

## Chapter 5

# Findings and Analysis

### ABSTRACT

*This chapter presents the results of the data analysis. The data was collected and processed in accordance to the problems posed at the outset of this research, which was to understand which determinants impacted on SPP. The results of both the quantitative and qualitative data are presented in this chapter. The quantitative data analysis comprises of descriptive analysis, cross-tabulation, regression analysis, and correlation analysis. SPSS, a commercially available statistical software package, was used to perform the analysis. In addition, this chapter also reports the findings of the qualitative data analysis where the key themes were noted. The findings are structured in line with the literature review: organisational determinants, personal determinants, and symbiotic determinants. The data is presented in both quantitative (numerical) and qualitative (non-numerical) formats, as per the selected research methodology.*

### 5.1 INTRODUCTION\_

This chapter presents the results of the data analysis. The data was collected and processed in accordance to the problems posed at the outset of this research, which was to understand which determinants impacted on SPP. The results of both the quantitative and qualitative data are presented in this chapter. The quantitative data analysis comprises of descriptive analysis, cross-tabulation, regression analysis and correlation analysis. SPSS, a commercially available statistical software package, was used to perform the analysis. In addition,

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this chapter also reports the findings of the qualitative data analysis where the key themes were noted.

The findings are structured in line with the literature review: organisational determinants, personal determinants and symbiotic determinants. The data is presented in both quantitative (numerical) and qualitative (non-numerical) formats, as per the selected research methodology.

## **5.2 RESPONSE RATES**

A total of 500 self-administered questionnaires (see Appendix B) were sent out to sales professionals who were operating within the B2B selling environment, in order to satisfy the quantitative component of this research. Of these, 154 were returned which represents a 30.8% response rate; however, 40 were spoiled or incomplete and were therefore unusable, which resulted in 114 usable questionnaires and reduces the effective response rate to 22.8%. The unusable questionnaires were either blank or partially completed with major portions of the questionnaire left blank or, in two instances, the respondents revised the categories to such an extent that the data could not be used without serious interpretation or alteration.

The data was analysed looking at the population of sales peak performers as a separate entity, and a separate analysis was conducted comparing SPP with non-SPP in order to determine if any significant variances occurred.

A total of nine one-to-one semi-structured interviews were conducted amongst B2B sales professionals, academics, professional bodies and practitioners (see Figure 1 for details of the nine interviewees, see also Appendix A) and these were analysed using key words and themes (see Appendix C for the questionnaire).

### **5.2.1 Response Breakdown (SPP vs. Non-SPP)**

The results from the 114 respondents are presented in Table 5.1. A descriptive analysis of SPP and dependent variables are noted. There were 72 salespeople who were non-SPP, which equates to 63.2% of the respondents, compared to 42 salespeople or 36.8% who met the criteria of SPP. SPP salespeople are those who achieve 100% or more of their target on a consistent basis.

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