

AN EMPIRICAL ANALYSIS OF THE FUNCTION AND
ROLE OF THE FIELD SALES MANAGER

Thesis for the Degree of Ph. D.
MICHIGAN STATE UNIVERSITY

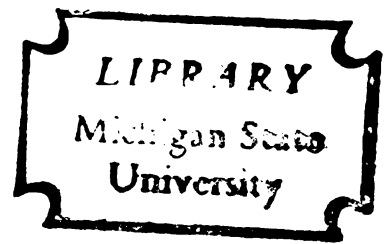
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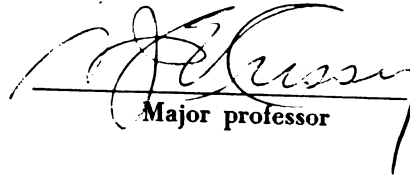
AN EMPIRICAL ANALYSIS OF THE
FUNCTION AND ROLE OF THE
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presented by

Rodney Earl Evans

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ABSTRACT

AN EMPIRICAL ANALYSIS OF THE FUNCTION AND ROLE OF THE FIELD SALES MANAGER

by Rodney Earl Evans

This study focused on the field sales manager - the man to whom field salesmen report. The major reason for its undertaking is derived primarily from the growing consumer orientation advocated by marketers. By virtue of his hierarchical position the field sales manager appeared to be in a key position not only to communicate information about the market to management but also to serve as an integrator and implementer of marketing strategies. But little is known about the field sales manager. Consequently the study had four major objectives.

1. To define the nature of the field sales manager's job.
2. To define the "ideal" field sales manager's job.
3. To examine the extent of agreement about the field sales manager's job among the field sales manager, his superior, and his subordinates.



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4. To examine the relationship between the field sales manager's authority and his responsibility in his job performance.

A mail questionnaire designed (1) to ascertain the relative importance of field sales manager's current activities, (2) the normative aspects of his job role, and (3) his authority and responsibility was developed. In order to determine current activities, respondents were asked to rank various groups of activities in order of their importance. In other sections, scaling devices were employed.

In the questionnaire the items contained in each of the four major sections were complementary, i.e., the same basic activity was considered by each respondent in four different contexts. Consequently conclusions are based not on responses to a single section but on the composite of the responses to the four sections.

Two distinct samples were drawn. Extensive sample companies represented many industries and were asked to provide the name and address of one of their field sales managers, his superior, his most productive salesman, and his least productive salesman. The intensive sample consisted of two companies in the same corporation. The entire field sales structure of both was included in the study. These companies,

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in addition to superiors and most and least productive salesmen, also provided a measure of their field sales managers' productivity.

The data indicated that the field sales manager is primarily engaged in selling and personnel activities both of which were day-to-day operations oriented in the questionnaire. The making of sales calls with salesmen appeared to be the most time consuming of any activity. The activities which could be interpreted as planning-oriented or as integrating the marketing effort of the firm were consistently ranked low in time expenditure.

The low productivity salesman's perception of his superior's job seemed consistently less clear than that of any other role definer. Similarly the low productivity field sales managers, displayed less agreement with their role definers than did their high productivity counterparts. Specifically the low productivity field sales managers had both less current time commitment and less positive expectations for the "ideal" field sales manager to engage in planning activities. Their responses also suggested a somewhat narrower perspective of their job than did the high productivity group.

For example, low productivity versus high productivity

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field sales managers:

1. commit less time to sales forecasting.
2. commit less time to digesting information from management.
3. has a less positive expectation that sales quotas should be set.
4. commits more time to sales meetings and less to the revision of specifications for the sales job.

The data also indicated the field sales managers themselves expected to identify with management. But role definer expectations were not as clear and indicated that the field sales manager may be considered neither a salesman nor a manager.

In general the study seems to support role theory in suggesting that productivity and role consensus are positively related as well as showing that the field sales manager's position close to the market has not been extensively utilized to implement a market orientation.

AN EMPIRICAL ANALYSIS OF THE
FUNCTION AND ROLE OF THE
FIELD SALES MANAGER

by

Rodney Earl Evans

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No doctoral dissertation is the result of the efforts of a single individual. And while it is impossible to acknowledge all those who have contributed to this one, I want to make special mention of some.

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Two anonymous companies provided financial assistance as well as opening their field sales organizations to study. Without this assistance the study could not have taken its present form.

The Continuing Education Service of Michigan State University directed by Professor Armand L. Hunter provided funds which insured completion of the study.

My colleagues will undoubtedly find that I have borrowed their thoughts and viewpoints. Their willingness to act as a sounding board as well as a source of great encouragement insures that their future students will receive an education second to none.

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CHAPTER I

INTRODUCTION

Because the ultimate success or failure of a firm's marketing effort rests with its field sales force, the main task of sales management, is to increase the effectiveness of the field salesman. This dissertation is specifically concerned with that segment of sales management which is directly connected with the field salesmen - the field sales manager. The main purposes of the study are four:

1. To define the nature of the field sales manager's job.
2. To define the "ideal" field sales manager's job.
3. To examine the extent of agreement about the field sales manager's job among the field sales manager, his superior, and his subordinates.
4. To examine the relationship between the field sales manager's authority and his responsibility in his job performance.

The past two decades have brought remarkable change to the economic and business system in this country. Much of the change is a reflection of technological and scientific advances. For example, we often hear references to the shrinking world in terms of the time required to travel from one place to another; a result of advances in transportation.

But change is not restricted to the technological and scientific side of business. Markets are also changing.

The consumer's discretionary income is rising rapidly. As noted by Katona and others, this puts a greater burden on the market because choice behavior is an increasingly potent force.¹ Consumer credit, at least up until recent months, has been increasing in availability at an increasing rate. Per capita disposable personal income (in 1964 dollars) was 1.7 times the 1940 level; and 1.3 times the 1950 level.² At the same time, the income required for mere subsistence is decreasing. A common promotion of the consumer grocery industry relates, for example, a four point drop in the percentage of income required for food purchases over the past ten years. These macro figures do not reveal the nature of the bundles of goods and services required for subsistence. It may be assumed that changes have also occurred in the preferences which, in turn, have dictated the content of the bundle. It is reasonable to assume that these changes add to the quality and diversity of what is sought.

In these decades, many new products have arrived on the

¹See George Katona, The Powerful Consumer (New York: McGraw-Hill, 1960).

²United States Bureau of the Census, Statistical Abstract of the United States (Washington: United States Government Printing Office, 1965), p. 331.

market. Faced with credit and income increases the consumer now has a greater number of alternative choices available. For instance, business executives state that business revenues of today are, in large measure, derived from products less than twenty years old. The market has, in fact, become the key factor in the success of the business enterprise.

But changes are not restricted to markets either. Marketing as a process has also undergone change. As a seeming consequence of market changes, the marketing concept has become a way of business life. Firms have discovered that they all cannot sell to the same customers -- that the individual is not in the market of all producers. The marketer must now be selective in choosing the market for his products. And he must establish his strategies and tactics commensurate with the markets he has selected.

Alderson calls the result of this selectivity "differential advantage." Moreover, he suggests that the establishment of this differential advantage is essential to the survival of the enterprise.³ This increased selectivity is a requirement for the marketer; adding considerable impetus to the need to create individuality among customers.

Changes (progress) in technology and markets have made

³Wroe Alderson, Marketing Behavior and Executive Action (Homewood, Illinois: Richard D. Irwin, 1957), pp. 101 ff.

the market the single most important factor in the success of a business enterprise. And since the marketing process is the vehicle joining the market with the enterprise, the effective performance of the marketing process would seem to be the key factor in business success.

Selling as a personal force in marketing represents one of the most significant methods of demand creation thus far developed. Its importance, using any relevant measure, easily parallels its more touted complement - advertising. Using expenditures as one measure, the following comparison can be made. The 1964 estimated advertising expenditures approached fourteen billion dollars.⁴ Following United States Bureau of Census employment and income figures for the same year, expenditures for salaries and other income for sales people were nearly thirteen billion dollars.⁵ Add to this total the supervisory, training and supportive activity costs which may be estimated at 25 per cent of the total,⁶ the total estimated expenditure on personal selling approaches 16.25 billion dollars. Others have estimated these expenditures at up to

⁴Statistical Abstract of the United States, op.cit., p. 848.

⁵Ibid., p. 231.

⁶See Harry R. Tosdal, Selling in Our Economy (Homewood, Illinois: Richard D. Irwin, 1957), p. 31 for a number of estimates of the cost of personal selling. The one used here is probably one of the most conservative available.

fifty billion dollars.⁷ The accuracy of these estimates is not a critical issue. In fact, inaccuracy is admitted. Yet these inaccuracies do not negate the implications which can be drawn: (1) personal selling holds a major position in the marketing process and (2) its costs are significant.

More than this, the cost of making each individual sales call can be expected to rise. As products become more complex and as the customer becomes more selective, the time, training, and expense requirements associated with each call can be expected to rise. This additional factor makes scrutiny of personal selling even more important. Because of his need to be selective and also to optimize the returns from sales cost, an efficiency conflict for the individual marketer may be appearing. And the effectiveness of his field sales force may determine the outcome of the conflict.

It is apparent that (1) the importance of personal selling is growing at least in terms of the dollar outlay for its costs and (2) the market and individual consumers in it are becoming more discerning, and more powerful, and therefore need to be accorded more individuality.

The Problem

The very nature of field sales management creates a

⁷H. W. Hepner, Modern Advertising (New York: McGraw-Hill, 1956), p. 18.

problem. As firms operationalize the marketing concept to a greater extent, the effectiveness of all phases of corporate activity will rely to a greater extent on carefully laid plans which are based on specific objectives or goals. As this goal-orientation increases in importance, there will be an increasing need for all members of the organization to be aware of these needs and to plan and execute their individual activities in terms of these goals or objectives. This need dictates, therefore, that the corporate goals be communicated to all members of the organization. Because the satisfying of these goals depends on the sales force, it is apparent that the effectiveness of the sales force directly affects the degree to which corporate goals are realized.

The field level sales manager occupies a pivotal position in this satisfaction process. He obtains this position solely on the basis of his hierarchical position, i.e., he is the first level member of marketing management and is nearest to the market. Salesmen report to him.

Despite his key marketing position in the firm, the field level sales manager has received little attention in either the literature of marketing or sales management. In fact, a search of the literature reveals only three works which are devoted solely to the field level sales manager, and only one of these works is a result of research in the

field.⁸

Robert T. Davis investigated this position in his doctoral research, and this research report has subsequently been published by the Division of Research of the Harvard Business School. He determined that there is considerable evidence that a large number of field sales managers "are the forgotten men of selling."⁹ Davis suggested that the importance of field sales managers is derived fundamentally from the structure of the selling organization. One of the key functions performed by the field salesman is coming face to face with his prospective customer. To do this will mean that he is often, if not continuously, physically separated from the home office.¹⁰ Moreover, he often does not have the opportunity to interact on a continuing basis with other field salesmen for his

⁸Robert T. Davis, Performance and Development of Field Sales Managers (Boston: Harvard University, 1957). National Industrial Conference Board, Field Sales Management, Experiences in Marketing Management, No. 1, New York, 1962. Albert Newgarden (ed.). The Field Sales Manager (New York: American Management Association, 1960). The latter two are the result of symposia sponsored by the publishing organization. Only the Davis work is the result of research.

⁹Davis, ibid., p. 3. This way of describing the field sales manager has also been used by Velma Adams in Dun's Review and Modern Industry. See "The Forgotten Field Sales Manager," March, 1965, pp. 45-46.

¹⁰Eighty per cent of the respondent field sales managers in the extensive part of this study are located outside the home office of their company.

company. Davis reported that many of the executives with whom he spoke indicated that, as a result of this separation, the emotional ups and downs were more serious for field salesmen than for other employees.¹¹ In addition it is clear that since the field salesman must satisfy corporate goals on a continuing basis and since this separation can effectively remove him from these goals, this separation may impede corporate goal satisfaction.

