IMPACT OF SKILLS GAP ON SALES REVENUE GROWTH OF HIGHLY SPECIALIZED PRODUCT LINES: A CASE STUDY OF THE BASCO PAINTS.

BY

VICKY WAITHAKA

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters of Business Administration

UNITED STATES INTERNATIONAL UNIVERSITY- AFRICA

SUMMER 2016
DECLARATION

I, the undersigned, declare that this project is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ______________________ Date: ______________________________

Vicky Waithaka (Student ID: 644786)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ______________________ Date: ______________________________

Dr. Paul Katuse

Sign: ______________________ Date: ______________________________

Dean, Chandaria School of Business
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ABSTRACT

This study seeks to investigate the impact of skills gap on sales revenue growth of highly specialized product lines at Basco paints. The research was guided by the following objectives: To determine the effects of formulating skills gap on the sales revenue growth for the specialized paint segment, to determine the effects of marketing on the sales revenue growth for the specialized paint segment, and to determine the impact of technology on the sales revenue growth for the specialized paint segment.

A descriptive research approach was taken and the information obtained used to better describe the characteristics associated with the target population and to estimate the proportion of a population demonstrating the said characteristics. The target population of this research therefore composed marketing, lab technicians and sales people of the specialized paint products at Basco paint in Nairobi. Due to the number of population size being forty five the researcher undertook a total census survey of the population under study. The instrument used in this research was a self-administered questionnaire to capture opinions of the respondents in the performance variables under study.

Quantitative and qualitative data collected was analyzed by the use of descriptive and inferential statistics in Statistical Package for Social Sciences (SPSS) and excel, and this was presented in percentages, means, standard deviations, frequencies. Frequency tables, tabulations and cross tabulations was used to analyze the data obtained and cross tabulations analysis was used to investigate the patterns and relationships between the variables.

The first study objective was to determine the effects of formulating skills gap on the sales revenue growth for the specialized paint segment. According to the findings, the causes of skill gap in special segment were lack of skill and lack of experience with. The findings also reveal that the firm is capable of paying for the skilled employees and on the effects of lack of skill gap on revenue, it was established that company has lost business to competitor and quality in the service as a result led to Loss of efficiency.

The second study objective was to determine the effects of marketing on the sales revenue growth for the specialized paint segment. On analyzing the research objective it was
established that the company allocates enough funds for marketing and it was also established that sale relies totally on the marketing done. The finding also revealed that as many of the respondents disagree that Basco paint has the best marketing strategy in industry. It was also revealed that marketers of specialized paint segment have the necessary skills and it was also established that Basco paint marketers are aware of its customers’ needs. Many respondents disagreed that Basco paint invest more in staff training, however, Basco paints product is widely available and sold at reasonable price.

The third study objective was to determine the impact of technology on the sales revenue growth for the specialized paint segment On analyzing the objective the findings revealed that lack of skills and qualification was cause of technology skill gap, it was also established many respondents disagree with the fact that fast changing technology was difficult to keep up with. The finding also reveals that the company uses advanced technology. On analysis of benefits of technology, the findings reveal that the technology use has ensured quality production and led to increase revenue however, majority of the response was neutral on whether technology used minimized cost.

The study concluded that that highly specializes products are in the competitive market and as such they are able to help the firm generate more revenue. It is also important for the firm to have skilled employees in order to remain competitive in the market. It is also evident from the findings that when employees in the specialized paint segment lack experience and lack despite the fact that the company is capable of paying the current market rates. Despite this there is also an issue of poor career progress in the sector. According to the findings, skill gap leads to loss of efficiency, quality and business to the competitors.

The study also revealed that sale relies totally on the marketing done and from the findings Marketers in the special paint segment are aware of the customer needs and as such the products are readily available and at reasonable prices to the buyers. The finding also reveals that the firm has enough funding and latest technology in the sector however, very little is done on staff training and development.

On evaluation of impact of technology on the sales revenue growth the study concludes that lack of skills and qualification can be considered the main cause of technology skill
gap in the special product segment, however with most of the respondents being graduates it is however possible for them to adjust to the fast changing technology. The findings revealed that the technology use has ensured quality production and increased revenues.

The study recommends that since only three factors in the; marketing gap, technological gap and skill gap formulation were analyzed, it is recommended that other studies be done to unearth more on the subject for instance skill mismatch. This will ensure increased reliability of the statistics and effects for generalization. The study covered only one plant, this shows that the results of this study are skewed towards the perceptions and data from only one institution. It is suggested that such a study be done in other firms and other sectors to increase the statistical power of the study and produce more reliable results.
ACKNOWLEDGEMENT

I would like to give thanks to God for the guidance he has accorded me up to this level of my master’s program. I also give special thanks to my family for the support and to my supervisor Prof. Paul Katuse, for the guidance throughout this research proposal.
DEDICATION

I would like to dedicate this proposal to my mum for her inspiration, motivation and support as without her this would not be possible.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Skills are important to any economy in determining the standard of the manpower in production. However, for the abilities required to be utilized in development of the economy, it should be matched to firm’s want. Sitek (2012), defines a skills gap as a major gap within the organization’s current talents and therefore the skills it wishes to have to meet its goals. Lack of these skills leave a firm disadvantaged as it will not develop or stay competitive as a result of it not filling the important jobs with staff who have the proper knowledge, skills, and talents. Sitek (2012) adds that, these gaps not solely have an effect on individual organizations or sectors, additionally it affects communities, states, regions, and whole nations pay a hefty value once they are unable to seek out or prepare staff with the proper skills for essential jobs.

According to Sitek (2012), the McKinsey Global Institute June 2012 report, had a forecasts that there would be a potential worldwide scarcity of about 85 million skilled employees by the year 2020. The report also added that during the same period the demand for low-skills workers will be predicted to drop by 10 percent. On a wide scale, employment plays a very important role in the United States talent scene. However, the rate of unemployment has progressively declined while the total unemployed workforces remain high as managers struggle to find knowledgeable talent to fill the rising number of employment openings in the state.

Skills shortages has also been identified as a major threat to robust performance in industrial sector in the United States, and according to Accenture (2014), survey respondents established that it is hard to fill skilled manufacturing roles. About 75 percent of manufacturers report varying shortage of skilled resources and over 80 percent report a shortage in required resources. Skilled jobs make up about 80 percent of the workforce; however, a huge portion of these workers is almost reaching retirement age.
According to Sitek (2012), in America the biggest skill gaps are in the middle profession area and high skills professional occupations. Such include jobs that require industry or government documentation, manufacturing and healthcare.

According to UK Commission for Employment and Skills (2014), in the United Kingdom skills shortage vacancies constitute about 2.5 per cent of the total volume of jobs. There are potential challenges to guaranteeing a prime quality supply of labour to employers all over the UK as a result of geographically irregular patterns of skills availableness. These patterns are attributed to employers inflated demand for skills and people migrate to places as where their desired levels of skills are in demand. Despite difficult economic conditions, within the UK the proportion of employers experiencing empty vacancies caused by talent shortages has seen a rise between 2011 and 2013. The foremost common forms of skills shortages across all job levels are either technical, practical or job specific skills.

According to Winterbotham et al. (2014), a big proportion of workers face skills gaps in Scotland and this is about 19 percent more than in other parts of the UK, although this total has dropped from 2011 when it was at 21 percent. Expertise problems effect rather a larger proportion of staff in European countries. Employers tend to be challenged either in terms of getting inadequate skills among a number of their existing work force or troubled to seek out new recruits with the abilities to fill the vacant positions, it's terribly rare for employers to be challenged from each direction.

UK Commission for Employment and Skills, (2014), states that skills gaps are a major drawback than skills shortages: across the United Kingdom, fifteen per cent of employers report skills gaps, compared to four per cent who report skills shortage vacancies. Skills gaps have an effect on 5 per cent of all staff. Public sector industries, education, public administration, and health have the highest shares of skills gaps reports, however there are also high levels of skill shortage in hotels and restaurants, monetary services, and manufacturing.
Eastern Asia may be a model region that has grown quickly, however, its low and middle financial gain countries face the challenges of maintaining growth and rising the financial gain ladder, each requiring enhancements in productivity. According to economic expert Intelligence Unit (2015), skills gaps across 2 major groups; current staff and future staff, provide important obstacles to sector growth across South Asia. Development of sentimental skills amongst future staff is of skyrocketing significance if countries like Asian nation and democratic Socialist Republic of Sri Lanka are to capitalise on growth opportunities in services sectors like, ICT and hospitality.

Development of these skills must be undertaken in partnership between institutions and the private sector, with increasing scope for shared learning experiences. According to Economist Intelligence Unit (2015), soft skills development will also become more relevant in complex manufacturing, with training undertaken as a part of technical skills development. South Asia’s ability to gain its complete economic development potential over the following decade will deeply depend on the ability of states to dramatically empower their youth to maximise on the demographic returns.

A significant soft skills gap is already impacting sector growth though. India’s business process outsourcing companies are in desperate need of engineers and software developers to service foreign clients but are increasingly frustrated by graduates who are not workplace ready. Poor problem solving, lateral thinking, communication and decision making skills, and an inability to work in a team are listed amongst the most significant failings (Economist Intelligence Unit, 2015).

According to Burnett and Jayaram (2012), the major skill gaps in Africa are cognitive (particularly mathematical ability and critical thinking), non-cognitive (mainly leadership, decision-making and communication), and technical depending on the industry. Non-cognitive skills are becoming increasingly important as economies change. In Benin, for instance employers prefer employees with some university education. Employers seem to primarily prioritize non-cognitive or ‘social’ skills, and the principal issue at the secondary level is the excessively general education of school-leavers.
A complete absence of skills is a problem too, but skills mismatches seem more relevant. In a survey among experts on 36 African countries about the major challenges youth face in labour markets, 54% found a mismatch of skills between what job seekers have to offer and what employers require to be a major obstacle. There were 41% who identified a general lack of skills among job seekers as a major obstacle on the improving levels of education in Africa. The recruitment and temporary work agencies surveyed also reported a general lack of targeted schooling and recurrent major inconsistencies between candidates’ profiles and the skills required for a job (African economic outlook, 2016).

According to Burnett and Jayaram (2012), in Senegal, employers from SMEs tended to focus on the need for cognitive skills, while in larger enterprises, emphasis is laid on both cognitive as well as non-cognitive skills. In Burkina Faso, non-cognitive skills such as motivation, discipline, and drive to work, and cognitive skill such as reading, and writing, are prioritized by employers. Meanwhile, in both Burkina and Uganda, technical and vocational skills are needed in sectors like finance, and construction. Similarly, in Kenya, employers are concerned with cognitive skills; basic knowledge, the level of educational attainment, and critical thinking and non-cognitive skills like attitudes, communication skills, flexibility and adaptability.

Basco Paints has been producing paint since 1976 and has developed into a principal manufacturers of the product in the Eastern Africa region. The firm has a wide variety of paints and related goods for customers comprising interior and exterior paints, customised paint finishes, roof, floor and wood varnishes and paints. The products are aimed both at the consumer decorative paint market as well as the industrial market (Basco Paint, 2015). According to Obaga (2014), the family-run business has a capacity of producing at least 22 million litres of paint per year though it is the second largest paint company in Kenya in terms of market share.

Basco Products (K) Ltd commonly known as Basco Paints is a top paint manufacturer with nearly four decades experience. The company has expanded its offering from the
initial Basco Economy range of paints; to the Duracoat range and other top quality products manufactured internationally (Basco paint 2014).

