

**EFFECTIVENESS OF SALES MANAGERS'
LEADERSHIP IN IMPLEMENTING LEAD
MANAGEMENT: A CASE STUDY ON TAN CHONG
MOTORS (SARAWAK)**

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CHONG MOTORS (SARAWAK)**

**BY
OOI CHIN LYE**

**Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
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In Fulfillment of the Requirement for the Degree of Doctor of Management**

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ABSTRACT

The mission of Tan Chong Motors (TCM) Sarawak was to fulfill top management's vision for Sarawak Region Mid-Term Plan of increasing the current market share of 3.6% (for year 2011) to 24.4% by 2016. The sales management and leadership behaviors of present Heads of Branch (HOBs) were found to be ineffective, especially in managing and leading the sales teams to achieve the mid-term goal by Year 2016. The aim of this research was to examine factors influencing HOBs' leadership in implementing lead management in Tan Chong Motors (TCM) Sarawak region. Hence, the major focus of this study was to examine the effectiveness of HOBs' leadership behaviors and sales management approaches in the branch sales operation in Sarawak Region. For this purpose, an action research (AR) embedded within the conceptual framework was conducted in three cycles involving; formative evaluation, application and implementation of change by Tan Chong Motors Sarawak Region and TCM Head Quarter (HQ). Process, impact and outcome evaluation data was obtained from quantitative and a combination of qualitative approaches namely; structured interviews, participant's observations, archival search, focus group discussion and critical incident technique. The participants of this study were HOBs of the five branches in TCM Sarawak Region. Survey was also conducted on 62 sales advisors from the respective branch. The study found that inadequacy of leadership behaviors and lack of management knowledge, lack of structured management control processes, lack of clear job scope and an inefficient Lead Management Information System were the main reasons contributing to the leadership ineffectiveness in implementation lead management in TCM Sarawak Region. With the findings of this AR, TCM HQ has adopted and standardized the four proposals made, namely to adopt farming approach of selling, to enhance Lead Management Information System, to standardize HOBs' job scope and, to provide structured training program for all TCM HOBs.

Keywords: sales management, leadership behavior, lead management, leadership effectiveness, management control

ABSTRAK

Misi Tan Chong Motors (TCM) di negeri Sarawak adalah untuk memenuhi visi pengurusan tertinggi bagi Wilayah Sarawak sebagai meningkatkan syer pasaran semasa sebanyak 3.6% (untuk tahun 2011) kepada 24.4% menjelang tahun 2016. Pengurusan jualan dan kepimpinan Ketua Cawangan (HOB) yang sedia ada didapati tidak berkesan, terutama dalam mengurus dan memimpin pasukan jualan untuk mencapai matlamat pertengahan penggal menjelang tahun 2016. Kajian ini bertujuan untuk mengkaji faktor yang mempengaruhi kepimpinan HOB bagi melaksanakan pengurusan *lead* di TCM wilayah Sarawak. Oleh itu, fokus utama kajian ini adalah untuk mengkaji keberkesanan tingkah laku kepimpinan HOB dan pendekatan pengurusan operasi jualan cawangan di dalam wilayah-wilayah di Sarawak. Kajian ini merangkumkan satu kerangka konsep yang dikaji melalui tiga kitaran yang melibatkan penilaian formatif, penerapan dan perlaksanaan perubahan oleh TCM Wilayah Sarawak dan Ibu Pejabat TCM. Oleh yang demikian, proses, kesan dan hasil penilaian data diperoleh melalui kaedah kuantitatif dan kombinasi kaedah kualitatif seperti kaedah temu bual berstruktur, pemerhatian turut serta, carian arkib, perbincangan secara berkumpulan dan teknik insiden kritikal. Subjek kajian ini terdiri daripada HOB yang mewakili lima cawangan TCM di Wilayah Sarawak. Kaji selidik juga dijalankan bersama 62 penasihat jualan dari cawangan masing-masing. Hasil kajian menunjukkan bahawa kepincangan tingkah laku kepimpinan dan kekurangan pengetahuan dalam pengurusan, kekurangan dalam proses kawalan struktur pengurusan, kekurangan skop kerja yang jelas dan ketidakcekapan Sistem Maklumat Pengurusan *Lead* merupakan sebab-sebab utama yang menyumbang kepada ketidakberkesanan kepimpinan dalam perlaksanaan pengurusan *lead* di TCM Wilayah Sarawak. Dengan penemuan penyelidikan ini, ibu pejabat TCM telah menerima pakai dan menyeragamkan empat cadangan yang dibuat iaitu mengamalkan pendekatan *farming* dalam jualan, meningkatkan Sistem Maklumat Pengurusan *Lead*, menyeragamkan skop kerja dan menyediakan program latihan berstruktur untuk semua Ketua Cawangan TCM.

Kata kunci: pengurusan jualan, tingkah laku kepimpinan, pengurusan *lead*, keberkesanan kepimpinan

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LIST OF ABBREVIATIONS

AFTA	ASEAN Free Trade Area
AR	Action Research
CRM	Customer Relationship Management
CKD	Completely Knocked Down
CSI	Customer Service Index
ED	Executive Director
EI	Emotional Intelligence
TCM	Tan Chong Motors
FI	Final Invoice (referring to vehicle sales invoicing)
HCM	Human Capital Management
HOBs	Heads of Branch refers to Branch/Sales Managers or Assistant Sales Managers who are the heads and responsible for the branch sales operation.
IS Dept.	Information System Department
LM	Lead Management
KPI	Key Performance Indicator
MD	Marketing Director
MTP	Mid-Term Plan
MAA	Malaysian Automotive Association
NAFTA	North American Free Trade Area
NML	Nissan Motor Co., Ltd., Japan
PA	Executive Director's Personal Assistant
PMS	Performance Measurement System
OM	Operation Manager
Researcher	Refer to the writer of this action research
RM	Regional Manager
SAs	Sales Advisors (or Salesmen)
SFA	Sales Force Automation
SSI	Sales Satisfaction Index
TM	Training Manager
VSM	Vehicle Sales Management System

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The aims of this action research is not only to analyze factors relating to the effectiveness of leadership of Head of Branch (HOB) and the effects of their behaviors in implementing Lead Management in Sarawak branch sales operation, but also to understand its influence on sales force performance.. The main focus of this action research is to examine the HOB's leadership and management behaviors in leading the sales advisors in implementing lead management. Lead management is an important element of personal selling and sales management (Monat, 2011; Payne, 1994). Leadership behaviors in this study comprised of providing direction, motivating, training, coaching and supporting the overall selling effort of the sales advisors. Management of sales operation includes planning, organizing, coordinating, monitoring, controlling and evaluating the sales activities. Sales force effectiveness and productivity is influenced by the leadership of sales managers (DeCarlo, Rody and DeCarlo, 1999).

1.2 Background of Company

This study was conducted in Tan Chong Motors (TCM), franchise holder and sole distributor of Nissan passenger and light commercial vehicles in Malaysia since 1957. It has 90 sales branches and authorized dealers nationwide, and supported by 74 after-sales service centers. In Year 2011, the company's vehicle sales captured an overall

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