The nature of the salesman's job contributes to the importance of the field level sales managers. Davis believes that the large number of intangible factors which influence a potential customer dictates that the field sales manager provide standards for his men, that he serve as a "pace-setter" and develop positive attitudes. While this is a key factor, there are a number of other considerations which also contribute to this importance.

The job of the field salesman is to create an on-going relationship between his customer and his company. Often, the first sale is, at best, a break-even proposition, for profits and satisfaction for both buyer and seller are a result of repeat sales. Consequently the salesman is compared with other kinds of workers may be unable to see the fruit of his activity for some time after he has performed it.

¹¹Davis, op.cit., p. 3-4.



Thus, the field sales manager must create an atmosphere that will encourage salesmen to view the long run as the best measure of their efforts.

Further, as the selling job becomes more complex, aggressive administrative and technical support for the salesman grows more important. In other words the field sales manager will be more important to the successful culmination of each sale in that he will provide more assistance with greater regularity.

Finally by virtue of his hierarchical position, and allied with the changing selling job and the increased need for managerial support, the field sales manager is probably the key communication link in three distinct, but interrelated, ways.

First, if we accept the necessity of greater corporate responsiveness to market conditions, then we also accept the need for a position that is sensitive on the one hand to competitive conditions and the market and, on the other, to corporate goals and objectives. This implies, in part, that information must flow from the market to corporate management. Because he is constantly exposed to the market, the field salesman is an important collector of market information. And the field sales manager can clearly contribute to the effective upward communication of this information.

Second, just as information about market and competitive conditions is transmitted upward by the field sales manager, the entire marketing effort of the firm as well as its goals and policies disseminates through corporate channels to the field salesman and his customers via this field sales manager.

Third, the field sales manager occupies an equally vital internal position, because he is the link between employee and employer. As noted earlier, in the selling organization this is a particularly important function.

The field sales manager occupies a unique position; sensitive to both corporate goals and the market. Hence he fulfills a unique communication position. Goal sensitivity should provide him with insight into the kinds of information required by corporate management for marketing decisions while market sensitivity provides sufficient insight so that he may filter and summarize the collected information into a form most meaningful to management.

More than this, however, the position of dual sensitivity occupied by the field sales manager presents greater implications. The importance of marketing communication notwithstanding, this position may provide a decision center since many decisions now being made in upper echelons of management may be best made at the field level. There is no question that the decentralization of decision-making requires



the dual sensitivity. Adaptation to markets may require a flexibility that can come only from field level decision-making.

In the preface to much of the writing in these areas, the writers deplore the lack of emphasis given to selling and sales management. Yet, regardless of the actual operational significance, these statements have not substantially changed attitude or behavior. Moreover, the literature and research in these fields is only infrequently directed at the field sales operation.

We must strive to increase the effectiveness of field salesmen. Correlated with this, we must be concerned about the effectiveness of the supportive personnel of the salesman, the field sales manager and other members of the sales management. We must also be concerned with determining methods for predicting success or failure of sales managers and salesmen.

Much of the traditional literature in sales management focuses on the sales manager, i.e., it is organized around those functions which sales managers perform and is internally focused. This is, in part, analogous to advocating that a firm must be production-oriented rather than market-oriented. The essence of the marketing concept lies in its insistence upon a market or consumer orientation externally focused.

Yet much of the sales management literature violates this tenet. It seems imperative that future work in this area be directly concerned with the relationship of the sales manager to the salesmen he supports.

There is much literature and research in the behavioral sciences which may give assistance in two ways. First, since we are dealing with the human being and his interaction with others; social psychology and psychology offer many insights into human behavior and those factors influencing it. As much of this research as is applicable to the problems of sales management and salesman effectiveness must be utilized. And it is important to note that some marketing scholars have laid considerable systematic ground work for the inclusion of behavioral science concepts in marketing. In many cases, their lead has not been followed.

Definitions

Many of the terms used in this paper have diverse meanings depending on the receiver. To avoid many of the problems arising from the variation, a list of definitions, the source of the definition, and the rationale for its selection where required are included here.

Field Sales Manager: The field sales manager is that executive to whom the field salesmen report. He is the first

level of management for a company except where a firm has adopted a system giving some salesmen small numbers of management duties. This definition is more specific than that of Davis who defined the field sales manager as "those line officials who operate between home office executives and the field salesmen."¹²

Field Salesman: The field salesman is that man whose primary organizational responsibility is selling. This definition eliminates those members of the organization who sell only occasionally.

Superiors of Field Sales Managers: The man to whom the field sales manager reports will be designated the "superior" in this report. As with the field sales managers and the field salesman, a multiplicity of titles is attached to the same approximate hierarchical position.¹³

Overview

Chapter II contains a discussion of the conceptual framework. Chapter III contains a discussion of the research methodology including sample selection, instrument construction, and administration, and analytical techniques.

¹²Ibid., p. 3.

¹³See Appendix C for job titles of respondents to the questionnaire used in this study.

Chapters IV-VI contain the presentation of findings. The orientation within each of these chapters is from the general to the specific. Finally, Chapter VII contains an overview of the significant findings and a discussion of some possible operational implications of these findings.

CHAPTER II

CONCEPTUAL FRAMEWORK

Following the discussion of the increasing importance of the field sales manager's market sensitivity and noting that the salesman himself is changing very rapidly,¹ it is plausible to expect the field sales manager to be utilized more as a decision maker in the future. If we expect a man to be a decision maker, then we must provide him with the information and environment conducive to that activity. Simon suggests that the decision making process has three phases:

1. Searching the environment for new conditions requiring decisions.
2. Inventing, developing and analyzing alternative courses of action.
3. Selecting a particular course of action.²

Social psychology provides a conceptual framework for investigating the influences on the field sales manager and their effect on his performance. The part of social psychology - role theory - dealing with the effect group members

¹Carl Rieser, "The Salesman Isn't Dead--He's Different," Fortune, November, 1962, pp. 124 ff.

²Herbert A. Simon, The New Science of Management Decision (New York: Harper and Row, 1960), p. 2.

have on other members of the same group is particularly useful. Role theory offers a useful way of looking at these relationships, and can be operationalized to actual situations.³ Since the environment is a key to effective decision making and since the pressures on an individual affect his perception of the environment, role theory concurrently offers a way of looking at the future of the field sales manager as a decision maker. In fact, it may be inferred that knowledge about the environment and elimination of dysfunctional pressures are the key elements to making the field sales manager's future performance effective. Research by Leavitt on communication patterns and performance substantiates the importance of the field sales manager's structural position. He found that when one individual in a group was the focal point for exchange of information that individual was considered by most other group members to be the leader of that group. All group members in the case were restricted from interacting other than through the focal point.⁴ Because salesmen are frequently separated geographically, effectively restricting interaction with other salesmen, the position of field sales manager becomes a leading one if utilized effectively.

³Bruce J. Biddle, The Present Status of Role Theory, Columbia, Missouri: University of Missouri Press, 1961, p. 2.

⁴Harold J. Leavitt, "Some Effects of Certain Communication Patterns on Group Performance," Journal of Abnormal and Social Psychology, 46, pp. 38-50.

We are fundamentally concerned with two aspects of the relationship among men: the normative and the behavioral. The very fact that such a dichotomy is useful immediately presents some problems from a conceptual standpoint. First, in the literature on role, researchers have reached no precise definition of the terminology used. Secondly, each side of the dichotomy above may be subdivided. For example, in a normative sense, we can predict expectations to be both (1) for behavior and (2) for personal attributes, qualities and training.⁵ While this inquiry primarily relates to the behavioral aspects, it must and will briefly consider some attributes.

Gross, Mason and McEachern, after reviewing much of the literature on role, determined that most authors' definitions contain three basic ideas: that individuals (1) in social locations (2) behave (3) with reference to expectations.⁶ They also suggest that most authors have used the role concept to embrace that normative element of social behavior.⁷

Linton who is credited with solidifying the role concept describes a role in terms of status:

A status, in the abstract, is a position in a particular pattern (of social behavior). . . a status, as distinct from

⁵Neal Gross, Ward S. Mason, Alexander W. McEachern, Explorations in Role Analysis (New York: John Wiley and Sons, 1965), p. 63.

⁶Ibid., p. 7

⁷Ibid., p. 17.

the individual who may occupy it, is simply a collection of rights and duties. A role (then) represents the dynamic aspect of status. An individual is socially assigned to a status and occupies it with relation to other statuses. When he puts the rights and duties which constitute a status into effect, he is performing a role.⁸

It is clear that Linton views role not as normative but as behavioral, and is using the term status, in a sense, as the normative.

Gross, Mason, and McEachern do not believe that status is as inclusive as Linton suggests. They distinguish between status and office in the following manner:

The term status would then designate a position in the general institutional system, recognized and supported by the entire society, spontaneously evolved rather than created, rooted in the folkways and mores. Office, on the other hand, would designate a position in a deliberately created organization governed by specific and limited rules in a limited group more generally achieved than ascribed.⁹

And with respect to occupational position, Davis indicated that a position may be both a status and an office - the first when viewed by the public and the second when viewed by a particular firm.¹⁰ So, in terms of these distinctions, office

⁸Ralph Linton, The Study of Man (New York: D. Appleton-Century, 1936), pp. 113-114.

Biddle, op.cit., p. 4 reviews the shortcomings of these definitions.

⁹Gross, Mason, and McEachern, op.cit., p. 57.

¹⁰Kingsley Davis, Human Society (New York: Macmillan, 1948), pp. 88-89.

will here be analogous to position. The investigation of status is not within the scope of this study, however important or unimportant it may be to effective performance by the field sales manager.

Role then, is a set of related cognitions maintained for a person. . .by himself or others.¹¹ An individual's own expectations for his performance and attributes plus the expectations of those related to him regarding his performance and attributes define his role in a given set of environmental conditions.

And if one wishes to look at the behavior of an individual, he is in effect viewing the role behavior of that individual. Role behavior then is the action or behavioral part of role.^{12, 13}

If a role then is a set of expectations about the performance and attributes of an individual in a given location,

¹¹Biddle, op.cit., p. 5.

¹²These definitions vary from Newcomb, Converse, and Turner. They use the term "prescribed role" to define the normative aspect. They also seem to use "role" and "role behavior" somewhat interchangeably to describe the behavioral aspects. Otherwise much of these authors' discussion of role relationships permeates this section. See Theodore M. Newcomb, Ralph H. Turner and Philip E. Converse, Social Psychology (New York: Holt, Rinehart and Winston, 1965), Especially Chapter II.

¹³For an inclusive list of terms and definitions conceptually similar to those used here, see Robert Merton, Social Theory and Social Structure (Glencoe: The Free Press, 1956), p. 368-370.

a key factor in analysis is the identification of the definers of the role, i.e., those who have relevant expectations. Gross, Mason, and McEachern have commented on the failure of some social researchers to adequately identify these role definers. These researchers often suggest that the parameters of the population included as role definers are too indefinite for empirical usefulness. Consider, for example, using "society" as role definers.¹⁴ Yet even having identified the relevant role definers -- a role set,¹⁵ access to each member of the role set for research purposes may be very difficult because there may be a large number. Furthermore, the degree of influence of each member of the role set is very difficult to identify. Consequently, including the expectations of all members of the role set may give as distorted a picture as not having identified some members.

It was assumed by virtue of the hierarchical position that both superiors and subordinates would be relevant role definers for the focal position, the field sales manager. The rationale for this selection rests in two areas. First, any formal sanctions or rewards imposed on an individual's role behavior will come at least indirectly from his superior.

¹⁴Gross, Mason, and McEachern, op.cit., p. 5.

¹⁵Robert L. Kahn, et.al., Organizational Stress (New York: John Wiley and Sons, 1964), pp. 13-14.

Therefore, it is reasonable to expect the individual to consider the role expectations of the superior in defining his own role and hence in his role behavior. It is important to note that the assumption of a close connection between self perceived role and role behavior (within the organizational constraints) is necessary for any operational recommendations. Second, since the field sales manager is undoubtedly evaluated in part on the performance of his subordinates, he will be cognizant of their expectations about his performance.

The focal individual is an integral member of his own role set¹⁶ and hence his own views are also relevant. The foremost issue is whether agreement (consensus) on role definition for a particular focal individual holds any importance.