As a progressive company and in line with the company’s value of innovation, the company has partnered with global leading brands such as Ronseal (UK), Ennis Prismo (UK), Mapei (Italy), Venezia (Italy), San Deco (Turkey) and Pats’ decor (France). Basco Paints products are widely distributed in Kenya, Uganda, Tanzania, Rwanda, Burundi, DRC and recently also into Southern Sudan. Our stable includes the Duracoat Eco-friendly range, Duracoat Antibacterial Paints and most recently the Duracoat Lead Free emulsions range all available in a range of over 7,000 shades which is the largest in the region (Basco paint 2014).

Under the Duracoat range the firm has been a leader in the innovation. For instance, the introduction of Fragrant paints was a major innovation in paint technology in reaction to an irresistible request by consumers to improve the fragrance of fresh paint, especially for those re-painting or refurbishing already occupied homes (Odhiambo, 2015).

1.2 Statement of the Problem

According to Obaga (2014), the Kenyan paint and coatings market is driven by aggressive marketing and branding campaigns by the manufacturing companies. In order to flourish, these two areas of venture benefit the paint manufacturers in dropping costs and have allowed them to respond to client needs.

According to Accenture (2014), when a company lacks key skilled roles on a production line, it affects productivity, efficiency and, eventually, profitability. Having skilled manufacturing roles influences several different operational metrics like quality, production down time, overtime cost, production cycle time, customer satisfaction lead-time, and delivery.

The impact of the skills gap is far-reaching and varied, with effects on international economics, work force development, and business performance (Sitek, 2012). Basco
Products (K) Ltd Company has recently expanded its offering from the initial Basco economy range of paints to the Dura-coat range and other top quality products manufactured internationally (Basco Pain, 2015).

As a progressive company, the recent partnering with global leading brands has been aimed at having an increase in market share of a niche market, and to maintain this, it is essential for the company to have specialized skilled employees, who are capable of ensuring the product reaches these end users, and the intended finishes are achieved. The problem of this study is therefore to analyze the impact of skills gap on sales revenue growth of highly specialized product lines at Basco paint.

1.3 General Objective

The general objective of the study will be to analyze impact of skills gap on sales revenue growth of highly specialized product lines.

1.4 Specific Objectives

1.4.1 To determine the effects of formulating skills gap on the sales revenue growth for the specialized paint segment.

1.4.2 To determine the effects of marketing skill gap on the sales revenue growth for the specialized paint segment.

1.4.3 To determine the impact of technology skill gap on the sales revenue growth for the specialized paint segment.

1.5 Significance of the Study

1.5.1 To Management Basco Paint

This study will enable major decision makers in the firm to have a complete overview of the entire company or particular operation functions. This will in turn allows directors
and executives to decide whether the specific divisions of the firm has the required resources to meet the mission, goals and objectives of the organization. It will also help management in acknowledge any satisfactory and exemplary performance.

This study will help the business focus its efforts and make informed decisions. An efficiently conducted gap analysis looks to improve the entire operation and ethos of the business. Therefore, the firm will be able to come up with career development goals to curb the technical skill gaps identified.

1.5.2 To Employees

This study will also be important to the employees, as they will understand the need for a skills analysis and the benefit of such an analysis. Employees will also know exactly what the assessed level of competencies is and why they have been identified. This study will also aid the firm in benchmark employee performance across organization norms.

1.5.3 To Other Scholars

The findings from this study will also be used by other researchers for future references to other studies relating to skill gap.

1.6 Scope of the Study

This study will analyze the impact of skills gap on sales revenue growth of highly specialized product lines in Kenya case of Basco paint limited. The specific objectives of the study will be; to determine the effects of application skills gap on the sales revenue growth for the specialized paint segment, and to determine the effects of marketing skills gap on the sales revenue growth for the specialized paint segment.

The study will be a descriptive one and both qualitative and quantitative data will be analyzed. Primary data will be collected using questionnaires issued to employees of Basco paint Limited. Secondary data will be retrieved from published journals, books, and articles.
1.7 Definition of Terms

1.7.1 Skills Gap: This is gap in the middle of an organization’s current abilities and the skills it desires to realize its goals. It is the point at which an association can no longer develop or remain competitive because it cannot fill acute jobs with workers who have the right knowledge, skills, and abilities (American Society for Training & Development, 2012).

1.7.2 Technical Skill Gap: This arises as a result of lack of those skills or abilities required to perform a specific job or task. Technical skills are acquired through learning and practice (Burkus, 2010).

1.7.3 Marketing skill Gap: this gap arises when people lack of skills required to ensure that the right product reaches the consumer at the right price, place (Ach, 2013).

1.7.4 Specialized Products: This are item that is extraordinary or unique enough to motivate people to make an unusual effort to get it. For instance, the introduction of fragrant paints was a major innovation in paint technology in response to an overwhelming demand by users to improve the smell of fresh paint (Odhiambo, 2015).

1.7.5. Sales Revenue growth: Revenue growth is the increase or decrease of sales over time. It is a measure used determines how fast a business is expanding (Ach, 2013).

1.8 Chapter Summary

Chapter one is a brief introduction to the full analysis of the impacts of skill gap on sales revenue growth of highly specialized product lines. Both international and local literature has been looked into in depth. The chapter also identifies the statement of the problem, purpose of the study as well as research questions that are meant to facilitate the main topic of the research study. The chapter also outline’s the justification of the study and its benefits to various people as well as other organizations, the scope of this study is also discussed.
In chapter two, literature review on impacts of skill gap on sales revenue growth of highly specialized product lines will be analyzed. This will be guided by the specific objectives of the study. The different theories that support the main objective of the study will be discussed.

In chapter three the methodology used will be discussed, and this will include the population of the study, the sampling procedure applied, and the methods of collection and analysis of data.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter will look into the information from the available literature on the impact of skill gap on a firm’s performance. Theories that relate to skills will also be studied as well as empirical studies relating to the specific objectives of the study.

2.2 Effects of Formulating Skills Gap on The Sales Revenue Growth

According to International Labor Organization (2010), the growth of international markets is increasing the diffusion of technology and therefore the pace of innovation. New occupations are coming up and replacing others. In every occupation amounts of
needed skills and competencies are evolving because the information content of production processes and services is rising.

When applied with success, this approach nurtures a virtuous circle during which lot of higher education and coaching improves innovation rates, investment, economic diversification and aggressiveness, also as social and activity quality and therefore the creation of additional value. Good-quality lower and secondary education, accompanied by relevant vocational education and skills development opportunities prepares forthcoming generations for industrious lives, giving them the core skills to continue learning (Arvey & Murphy, 1998).

2.2.1 Acquire Formulation Skills Through Training

According to Nassazi (2013), the varied and dynamical nature of the business world has caused organizations to offer training to their staffs one of the ways of preparation to enabling them adjust to the increasing enhancement of job performance. It's necessary to not ignore the prevailing evidence on growth of information within the business company world within the last decade. This growth has not solely been caused by enhancements in technology nor a mix of things of production, but increased efforts towards development of the human resources. It is, therefore, in each organization's interest to boost the task performance of the staff and definitely implementation of coaching and development is one amongst the foremost steps that almost all corporations got to accomplish this.

While organizations have invested increasing financial and labor-related resources on employee training, the assumption is that training will benefit the organization through improved performance which will result in greater efficiency, greater customer satisfaction and, ultimately, increased revenue and profits. Further, employees are assumed to benefit because their improved performance should lead to career advancement and increased compensation (Lori, 2011).

According to Shelton (2001), research on significance of employee development programs on employee retention and job satisfaction it was determined that, training and
development increase employee satisfaction and are significant in an employee’s decision to stay with a company. It was also indicated that the impact of training decreases without the organizational culture to support employees in the development process. Same scenario is mirrored in the study on impact of training on commitment, retention and performance.

The analysis revealed that the there was a worth of training on commitment, performance and retention. The results also revealed that satisfaction and a mode for career advancement has direct and significant effect on organizational commitment, work performance and retention. The estimation revealed that training has a positive and significant influence on commitment, compensation, work life policies, career development, task and contextual performance (Mahmood, 2012).

Impacts of training on revenue is the same across all industries, and according to Odinga, (2010) study on effects of staff development programs on the job performance of lecturers of Moi University. The analysis showed that there was very significant relationship between job performance and staff development programs. Motivational factors like promotion were found to be very significantly related to job performance and so was the number of training programs attended by the lecturers. The findings and conclusions were that training has a positive effect on job performance and that promotion, followed by a clear promotion criterion enhances job performance of lecturers.

Robust training policies and systems are grounded within the characteristics and establishments of every organization. However, variety of common building blocks are often known and an honest talents development system is in a position to: anticipate skill needs; have interaction employers and staff in choices regarding training provision, as well as in specific sectors; maintain the standard and relevancy of training offered; ensure training is accessible to all or any sectors of society; guarantee viable and just funding mechanisms; and unendingly valuate the economic and social outcomes of training (McGuinness & Ortiz, 2015).
McGuiness and Ortiz (2015) adds that to keep the training up to date, institutional and monetary arrangements should build solid bridges between the globe of learning and therefore the world of labor. As a result connect business and labour, government and training providers need to ensure that there is a connection of training to the dynamic desires of enterprises and labour markets. Institutions need to sustain the involvement of employers and staff and therefore their representative organizations are essential to keeping training relevant and guaranteeing that the training costs and the gains of productivity improvement are shared equitably.

Maintaining a detailed association between employment and training policies creates an efficient bridge between the worlds of learning and the job. Policies to boost skills combined with policies necessary sustain growth and venture, facilitate job search, and support entry and re-entry into the labour market may result in additional and higher jobs (Mahmood, 2012).

### 2.2.2 Formulation Skills For Competitive Advantage

When organizations invest in their employees skills, this has the potential of increasing the revenue growth in the long run. Within each occupation, required skills and competencies are evolving, as the knowledge content of production processes and services is rising. The cornerstones of a policy framework for developing a suitably skilled workforce are: broad availability of good-quality education as a foundation for future training; a close matching of skills supply to the needs of enterprises and labor markets; enabling workers and enterprises to adjust to changes in technology and markets; and anticipating and preparing for the skills needs of the future (International Labor Organization, 2010).

Skills formation is one amongst the core pillars of the European strategy for economic development. However, skills do not necessarily mean a supply of growth; but abundance of higher skills may facilitate the recovery and sustain growth given that they're placed to work. Skills are embodied in individuals and they manifest into
productivity and innovation once they are deployed by employees within the execution of tasks (Pouliakas & Russo, 2015). Complex jobs that have complicated tasks place high demand on workers’ skills for many reasons: due to the amount of selections to be done for the right candidate, expected outcomes from selections, amount of different courses of action, as a result of the massive quantity of information required to attain satisfactory outcomes. (European Union, 2015).

Naturally, organizations have a vital role to play during this important process and they have an interest in maintaining the balance between dynamic job needs and employee skills. Providing training maybe in cooperation with coaching suppliers and supporting on-the-job learning are effective ways that firms may use to conform to the required balance once jobs become progressively advanced (Arvey & Murphy, 1998).

Being able to create full use of workers’ skills impinges on organization’s ability to vie with success in product markets and to contribute to their innovation potential. Therefore, supporting organization’s to create jobs that increases require skills exercise and polices geared toward promoting economic process through investment in skills (Campbell, 2001).

2.2.3 Formulation Skill Gap Reduces Firm Performance

Skills are a crucial determinant of the economic performance of people and firms. When there is a shortage of skilled labour it directly limits production thus hindering the organizations from meeting its optimal demand and this might interfere with the longer term performance of the company, with regard to the structure and production strategies (Mok, Mason, & Stevens, 2012).

