



### Article Title

Hospitality Industry Sales Force Automation: Organizational and Individual Levels of Adoption and the Implications on Performance, Productivity and Profitability

### Citation

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### Abstract

The growth of sales force automation (SFA) in the hospitality industry in recent years has led to virtually every hotel salesperson having a computer at his or her desk in order to perform his or her sales responsibilities. However, as Orenstein and Leung (1997) point out, simply providing a computer and software is not going to miraculously increase sales volume or productivity. This article presents evidence that significant differences exist in the level of both organizational and individual adoption of SFA in the hotel sales profession.

### Methods

The survey instrument used in a study of international hotel salespeople based in North America and Asia was designed to be sent via electronic means to the sample population. The response alternatives also were structured toward the use of electronic response options, in addition to more traditional response options (e.g., fax or mail).

### Results

Although this analysis of responses to a survey of international salespeople doesn't directly measure performance, productivity or profitability, it certainly does put into question Avery's (1994) statement that providing the individual salesperson with the proper equipment and SFA software will lead to better results.

### Conclusion

The response methods used by the international salespeople in this survey do provide evidence that both organizational and individual adoption issues exist in the use of automation within the hotel industry sales operations. The analysis of the responses has shown that there may be differences across international borders, differences resulting from the experience level of the salesperson, differences based on the position level of the individual, and perhaps differences regarding gender, when considered in conjunction with nationality.