Gross, Mason, and McEachern succinctly stated the thought of many authors on the importance of consensus:

It was our assumption that the extent to which there is consensus on role definition may be an important dimension affecting the functioning of social systems.¹⁷

They go on to suggest on a more restricted level that. . . "the degree of consensus among significant role definers as perceived by an actor may be an important variable affecting

¹⁶ Ibid. p. 17.

¹⁷ Gross, Mason, and McEachern, p. 5.

his behavior."¹⁸

What then is the result of non-consensus? Clearly, tensions can be created for the incumbent of the focal position.¹⁹ Although some authors have chosen to divide these tensions into role conflict and role ambiguity²⁰ the consideration here will be only role conflict. This decision is based on the premise that role ambiguity and role conflict can be thought of as similar when effectiveness of performance is the major objective.

Turner believes that role conflict in its general sense exists when there is no immediately apparent way of simultaneously coping effectively with two different other-roles (role expectations).²¹ Brown agrees with this definition of role conflict and suggests that role conflict must create a problem for the incumbent.²²

¹⁸Ibid. For support of this position see A. R. Lindesmith and Anselm L. Strauss, Social Psychology, revised edition (New York: Dryden Press, 1956), pp. 383-385.

¹⁹See C. Csgood, "Cognitive Dynamics in Human Affairs," Public Opinion Quarterly, Summer, 1960, p. 341.

²⁰See, for example, Kahn, et.al., op.cit.

²¹Ralph H. Turner, "Role Taking: Process versus Conformity," in Arnold Rose (ed.), Human Behavior and Social Processes (Boston: Houghton-Mifflin, 1962), p. 37.

²²Roger Brown, Social Psychology (New York: The Free Press, 1965), p. 156.

The issue of whether or not consensus exists is meaningless unless it can be related to operational performance and productivity. A study by Getzels and Guba indicated that those instructors at a military school who experienced role conflict also tended to be ineffective when measured by their peers.²³

More important, however, are the related implications of a study by Smith. In an experimental group, the researchers paid some members not to enter the discussion while the other members remained ignorant of the arrangement. The productivity of the experimental group dropped sharply as compared to a control group. When the experiment was repeated and all group members were advised of the situation, experimental group productivity did not vary from the control group.²⁴

To summarize, role theory presents a systematic way of looking at the relationships of members of groups and the effect each has on the other. It provides terminology and definitions aiding in the construction, implementation, and reporting of empirical research. The research here reported utilizes it to a considerable degree.

²³J. W. Getzels and E. G. Guba, "Role, Role Conflict, and Effectiveness: An Empirical Study," American Sociological Review, 19, 1954, pp. 164-175.

²⁴E. E. Smith, "The Effects of Clear and Unclear Role Expectations on Group Productivity and Defensiveness," Journal of Abnormal and Social Psychology, 55, 1955, pp. 213-217.

CHAPTER III

RESEARCH DESIGN AND METHODOLOGY

The basic design of this research is cross-sectional, i.e., all data were collected within a relatively short time interval and there was only one set of replies per respondent.

Because the field sales manager is in a structural position in a corporate hierarchy, this position was examined from as many organizational viewpoints as possible. In effect, it was necessary to assume that despite structural similarities, industry, product and corporate differences in both role and role behavior may be present. The larger the number of similarities in role and role behavior identified when including these potential differences, the more generalizations can be made about the structural position itself.

As indicated earlier, the role set defined for this investigation contained hierarchical superiors and subordinates. Specifically, the role set contained the following:

1. The field sales manager.
2. The man to whom this field sales manager reports.
3. The most productive salesman reporting to this field sales manager.



4. The least productive salesman reporting to this field sales manager.

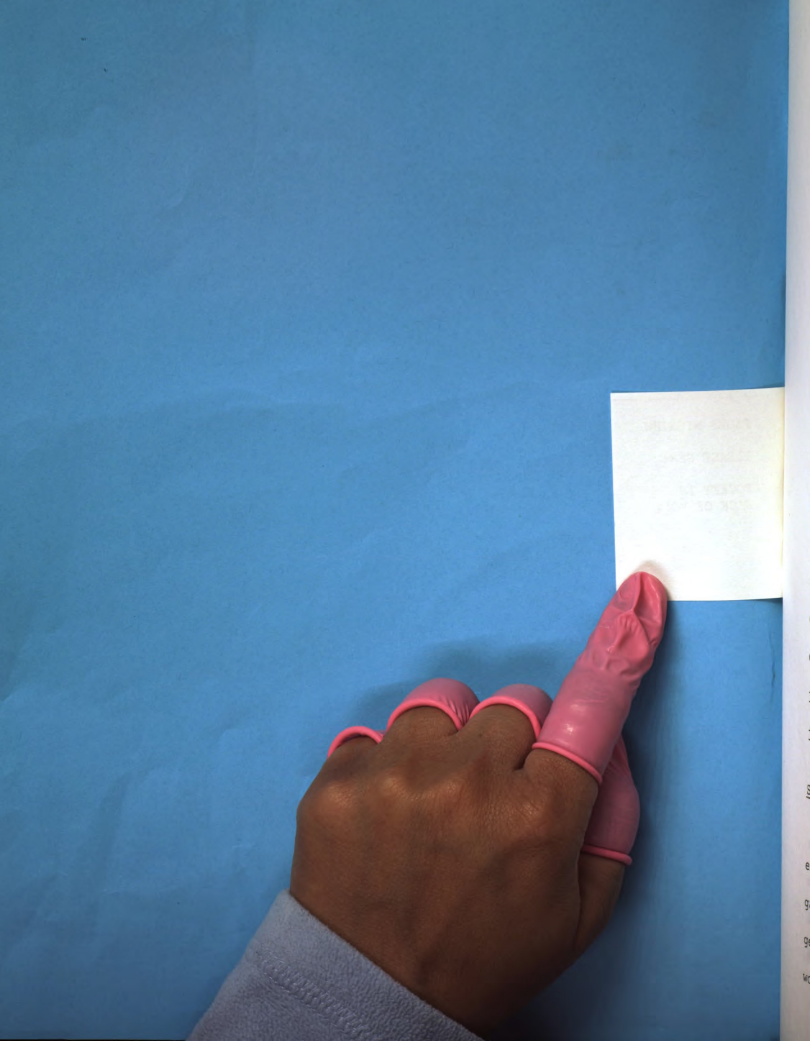
With this multiple role set and presumption of industry, product, and corporate differences, it is necessary to specify the method of data collection. Despite the inherent limitations of mail survey methods,¹ this method best fitted the needs of the study for two reasons. First, the alternative of personally interviewing a large number of field sales personnel would be economically unfeasible. Second, a structured questionnaire which would allow statistical comparison was desired. And anonymity, however important it might be to response, would be more easily conveyed by mail. Some limitations arose and these are discussed in a later section.

Questionnaire Construction

In line with the objectives of defining the nature of the field sales manager's job, defining the normative aspects of his role, and assessing the relationship of his authority and his responsibility, the questions were divided into four major parts.

The objective of the first part was to ascertain current behavior--what are his present tasks and what is their relative importance. Interviews with operating sales managers

¹Mildred Parten, Surveys, Polls, and Samples (New York: Harper & Brothers, 1950), pp. 391-402.



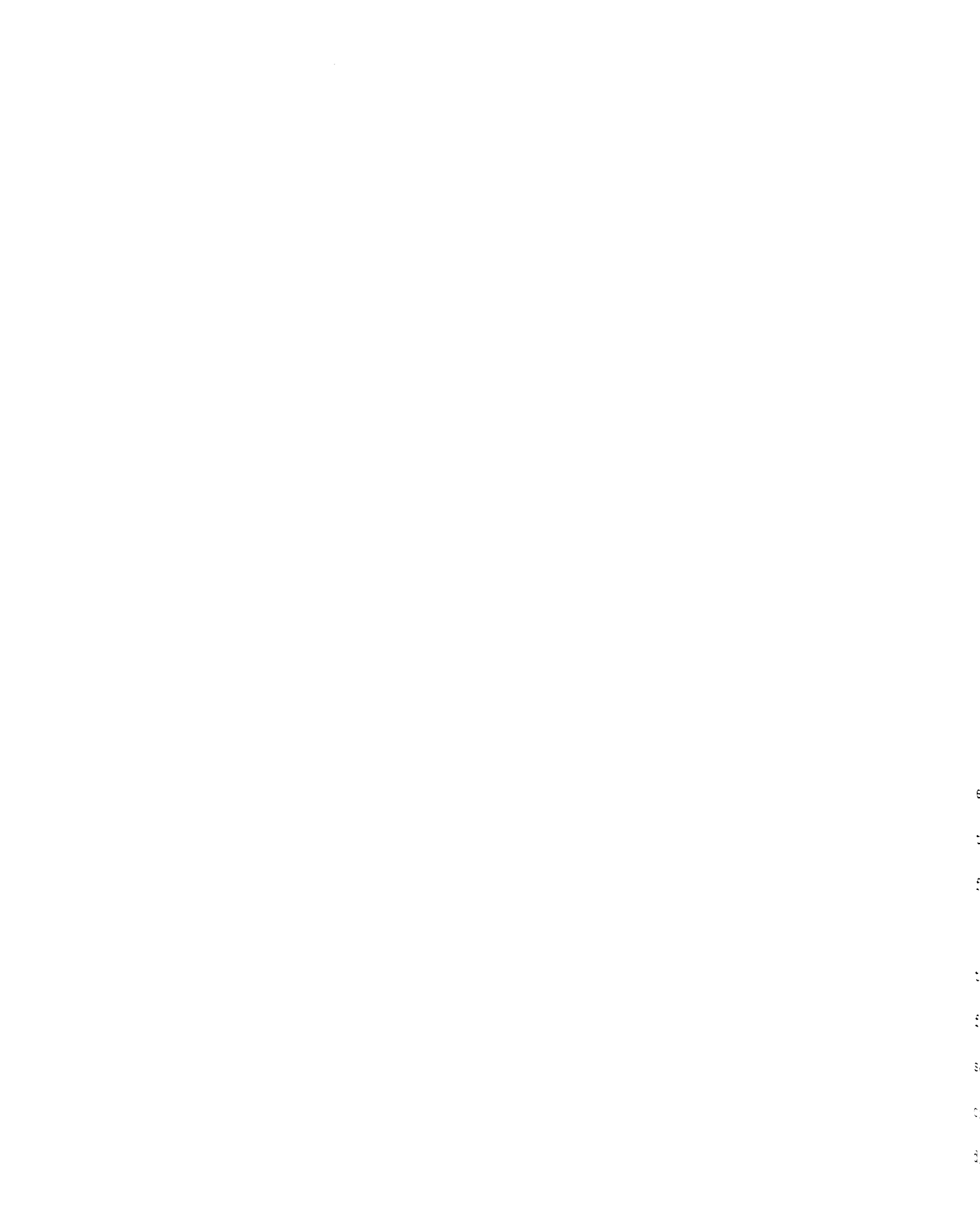
three is the responsibility scale and part four is the authority scale. Items while identical were scrambled so that it would not be immediately apparent that all twenty-four in each part were the same.

In addition to these four major parts, additional information was desired. This included classification information as well as interaction and job satisfaction information for both field sales manager and salesmen respondents.

It is immediately apparent that the questionnaires are lengthy. Since it was not possible to obtain the breadth and depth of information required by using a very short questionnaire, the decision was made to obtain as much as was reasonably applicable in a single questionnaire. In addition, mailing lists of field sales managers and the specified role definers were not readily available. Consequently, the amount of effort required to obtain the names of samples did not justify a superficial treatment. And the response obtained justified the intensiveness of the questioning.

Sample Selection

Because corporate, industry, and product line differences were assumed, it was clear that an intensive investigation of a single company would probably not produce any generalizable results. At the very least, generalization would have been tenuous. To fulfill the requirement of



obtaining results which could be generalized, two samples are drawn.