There are essentially link between skills and firm performance. First, skills represent a basic input into the firm’s production technology. People with higher skills have a lot of human capital and as a result produce more output. Numerous literatures have consistently found positive personal and social returns to individual skills and education in specifically (Psacharopoulos & Patrinos, 2004).
Mok, Mason and Stevens (2012) also explain that higher talent levels don’t solely increase firm productivity through the direct impact on the worker’s own productivity. A global career builder survey conducted in 2012 showed that a very significant number of employers in some of the largest economies reporting a low revenue and productivity as a result of lack of the necessary skills for that job.

Employers in China reported the highest open positions that they couldn’t fill and a corresponding low performance while Russia has the huge percentage of employers recording a revenue drop related to lengthy job vacancies. In America the survey reported a prospective productivity loss. Japan on the other hand ranked highest in the inability to find accomplished talent hence a slowed growth (Grasz, 2013).

Skills related problems are at center stage in Great Britain economic policy, having been known as one of the main drivers of productivity performance. A vital side of state policy has been the plan to alleviate skill shortages among key sectors of the economy, that have resulted in to the institution of Sector skills councils that are charged with the responsibility of reducing skills gaps and shortages among their various sectors. Thus, policy is under- pinned by the idea that skills shortages among the economy have serious negative impacts on productivity performance (Bennett & McGuinness, 2009).

There are definitely a variety of reasons why firms would possibly expect ability shortages to adversely impact productivity levels, as an example, corporations could also be forced to lower their enlisting standards and fill positions with less productive employees, and/or employees within the affected occupations could exploit their talks power to disproportionately enhance their employment conditions; either approach, (Bennett & McGuinness, 2009).

2.3 Effects of Marketing Skill Gap on the Sales Revenue Growth

Recently there has been a growing interest within the relationship between selling and sales and conjointly on the results it should command business performance. The marketing-sales relationship may be a complicated one, consisting of the many
completely different components although it's usually been analyzed from just one or few views (Matthyssens & Johnston, 2006).

Five domains of the promoting-sales interface are known and these embody info sharing between marketing and sales, structural linkages between the two, power balance between the two, information in regard promotions and sales and division orientations, specifically time orientation and goal orientation (Homburg, Jensen, & Krohmer, 2008).

The growing cross-functional integration of selling activities is seen as the simplest way to attain higher performance business performance. This might imply that if marketing-sales relationship is specified marketing activities are deployed conjointly, the connection may even have positive impact on business performance (Burnett & Jayaram, 2012). Additionally the terms, cross-functional integration is seen as means that can be applied to achieving business enhancements as purposeful operations are usually already polished the maximum amount as potential. Promoting is often seen from different completely dimensions: selling as a business philosophy, selling as a technique or a business task and selling as operational activities (Kyckling, 2010).

2.3.1 Emerging Marketing Skills

According to Chartered Institute of Marketing (2015), the promotion method used is central to the business performance of corporations, wether massive or small, as a result it addresses main vital aspects of the market. it's regarding understanding the competitive marketplace and guaranteeing ability to tap into key trends, reaching shoppers with the correct product at the proper value, place and time.

George (2011) adds that, as competitive pressures increase, marketing skills have not been so extremely valued. What was once seen as a divisional activity is currently considered a frontline business perspective for all staff. Applying a straightforward promotion framework is important. It permits the firm to organize its activities before, determine what works, then use them over once and wherever they're best.
Ach (2013) highlights that, with the emergence of technology, corporations have had to adapt their business models to internet development so as to remain within the game and acquire new shoppers. Obtaining on-line, connection these social media platforms may be a priority because the current generations are being educated to live with them and also the upcoming generations can entirely be educated by them. Individuals are currently ready to directly communicate with corporations or others and to negotiate in line with their desires and wishes. In parallel, corporations are able to reach a bigger market and to be additional visible regarding their merchandise and services.

On the other hand, according to Martyr (2011), thus to scale back the digital promoting talent gap, marketers are challenged to stay up with the troubled effects of technology-empowered customers so as to shut the widening gap between the fast quality of their markets and also the in ability of their organizations to produce demands.

Martyr (2011) additionally says, three adaptive capabilities are required and this includes a watchful market learning that enhances deep market insights with an advance warning system to anticipate market changes and unmet desires, an adaptive market experimentation that endlessly learns from experiments, and an open promotion that forges relationships with those at the forefront of recent media and social networking technologies and mobilizes the abilities of current partners.

An effective promotion strategy could facilitate a corporation outline the direction and goals for its marketing strategy. The strategy ought to articulate the ways the firm intends to deliver its merchandise or services in ways in which can satisfy the shoppers. The promotion mix supply a firm with ways in which to succeed in customers higher. it's necessary to know the merchandise or services offered. this may embody discussions concerning the disapproval, the packaging and current development (Huang & Sarigollu, 2012).

In order for the combination to figure out well it's necessary for a firm to form the right value for its merchandise and services. selecting the proper value helps in profit
maximization that is the main aim of the firm and additionally build robust relationships with customers. By evaluation effectively a firm avoids the intense money consequences that may occur if you products are too low wherever not enough profit are created or too high resulting in low sales (Luan & Sudhir, 2010).

A study to examines the impact of the firm’s evaluation strategy on the sales division, and value the importance of identifying the arrangement of goals of the pricing set and and sales division compensation methods as a possible root reason behind unsatisfying program outcomes. it had been established that a firm’s pricing strategy will have an effect on the sales division. Further, the analysis confirmed support for the results of expectancy; specifically, during a condition once goals are misaligned a salesman can understand lower expectancies than when goals are aligned (Ritz, 2013).

The merchandise ought to be on the market at the correct ‘place’, this refers to the channels and locations for distributing the product, connected data and support services. Typically this can be often observed as the channel. Being within the right location is a deciding point whether or not a client buys the merchandise or not (Lyus, Rogers, & Simms, 2011).

A research to analyze the extent that product placement in TV shows influenced brand equity, the study found out that acquainted brands that work well among the TV show generated bigger attention among viewers, therefore absolutely influenced brand equity. Associations and attitudes toward the whole were completely influenced with the investment of secondary whole associations from the characters to the whole, and also the robust relationship between the viewer and character assisted within the influence (Kjærnested & Nielsen, 2010).

Promotion of the merchandise of service is really necessary despite how smart a business is. Promotion is all about attracting the proper people to ‘use’ and ‘reuse’ the business. There are variety of techniques to use and they may be combined in numerous ways that
to create the foremost value effective strategy for the firm’s wants. this might embody on-line, branding, promotion and advertising (Cummins & Mullin, 2010).

Employees within the business will influence the marketing of the merchandise and services. Knowledgeable and friendly workers will contribute to making happy customers, and may offer the distinctive marketing expertise that a company is commonly seeking. If an excellent team provides a competitive advantage, then the standard of recruitment and coaching becomes essential to achieving the promotion objectives. The shopping for experience the client gets once they obtain a product or service represents the method. A poor process will undermine the opposite parts of the marketing combination (Lyus, Rogers, & Simms, 2011).

2.3.3 Effective Marketing skills Increases Sales

According to Rasanen (2012), marketing communication is a management process through which an organization seeks to engage with its various audiences. To accomplish this, the organization develops, presents and evaluates a series of messages, which it sends to and receives from its different audiences. This communication is essential for a company to survive in the market it is in, thus a great deal of attention has to be put in developing proper marketing communications plan for the company.

When thinking about how to accelerate revenue growth, many executives immediately focus on Sales and Marketing to see what they are not doing that they should be doing. Indeed, Sales and Marketing are two places companies should assess why they are not meeting their growth objectives (Assefa, 2013).

According to Lyus, Rogers, and Simms (2011), while organizations are under pressure to change, their salespeople are in turn under pressure to implement the necessary strategies in the marketplace to ensure these changes happen. Whilst these might only be relatively small changes to the marketing mix, they could also be more significant, such as entering a new market, launching a new product or adopting a new distribution channel.
The sales force can be both a rich source of market intelligence and a key vehicle for implementing marketing strategy. Historically, in many organizations, the sales function operated in tactical isolation from marketing strategy. Increasingly, companies are exploring the advantages of integrating sales with marketing, an approach which has been positively linked with improvements in business performance (Lyus, Rogers, & Simms, 2011).

Ach (2013) highlights that, with the emergence of technology, companies have had to adapt their business models to the online phenomenon in order to stay in the game and get new clients. Getting online, joining these social media platforms is a must as the current generations are being educated to live with them and the coming generations will totally be educated by them. Marketing results into increased sales which directly impacts revenue growth in the firm.

While there exist marketing gaps, measures can be taken to reduce them and according to George (2011), so as to reduce the digital marketing skill gap, marketers are challenged to keep up with the disruptive effects of technology-empowered customers in order to close the widening gap between the accelerating complexity of their markets and the limited ability of their organizations to respond to demands.

2.3.4 Market-Sensing Capability

Market-sensing capability issues a firm's ability to have awareness regarding customers, competitors, channel members and also the broader market surroundings within which it operates. The literature suggests varied reasons to expect that market-sensing capabilities are also connected with firms' revenue and margin growth rates. From a revenue growth perspective, superior market-sensing capabilities permit a firm to spot underserved segments and people wherever its rivals' offerings might not be fulfilling client and channel necessities (Slater & Narver, 2000).

These underserved and/or unhappy segments give sensible targets for the firm's efforts to grow revenue by attracting new customers. The client intelligence aspects of market
sensing ought to additionally give insights for managers regarding opportunities inside the prevailing client base to expand the share of client needs that the firm may exploit (Morgan, Anderson, & Mittal, 2005).

From a margin rate of growth perspective, superior market-sensing capabilities give market insights that compel companies to lower their average prices through additional productive resource use by higher matching the firm's resource acquisitions and deployments with client and prospect opportunities (Morgan et al., 2005).

Firms that do so therefore are higher ready to accurately forecast the worth of various resources, that permits them to avoid overpaying for resource acquisitions (Makadok, 2001). Companies with robust market sensing capabilities are higher ready to determine the smallest amount price sensitive customers and prospects, that permits them to charge higher costs. These capabilities must enable additionally offer new insights into however a firm's product and service offerings could give the best non-price worth to customers and channel members (Slater & Narver, 2000).

Finally, superior market sensing permits a firm to find out additional and learn quicker regarding client and rival reactions to its past revenue and margin growth sweetening efforts, providing insights that are necessary to permit the firm to extend the speed at that such growth outcomes are achieved (Morgan, Slotegraaf, & Vorhies, 2009).

2.4 Impact of Technology Skill Gap on the Sales Revenue Growth

Technical skills encompass the information and capabilities to achieve specialized jobs related to a precise role. But in spite of agreement that appointment of trainees could help minimize the technology skills gap for firms many employers agree that a lack of a suitable role suitable for the apprentice is an obstacle to offering an internship scheme. Identifying the areas wherein groups want to improve their talents is a crucial step in any attempt to minimize skill gap (Economist Intelligence Unit, 2015).
The technological innovation has been an essential issue in revenue collection and the arrival of recent technology correctly influences the manner taxes and revenues are accrued. Technology is changing at a fast pace and the necessity to assimilate former to existing structures is becoming more challenging (Cummins & Mullin, 2010).

### 2.4.1 Technological Skills

The impact of skill scarcity vacancies is similar to a situation where there are internal talent gaps. Importantly, small large shares of institutions with both skill-scarcity vacancies and skill gaps have had a loss of business to competition. Although the maximum commonplace skill gaps relate to decrease level occupations, such talent gaps may not be as essential to businesses meeting their dreams as the ones for extra relatively professional and certified body of workers, who can be extra worried with placing the strategic vision for the organization (Horgath & Wilson, 2001).

