30614

0101ni40 41(64S 14141115021711J011, 011:90/1711811,1111Ztdruirif400,500101Z,2500cc.

K64M...

91011044 K64CS

K64CS1.

K67CD .

K67CR

K77TG *****

41.112,Q K64TJ

K6711.

K67TJR

K77TGJ.

7. \$4fillnfUill.11111.11.11,1X31Fultuitmii414tIn4es

110170 567,000111x1 91171.1 30% fiefilllti 4.25%

01011: LIM 1.1111

Pin 12 tgE11.11 MP 241401J11111

361.40i4 11111.....48 filets .111`h

8. 700TheicrePTA1014t4140f 1.8 Limited a AT 51Y11 865,000 1 1 25% ii8ndo 4.65% thztTuliel
11x11 26,000 Urn , f111011:1191014 4,000111'n, 11.1.11. 71f11 1,12211111 lairThfIcomztv4unilio 1 crai
iiientlik4m14erieu vr4o4iiviiuntilli'hiiii 1111ilieetm.

11011 :

9. 100143191⁴.1111111⁴1501 1.6 Limited 6AT 71111 764,00011111 Anti 25% flElfiliicti 4.15% 1.11%161-JiTEJ
71111 25,000 Ian, filimillailt11,111fil 3,800 14111,11.1.1.1. 71t11 1,1221111x1 liArhumuLattrottoulo
onriiigntlicgo4nnitilupietutttnningu

91011 •

10. 31;111161.1=1116111iii4VD4ilinfliffill14113fi1111111M111_111411

01011 •

11. 111017iiiiillffil (TRIPLE METER)110400171410ZATOZ111114

01011 • 12..... .3

12. tnniiiiienku:AvAimmlilirip vulvervonnaz lltlenieihnoCiamtriiitprortriiugnAilti
16111J1104qt1111q1nfitansim Tu 10 1177ilii





APPENDIX B

SALES PROCESS CHECKLIST

11RJ11941111110

..... 411001,111 1 A yoqn4i
ila(jrnunnnf6161v14 1115

Uhl

t5u9e14 11Th iuci

..... 41-19101.61 2 f11140

LI 401111 Vfi

9fD1.414N014

51t11

VIZ1911014

linfitru

11.1.11.

117.1J.

tInfiufit u 1

fiuritpisil 1

DU 1

11`011111

DDril n14014

000411vItannl

vu

u3iYullyltuu91 flanniti

nun`min`114ml igautilauaz 1.1111

ISDrif0 311LF101

..... tWif117611115;9111511

cl00111J1.1615115L`111f14

fi11.14117A71.11V1519511;1 lui'mallutgau lu

FM1115615`19r(01J

41anut1111;614

51115 Mtf1101111511519f14

6111117A71ingfittl luTus04t5uL9lou

NDM101119?f01l

..... 411-1001111 3 a fl

UNLIDIJ

NnnflIthlIDUSO : 11111

frnuria1TuDqnk :

viaU Uti1Nal9

..... iftwieui1 4 fiAD11111111fi111110

flau 1 Llf100111 Ylff11 5)1J7104

00111 1141,1141-Pic0111`hi



APPENDIX C

DELIVERY CHECKLIST

วันที่

91111111.....
A ,

LIJOSOID

lguanunua..... 111 a

1,atpna1 LnInvis*

talynniitru LLIJJH

qinstAD1L1,f111

waulTni59sa 1,114vf

11.15onlfrumitm19t1finisi3aJa9J5n

1. afrannuazOnla

2. 1115aill1691D1111111111-11110

..... Yes No f1113.10Z01WUNOTnfl Yes No 9i'llq'dfl7fllkTV6110

..... Yes No fT19.1M,'ONfllE.1114 Yes No 2'fml rDf1111f1f1.

..... Yes No 1,f17 D11.11JO1f110 Yes No ClaulTniTuthr,614.

Yes No 'Inard Yes No f151,9ff14111.1I ==

.Yes No insmaihrAiati

..... Yes No tylla:Alid 3. q11f1J5n15uazagAild

..... Yes No YVI.41-15 .Yes No umniuptli5n15,w,111

..... Yes No rapiTinhcc;•fu Yes No f1511fll9J10flaLiO1.1

..... Yes Noalan'al.111tl Yes No muctitalqueifm

..... Yes No PPS Handbook Yes No nanill'nrualquirilini5

..... Yes No qcdnlttuitnAn Yes No LtuniiriAwiravnllu3n15

lihotimbia.nOtm fiotriinvaiitonlindhoisculDifivr.noui'llintATIANYITWOAOLNITOIfTiv

..... MIDQ51.11.101.1

..... flsTOTEJ111

..... MfDP,;111E1

..... fl19fDr,4,W1f111



APPENDIX D

AFTER SALES DIRECT MAIL

APPENDIX E

PROSPECTIVE CUSTOMER CARD



ritlimuinti					
nlii				o tAtiv 0 IiiiKtrtrf qnktirii 0 tokuunii	
01111				Mir	

I %1 E	4t8		uiveinn		clie _	
	Pm				mtifelj	
	ein-rtrl					
					trirKyti	
	4tidpnu					
	11VAM1r5111				IfalIxi	
	wrim		46414-ru			
S .lf,	intrril4		tliu	lu	nal	ilr.:3A
			Air4iu	lu	Mil	nAn
	4iuDAan				Lnzintenti	
					güitalfilladb, _	

p i O F g S	o el to		1,1111		A	
	UM				a	
	Au 1		tit		41111	
	0 Lluom				uof 0 ;qv 0 IlIral	
	0 oFrie aliril'III				y1111	
	cisurnts:					
	4-ru-surm				rummutti %	
ifilIn 1 Ciwit						
drulpflu 1						
iaTsfurn				DWI		
martiA				nmlintiVA		
inmmtr54				4111		
laitirnert						
oittilleAnit				1a.414frfra		

Figure E.1. Prospect Customer Card.

BIBLIOGRAPHY

English References

1. Churchill, Gilbert A., Jr., Neil M. Ford, and Orville C. Warlker, Jr. Sales Force Management: Planning, Implementation and Control, 4th Edition. Hoomewood: Irwin, 1993.
2. Kotler, Philip. Marketing Management, The Millennium Edition. New Jersey: Prentice Hall International Inc., 2000.
3. Luthans, Fred. Organization Behavior, 7th Edition. Singapore: McGraw-Hill Inc., 1995.
4. ^{c4} uality Management System Requirements." ISO 9001 International Standard, Edition, December 15, 2000: 12-13.
5. Robbins, Stephan P. "Organization Behavior: Concepts Controversies Applications, 7 Edition." New Jersey: Prentice Hall, Inc., 1996
6. "Sales Satisfaction Index." J,D. Power Research of Car Customer in Thailand, 2001.

Thai Reference

1. ummtur.. Ylilf1151.101ff115. fq11,71711.111114f11: ttir.194f191
2541.