The intensive sample contained two companies belonging to the same corporation. Each company provided the following information:

1. The names and mailing addresses of all field sales managers dichotomized as to their productivity relative to one another.
2. The names and mailing addresses of the men to whom these field sales managers report.
3. The names and mailing address of the most productive salesman reporting to each field sales manager.
4. The name and mailing address of the least productive salesman reporting to each field sales manager.

No criteria were given the participating companies in either the intensive or the extensive samples on the definition of productivity. Each company was asked simply to define the term in a way acceptable to it.

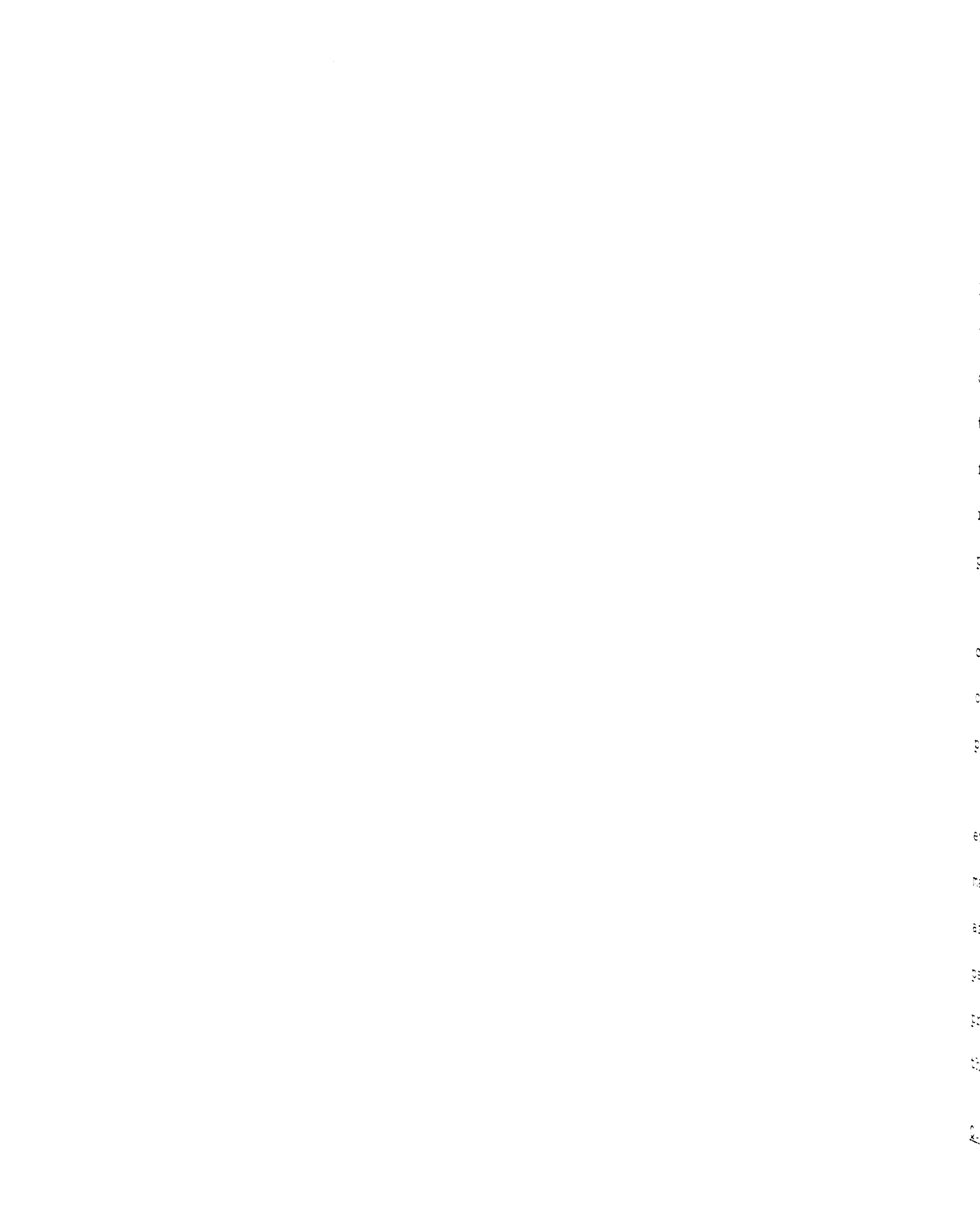
This method was used partly as a concession to participating companies whose methods of evaluation would not fit a standardized definition and partly because this dissertation is not concerned specifically with the measurement of productivity. Moreover, the literature contains a great diversity of definitions of productivity. This prohibited

the construction of a definition which would have uniform acceptance.

The extensive sample comprised companies marketing a wide range of products in various geographic areas. The information required of companies in the extensive sample was identical to that of the intensive with one exception -- since only one field sales manager's name was to be used, no productivity measure was solicited.

In order to get the required names, a typed letter and mimeographed form were sent to past registrants in Michigan State University's Executive Seminar in Sales Management and to officers of local chapters of Sales-Marketing Executives, International whose titles indicated a sales management connection (These letters and accompanying forms are reproduced in Appendix A). This mailing totaled 350 individuals, with some company duplication. A total of 127 responses arrived, representing 73 companies and giving 83 usable lists of names and addresses. As in subsequent mailings all letters were typewritten, personally signed by the writer and by Dr. W. J. E. Crissy, and a return envelope without postage was provided.

It is unfair to judge the returns from these letters too harshly. First, the information required particularly about salesman productivity is very often a sensitive area



and may not be known even to the salesmen involved. Second, salesman evaluation is known to be an area in which there is much variation. Companies often do not have explicit measuring techniques, i.e., much evaluation is informal and based on personal knowledge. Third, despite assurances of confidentiality, when returning names and addresses, if the addressee did not include his own name, he would have no knowledge of the use of the names and addresses. Finally, while every effort was made to send requests to those who could provide such information, in a number of cases the organizational structure precluded a company's participation.

On the positive side, many expressions of interest accompanied names and addresses, were indicated by telephone, or were sent even though a company could not or would not provide the requested information.

Two unusual cases developed. In the first, the respondent asked that all salesmen be included in the questionnaire mailing. He returned the salesman productivity information after being advised of the responses. In the second, one company offered to distribute the questionnaires to the appropriate individuals, but company policy prevented release of their names.

Questionnaire Administration

Questionnaire booklets were printed in three forms (and



in three colors to facilitate coding); one for each hierarchical position. The only differences among the forms were in the use of pronouns and in the instructions to each part since the objective was to focus on the field sales manager. Questionnaire booklets were printed and coded with a seven digit number. Throughout all mailing, respondents were assured of the confidence of their answers and no signatures were solicited. But identification of respondents was necessary. Consequently, the code on each contained a questionnaire number corresponding to the number on the name card in research files, a company number, a position number and a number corresponding to the productivity of the field sales manager. Few people question the presence of a serial number if they receive assurance of anonymity of response.⁵

Mailings of 343 questionnaires to the extensive sample and 137 questionnaires to the intensive sample were completed within two weeks. Approximately six weeks following the initial mailing, duplicate packages were sent as a follow-up to individuals in the extensive sample. Table 1 and 2 indicate the breakdown of responses included in subsequent chapters.

Table 3 shows how these data were divided for analytical purposes. It indicates the code number for a given position, the title and productivity of individuals included, and

⁵Parten, op.cit., pp. 400-401.

TABLE 1

MAILING AND RETURN INFORMATION FOR EXTENSIVE
SAMPLE QUESTIONNAIRES

<u>Mailing</u>				
	Adjusted* Total			319
 <u>Returns</u>				
	First Mailing	160		
	Follow-up	38		
 <u>Distribution of Returns</u>				
	<u>Superiors</u>	<u>Field Sales Managers</u>	<u>High Productivity Salesmen</u>	<u>Low Productivity Salesmen</u>
Mail	77	85	80	77
Return	54	63	49	32
Percentage	70.1	74.1	61.2	41.5

*Adjusted for Post Office Returns, Error in Coding, and to reflect mailing to all salesmen of the company noted in the text.

TABLE 2

MAILING AND RETURN INFORMATION FOR INTENSIVE
SAMPLE QUESTIONNAIRES

Mailing

Total	137
-------	-----

Returns

Total	101
-------	-----

Less: Not Completed	3
---------------------	---

Net Returns	98
-------------	----

Distribution of Returns

	<u>Superiors</u>	<u>High Productivity Field Sales Managers</u>	<u>Low Productivity Field Sales Managers</u>
Mail	6	22	21
Return	4	17	18
Percentage	66.7	77.2	85.7

	<u>High Productivity Salesmen</u>	<u>Low Productivity Salesmen</u>
Mail	44	44
Return	27	32
Percentage	61.3	72.7

TABLE 3

IDENTITY AND SOURCE OF DATA GROUPINGS

Code Number	Identifies	Source	Number
10	All Superiors	Both Extensive and Intensive	58
20	Field Sales Managers (No Productivity Measure)	Extensive	63
21	Field Sales Managers (Top Half Productivity)	Intensive	17
22	Field Sales Managers (Bottom Half Productivity)	Intensive	18
<p>For the following number pairs the second defines the productivity of the field level sales manager to which the salesman report; to be interpreted as follows: 0-- no productivity measure, 1-- Field level sales manager is in the top half in productivity, 2-- Field level sales manager is in the bottom half in productivity.</p>			
30	High Productivity Salesman	Extensive	49
31	High Productivity Salesman	Intensive	14
32	High Productivity Salesman	Intensive	12
40	Low Productivity Salesman	Extensive	32
41	Low Productivity Salesman	Intensive	17
42	Low Productivity Salesman	Intensive	15

identifies the sample (extensive or intensive) from which the data were derived.

Statistical Techniques

Because of the ordinal nature of data obtained in the current activities section, the mean is a relatively inappropriate measure of central tendency. The ordinal nature is not, however, in itself disqualifying. But the fact that the interval between ranks is not known is a disqualifying factor. A perusal of questionnaires reflects the inequality of the intervals. For example, in a number of instances, respondents indicated (incorrectly according to the instructions) their perception of the interval between ranks within a section. In a very few cases were these intervals equal. Moreover, to aggregate responses from each of the five sections, the interval would have to have been equal for all. The fact that the percentage of time spent on each section as a whole varied, precluded such equality.

The median conversely is an appropriate measure of central tendency because its value depends only on the size of the sample. Where a measure of central tendency was desired in this part, the median was used.

Also in this section of ranked activities, the Spearman rank order correlation coefficient was used to determine the correlation between two sets of ordinally ranked items. The

primary use in this paper was to compare responses of different positions to the same items.

In other sections in which scaling devices were used, the mean was employed as a measure of central tendency. There were two reasons for this. First, although there was no way of knowing whether the intervals between scale positions were equal, the mean reflected the relative positiveness or negativeness of the response. This is all that was desired. The fact that the scale was artificially discontinuous, i.e., limited points of choice were provided, does not obviate the use of the mean.⁶ Second, the statistical test used to determine the significance of the difference between the responses of two respondent groups required the mean as a measure of central tendency. The following paragraphs of this chapter discuss the method of testing and the rationale behind its use.

Because of the division of the data into the ten groups (See Table 3) some small sample groups appeared. This immediately causes problems for statistical analysis.⁷ The

⁶Claire Sellitz, et.al., Research Methods in Social Relations, revised edition (New York: Henry Holt & Company, 1959), p. 410.

⁷Much of what follows is the result of discussions with Dr. Herman Rubin of Michigan State University's Department of Statistics. His assistance and interest are acknowledged. It should be noted, in addition, that there is some controversy among users of both parametric and non-parametric statistics as to when specific techniques are applicable and when they are not. Clearly the purpose of this paper is not

largest single problem revolves around the nature of the distribution of population from which the sample was drawn. The nature of the distribution becomes particularly important when researchers utilize analytical statistics. There are two general classes of statistical techniques: Parametric and non-parametric.⁸ Parametric statistics, in general, make stringent assumptions about the distribution of the population, i.e., it is generally assumed to be normal or very close to normal. For large sample sizes, this assumption is not particularly restrictive. But for small samples the use of these tests becomes relatively meaningless.