Essential skill gaps relate more to higher degree occupations (i.e. managers and experts). Regularly this relates to a failure to have acquired critical abilities either through continuing professional development of staff, retention of existing staff, or recruitment. A key occupational skill hole associated with senior managerial and expert body of workers and their potential to assemble a strategic imaginative and prescient for an corporation and then to manipulate and recognize it (Jantan, 2008).

According to Gagno and Dragon (2002), perennial economic crises and steady increasing competition, caused particularly by the globalization of markets, are forcing an unexampled rationalization of resources. Improved productivity has so become a priority of all organizations, whether public or private. At an equivalent time, technology is developing with glary speed and is turning into the principal instrument for meeting this concern.

The links among talent and performance are many and complicated. there is, however, full-size evidence from the survey and case studies to affirm that abilities do be counted. selection of different measures of status quo overall performance have been taken into
consideration: those protected a self-defined measure of business success as well as greater independent indicators which includes income increase. numerous measures of the stock of abilities and the quantity of ability deficiencies had been determined to have a statistically significant effect on performance (Horgath & Wilson, 2001).

Institutions with an exceedingly low inventory of abilities are less probable to document external recruitment troubles or skill gaps, but have been more likely to file relatively poor organizational performance. If the impact of latent ability gaps is also blanketed, the ability importance of that constraint is bigger nonetheless (Horgath & Wilson, 2001).

According to Gagno and Dragon (2002), this explains why several municipalities are putting in large amounts of cash in implementing data systems. However, the benefits offered by technologies, particularly in terms of enhancing productivity, rely upon the way these technologies are integrated into a corporation. Researchers are for the opinion that firm’s technology strategy like technology choice, technology competency and technology posture, will impact company’s revenue growth. Additionally, revenue growth is increased by internally deploying resource particularly money, human and physical resources (Jantan, 2008).

Since the commercial revolution, several production technologies had been introduced and evolved to boost the assembly potency and reducing the cost of production prices. Industrial automation is one amongst the wide used methods by the producers to boost their aggressiveness, in terms of quality and expense. The thought of commercial automation is wide employed by makers in automobile, electronic and electrical, chemicals and steel industries, for a far better plant potency or a lower cost of production (Jantan, 2008).

According to Kimes (2008), analysis done on the role of technology in restaurant revenue Management, technology systems were found to will restaurant managers' efforts to enhance sales and profits through revenue management. However, in adopting
technology, managers should firstly conduct a monetary analysis to work out whether or not the technology's value are exceed offset by revenue enhancements.

Kimes (2008) highlights that, if cash calculation is favorable, management should then think about the benefits to all staff and customers and should conjointly take into consideration employees' and customers' perceptions of the technology's utility and simple use. While not those components in place, the technology risk dim prospects no matter what its probable financial benefit are.

2.4.2 Growing Manufacturing Technology

Improved productivity has become a priority of all organizations, each public and personal. At an equivalent time, technology is developing with glary speed and is changing into the principal instrument for meeting this concern (Gagno & Dragon, 2002). Since the economic revolution, several production technologies had been introduced and evolved to boost the assembly performance and reducing the manufacturing costs. Industrial automation is one amongst the wide used ways by the producers to boost their market competitiveness, in terms of quality and overhead (Jantan, 2008).

Despite technology increasing sales, management should contemplate advantages to both the workers and customers and should additionally take into consideration employees' and customers' perceptions of the technology's utility and easy use. While not those components exist, the technology faces dim prospects regardless of what its prospective monetary gain (Kimes, 2008).

There are varied production technologies that are applied within the production sector over the last decades. This technology is categorized into three types; design technologies, processing technologies, and coming up with technologies (Mekasha, 2015).

2.4.3 Technology Skills and Increased Productivity
The most necessary reason for technology adoption has been the reduction in production time. It’s been noted that having a machine that's automatic hastens the assembly time and there's higher repeatability, and fewer human error (Kimes, 2008). Advanced production technology also provides benefits to production managers in terms of flexibility, quality, reduced delivery times, and universal competitiveness (Goyal & Grover, 2012).

It is also noted that by adding automatic machines to an operation, saves the firm money as this implies less workers are required to get the task done. It additionally indicates less issues of safety that results in monetary savings. With having fewer workers, there are varied expenses that are diminished or reduced for instance payroll, benefits, and sick days, among others. On the other hand, investment in automatic equipment creates a valuable resource for huge production volumes, which successively, can increase gain (Mekasha, 2015).

The contribution of latest technology to economic process will solely be realized once and if the new technology is wide subtle and used. Diffusion itself results from a series of individual decisions to start using the new technology, decisions that are typically the results of a comparison of the uncertain advantages of the new invention with the unsure prices of adopting it (Gareth & Svetlana, 2015).

Unlike the invention of a brand new technology, which frequently seems to occur as one time event, the diffusion of that technology typically seems as a nonstop and rather slow method. Nonetheless it's diffusion instead of invention or innovation that ultimately determines the pace of economic process and also the rate of amendment of productivity. Till several users adopt a brand new technology, it should contribute very little to the firm’s well-being (Lee, Trimi, & Kim, 2013).

**2.4.4 Technology skills and Cost**

Technological modification and its impact on the workforce has been a spotlight of attention in America and abroad. The innovations include advanced communication
systems, industrial robots, flexible producing systems, computer-assisted design (CAD), and computer-assisted manufacturing (CAM). These fashionable technologies incorporate powerful and affordable electronics devices that have the potential to extend productivity in workplace and in the firm’s production tasks. They share widespread attractiveness and are being adopted throughout the globe. There are, however, conflicting views concerning the implications of adjusting technology for employment.

A lack of qualified staff is resulting in a huge range of job vacancies that are proving expensive to firms, consistent with a recent survey from career builder. In fact, organizations lose a mean of $14,000 for each position that stays vacant for 3 months or longer, and one in six corporations loses $25,000 or more as a result of job vacancies (McCafferty, 2014). Fernandes (2014) says workforces not knowing the right expertise tool to use for the work or how to properly use technology gears at their disposal resulting to the loss of about $1 trillion to the U.S. economy per year in productivity.

2.5 Chapter Summary

This chapter examined literature review directed by the specific objectives of the study and both the positive and negative effects are discussed in full. In the next chapter, research methodology used for this study and methods of data collection, analysis and development will be discussed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This section will seek to describe how the research was undertaken, the research design, the target population, the research instruments that were employed, the data analysis methods used as well as the quality assurance mechanisms that the researcher employed. The chapter also provides information on the data analysis method used and how the analysis was done to meet the research objectives identified in Chapter one.
3.2 Research Design

A descriptive research design was employed in this research and the information obtained was used to better describe the characteristics associated with the target population and to estimate the proportion of a population demonstrating the said characteristics. The study obtained and described the views of the respondents from Basco paints in Nairobi with the main aim of establishing how skills gap affects sales revenue growth in the organization. The dependent variable of the study was the performance of the organization, and independent variables include; skill formulation, marketing and technology.

Descriptive statistics tell “what is”, whereas inferential statistics attempt to verify cause and result and it is either quantitative or qualitative. The study design will involve gathering knowledge that describe events and so organizes, tabulates, depicts, and describes the info assortment and It typically uses visual aids like graphs and charts to help the reader in understanding the info distribution (Weiss & Weiss, 2012).

The descriptive research was used to outline knowledge like measures of central tendency together with the mean, median, mode, deviance from the mean, variation, percentage, and correlation between variables. Survey analysis normally includes that variety of activity, however typically goes beyond the descriptive statistics so as to draw inferences (Weiss & Weiss, 2012).

The focus of the study include both quantitative and qualitative in order to gain a better understanding and more insightful interpretation of the results. Qualitative research was used and this consists of an investigation that seeks answers to questions through the use of a predefined set of procedures. It sought to understand a given research problem or topic from the perspectives of the population involved.

Qualitative research is particularly effective in obtaining culturally specific information about the values, opinions as well as the social contexts of particular populations and the participants will have an opportunity to respond more elaborately and in more detail.
Thus the responses will be more meaningful and culturally relevant to the participant (Cooper & Schindler, 2006).

Inferential statistics was employed to determine inferences based on the relations found in the sample in relation to the population, this statistics aid in determining basic principles of significance testing: the sampling and test statistic distribution, p-value, significance level (Cooper & Schindler, 2006).

The researcher also ensured that there is no manipulation of variables; the data collection was done by use of self-administered questionnaires. All the questionnaires were given out by the researcher, to avoid biases and hence to facilitate data quality and provide recommendations that are precise and appropriate for the study.

3.3 Population

According to Cooper and Schindler (2006), population can be defined as the total collection of elements about which researchers seek to make inference. Basco paint has recently adopted technology to produce special paints meant to compete with other international brands, to fit in this market skills are required in marketing, sales and production of this high end products. The target population of this research will therefore compose marketing, lab technicians and sales people of the specialized paint products at Basco paint in Nairobi as shown below.

<table>
<thead>
<tr>
<th>Position</th>
<th>Total Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>marketing</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>Lab technicians</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>Sales</td>
<td>30</td>
<td>67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
3.4 Sampling Design

3.4.1 Sampling Frame

A sampling frame is the source material or device from which a sample is drawn. It acts as a representative of all within a population who can be sampled (Zikmund & Babin, 2012). The special product line at Basco paints has 45 staff members that vary from the management to the lower level however, since this study was about the skills of people who are directly involved with the production, sales and distribution of this products, only the lab technicians, sales and marketing representatives are relevant.

3.4.2 Sampling Technique

According to Mugenda and Mugenda (2003), sampling process involves choosing a study subjects from the population. It is important because the method applied has the capability of determining if the study sample is at true representative of the entire population or not. The total population was very small and therefore the researcher did a total census survey.

3.4.3 Sample Size

Due to the number of population being 45 the researcher undertook a total census of the population under study. One of the greatest advantages of a census survey is that all employees were given the same opportunity to participate, although, some employees still choose not to participate, but at least the opportunity to do so was presented. In addition, a census survey was easier to administer, because it includes all persons (Parker, 2011). This generated a sample of 45 respondents who the researcher sought information from.
3.5 Data Collection Methods

The instrument used in this research was a self-administered questionnaire. This questionnaire provided open ended and closed ended questions to capture opinions of the respondents in the performance variables under study.

The questionnaires were divided into four parts. The first part contained questions about the demography of the respondent while the other three parts each had questions that related to the three specific research objectives of the study. The respondents were given statements and questions and using a five point liker scale to rate their opinion on given statements by either selecting agree, strongly agree, neutral, disagree or strongly disagree.

This study also ensured that the questionnaires were valid and reliable. Validity refers to the ability of the questionnaire to actually measure what it purports to measure. Reliability on the other hand, is an indication of the extent to which data are free from errors and hence show consistent results.

3.6 Research Procedures

A pilot study comprising 5 individuals was used to establish the reliability of the questionnaire. This was done in order to further improve the quality of data collected. Feedback received from the pretest was used to further improve the quality of the questionnaire before issuing the final copy.

Before issuing the questionnaire the researcher had permission from the relevant authority at Basco paint, and this will be done via official a letter from United States International University School of business.

All the respondents were posed with similar questions and therefore, there was uniformity of data. Ample time was given for respondents to fill in the questions and the information received was considered confidential and for academic purpose only, the
researcher also made it a duty to inform the organization about the results of the research findings.

3.7 Data Analysis Methods

According to Mugenda and Mugenda (2003), data analysis is the method of analyzing, cleaning, transforming and modeling data collected in a research. Data analysis methods to be used in the study will include both qualitative and quantitative techniques.

Correlation analysis was used to determine the relationship between sales revenue growth, skill formulation, marketing skill gap and technological skill gap the demographics will also be examined. Analysis of Linear Regression, variance, frequency distribution and cross tabulations was also used.

According to Kioko (2014), the main aim of undertaking a content analysis was to utilize existing info in order to determine the elements that explain a specific scenario. The findings were presented using tables and charts and graphs. Quantitative and qualitative data collected was analyzed by the use of descriptive and inferential statistics in Statistical Package for Social Sciences (SPSS). The analysis outlined measures of central tendency together with the mean, median, mode, deviance from the mean, variation, percentage, and correlation between variables and this was presented by use of frequency tables, tabulations and cross tabulations to investigate the patterns and relationships between the variables.

3.8 Chapter Summary

This chapter covered the research methodology used in the study. The research design is also discussed. The population of the study will include staff at Basco paint Nairobi, and the sampling design used is also highlighted. The chapter also describes the data collection methods, research procedures, and the data analysis methods used in the study.
CHAPTER FOUR

4.0 DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter will present the results of the study and their interpretations. The chapter has results on the demographic data of the respondents such as position in the company, duration in the firm, education level and department. The chapter will further outline perceptions of the respondent on skill gap in the specialized products at Basco paint.

4.1.1 Response rate

The response rate is used in determining the statistical power of a test and when the response rate is higher will be. In this study, the researcher distributed 45 questionnaires and all were filled and returned. This represents a response rate of 100% response rate as shown in table 4.1.

Table 4.2: Response rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and collected</td>
<td>45</td>
<td>100</td>
</tr>
<tr>
<td>Non Responded</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.2 Demographic Information

This section of the analysis offers the results on the various demographic factors of the respondents who partook in this research study.
4.2.1 Gender

From the findings the variable had a mean of 1.62 and a standard deviation of 0.49 and the respondents with the highest proportion female at 62%, while male were 32% as shown in figure 4.1.

![Figure 4.1: Gender](image)

4.2.2 Duration of employment

From the findings the variable had a mean of 3.02 and a standard deviation of 0.75 and the respondents with the highest proportion were employees who have been at the company between 3-5 years at (57%), those of between 6-10 years (24.4%) and those of between 6-10 years had (4.4%). No response was received for those over 11 years as shown in figure 4.2 below.
Figure 4.2: Duration of employment

4.2.3 Department

From the findings the variable (department) was evenly spread with a mean of 2.4 and a standard deviation of 0.84 and the respondents with the highest proportion were employees in the sales department at 66.7%, marketing (22.2%), and lab technician at (11.1%) as shown in figure 4.3 below.

Figure 4.3: Department
4.2.4 Job level

From the findings the variable (Job level) was evenly spread with a mean of 2.33 and a standard deviation of 0.74, the respondents with the highest proportion were employees in the low level of management at 48.9%, middle level (35.6%), and top level at (15.6%) as shown in figure 4.4 below.

![Bar chart showing job levels](chart.png)

**Figure 4.4: Job level**

4.2.5 Education

From the findings the variable (Education) was evenly spread with a mean of 2.62 and a standard deviation of 0.96, the respondents with the highest proportion were employees with university degrees at (42.2%), diploma (24.4%), Masters (17.8%) and certificate level at (15.6%) as shown in figure 4.5 below.
4.2.6 Skill Gap in the Specialized Products

When asked if there was a skill gap in the specialized product segment at Basco paint, 22.2% of the respondents greatly agreed that there was a gap, 53.3% of the respondents agreed while 11.1% disagreed. 13.3% of the respondents were neutral and neither agreed or disagreed as shown in figure 4.6.

4.3 The Effects of Formulating Skills Gap On the Sales Revenue Growth

The researcher collected data on the effects of formulating skills gap on the sales revenue growth of specialized products using a liker scale, the respondents were asked to indicate
their perception about; Special segment Position, Causes of skill gap in special segment and the effects of lack of skill gap on revenue of specialized products.

4.3.1 Descriptive of Special Segment Positioning

The respondents were asked to respond on special segment positioning and this was based on a liker scale the research established that new product development in specialized paint segment is crucial and this had a mean of (4.27), It was also established that the company perceives itself as a major player in specialized segment mean (4.2), when asked if all employees in the specialized segment have the right skills has the lowest mean of (3.36) this is shown in table 4.3.

Table 4.3: Descriptive of Special Segment Positioning

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>New product development in specialized paint segment is crucial</td>
<td>4.27</td>
<td>0.69</td>
<td>44</td>
</tr>
<tr>
<td>company perceives itself as a major player in specialized segment</td>
<td>4.20</td>
<td>0.63</td>
<td>45</td>
</tr>
<tr>
<td>specialized paint segment operates in a highly competitive market</td>
<td>3.78</td>
<td>0.95</td>
<td>45</td>
</tr>
<tr>
<td>Sales revenue of specialized paint have increased in last 5 years</td>
<td>3.58</td>
<td>0.92</td>
<td>45</td>
</tr>
<tr>
<td>All employees in the specialized segment have the right skills</td>
<td>3.36</td>
<td>1.15</td>
<td>45</td>
</tr>
</tbody>
</table>

4.3.1.1 Correlation of Special Segment Positioning

The researcher used a Pearson correlation to determine the relationship between the various variables that affected special segment positioning at Basco Paint. At 99% confidence interval there was the strongest positive correlation between specialized paint segments operating in a highly competitive market and if Sales revenue of specialized
paint has increased in last 5 years this was at p-value (0.000) and had a strong positive correlation of (0.829).

The least correlation was between company perceives itself as a major player in specialized segment and if all employees in the specialized segment have the right skills. This had a p-value of (0.006) and a weak positive correlation of (0.404) as shown in table 4.4 below.

Table 4.4: Correlation of Special Segment Positioning

<table>
<thead>
<tr>
<th></th>
<th>Increase revenue (5)</th>
<th>Major player</th>
<th>New prod critical</th>
<th>Comp. Mkt.</th>
<th>Employee skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase revenue (5)</td>
<td>Pearson Corr.</td>
<td>1</td>
<td>0.508**</td>
<td>0.795**</td>
<td>0.829**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td>44</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Major player</td>
<td>Pearson Corr.</td>
<td>0.508**</td>
<td>1</td>
<td>0.718**</td>
<td>0.765**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.006</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td>44</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>New product development critical</td>
<td>Pearson Corr.</td>
<td>0.795**</td>
<td>0.718**</td>
<td>1</td>
<td>0.823**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td>Competitive marketing</td>
<td>Pearson Corr.</td>
<td>0.829**</td>
<td>0.765**</td>
<td>0.823**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td>44</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Employee skill</td>
<td>Pearson Corr.</td>
<td>0.792**</td>
<td>0.404**</td>
<td>0.681**</td>
<td>0.655**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.006</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>
4.3.2 Descriptive Of Causes of Skill Gap in Special Segment

The respondents were asked to respond on causes of skill gap in special Segment and this was based on a liker-scale the research established that Lack of skill was the highest and had a mean of (4.27), It was also established that lack experience followed closely with a (mean 3.62), when asked if the firm unable pay had the lowest mean of (1.91) this is shown in table 4.5 below.

Table 4.5: Descriptive Of Causes of Skill Gap in Special Segment

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of skill</td>
<td>4.13</td>
<td>1.014</td>
<td>45</td>
</tr>
<tr>
<td>lack experience</td>
<td>3.62</td>
<td>1.134</td>
<td>45</td>
</tr>
<tr>
<td>lack qualification</td>
<td>3.47</td>
<td>1.036</td>
<td>45</td>
</tr>
<tr>
<td>poor progress</td>
<td>2.93</td>
<td>0.889</td>
<td>45</td>
</tr>
<tr>
<td>Firm unable pay</td>
<td>1.91</td>
<td>0.793</td>
<td>45</td>
</tr>
</tbody>
</table>

4.3.2.1 Correlation of Causes of Skill Gap in Special Segment

**. Correlation is significant at the 0.01 level (2-tailed).
The researcher used a Pearson correlation to determine the relationship between the various variables that affect skill gap in special segment at Basco Paint. A two tail test at 99% confidence interval revealed that there was the strongest positive correlation (0.618) between lack of experience and lack of qualification at p-value (0.000). A strong negative correlation of (-0.720) was also witnessed between employee lack of skills and Basco paint being unable to pay at p value of (0.000) as shown in table 4.6 below.

**Table 4.6: Correlation of Causes of Skill Gap in Special Segment**

<table>
<thead>
<tr>
<th></th>
<th>No qualification</th>
<th>No experience</th>
<th>lack skill</th>
<th>unable pay</th>
<th>poor program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lack qualification</strong></td>
<td>Pearson Corr.</td>
<td>1</td>
<td>0.618**</td>
<td>-0.668**</td>
<td>0.528**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td><strong>lack experience</strong></td>
<td>Pearson Corr.</td>
<td>0.618**</td>
<td>1</td>
<td>-0.544**</td>
<td>0.087</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.569</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td><strong>lack skill</strong></td>
<td>Pearson Corr.</td>
<td>0.589**</td>
<td>0.638**</td>
<td>1</td>
<td>0.187</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.220</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td><strong>unable pay</strong></td>
<td>Pearson Corr.</td>
<td>-0.668**</td>
<td>-0.544**</td>
<td>-0.720**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>-0.428**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td><strong>poor progress</strong></td>
<td>Pearson Corr.</td>
<td>0.528**</td>
<td>0.087</td>
<td>0.187</td>
<td>-0.428**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.569</td>
<td>0.220</td>
<td>0.003</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).**

### 4.3.3 Descriptive Statistics Effects of Lack of Skill Gap on Revenue

The respondents were asked to respond on effects of lack of skill gap on revenue and this was based on a liker-scale the research established that company has lost business to competitors had a mean of (3.24), It was also established that loss of quality in the service had a mean of (3.02), when asked if the firm skill gap led to Loss of efficiency/increased wastage (2.93) this is shown in table 4.7 below.
Table 4.7: Descriptive Statistics Effects of Lack of Skill Gap on Revenue

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company has lost business to competitors</td>
<td>3.24</td>
<td>0.773</td>
<td>45</td>
</tr>
<tr>
<td>Loss of quality in the service</td>
<td>3.02</td>
<td>1.011</td>
<td>45</td>
</tr>
<tr>
<td>Skill gap led to Loss of efficiency/increased wastage</td>
<td>2.93</td>
<td>0.809</td>
<td>45</td>
</tr>
</tbody>
</table>

4.3.3.1 Correlation Statistics Effects of Lack of Skill Gap on Revenue

Using a Pearson correlation to determine the relationship between the various variables that skill gap has on revenue at Basco Paint. A two tail test at 99% and 95% confidence interval revealed that there was the strongest negative correlation (-0.526) between how Skill gap led to Loss of efficiency/increased wastage and loss of quality in the service at a p-value (0.000). No correlation was established between how skill led to loss of quality and if the company has lost business to competitors as shown in table 4.8 below.

Table 4.8: Correlation Statistics Effects of Lack of Skill Gap on Revenue

<table>
<thead>
<tr>
<th></th>
<th>Lost business</th>
<th>Lost quality</th>
<th>Lost efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lost business</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>-.007</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.963</td>
<td>.012</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Lost quality</td>
<td>Pearson Correlation</td>
<td>-.007</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.963</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Lost efficiency</td>
<td>Pearson Correlation</td>
<td>-.373*</td>
<td>-.526**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.012</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>
4.4 The Effects of Marketing on the Sales Revenue Growth

The finding on effects of marketing on the sales revenue growth was based on a likert scale. The employees were asked questions with regard to how they perceived about Marketing skills, marketers skills and the special segment products.