On the other hand, non-parametric statistics, in general, make no assumptions about the nature of the distribution and it is expected that these would be more meaningful for survey research of the type reported here. But non-parametric statistics with sample sizes less than forty are employed only with difficulty.

In addition, the data were discontinuous. This is not to say that the ideas reflected in the responses were not continuous, but only that, to facilitate coding and analysis, data were grouped.

to resolve this controversy. It does have the "virtue", however, of consistency.

⁸For a view somewhat different from that here presented see Sol Siegel, Non-Parametric Statistics, New York: McGraw-Hill, 1956.

Probably the best statistic for continuous data and large sample sizes of the type reported here is the Kolmogorov-Smirnov two-sample test statistic. In fact, this is a useful statistic for small samples if the two groups being compared are of equal size. The Kolmogorov-Smirnov test statistic is from the family of non-parametric statistics and thus, for large samples, it does not make any assumptions about the population distribution.

It is also possible to calculate the Kolmogorov-Smirnov test statistic for grouped data with small but unequal sample size, but it is extremely difficult. Moreover, the power gained from this calculation versus the test used throughout this analysis is negligible.

The statistic used for analysis in this research was a modified "t" statistic the results of which closely approximated the more difficult Kolmogorov-Smirnov test. In addition, the "t" statistic is more powerful in testing shifts in central tendency with which we were most concerned. The only assumption made here then was that the data follow "t" statistic distribution.

Limitations of the Study

As with almost any empirical study, this one has limitations. Some are certainly the result of constraints of time and money. Others are noted in the analysis chapters, but

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there are some general limitations which should be noted at this point.

1. The limitations of mail questionnaire surveys are well-known. It is exceedingly difficult to assess the accuracy of given responses or to eliminate all semantic difficulties. Moreover, it is not possible to profile, in this case, the nature of the non-respondents. But the nearly seventy per cent aggregate return mitigates this limitation somewhat.
2. Whenever one assesses the effectiveness of a field sales manager or a field salesman, it is important to realize that personal selling represents but a single part of the firm's total demand creating and demand satisfying force. It would be unfortunate not to consider variables such as the degree to which advertising, personal selling and sales promotion are coordinated and maintained in a particular salesman's territory.
3. Methodological limitations also occur. The ordinal nature of the data limits the number and certainty of conclusions which can be drawn. And the statistical limitations have been noted.
4. Finally the representativeness of either the

extensive or intensive sample cannot be proved
or disproved.

Summary

Utilizing role theory as a conceptual framework, a mail questionnaire was developed. The questionnaire was administered to an intensive sample composed of the field sales structure of two companies, and to an extensive sample of names solicited from many different companies marketing various products. Statistics used in the analyses include the Spearman rank order correlation and a modified "t" test.

CHAPTER IV

THE FIELD SALES MANAGER'S JOB

I. Extensive Sample

The purpose of this chapter is to examine the current activities of the field sales manager -- his role behavior. The basic data are from Part A of each of the questionnaires filled out in each case by the superior, the field sales manager, and the two salesmen. To define the field sales manager's job as he perceives it, each respondent was asked to rank a set of activities within each of five sections. The specific instructions to field sales managers were as follows:

Please rank the following _____ activities from one to _____ in terms of the amount of time you spend in an average week on each in relation to the others in this group.

If you have no connection whatsoever with a particular activity, please write the word "none" in the space before the activity.

Each section contained a different number of related but different activities. Table 4 shows the relative distribution of activities.

In addition, each respondent was given the opportunity

TABLE 4
DISTRIBUTION OF ACTIVITIES
BY SECTION IN QUESTIONNAIRE PART A

Section	Number of Activities Listed
Marketing Activities	10
Selling Activities	5
Financial Activities	6
Personnel Activities	9
Administrative Activities	4
	<u>34</u>

to specify a time consuming activity in which he engaged but which was not included in the questionnaire. A review of the inclusions substantiated the validity of the items in Part A in two ways. First, despite the fact that respondents were free to make insertions, relatively few did so. And many which were included appeared in other sections. Second, if any activity had received all "none" responses, i.e. was not ranked by any respondent, it would have been invalidated. This did not occur.

In order to establish a profile of the field sales managers job, it is necessary to look at their responses in each of the five sections. It is also useful to examine the number of "nones" and the range of responses. Tables 6, 7, 8, 9, and 10 show the modal responses of field sales managers when rankings are combined to form high, middle, and low groups.

Also presented are the number of nones recorded and the range of ranking. Each activity section will be considered in turn.

Part A caused the greatest number of questionnaire administration problems. Instructions were not always followed and on occasion the answers could not be edited to the correct form. Consequently some responses were unusable and hence excluded. This accounts for the section to section variation in the number of respondents.

Table 5 shows the time spent in an average week on each of the five sections as a whole by field sales managers in the extensive sample.

TABLE 5
MEAN PERCENTAGE OF TIME SPENT ON EACH
ACTIVITY GROUP BY FIELD SALES MANAGERS

Activity Group	Mean Percentage of Work Time
Marketing	18.1
Selling	36.6
Financial	7.4
Personnel	20.4
Administrative	<u>18.2</u>
	100.7*

*Tctal is not 100% because of rounding.

Marketing Activities. The range of ranks ascribed by field sales managers to the activities in this section was

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very wide. Only two did not receive at least one response in each of the ten possible ranks. The number of "none" responses was small with two exceptions; each having some relevant implications. These responses as well as the grouped rankings of marketing activities are summarized in Table 6.

First, in response to the statement "participating in the formulation of overall marketing policy", nearly twenty per cent indicated no time commitment to this activity. This would seem, based on research in other areas, to be a detriment to the effectiveness of the manager in the implementation of overall marketing policy.¹ There is no question that the field sales manager must be viewed as a key link in the implementation of marketing policy.² And his participation in the laying of plans will enhance his effectiveness in implementation particularly if these plans require some changes in his own behavior. The greater his participation, the greater will be his commitment to the behavior prescribed by the group of formulators. Moreover, to the extent that he is expected to translate marketing policy into operational terms and to communicate this policy and its objectives to his

¹See Leon Festinger, The Theory of Cognitive Dissonance (New York: Harper & Row, 1957), and Newcomb, Converse and Turner, op.cit., pp. 104 ff.

²In some organizations, the field sales manager seems also to be bypassed in the implementation of marketing policy. See Chapter VI.

TABLE 6

MODAL RANKINGS OF MARKETING ACTIVITIES BY
EXTENSIVE SAMPLE FIELD SALES MANAGERS

Activity	Number	Rankings			None	None as Percentage of Total Respondents	Rank Range
		1-3	4-7	8-10			
Reviewing competitive activity	50		58%		1	1.9%	1-10
Communicating corporate information to salesmen	51	47%			0		1-10
Analyzing sales data	51	55%			0		1-10
Participating in the formulation of overall marketing policy	41			60%	10	20.0%	1-10
Digesting information received from management	51	47%			0		1-9
Advising on changes in price, delivery arrangements, products, or on new product development	48		44%		3	5.9%	1-10
Summarizing sales and customer information for communication to management	50		60%		1	1.9%	1-9
Managing advertising and/or other non-selling promotional activities	38			68%	13	25.5%	1-10
Forecasting future sales in his district	50		54%		1	1.9%	1-10
Reviewing district sales coverage and salesmen's territory alignment	50		46%		1	1.9%	1-10

salesmen, his effectiveness will be reduced by a lack of participation.

Second, because the firm's impact on a market or markets is the sum total of all its activity in that market, the need for coordination of all demand creating and sustaining activities of the firm in a market is substantial. Yet nearly twenty-five per cent of the field sales managers do not participate in the management of advertising or other non-selling promotional activities. It is consistent to believe that this results in fragmented, inefficient effort. And one may expect the firm's impact on the market to be less than the maximum possible. At the same time, sixty-eight per cent of those who do participate in this activity, rank it in the low group. This indicates potential fragmentation even though some effort is expended.

Selling Activities. This group of activities is the most important of the five in terms of time commitment; taking an average of thirty-seven per cent of the field sales manager's time. Much has been said about the degree to which the field sales manager, or any sales manager for that matter, should engage in selling activities of any kind. In this regard three specific points are made about the responses.

First, thirty-four per cent of the respondents have no accounts of their own. (See Table 7) Most of the remainder

TABLE 7

MODAL RANKINGS OF SELLING ACTIVITIES BY
EXTENSIVE SAMPLE FIELD SALES MANAGERS

Activity	Number	Ranked			None as Percentage of Total Respondents	Rank Range
		1-2	3	4-5		
Personal selling to his own accounts	35	63%	18	34%	1-5	
Handling problem accounts	52	50%	1	1.9	1-5	
Expediting customer orders	51		2	3.8	1-5	
Making sales calls with his salesmen	52	71%	1	1.9	1-5	
Deciding on a customer's request for special terms of sale	45		8	15.1	1-5	

however rate personal selling to their own accounts relative to the other selling activities as the most time consuming.

Second, expediting of customer orders and deciding on customer's requests for special terms of sale are not key activities. The reasons behind this were not examined, but they may include the following: (1) In some industries such as airlines and insurance special sales terms are not legally permitted and therefore do not become a part of the firm's marketing effort; and (2) expediting of customer orders may be either unnecessary or unwarranted because of the nature of the product or of production capability.

Third, seventy-one per cent of respondents ranked making sales calls with salesmen as either one or two. The original terminology used the term "joint call" but pretesting indicated some confusion as to whether this term meant selling or training. Hence sales calls were specifically noted as the intended activity. Even so there were some respondents that felt "making sales calls" and "training salesman" (which appears in the personnel section) were analogous or at least overlapping. The purpose of the joint call is a function of the perception of the respondent. And the content and tenor of the call will be determined by that perception. Thus we can expect that the major purpose here is to make a sale. Any attendant training, however important in

its own right, is incidental.

Financial Activities. The key factor to recognize in the rankings of financial activities (Table 8) is the relatively large number of "none" responses. In addition, note that these activities take, on the average, about seven per cent of the field sales manager's time. About sixty per cent of the respondents are not active in the control of inventory and warehouse cost. First, because many field sales offices have no in-market stocks, no controls are required at the field level. Second, even if in-market stocks are held, the selling organization has no control over the costs of holding such stocks and therefore probably has little control over the operation and content of the stock.

Also the field sales managers are not overly concerned (or informed) about the relationship of costs to profits generated within their district. This is incongruous if the corporate goals are structured about an efficient utilization of resources and the attainment of maximum profit.

Personnel Activities. The following are noted about the rankings of personnel activities. (See Table 9)

The nearly unanimous agreement on the importance of training salesmen is the only instance of such unanimity in

TABLE 8

MODAL RANKINGS OF FINANCIAL ACTIVITIES BY
EXTENSIVE SAMPLE FIELD SALES MANAGERS

Activity	Number	Ranked			None as Percentage of Total Respondents	Rank Range
		1-2	3-4	5-6		
Analyzing selling expense data	47	77%			5 9.6%	1-5
Controlling inventory and warehousing costs	21	62%			31 59.6	1-6
Preparing budgets	35		52%		17 32.7	1-6
Controlling costs of branch office operation	39	56%			13 25.0	1-6
Advising on the need for addi- tional capital expenditure in his district	34			41%	18 34.6	1-6
Watching the trend of costs ex- pended in relation to profits generated in his district	37		60%		15 28.8	1-6

TABLE 9

MODAL RANKINGS OF PERSONNEL ACTIVITIES BY
EXTENSIVE SAMPLE FIELD SALES MANAGERS

Activity	Number	Ranked			None as Percentage of Total Respondents	Rank Range
		1-3	4-6	7-9		
Training salesmen	52	96%		0	0	1-4
Establishing standards of salesman performance	51	55%		1	1.9	1-9
Recruiting and selecting new salesmen	50		42%	2	3.8	1-9
Planning and holding sales meetings	52	50%		0	0	1-7
Handling problem salesmen	52		46%	0	0	1-9
Forecasting future personnel needs in his district	51			1	1.9	2-9
Advising salesmen on personal problems	52		58%	0	0	2-9
Reviewing compensation pro- grams for salesmen	49			3	5.7	3-9
Revising man specifications required for the field sales position	41			11	21.2	3-9

any section. It is clearly a key activity for nearly all field sales managers regardless of company, industry, or product sold. Moreover, the range of dispersion of responses on this particular item is the smallest of any ranking in any section.

The revision of job specifications has two important sub-parts. First over twenty per cent of the respondents had no activity in this area. It would appear that the field sales manager is not consulted in these cases on the requirements for men in sales positions. This is a valid condition only if the field sales manager is not evaluated on the performance of his salesmen. Again participation can be a key to effective performance. Second, even among those who have some activity in this area, it is not of particular importance. Because markets are changing, it is reasonable to expect a change in the manpower requirements to serve those markets. Therefore the job specifications must be revised. One wonders on whose shoulders this task falls. Or is it not considered?

Administrative Activities. The key factor noteworthy in the consideration of the field sales manager's administrative activities is the size of commitment -- eighteen per cent of his work time -- to the group of administrative activities. Since two of the four activities deal directly with paperwork, the importance of efficient utilization of reports and records

as well as periodic review of information requirements is clear. (See Table 10). It is also noteworthy that only about fifteen per cent of the respondents have no branch office management activity. Regardless of the location of the office which was often in their homes, respondents indicated that some formalized office management was part of their job.

Table 11 is a composite of the activities of the field sales manager; the most important group of activities being listed first with the modal ranking of activities within each group included in decreasing order.

The Role Definers' Perception of the Field Sales Manager's Job

It has been posited that members of this role set influence the field sales manager's behavior. Moreover it is expected that the role set would function more productively if the perceptions of role definers were approximately equivalent to those of the incumbent. To measure the congruity of these perceptions, the rankings of the five groups of activities by the role definers were compared against those of the field sales managers using a Spearman rank order correlation coefficient. (See Appendix D)

Marketing Activities. In general agreement was more pronounced than might have been expected. The responses of the low productivity salesmen deviated more than did those

TABLE 10

MODAL RANKINGS OF ADMINISTRATIVE ACTIVITIES
BY EXTENSIVE SAMPLE FIELD SALES MANAGERS

Activity	Number			Ranked		None as Percentage of Total Respondents	Rank Range
	1	2-3	3	None	Respondents		
Managing the field office	46	50%		8	14.8		1-4
Keeping records	50		70%	4	7.4		1-4
Working with dissatisfied customers	51		69%	3	5.6		1-4
Writing reports on various aspects of district operations	54		43%	0	0		1-4

TABLE 11

THE FIELD SALES MANAGER'S JOB
EXTENSIVE SAMPLE

I. Selling Activities

- A. Making sales calls with his salesmen.
- B. Handling problem accounts.
- C. Personal selling to his own accounts.
- D. Expediting customer orders.
- E. Deciding on a customer's request for special terms of sale.

II. Personnel Activities

- A. Training salesmen.
- B. Establishing standards of salesman performance.
- C. Planning and holding sales meetings.
- D. Advising salesmen on personal problems.
- E. Handling problem salesmen.
- F. Recruiting and selecting new salesmen.
- G. Forecasting future personnel needs in his district.
- H. Reviewing compensation programs for salesmen.
- I. Revising man specifications required for the field sales position.

III. Administrative Activities

- A. Managing the field office.
- B. Writing reports on various aspects of district operations.
- C. Keeping records.
- D. Working with dissatisfied customers.

IV. Marketing Activities

- A. Analyzing sales data.
- B. Communicating corporate information to salesmen.
- C. Digesting information received from management.
- D. Summarizing sales and customer information for communication to management.
- E. Reviewing competitive activity

TABLE 11 (continued)

-
-
- F. Forecasting future sales in his district.
 - G. Reviewing district sales coverage and salesmen's territory alignment.
 - H. Advising on changes in price, delivery arrangements, products, or on new product development.
 - I. Participating in the formulation of overall marketing policy.
 - J. Managing advertising and/or other non-selling promotional activities.
- V. Financial Activities
- A. Analyzing selling expense data.
 - B. Controlling costs of branch office operations.
 - C. Controlling inventory and warehousing costs.
 - D. Watching the trend of costs expanded in relation to profits generated in his district.
 - E. Preparing budgets.
 - F. Advising on the need for additional capital expenditure in his district.
-
-

of the other role definers. The most pronounced deviation occurred in the low productivity salesmen's assessment of the importance of items A, D, E, and F. The low productivity salesmen assign more effort to review of competitive activity and to participation in the formulation of overall marketing policy. And they assign less effort to the digesting of information received from management and to advising on changes in price, delivery arrangements, products, or on new product development.

Superiors and high productivity salesmen agree closely (P greater than .9) with the field sales managers' own perception of the relative time allocation to these activities.

Selling Activities. The rankings in this section were identical with the exception of a deviation again on the part of the low productivity salesmen. Since this deviation is not significant, there is no indication that role conflict would arise here.

Financial Activities. All role definers assigned less effort to the control of inventory and warehousing costs than did the field sales managers themselves. In addition, the low productivity salesmen perceived more effort in the comparison of expended costs to profits generated. Responses of both the superiors and the low productivity salesmen correlated

less in their rankings of these activities than did those of the high productivity salesmen with the field sales managers' own rankings.

Personnel Activities. There was a relatively high level of agreement among the four respondent groups about the relative rank of the personnel activities with the rank correlation coefficient exceeding .88 for all three comparisons. The largest deviations occurred in items B, C, D, E, and F. With respect to the direction of deviation, no pattern was particularly pronounced. The largest deviation occurred between the field sales manager and his superior. The latter believed that recruiting and selecting salesmen required greater time than did the incumbents themselves.

Administrative Activities. No pronounced differences were apparent.

Summary. Although agreement was high among the four respondent groups in many cases, there were, within the marketing, financial, and personnel activities sections, deviations which reflect some misunderstanding of the field sales manager's job. Whether a particular deviation because of its size or of the nature of the particular activity is summarily disrupting to the efficient operation of the organization cannot be determined with certainty. But these deviations may be

determinants of role conflict among the role definers. A misunderstanding of the amount of time required for the field sales manager to perform a given task may also create pressures which would prevent the successful accomplishment of a given activity. (See Table 12 for a composite view.)

TABLE 12

MEAN PERCENTAGE OF TIME SPENT ON EACH ACTIVITY
GROUP AS PERCEIVED BY ROLE DEFINERS

Activity Group	Mean Percentage of Work Time			
	Field Sales Managers*	Superiors	High Productivity Salesmen	Low Productivity Salesmen
Marketing	18.1	17.0	26.3	24.3
Selling	36.6	38.7	31.0	32.8
Financial	7.4	5.3	9.3	8.3
Personnel	20.4	24.5	15.1	17.6
Administrative	18.2	14.4	17.8	16.8
	**	**	**	**

*From Table 5

**Totals may not equal 100% because of rounding.

II. The Intensive Sample

In questionnaire administration no distinction was made between the extensive and intensive samples. All respondents in each structural position responded according to the same instructions. The distinction between the extensive and the intensive was two fold: (1) the intensive sample contained

two companies in the same corporation within the same industry and (2) the entire sales organization (all superiors, field sales managers and two salesmen per field sales manager) of each company was the subject of inquiry; differing from the extensive sample where one field sales manager per company his superior and two of his salesmen comprised the respondent group. By including all field sales managers in the intensive sample, it was possible to obtain a measure of their relative productivity (the participating companies were asked to dichotomize their respective groups of field sales managers by productivity). In practice however the companies chose to rank their managers on productivity. The writer dichotomized each group on the basis of the rankings thus providing a high productivity group and a low productivity group. Thus an examination can be made of the similarities and differences in the way high productivity and low productivity field sales managers perceive their functions. And while cause and effect cannot be stated conclusively, the differences indicated by the two groups may reflect misallocated time which, in turn, may affect productivity.

It should be noted that the two companies in this sample are particularly appropriate for this inquiry because both employ a very detailed, specific job description of the field sales manager. This is provided incumbents as a guide to

what is expected. Further, there are few substantive inter-company differences in these. Any deviation in individual activities by a field sales manager would in itself be a potential source of conflict for him. But more importantly there is sufficient constriction of the individual field sales manager's latitude that it would be expected that there would be very small differences in performance. Thus at the outset we would expect very small differences in performance and that that performance would be poor, mediocre or good depending on how well the prescribed duties are related to with market conditions. Differences in performance between high productivity and low productivity field sales managers may be indication of the effectiveness of a detailed job description.

The intensive sample has the additional advantage of containing few of the industry, corporate, and product differences assumed to be present in the extensive sample. This elimination allows the construction of a profile of the field sales manager's job by productivity which may be generalized to the industry of which the two companies are members. This profile also can be compared to the one constructed from extensive sample responses in an attempt to generalize about the structural position of "field sales manager." As with the previous section the data were derived from Part A of the questionnaire and the discussion follows the format pursued

in the previous section.

Marketing Activities. Table 13 shows the modal response pattern of field sales managers in the intensive sample. There is high agreement between the "high" and "low" groups; with the groups agreeing unanimously on the mode of each activity. But the differences that do occur are particularly significant in view of the detailed manual of practice. The commitment of low productivity field sales managers is considerably less in the formulation of overall marketing policy and in forecasting district sales. At the same time it should be noted that neither group ranked time spent on policy formulation higher than eight on the scale.

The importance of participation in policy formulation if effective implementation is expected is noted again here as in the extensive sample. Conversely, although more than one-third of the low productivity managers do no sales forecasting whatsoever, the modal response of those who do is in the middle range. Moreover high productivity managers while responding at the same mode are more heavily committed to this activity. This may suggest a lack of commitment on the part of the low productivity field sales manager to planning of activities in his district. This in itself may indicate a conflict for this manager in that he may prefer to engage in less speculative activities. It may also reflect an over

TABLE 13

MODAL RANKINGS OF MARKETING ACTIVITIES BY HIGH AND LOW PRODUCTIVITY FIELD SALES MANAGERS

Activity	Number		Rankings						None as			
	Ranking		1-3		4-7		8-10		None*		Percentage of Total Respondents	
	HP	LP	HP	LP	HP	LP	HP	LP	HP	LP	HP	LP
Reviewing competitive activity	15	12			60%	58%			1	1	6%	8%
Communicating corporate information to salesmen	16	13	75%	85%					0	0	0	0
Analyzing sales data	16	13	62%	77%					0	0	0	0
Participating in the formulation of over-all marketing policy	8	3			100%	100%			8	10	50	77
Digesting information received from management	16	13	81%	54%					0	0	0	0
Advising on changes in price, delivery arrangements, products, or on new product development	10	8			50%	60%	50%	50%	6	5	38	38

TABLE 13 (continued)

Activity	Number		Rankings						None as			
	Ranking		1-3		4-7		8-10		Percentage of Total Respondents			
	HP	LP	HP	LP	HP	LP	HP	LP	HP	LP		
Summarizing sales and customer information for communication to management	16	12			63%	67%			0	1	0	8
Managing advertising and/or other non-selling promotional activities	5	5					80%	60%	11	8	69	62
Forecasting future sales in his district	14	8			79%	75%			2	5	13	38
Reviewing district sales coverage and salesmen's territory alignment	15	13			73%	61%			1	0	6	0

HP = High Productivity Field Sales Managers

LP = Low Productivity Field Sales Managers

* "None" responses are not included in the "number ranking" column.

commitment to operations as some writers believe characteristic of all field sales managers.

The digesting of information received from management is more consistently ranked in the top group by the high productivity group with eighty-one per cent ranking this activity one, two, or three versus fifty-four per cent of the low productivity group. While it is outside the scope of this study to determine the content of information transmitted by management to the field sales manager, the discrepancy indicates that low productivity field sales managers spent less time than their high productivity counterparts digesting, and therefore adapting, this information for use in their districts. This may reflect (1) as with the lesser commitment to forecasting, a lack of competence or desire to plan district operations, (2) a narrow perspective on the part of the low productivity field sales manager, i.e., he believes the problems in his district to be unique, or (3) an inability or unwillingness to accept assistance.