4.4.1 Descriptive on Marketing Skills

The respondents were asked to respond on Basco paints marketing skills and this was based on a likert-scale the research established that the company allocates enough funds for marketing this had a mean of (4.31), it was also established that sale relies totally on the marketing done is at a mean of (4.22). Basco has the best marketing strategy in industry had the lowest mean of (4.02) as shown in table 4.9 below.

Table 4.9: Descriptive On Marketing Skills

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Standard Dev.</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company allocates enough funds for marketing</td>
<td>4.31</td>
<td>0.763</td>
<td>45</td>
</tr>
<tr>
<td>Sale relies totally on the marketing done.</td>
<td>4.22</td>
<td>0.850</td>
<td>45</td>
</tr>
<tr>
<td>Basco paint has adopted the latest technology</td>
<td>4.22</td>
<td>0.902</td>
<td>45</td>
</tr>
<tr>
<td>Basco has well-established a marketing strategy</td>
<td>4.04</td>
<td>1.065</td>
<td>45</td>
</tr>
<tr>
<td>Basco has the best marketing strategy in industry</td>
<td>4.02</td>
<td>0.839</td>
<td>45</td>
</tr>
</tbody>
</table>

4.4.1.1 Correlation on Marketing Skills

Pearson correlation was used to determine the relationship between the various variables of marketing skills. A two tail test at 99% confidence interval revealed that there was the strongest positive correlation (0.907) between how marketing is done and whether the
firm spared enough funds at a p-value (0.000). No correlation was established between marketing strategy and all other variables as shown in table 4.10 below.

Table 4.10 Correlation on Marketing Skills

<table>
<thead>
<tr>
<th></th>
<th>Marketing done</th>
<th>Enough fund</th>
<th>Best strategy</th>
<th>Latest technology</th>
<th>Marketing strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Pearson Corr</td>
<td>1</td>
<td>0.907**</td>
<td>0.667**</td>
<td>-0.103</td>
</tr>
<tr>
<td>done</td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.502</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Enough fund</td>
<td>Pearson Corr</td>
<td>0.907**</td>
<td>1</td>
<td>0.625**</td>
<td>-0.082</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.592</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Best strategy</td>
<td>Pearson Corr</td>
<td>0.667**</td>
<td>0.625**</td>
<td>1</td>
<td>-0.128</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.401</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Latest</td>
<td>Pearson Corr</td>
<td>0.705**</td>
<td>0.789**</td>
<td>0.794**</td>
<td>1</td>
</tr>
<tr>
<td>technology</td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.811</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Marketing</td>
<td>Pearson Corr</td>
<td>-0.103</td>
<td>-0.082</td>
<td>-0.128</td>
<td>-0.037</td>
</tr>
<tr>
<td>strategy</td>
<td>Sig. (2-tailed)</td>
<td>0.502</td>
<td>0.592</td>
<td>0.401</td>
<td>0.811</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.4.2 Descriptive on Marketers skills

A descriptive statistics on marketers skills was undertaken and the response on the marketers of specialized paint segment have the skills had a mean of (4.49), it was also established that Basco paint marketers are aware of its customers’ needs at a mean of (4.22). On whether Basco paint invest more in staff training had the lowest mean of (2.6) as shown in table 4.11 below.
Table 4.11: Descriptive on Marketers Skills

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>Standard. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketers of specialized paint segment have the skills</td>
<td>4.49</td>
<td>0.695</td>
<td>45</td>
</tr>
<tr>
<td>Basco paint marketers are aware of its customers’ needs</td>
<td>4.22</td>
<td>0.795</td>
<td>45</td>
</tr>
<tr>
<td>Staff receive adequately remuneration</td>
<td>3.58</td>
<td>1.097</td>
<td>45</td>
</tr>
<tr>
<td>Basco paint invest more in staff training</td>
<td>2.60</td>
<td>0.654</td>
<td>45</td>
</tr>
</tbody>
</table>

4.4.2.1 Correlation on Marketers skills

Pearson correlation was used to determine the relationship between the various variables of marketer’s skills. A two tail test at 99% and 95% confidence interval revealed that there was the strongest positive correlation (0.828) between how marketers have necessary skills and whether they were aware of customer needs at a p-value (0.000). A weak negative correlation of (-0.431) was also exhibited between staff training and remuneration. No correlation was established between marketer’s skills and remuneration, and staff training and marketer’s skills as shown in table 4.12 below.

Table 4.12: Correlation on Marketers Skills

<table>
<thead>
<tr>
<th></th>
<th>Marketer skills</th>
<th>Staff train</th>
<th>Customer needs</th>
<th>Remuneration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketer skills</td>
<td>Pearson Correlation</td>
<td>1.000</td>
<td>0.828**</td>
<td>0.277</td>
</tr>
</tbody>
</table>
4.4.3 Descriptive Statistics Product

A descriptive statistics on Basco paints product knowledge was undertaken, the response on the product widely available had a mean of (4.53), while Product sold at reasonable price had a mean of (4.07) as shown in table 4.13 below

Table 4.13: Descriptive Statistics Product

<table>
<thead>
<tr>
<th>Product</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product widely available</td>
<td>4.53</td>
<td>0.548</td>
<td>45</td>
</tr>
<tr>
<td>Product sold at reasonable price</td>
<td>4.07</td>
<td>1.195</td>
<td>45</td>
</tr>
</tbody>
</table>
4.4.3.1 Correlation of Product Characteristic

Pearson correlation was used to determine the relationship between the various variables of product Characteristic. A two tail test at 99% confidence interval revealed that there was a strong positive correlation (0.603) between product availability and product prices at a p-value (0.000) as shown in table 4.14 below.

**Table 4.14: Correlation of Product**

<table>
<thead>
<tr>
<th></th>
<th>Product available Pearson Correlation</th>
<th>Product price Pearson Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product available</td>
<td>1</td>
<td>0.639**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Product price</td>
<td>0.639**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

4.5 The Impact of Technology on the Sales Revenue Growth

The finding on impact of technology on the sales revenue growth was based on a liker scale. The employees were asked questions with regard to how they perceived technology skill gap, manufacturing technology used and benefits of technology at Basco paint special paint segment.

4.5.1 Descriptive Of Cause of Technology Skill Gap

A descriptive statistics on Basco paints technology skill gap revealed that response on the lack of skills and qualification as cause of technology skill gap had a mean of (4.18), it
was also established that response on how fast changing technology is difficult to keep up had the lowest mean of (2.06) as shown in table 4.15.

### Table 4.15: Descriptive Of Cause of Technology Skill Gap

<table>
<thead>
<tr>
<th>Cause of Technology Skill Gap</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of skills &amp; qualification is cause of tech skill gap</td>
<td>4.18</td>
<td>0.912</td>
<td>45</td>
</tr>
<tr>
<td>Lack of resources hampers technological skill development</td>
<td>3.60</td>
<td>1.195</td>
<td>45</td>
</tr>
<tr>
<td>Fast changing technology is difficult to keep up</td>
<td>2.60</td>
<td>1.176</td>
<td>45</td>
</tr>
</tbody>
</table>

### 4.5.1.1 Correlation of Cause of Technology Skill Gap

A two tail test at 99% confidence interval revealed that there was the weak negative correlation (-0.424) between Lack of resources hampers technological skill development and if fast changing technology was difficult to keep up at a p-value (0.004). No correlation was established between Lack of skills &qualification is cause of tech skill gap and other variables as shown in table 4.16 below.

### Table 4.16: Correlation of Cause of Technology Skill Gap

<table>
<thead>
<tr>
<th>Changing tech</th>
<th>Changing technology</th>
<th>Lack of resource</th>
<th>lack skill &amp; qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>-0.424**</td>
<td>-0.017</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.004</td>
<td>0.912</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>45</td>
<td>45</td>
<td></td>
</tr>
</tbody>
</table>

| Resource | Pearson Correlation | -0.424** | 1 | 0.213 |
| Sig. (2-tailed) | 0.004 | 0.160 |
| N | 45 | 45 | 45 |
Lack skill

<table>
<thead>
<tr>
<th></th>
<th>Pearson Correlation</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>0.213</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>0.160</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

### 4.5.2 Descriptive On State Of Manufacturing Technology Used

A descriptive statistics on State of Manufacturing technology used and the response on the company uses advanced technology had a mean of (4.56). The response on whether the company had the best technology had the lowest mean of (3.89) as shown below.

**Table 4.17: Descriptive on State of Manufacturing Technology Used**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced technology</td>
<td>4.56</td>
<td>0.693</td>
<td>45</td>
</tr>
<tr>
<td>Product availability</td>
<td>4.31</td>
<td>0.668</td>
<td>45</td>
</tr>
<tr>
<td>Lack of manufacturing skill</td>
<td>4.18</td>
<td>0.912</td>
<td>45</td>
</tr>
<tr>
<td>Best technology</td>
<td>3.89</td>
<td>1.049</td>
<td>45</td>
</tr>
</tbody>
</table>

### 4.5.2.1 Correlation on State Of Manufacturing Technology Used

A two tail test at 99% confidence interval revealed that there was the strongest positive correlation (0.679) between the availability of the products and training and development offered at a p-value (0.000). No correlation was established between the company’s advance technology and all other variables as shown in table 4.18 below.

**Table 4.18: State Of Manufacturing Technology Used**

<table>
<thead>
<tr>
<th></th>
<th>Advanced technology</th>
<th>Product available</th>
<th>Best technology</th>
<th>Train</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced technology</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>0.453**</td>
<td>0.181</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.002</td>
<td>0.235</td>
<td>0.444</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Product available</td>
<td>Pearson Correlation</td>
<td>0.453**</td>
<td>0.407**</td>
<td>0.679**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.002</td>
<td>0.006</td>
<td>0.000</td>
</tr>
</tbody>
</table>

48
4.5.3 Descriptive On Benefits of Technology

A descriptive statistics was done on Basco paints benefits of technology, response on the technology ensured marketing quality production had a mean of (4.29). It also established that technology also led to increase revenue at a mean of (4.18). Technology minimized cost had the lowest mean of (3.13) as shown in table 4.19 below.

<table>
<thead>
<tr>
<th>Benefits of Technology</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality production</td>
<td>4.29</td>
<td>0.869</td>
<td>45</td>
</tr>
<tr>
<td>Increase revenue</td>
<td>4.18</td>
<td>0.777</td>
<td>45</td>
</tr>
<tr>
<td>Competitive advantage</td>
<td>4.13</td>
<td>0.894</td>
<td>45</td>
</tr>
<tr>
<td>Minimize cost</td>
<td>3.13</td>
<td>0.842</td>
<td>45</td>
</tr>
</tbody>
</table>

4.5.3.1 Correlation on Benefits of Technology

A two tail test at 99% confidence interval revealed that there was the strongest positive correlation (0.797) between how technology brought about increased revenue and quality production at a p-value (0.000). No correlation was established between the firm achieving competitive advantage and improved quality, and cost minimization.

Table 4.20: Correlation on Benefits of Technology

<table>
<thead>
<tr>
<th>Benefits of Technology</th>
<th>Competitive advantage</th>
<th>Increase revenue</th>
<th>quality produced</th>
<th>Minimize cost</th>
</tr>
</thead>
</table>
| Competitive advantage  | Pearson Correlation   | 1                | 0.586**         | 0.271        | 0.247
<table>
<thead>
<tr>
<th></th>
<th>Sig. (2-tailed)</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase revenue</td>
<td></td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td>0.586**</td>
<td>1</td>
<td>0.797**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>0.000</td>
<td>0.000</td>
<td>0.002</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Quality production</td>
<td></td>
<td>0.271</td>
<td>0.797**</td>
<td>1</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td>0.072</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>Minimize cost</td>
<td></td>
<td>0.247</td>
<td>0.449**</td>
<td>0.474**</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td></td>
<td>.101</td>
<td>.002</td>
<td>.001</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

### 4.6 Chapter Summary

The purpose of this study was to investigate the impact of skills gap on sales revenue growth of highly specialized product lines at Basco paints. The research was guided by the following objectives: To determine the effects of formulating skills gap on the sales revenue growth for the specialized paint segment, to determine the effects of marketing on the sales revenue growth for the specialized paint segment, and to determine the impact of technology on the sales revenue growth for the specialized paint segment.

The key findings in this chapter was that the gender of respondents with the highest proportion were female at 62%, while male were 32% and with regard to duration in the company the respondents with the highest proportion were employees who have been at the company between 3-5 years at (57%), those of between 6-10 years (24.4%) and those of between 6-10 years had (4.4%). As per the department, respondents with the highest proportion were employees in the sales department at 66.7%, marketing (22.2%), and lab technician at (11.1%).

The key findings also revealed that on analysis of the management level, the respondents with the highest proportion were employees in the low level of management at (48.9%) middle level (35.6%), and top level at (15.6%). The respondents with the highest
education in proportion were employees with university degrees at (42.2%), diploma (24.4%), Masters (17.8%) and certificate level at (15.6%). When asked if there was a skill gap in the specialized product segment at Basco paint, 22.2% of the respondents greatly agreed that there was a gap, 53.3% of the respondents agreed while 11.1% disagreed. 13.3% of the respondents were neutral.

On analyzing the objectives it was revealed that there were effects of formulating skills gap on the sales revenue growth for the specialized paint segment. The respondents were asked to indicate their perception about; Special segment Position, Causes of skill gap in special segment and the effects of lack of skill gap on revenue of specialized products

It was agreed that new product development in specialized paint segment is crucial and this had a mean of (4.27), it was also established that the Basco paint perceives itself as a major player in specialized segment mean (4.2), and if employees in the specialized segment have the right skills had the lowest mean of (3.36).

According to the findings, the causes of skill gap in special segment were lack of skill at mean of (4.27) and lack of experience with a mean (3.62). The findings also reveal that the firm was capable of paying for the skills (1.91). On the effects of lack of skill gap on revenue it was established that company has lost business to competitor (3.24), and had lost quality in the service (3.02) and led to Loss of efficiency (2.93).

On analyzing the research objective to it was revealed that marketing had an effect on the sales revenue growth for the specialized paint segment, the employees were asked questions with regard to how they perceived Marketing skills, marketers skills and the special segment products. It was established that the company allocates enough funds for marketing on average (4.31), it was also established that sale relies totally on the marketing done at a mean of (4.22). The finding also revealed that as many disagree that Basco paint has the best marketing strategy in industry, had the lowest mean of (2.06).

It was also revealed that marketers of specialized paint segment have the skills at an average of (4.49) and it was also established that Basco paint marketers are aware of its
customers’ needs at a mean of (4.22). Many respondents disagreed that Basco paint invest more in staff training and had the lowest mean of (2.6). However, Basco paints product is widely available at a mean of (4.53), and sold at reasonable price at a mean of (4.07).

On analyzing the objective to determine the impact of technology on the sales revenue growth, the employees were asked questions with regard to how they perceived technology skill gap, manufacturing technology used and benefits of technology at Basco paint special paint segment. The findings revealed that lack of skills and qualification was cause of technology skill gap with a mean of (4.18), it was also established many disagree that fast changing technology was difficult to keep up with; this had the lowest mean of (2.06). The company revealed that the company uses advanced technology this had an average of (4.56), on whether the company had the best technology had the lowest mean of (3.89). On analysis of benefits of technology, the findings revealed that the technology use has ensured quality production had a mean of (4.29), it was also established that technology also led to increase revenue at a mean of (4.18). Majority of the response was neutral on whether technology used minimized cost this had the lowest mean of (3.13).
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary and discussions on the results of the research as well as explanations and significance to established literature. It looks at the effects of the findings to the prevailing body of facts in the field of strategic management, the conclusion and the recommendation sections are presented according to the research questions.

5.2 Summary

The purpose of this study was to investigate the impact of skills gap on sales revenue growth of highly specialized product lines at Basco paints. The research was guided by the following objectives: To determine the effects of formulating skills gap on the sales revenue growth for the specialized paint segment, to determine the effects of marketing on the sales revenue growth for the specialized paint segment, and to determine the impact of technology on the sales revenue growth for the specialized paint segment.

A descriptive research approach was taken and the information obtained used to better describe the characteristics associated with the target population and to estimate the proportion of a population demonstrating the said characteristics. The target population of this research therefore composed marketing, lab technicians and sales people of the specialized paint products at Basco paint in Nairobi.

Quantitative and qualitative data collected was analyzed by the use of descriptive and inferential statistics in Statistical Package for Social Sciences (SPSS) and excel, and this was presented in percentages, means, standard deviations, frequencies. Frequency tables, tabulations and cross tabulations was used to analyze the data obtained and cross
tabulations analysis was used to investigate the patterns and relationships between the variables. The first objective was to determine the effects of formulating skills gap on the sales revenue growth for the specialized paint segment. According to the findings, the causes of skill gap in special segment were lack of skill at mean of (4.27) and lack of experience with a mean (3.62).

The findings also reveal that the firm was capable of paying for the skilled employees (1.91). On the effects of lack of skill gap on revenue it was established that company has lost business to competitor (3.24), and had lost quality in the service (3.02) and led to Loss of efficiency (2.93).

The second objective was to determine the effects of marketing on the sales revenue growth for the specialized paint segment. On analyzing the research objective it was established that the company allocates enough funds for marketing on average (4.31), it was also established that sale relies totally on the marketing done at a mean of (4.22). The finding also revealed that as many disagree that Basco paint has the best marketing strategy in industry, had the lowest mean of (2.06).

It was also revealed that marketers of specialized paint segment have the skills at an average of (4.49) and it was also established that Basco paint marketers are aware of its customers’ needs at a mean of (4.22). Many respondents disagreed that Basco paint invest more in staff training and had the lowest mean of (2.6). However, Basco paints product is widely available at a mean of (4.53), and sold at reasonable price at a mean of (4.07).

The third objective was to determine the impact of technology on the sales revenue growth for the specialized paint segment On analyzing the objective the findings revealed that lack of skills and qualification was cause of technology skill gap with a mean of (4.18), it was also established many disagree that fast changing technology was difficult to keep up with, this had the lowest mean of (2.06). The company revealed that the
company uses advanced technology this had an average of (4.56), on whether the company had the best technology had the lowest mean of (3.89).

On analysis of benefits of technology, the findings revealed that the technology use has ensured quality production had a mean of (4.29), it was also established that technology also led to increase revenue at a mean of (4.18). Majority of the response was neutral on whether technology used minimized cost this had the lowest mean of (3.13).

5.3 Discussion

5.3.1 Effects of Formulating Skills Gap On the Sales Revenue Growth

According to the findings, the causes of skill gap in special segment were lack of skill and lack of experience. The researcher used a Pearson correlation to determine the relationship between the various variables that affected special segment positioning at Basco Paint. There was the strongest positive correlation between specialized paint segments operating in a highly competitive market, and Sales revenue of specialized paint has increased in last 5 years.

The least correlation was between company perceives itself as a major player in specialized segment and if all employees in the specialized segment have the right skills. The researcher used a Pearson correlation to determine the relationship between the various variables that affect skill gap in special segment at Basco Paint. A two tail test at 99% confidence interval revealed that there was the strongest positive correlation between lack of experience and lack of qualification while a strong negative correlation was also witnessed between employee lack of skills and Basco paint being unable to pay.

The research discovered that there is a skill gap in the sector and to apprehend the underlying reasons for the emergence of skill deficiencies Horgath and Wilson (2001), also found the same result but they reason that one has to analyze beyond the commercial enterprise cycle for motives. Skill-scarcity vacancies and ability gaps emerge not only due to contemporary talent desires not being met but as part of an extra complicated
technique, where in changes in the outside product/carrier marketplace and the regulations of organizations designed to assume or react to the ones adjustments provide upward thrust to a longer term technique of talent change.

According to Burkus (2010), the analysis even though there is a skill gap, using local unemployment rates as a degree of labour availability tested that skill deficiencies have been greater standard in areas with notably low tiers of unemployment. but one has to head further than this for a full clarification and examine the form of skills employers have been looking for.

Experience and qualification were found to relate, same sentiments are expressed by Assefa (2013), however he reasons that while it is necessary for firms to consider both experience to qualification, the kinds of skills enterprises attempt to recruit vary between cases. For instance, in social care, hospitality, and meals manufacturing the emphasis is turned upon a mix of common skills with the establishment regularly providing the technical capabilities via post recruitment training. Assefa (2013) adds that the emphasis on the regular skills stems in component from the enormously low degree of skill required in some sectors. In engineering, telecommunications, banking and finance which utilizes excessive practical skills there is a need for a balance between a normal talents and technical ones

Horgath and Wilson (2001) concurs with the findings and they add that for more senior positions there needs to be a balance between common skills associated with task control and leading teams of humans. The multiple talent sets require combining technical and human skills. Employers look to recruit well-rounded people capable of stepping up, fully skilled and completely functional, straight into the task on offer. Whether the scarcity of such team of workers stems from a failure of the external labour market to generate such employees it is vital to sufficiently train and develop personnel is a moot point.

Different Employers give value to qualifications especially for higher-degree occupations and for recruiting new employees approximately whom they have got in any other case
restricted information. Qualifications also are used to control regulatory compliance risk, which include occupational fitness and protection. Employers see qualifications as much less critical in dealing with enterprise risks, including capacity loss of earnings, believing these dangers require kinds of control other than skills development/qualifications (Ridoutt, Smith, Hummel, & Cheang, 2005).

Ridoutt et al, (2005) voices the opinion that the unique enterprise quarter does now not seem to steer the way in which employers value and use qualifications, even though the size of the corporation does. Employers of large establishments generally tend to help a greater ‘complete approach’ to employee qualifications, even as small commercial enterprise proprietors tend to be extra discriminating whilst assigning well worth to qualifications. The sort of company additionally influences business enterprise views on qualifications.

5.3.2 Effects of Marketing Skill Gap On the Sales Revenue Growth

On analyzing the research objective to it was revealed that marketing had an effect on the sales revenue growth for the specialized paint segment and it was established that the company allocates enough funds for marketing, and sales made totally relies on the marketing done. The finding also revealed that as many respondents disagree that Basco paint has the best marketing strategy in industry. The findings also revealed that marketers of specialized paint segment have the skills and they are also very aware of its customers’ needs. Many respondents also disagreed that Basco paint invest more in staff training, however, Basco paints product is widely available and sold at reasonable prices.

Using a Pearson correlation to determine the relationship between the various variables revealed that marketing is done and whether the firm spared enough are positively correlated. On the other hand, marketers with the necessary skills and are able to create customer awareness. A negative correlation was also exhibited between staff training and remuneration while there was a strong positive correlation between product availability and product prices.
Marketing department at Basco paint is performing well and apart from that (Kyckling, 2010) adds that an obvious benefit of marketing to a firm is the promoting of the business and getting the recognition and attention of the target market across a wide range or precise marketplace. Going hand-in-hand with this is the improved brand reputation. Over time potential clients and individuals of the public will start to companion the logo and emblem together with the firm. Each enterprise desires to ‘spend cash to make cash’. Investing in advertising and marketing is not any distinct. The most crucial advantage of marketing is therefore quite certainly enhancing the corporation’s profits through boosting income.