Selling Activities. The manual of practice of neither company requires or allows any personal selling on the part of the field sales manager. Yet three individuals indicate some activity in this area. (See Table 14)

Some ambivalence is indicated in the low productivity group's responses to the activity: "expediting of customer

TABLE 14

MODAL RANKINGS OF SELLING ACTIVITIES BY HIGH AND LOW
PRODUCTIVITY FIELD SALES MANAGERS

Activity	Number		Ranked				None*		Percentage of Total Respondents	
	HP	LP	1-2		4-5		HP	LP	HP	LP
			HP	LP	HP	LP				
Personal selling to his own accounts	1	2	100%		50%		15	13	94%	87%
Handling problem accounts	13	12	62%	75%			3	3	19%	20%
Expediting customer orders	12	7			42%	57%	4	8	25%	53%
Making sales calls with his salesmen	16	15	100%	100%			0	0	0	0
Deciding on a customer's request for special terms of sale	7	4	57%	50%			9	11	56%	73%

HP = High Productivity Field Sales Managers

LP = Low Productivity Field Sales Managers

* "None" responses are not included in the "number ranking" column.

orders." On the one hand a greater percentage than in the high productivity group do none whatsoever. But those who do so committed more time than the high group.

Throughout this study and the literature of sales management there is the sometimes implicit assumption that a vital part of the field sales manager's job is making joint calls with his salesmen. Within these two companies the responding field sales managers seem to support this assumption. All ranked this activity in the high time-consuming group.

Financial Activities. As indicated in Table 15 there is high modal agreement between the two groups in consideration of these activities. As evidenced by the percentage of "none" responses, however, the commitment of time to these activities is very low. The analysis of selling expense data is the major item of consideration in this group. But it is useful to note that while forty-seven per cent of the high productivity group and thirty-eight per cent of the low productivity group do no comparison of costs expended to profits generated, the remainder of both groups rate this as important in relation to other activities in the group. Clearly a cost vs profit system of evaluation has not been established as an evaluative tool by the two companies in the sample. The possibility that sufficient data for such evaluation is not available is not supported by the data. It is possible,

TABLE 15

MODAL RANKINGS OF FINANCIAL ACTIVITIES BY HIGH AND LOW
PRODUCTIVITY FIELD SALES MANAGERS

Activity	Number		Ranked				None*		None as Percentage of Total Respondents
	Ranking		3-4		5-6		None*		
	HP	LP	HP	LP	HP	LP	HP	LP	
Analyzing selling expense data	15	12	93%	92%			2	4	12% 25%
Controlling inventory and warehousing costs	0	2	50%	50%			17	14	100 88
preparing budgets	5	4	80%	100%			12	12	71 75
Controlling costs of branch office operation	2	3	100%	75%			15	12	88 75
Advising on the need for additional capital expenditure in his district	4	2	75%	100%			13	14	76 88
Watching the trend of costs expanded in relation to profits generated in his district	9	10	56%	70%			8	6	47 38

HP = High Productivity Field Sales Managers

LP = Low Productivity Field Sales Managers

* "None" responses are not included in the "number ranking" column.

therefore, that the emphasis at the field level is not on profits but on some other measurement.

The personal sales call is without question the most costly method of reaching the individual customer. Therefore the total costs of the operation of a field operations are largely selling costs. And direct selling costs can be directly computed from payroll and expense payments. Given the high cost of a sales call and the cost of information retrieval, how can a measure of performance other than profits accurately reflect the company's position in the market?

On other financial activities, it is interesting that all have some time allocated to them by at least one individual field sales manager. It is conceivable that this effort does not contribute to the manager's effectiveness from the company's viewpoint, particularly since this information or advice is not actively required or given.

Personnel Activities. Table 16 shows the modal responses to this group of activities. The low productivity group indicates a greater amount of time is spent in planning and holding sales meetings. Yet this same group indicates a lesser commitment than their high productivity counterparts to the revision of man specifications for the sales job. In both cases, however, the modal responses were the same.

Neither group then was involved in the adaptation of

TABLE 16

MODAL RANKINGS OF PERSONNEL ACTIVITIES BY HIGH AND LOW
PRODUCTIVITY FIELD SALES MANAGERS

Activity	Number		Ranked				None*		None as			
	Ranking		1-3		4-6		7-9		Percentage of Total Respondents			
	HP	LP	HP	LP	HP	LP	HP	LP	HP	LP		
Training salesmen	14	12	93%	92%					1	0	7	0
Establishing standards of salesman performance	12	8	42%	50%					3	4	20	33
Recruiting and selecting new salesmen	15	12	68%	58%					0	0	0	0
Planning and holding sales meetings	15	12	66%	83%					0	0	0	0
Handling problem salesmen	15	12			47%	67%			0	0	0	0
Forecasting future personnel needs in his district	14	10			60%	50%			1	2	7	17
Advising salesmen on personal problems	15	11			64%	47%			0	1	0	8
Reviewing compensation programs for salesmen	12	11			50%	73%			3	1	20	8
Revising man specifications required for the field sales position	8	5					63%	100%	7	7	47	58

HP = High Productivity Field Sales Managers LP = Low Productivity Field Sales Managers
* "None" responses are not included in the "number ranking" column.

the requirements for salesmen to changing market conditions. The time committed planning and holding sales meetings seemingly marks a paradox. Sales meetings can have as a purpose the adaptation and development of present salesmen enabling them to cope with changing markets. It is inconsistent not to apply the same effort to alter the specifications for potential salesmen. The high productivity field sales manager on balance ranks the planning and holding of sales meetings lower and the revising of man specifications for the sales job higher than does the low productivity field sales manager. He, in effect, is closer to a balance of the two activities while the low productivity man concentrates on the present sales force. This may be another indication of the short time perspective of the low productivity field sales manager. By concentrating on the present salesmen, he may jeopardize the future. This conclusion is also supported by the fact that the low productivity group ranked the advising of salesmen on personal problems and the review of compensation programs as more time-consuming than did the high productivity group. The maintenance of the current status seems to be more important to the low productivity field sales manager.

Administrative Activities. In the two intensive sample companies it is common practice for a field sales manager to operate from his home. There are few branch offices for

which he has responsibility. As previously noted, however, some field sales managers consider the home operation as similar to a branch office. Of the intensive sample members who so consider it, the low productivity group assigns more time to office operation than does the high productivity group. On the other hand the writing of reports is ranked higher by the high productivity group. Table 17 reflects these relationships. As with the extensive sample, a key consideration about the administrative activities is the percentage of the field sales manager's total time devoted to them. Effective and efficient use of reports and records as well as periodic appraisal is important both in terms of value of transmitted information to management and potential freeing of the field sales manager's time.

Role Definers' Perception of the Field Sales Manager's Job

In the consideration of the role definers' perception of the field sales managers, it should be noted that, in each case, the field sales managers are compared with the salesmen reporting to them. If a salesman reports to a high productivity field sales manager, then their perceptions are compared. The comparisons are summarized in Appendix D.

The High Productivity Field Sales Manager. In the marketing activities despite the fact that Spearman rank correlation

TABLE 17

MODAL RANKINGS OF ADMINISTRATIVE ACTIVITIES BY HIGH AND LOW
PRODUCTIVITY FIELD SALES MANAGERS

Activity	Number		Ranked				None as					
	Ranking		1		2-3		4		None		Percentage of Total Respondents	
	HP	LP	HP	LP	HP	LP	HP	LP	HP	LP	HP	LP
Managing the field office	7	8	63%	71%			8	8	47	50		
Keeping records	15	16		73%	56%		0	0	0	0		
Working with dissatisfied customers	12	6			50%	67%	50%	3	10	20	63	
Writing reports on various aspects of district operations	15	16	53%	69%			0	0	0	0	0	0

coefficients indicated relatively high agreement, the low productivity salesmen deviated from the field sales managers on every activity. The largest deviation arose on the review of district sales coverage and the realignment of territories. The low productivity salesmen assigned more of the field sales manager's time to this activity. As perhaps the most often affected by this activity, this ranking is not unexpected.

There is very low agreement between both groups of salesmen and field sales managers on the relative time expended on selling activities; the rank correlation coefficient being .375 for both comparisons. And while personal selling to their own accounts is not common for field sales managers in this sample, both groups of salesmen ranked this activity lower than do their managers. Conversely, probably as a result of the high emphasis given the making of sales calls with salesmen by the sample firms, all groups ranked that activity number one.

Because the financial activities as a group were regarded as consuming little time, a detailed discussion of the relative rankings is not justified. It is noted that on the two financial activities in which field sales managers most frequently engaged (See Table 15), all four respondent groups agreed that the analysis of selling cost data was the most time consuming of all activities. The superiors as well as

the high productivity salesmen perceived the comparison of costs expended to profits generated as being relatively more time consuming than did either the field sales managers or the low productivity salesmen.

The training of salesmen was the unanimous choice among the incumbents and role definer groups as the most time consuming of the personnel activities. And there was high general agreement on the other activities in the group. The high productivity salesmen, whose overall rankings least agreed with the field sales managers', accorded less relative time to the planning and holding of sales meetings than did the field sales managers. Superiors also ranked this activity lower.

In administrative activity comparison, there were few deviations. And the number of activities precluded any meaningful rank correlation calculation.

The Low Productivity Field Sales Manager. In general there was less agreement throughout the five groups of activities between the low productivity field sales manager and his role definers. In the marketing, selling, and financial activities the field sales manager had highest agreement with his low productivity salesman. His lowest agreement was with his superior in the marketing activities and with his high productivity salesman in the selling and financial activities.

Again although there were a large number of "none" responses to financial activities, the low productivity field sales manager deviated from all role definers on every item in the group.

In the personnel activity group, the pattern of agreement was somewhat reversed; the least agreement being with the low productivity salesmen who received more time spent on the establishing of standards and less to be spent on the review of compensation programs. This finding is not unexpected for as with the review of district sales coverage and the realignment of sales territories, the low productivity salesmen are perhaps most subject to consistent evaluation against standards and most sensitive about their compensation.

The field sales manager and the remaining two role definer groups showed relatively high overall agreement on the relative amount of time spent on these activities. In the administrative sector there was again little deviation on the part of any group from the focal position.

Extensive and Intensive Comparison on Current Activities

Having looked at both samples individually, it is useful to observe the relative agreement of the extensive and intensive groups on the time required to perform the field sales manager's various activities. Table 18 reflects the modal

pattern of agreement. Considering the marketing activities the modes of the two samples were the same but the extensive respondents allocate relatively more time to advising on changes in price, delivery arrangements, products, or on new product development. Conversely, there was low modal agreement on the relative importance of selling activities. The extensive respondents who engage in personal selling to their own accounts modally ranked that activity high. There was little of this in the intensive sample. The expediting of customer orders, the making of sales calls with salesmen, and making decisions on customer's requests for special terms of sales were all modally ranked lower by the extensive sample.

There was modal agreement in the financial activities on the analysis of selling expense data and on the control of branch office costs. But neither group was heavily committed to these activities.