Staff training at Basco paint was discovered to have had a poor implementation however, Ahammad (2013) emphasizes that it is vital for the corporations to do staff training and without it many find it tough to live competitive in current global economy and importance of worker development program is developing for the organizations those pursuing to beat competition.

Cummins and Mullin (2010) highlight that personnel are esteemed useful resource of the agency and achievement or failure of the company relay on the overall performance of employees. Therefore, groups are financing massive quantity on worker schooling and improvement applications. Moreover, in education program it’s far supportive for companies to emphasis on expertise, know-how and potential of employees.

To date many firms have built up different applications for the training and improvement of their personnel, normally corporations present tuition repayment bundle to their personnel as a way to enhance their knowledge and training. In learning institutions it has been discovered that nearly 10 percent of personnel are entitled for this advantage (Chartered Institute of Marketing, 2015).

Organisation can always organise forms of training and according to Jehanzeb and Bashir (2013), as a result thereof, many corporations conduct in-residence education programs for its personnel who can be extra beneficial and cheap. Schooling section of the agencies
tries to pay attention on specific task proficiency while the corporate branch is proactive with a further strategic approach. Training and development software is a deliberate education thing and with exquisite approach for sharing the lifestyle of the employer, which movements from one activity skills to apprehend the administrative center talent, developing leadership, modern thinking and hassle resolving.

5.3.3 Impact of Technology On The Sales Revenue Growth

On analyzing the objective the findings revealed that lack of skills and qualification was cause of technology skill gap, it was also established many disagree that fast changing technology was difficult to keep up with. The company revealed that the company uses advanced technology though no reports to indicate whether it had the best technology. On analysis of benefits of technology, the findings revealed that the technology use has ensured quality production, it was also established that technology also led to increase revenue and majority of the response was neutral on whether technology used minimized cost.

Using a Pearson correlation to determine the relationship between the various variables it was revealed that there was the weak negative correlation between how resources hampers technological skill development and if fast changing technology was difficult to keep up. No correlation was established between Lack of skills and qualification and other variables. A descriptive statistics on State of Manufacturing technology used and the response on the company established that the response on whether the company had the best technology had the lowest mean. In addition, it was established that technology ensured marketing quality production and led to increase revenue.

Employees can keep up with technology, some consultants say that the pace of technological amendment is fast thousands of staff in plants and offices are affected as labor saving innovations grow. These specialists contend that recent innovations represent real departure from earlier changes, and techniques for maintaining job security
are going to be essential to deal with the skills gap. Producer are not only being compelled to identify staff with the abilities needed to satisfy today's and tomorrow's advanced producing needs, they have to additionally develop interact with their existing workforces (Fernandes, 2014).

Basco paint has fully utilized machine technology and this goes in hand with the findings by Jantan (2008), fundamentally there have been two main sources of economic growth either increasing the use of inputs and other natural resources such as minerals; or increasing productivity of the inputs. Over the past years the main economic growth has been towards improving productivity in output per unit of input.

On analysis of benefits of technology, the findings revealed that the technology use has ensured quality production, it was also established that it led to increase revenue. This are in line with the findings by Goyal and Grover (2012), manual production machines are giving way to fully automatic strains with minimal manual intervention for the motive of reduction in cycle time and improve quality, with the main purpose of decreasing variations in both.

According to Ramachandran (2005), automation is an important aspect as far as learning the relevant, process, behavior, monitoring and controlling the production windows to ensure stable processes ample for facilitating the relevant product quality and assuring error-free production. With these specifications achieved firms are able to process at a cheaper cost and thus make higher profit margins.

5.4 Conclusion

5.4.1 Effects Of Formulating Skills Gap On The Sales Revenue Growth

Highly specializes products are in the competitive market and as such they are able to help the firm generate more revenue, It is also important for the firm to have skilled employees in order to remain competitive in the market. It is also evident from the findings that when employees in the specialized paint segment lack experience and lack
despite the fact that the company is capable of paying the current market rates. Despite this there is also an issue of poor career progress in the sector. According to the findings, skill gap leads to loss of efficiency, quality and business to the competitors.

5.4.2 Effects Of Marketing On The Sales Revenue Growth

The study established that sale relies totally on the marketing done and from the findings, marketers in the special paint segment are aware of the customer needs and as such the products are readily available and at reasonable prices to the buyers. The finding also reveals that the firm has enough funding and latest technology in the sector however, very little is done on staff training and development.

5.4.3 Impact Of Technology On The Sales Revenue Growth

The findings revealed that lack of skills and qualification can be considered the main cause of technology skill gap in the special product segment, however with most of the respondents being graduates it is however possible for them to adjust to the fast changing technology. The findings revealed that the technology use has ensured quality production and increased revenues.

5.5 Recommendation

5.5.1 Recommendation for Improvements

5.5.1.1 Effects of Formulating Skills Gap On The Sales Revenue Growth

In order to maintain a niche over other players in the special product market, there is a dire need to ensure that all those who are recruited are well qualified and have the right skills. Alternatively there is a need for the firm to create a regular training program for the existing employees; this could be done in line with monetary motivation.
5.5.1.2 Effects of Marketing On The Sales Revenue Growth

Marketers and marketing strategies adopted should be the best in order to propel the products to the next level. The company needs to spend more on staff training and development to keep up their premium position in the market.

5.5.1.3 Impact of Technology On The Sales Revenue Growth

The firm needs to maintain its technological superiority in the market so as to maintain the increased revenues witnessed and the firm also needs to maintain its quality delivery of the products.

5.5.2 Recommendation

The study focused only on three factors in the study marketing gap, technological gap and skill gap formulation, it is recommended that other studies be done to unearth more on the subject for instance skill mismatch. This will ensure increased reliability of the statistics and effects for generalization.

The study covered only one plant, this shows that the results of this study are skewed towards the perceptions and data from only one institution. It is suggested that such a study be done in other firms in other sectors to increase the statistical power of the study and more reliable results.
REFERENCES


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4th June 2016

Dear Sir/Madam

RE: INTRODUCTION LETTER

I am a graduate student at United States international university (USIU) doing a study on impact of skills gap on sales revenue growth of highly specialized product lines: a case study of the basco paints.

The study is to for academic purpose only and to enable me write an academic report as a part of the requirement in masters of business administration (MBA). I have chosen to do my research in your firm and I hereby kindly request for your permission to carry out the research.

Thanks in advance.

VICKY WAITHAKA

United States international university (USIU)
APPENDIX II

QUESTIONNAIRE

SECTION A: BACKGROUND AND DEMOGRAPHIC FACTORS

Please tick the most appropriate answer (√)

1. Gender:
   a) Male
   b) Female

2. How long have you been employed in the organization?
   a) Less than a year
   b) 1 to 2 years
   c) 3 to 5 years
   d) 6-10 years
   e) 11 years and above

3. Department
   a) Marketing
   b) Lab Tech
   c) Sales
4. Which management level best describes your job level?

a) Top level  [ ]  

b) Middle level  [ ]  

c) Low level  [ ]  

5. Highest level of education

a) Certificate  [ ]  

b) Diploma  [ ]  

c) Bachelor’s degree  [ ]  

d) Graduate degree  [ ]  

6. There is a skill gap in the specialized products sector of Basco paint

a) Greatly disagree [ ]  

b) disagree [ ]  

c) neutral [ ]  

d) Agree [ ]  

e) Greatly agree [ ]  

SECTION B: EFFECTS OF FORMULATING SKILLS GAP ON THE SALES REVENUE GROWTH FOR THE SPECIALIZED PAINT SEGMENT.

Using a scale of one to five with 1(Greatly disagree) and 5(Greatly agree) to rate the following statements about skill gap by ticking the appropriate space provided.

<table>
<thead>
<tr>
<th>Special segment Position</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Sales revenue of specialized paint have increased in the last 5 years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Our company perceives itself as a major player in specialized paint segment market.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 New product development in specialized paint segment is crucial to the success of our business.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 specialized paint segment operates in a highly competitive market</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 All employees in the specialized paint segment have the right skills to do their jobs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Causes of skill gap in special segment
Applicants lack the qualifications we want
Applicants lack the relevant experience
Applicants lack the relevant skills we require
Company/industry unable to pay market rate
Poor career progression / lack of prospects

**Effects of lack of skill gap on revenue**
As a result of skill gap our company has lost business to competitors
Skill gap has led to loss of quality in the service
Skill gap has led to loss of efficiency/increased wastage

**SECTION C: EFFECTS OF MARKETING SKILL GAP ON THE SALES REVENUE GROWTH FOR THE SPECIALIZED PAINT SEGMENT.**

Using a scale of one to five with 1(Greatly disagree) and 5(Greatly Agree) to rate the following statements about effects of marketing by ticking the appropriate space provided

<table>
<thead>
<tr>
<th>Marketing skills</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sale of specialized paint relies totally on the marketing done.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2</td>
<td>The company allocates enough funds for marketing the specialized products per year</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3</td>
<td>Compared to other companies Basco paint has the best marketing strategy in the industry</td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Basco paint has adopted the latest technology in marketing the specialized products.</td>
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<tr>
<td>5</td>
<td>Basco paint has a well-established a marketing strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marketers skills</th>
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<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>The marketers of specialized paint segment have the skills desired to sell the products</td>
<td></td>
<td></td>
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<tr>
<td>7</td>
<td>Basco paint needs to invest more in staff training for it to remain relevant in the market.</td>
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</tr>
</tbody>
</table>

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Basco paint marketers are aware of its customers’ needs

Staff at the marketing department receive adequately remuneration as per the market rates.

**Product**

Basco paints specialized products are readily available in the market

Specialized paint segment products are sold at a reasonable price compared to competitors

SECTION D: IMPACT OF TECHNOLOGY ON THE SALES REVENUE GROWTH FOR THE SPECIALIZED PAINT SEGMENT.

Using a scale of one to five with 1(Greatly disagree) and 5(Greatly Agree) to rate the following statements about Impact Of Technology y ticking the appropriate space provided.

<table>
<thead>
<tr>
<th>Cause of technology skill gap</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Fast changing technology is difficult for employees to keep up with the skills in the specialized paint segment</td>
<td></td>
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<tr>
<td>2 Lack of resources hampers technological skill development in the Basco paint specialized paint segment</td>
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</tr>
<tr>
<td>3 Lack of skills and qualification is the main cause of technology skill gap</td>
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</tr>
</tbody>
</table>

**State of Manufacturing technology used**

| 4 Basco paint specialized paint segment has the most advanced technology in the market | | | | | |
| 5 Specialized paint segment technology has ensured availability of products when needed | | | | | |
6 Basco paints have the best manufacturing technology used in specialized paint segment.

7 Basco paint offers training and development to employees to meet technological skill demands in the market

<table>
<thead>
<tr>
<th>Benefits of technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Use of technology has enabled the specialized paint segment to have competitive advantage in the industry</td>
</tr>
<tr>
<td>9 Adoption of technology has increased revenue from sales of specialized products</td>
</tr>
<tr>
<td>10 The technology used has led to quality products</td>
</tr>
<tr>
<td>11 Basco paints has minimized production cost of specialized paint segment by adopting manufacturing technology</td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR CO-OPERATION