With respect to personnel activities there was modal agreement on the time required for the following activities:

1. Training salesmen
2. Establishing standards of salesman performance
3. Planning and holding sales meetings
4. Handling problem salesmen
5. Revising man specifications required for the sales position

TABLE 18

COMPARISON OF MODAL RANKINGS BY EXTENSIVE AND INTENSIVE SAMPLE FIELD SALES MANAGERS

Activity	Modal Agreement Between	
	No Agreement	Extensive and LP Only and HP Only
Marketing:		
Reviewing competitive activity		x
Communicating corporate information to salesmen		x
Analyzing sales data		x
Participating in the formulation of overall marketing policy		x
Digesting information received from management		x
Advising on changes in price, delivery arrangements, products, or on new product development		
Summarizing sales and customer information for communication to management		x
Managing advertising and/or other non-selling promotional activities		x
Forecasting future sales in his district		x
Reviewing district sales coverage and salesmen's territory alignment		x

TABLE 18 (continued)

Activity	No Agreement	Modal Agreement Between		
		Extensive and HP Only	Extensive and LP Only	Extensive HP and LP
Selling:				
Personal selling to his own accounts	x			
Handling problem accounts				x
Expediting customer orders		x		
Making sales calls with his salesmen	x			
Deciding on a customer's request for special terms of sale	x			
Financial:				
Analyzing selling expense data				
Controlling inventory and warehousing costs				x
Preparing budgets	x			
Controlling costs of branch office operation				
Advising on the need for additional capital expenditure in his district	x			
Watching the trend of costs expanded in relation to profits generated in his district	x			
Personnel:				
Training salesmen				
Establishing standards of salesman performance				x
Recruiting and selecting new salesmen	x			

TABLE 18 (continued)

Activity	Modal Agreement Between		
	No Agreement	Extensive and HP Only	Extensive HP and LP
Planning and holding sales meetings			x
Handling problem salesmen			x
Forecasting future personnel needs in his district		x	
Advising salesmen on personal problems			x
Reviewing compensation programs for salesmen	x		
Revising man specifications required for the field sales position			
Administrative:			
Managing the field office			x
Keeping records			
Working with dissatisfied customers			x
Writing reports on various aspects of district operations			x



In the recruiting and selecting salesmen and reviewing compensation programs, the modal group of the extensive sample was lower than that of the intensive. High and low productivity field sales managers did not agree as to the relative time requirement for personnel forecasting and for advising of salesmen on personal problems. In the former the extensive group was in agreement with the high productivity field sales manager; in the latter with the low productivity group.

Because of the nature of the intensive sample a comparison of agreement on the managing of the branch office was not valid. There was modal agreement on the relative time required for record keeping. And in the writing of reports and the working with dissatisfied customers, the extensive sample was in agreement with the low productivity field sales manager group.

Summary

Table 19 summarizes the percentage commitment of time to the five activity groups by extensive and intensive sample field sales managers. In terms of their current activities, these field sales managers are first committed to selling activities and second committed to personal activities. In addition, the productivity of the field sales manager does not seem to be reflected in these means of time expended.

The frequency of "none" responses in certain areas

TABLE 19

COMPARISON OF PERCENTAGE OF TOTAL TIME SPENT ON
ACTIVITY GROUPS BY EXTENSIVE AND INTENSIVE
SAMPLE FIELD SALES MANAGERS

Activity Group	Extensive	Intensive	
		HP	LP
Marketing	18.1%	6.9%	10.1%
Selling	36.6	45.6	46.2
Financial	7.4	2.9	2.6
Personnel	20.4	32.1	28.1
Administrative	18.2	12.0	11.8

should be reiterated. Fewer respondents in the intensive sample participate in the formulation of overall marketing policy with the low productivity field sales managers being lower than the high group. But there is a low commitment in both the extensive and the intensive. Similarly both samples have a low commitment in the management of non-selling promotional activities with the intensive again lower than the extensive.

Personal selling on the part of field sales manager is highly restricted in the intensive sample and only about two-thirds of the extensive sample have any activity in this area at all. But of those extensive respondents engaged in personal selling to their own accounts the time commitment is high.

With the exception of the analysis of selling expense,

the entire group of financial activities is not an important consumer of the field sales manager's time. And many field sales managers do not revise the specifications required for a sales position. Even if some activity in this area was noted, its relative importance is low.

CHAPTER V

ROLE ANALYSIS

I. Introduction

The objective of this chapter is the definition of the role of the field sales manager - the normative aspect of his relationship with those around him. Primary emphasis is placed on the behavioral prescriptions of the role, but a small number of attributes are considered. These attributes deal with three areas which are of primary interest: (1) the importance of a college education, (2) the importance of selling and/or management experience, and (3) the need for management training. All other items deal with job and job-related behavior.

This analysis is macroscopic; it considers each position in each sample as a group. No distinction is made among the various companies, products, and geographic areas with which respondents are connected. As in Chapter IV, the analysis will proceed from the extensive sample to the intensive. And within each sample, the responses of field sales managers are examined with respect to one another. Then these responses are compared with those of the role definers. The role set

of the field sales manager in each sample (the superior, the high productivity salesman, and the low productivity salesman) remains the same for this chapter. The dichotomy of field sales managers in the intensive sample is utilized to compare high productivity and low productivity field sales managers.

The data in this chapter are derived from responses to Part B of the superiors' and the salesmen's questionnaire and from Part E of the field sales managers' questionnaire. The instructions were, in part, as follows:

We would like you to approach each of the items in this part as if you could completely dictate what the role of the field sales manager would be. In a sense, this is equivalent to your opinion of the "ideal" field sales manager.

Forty-five items composed the role definition part of the superiors' and the field sales managers' questionnaires. Due to a typographical omission, the salesmen's questionnaire contained only forty-four items. Because respondents were asked to circle the number corresponding to the intensity of their expectations, the statements were not numbered. And while this created a certain degree of difficulty in coding and processing, it eliminated the potential confusion of another number attached to the question.

For each item, the respondent was asked essentially two questions: (1) whether he believes the field sales manager should or should not engage in a particular activity and

(2) the strength of his belief. A single scale allows the respondent to answer both questions about each item. The alternatives available to him were:

- 1- Absolutely must
- 2- Probably should
- 3- May or may not
- 4- Probably should
- 5- Absolutely must not

Alternatives "one" and "five" clearly leave no room for adjustment. For a respondent to respond "one" to a statement indicates a clear mandate. It implies that any less commitment to the activity or attribute described would bring sanctions. Conversely, a response of "two" or "four" leaves room for the incumbent to exercise his own judgment at least insofar as the degree to which he does or does not commit himself is concerned. A response of three would seem to indicate that, to the particular respondent, the activity or attribute is not an important part of the incumbent's role.

In coding responses and calculating statistics, responses were weighted by the number corresponding to the number of the scale alternative. Respondents were not advised of this method and there is no way to assess the degree of influence the presentation had on the responses.

One of the alternative weighting methods was to assign plus and minus signs to the possible responses. It was felt that the presence of a sign might have an undesirable effect

on the responses, and this alternative was discarded.

A second alternative was to utilize alphabetic characters to label the scale responses. Since, however, this is also a commonly known sequence and because the number labels facilitated coding, this alternative was similarly discarded. The items in this section were divided into four groups. A brief discussion of each follows.

Job Performance Items

The job performance items were selected to correspond as closely as possible with the activities in Part A of the questionnaires. Table 20 illustrates the breakdown by section of the twenty-four items in this group.

TABLE 20
DIVISION OF ROLE DEFINITION ITEMS
BY ACTIVITY GROUP

Activity Group	Number of Related Role Items
Marketing	8
Selling	3
Financial	1
Personnel	10
Administrative	2

The responses to these items are examined in this chapter; leaving for Chapter VII the comparison of the two samples.

Most of the activities in this group are directly related to the way the field sales manager should perform his job. They are the key items in this study.

Organizational Position Items

The five items in this group were specifically designed to determine the position of the field sales manager in the organizational hierarchy. Is he part of management or is he a salesman? Does he identify with salesmen or with management? Is he the link between corporate management and field sales force as his title indicates? Clearly, differences in perception between the field sales manager and his role set on his organizational position are potential sources of conflict.

Positional Behavior Items

The six items in this group include those not appropriately classified as job performance items. Yet they are closely related and were selected on the basis that the field sales manager had some allowable latitude in his behavior. At the same time, the responses to these items were constructed to reflect the amount of rigidity in job performance perceived by the field sales manager and his role definers.

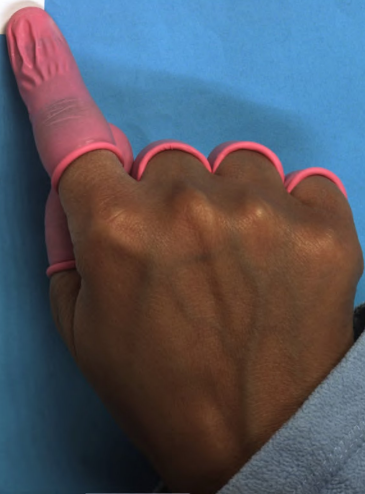
Positional Attributes

The four items in this group are the sole attributes in the role section and they were discussed at the beginning of

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II. The Extensive Sample

Job Performance Items

The marketing activities included in this section are listed below.

- A. Be able to make price concessions on his own authority.
- B. Be consulted regularly on the use of advertising, sales promotion, and other demand creating methods in his district.
- C. Consult with the corporate marketing research department on competitive activity in his district.
- D. Have full jurisdiction over the size of the sales force in his district.
- E. Analyze district coverage and realign salesmen's territories on his own authority.
- F. Be included in long range market planning discussions.
- G. Make sales forecasts in his district.
- H. Participate in new product planning and development.

On item A, field sales managers showed very low intra-positional consensus with no response receiving more than twenty-seven per cent of the total. At the same time, the mean response of 2.7 means to indicate that field sales managers did not wish to get involved in this activity. This can be viewed as encouraging if one considers the emphasis price receives in economic and marketing literature. The field sales managers may be indicating the weakness of price

adjustments (concessions) as a selling force. If this is so, it adds to the importance of other non-price marketing and selling techniques. It should also be noted, however, that price concessions are not an alternative in regulated industries. And the incidence of broad legislation regarding pricing may have influenced the responses.

On all other marketing items, moderate intrapositional consensus appeared. The mean response of field sales managers to items B, C, D, E, F, and G was less than 2.0 indicating a positive expectation for these activities. In effect, these field sales managers would expect individuals in their position to engage in these activities. And with the exception of item F, the modal response was at one, indicating that these respondents do not believe there is any latitude; any legitimate way of avoiding activity in this area.

On item H, the mean response was 2.1 and the modal responses at two. Field sales managers were not yet definitely convinced that their participation in new product planning and development should be expected. But eighty-five per cent responded favorably. The role definers had a somewhat different conception of the "ideal" field sales manager. Of greater interest is the pattern of superiors' expectations. Except for item G, the mean superior response was higher than the field sales managers. For items A through E, the

difference was significant above the five per cent level. This pattern may indicate the lack of emphasis placed on these marketing activities by the superiors. The closer the mean response gets to three, the less significant the activity becomes to the role of the field sales manager. As each activity in some way connects the company to the market place, a lack of perspective on the part of superiors may be indicated.

In addition, it is reasonable to expect that the activities included in this list, if they are now performed, are performed somewhere above the field sales managers' level. Therefore, the superior may be directly involved in their execution. He may believe that to suggest that these activities belong at a lower level is a reflection on his own performance. His expectations for the "ideal" field sales manager would reflect this concern. Moreover, the elimination of these activities from his direct control would tend to lessen the scope of his activities which would also be somewhat disquieting to the superior personally. This is not to say that the superior has not considered the scope and intensity of the field sales manager's job and decided that these activities would add an untenable burden to his already broad task. Nevertheless, the evidence suggests that there is sufficient division between superiors and field sales managers to create conflict between them.

The high productivity salesmen's expectations differed significantly from the field sales managers' only on items D and E. Both of these items influence the salesman's job directly. And while the mean response to both items was 2.4, indicating a positive expectation, the intrapositional consensus of these salesmen was not particularly good. As a practical matter, however, the response pattern was still highly positive.

The low productivity salesman on the other hand, differed significantly from the field sales manager on items E and H. As with the high productivity salesmen, the intrapositional consensus of low productivity salesmen on item E was quite low. And also similar is the fact that the mean responses continued to be positive.

The concern of salesmen regardless of productivity about the realignment of sales territories is understandable. Since their past experiences and associations influence their responses, the implication for sales management is clear. Indiscriminate territory realignment may have created past problems for these groups. The reasons for any realignment clearly must be discussed with those affected. The needs for realignment must be of greater importance than the need to establish and maintain a long term customer-company relationship. Otherwise, those relationships already established

will be disrupted and perhaps destroyed for insufficient reasons.

In general, it can be stated that the superiors' responses reflect less positive expectations for activity in the areas included in this section than do either the incumbents or the salesman groups. Table 21 includes the significant differences and hence the areas of potential role conflict.

Two key issues in sales management were again included in the selling activities portion of the role definition schedule. The making of sales calls with salesmen (A) and personal selling by the field sales manager to his own accounts (B) have been the subject of discussion. On the former there was a very high consensus among respondent field sales managers. Ninety-three per cent marked the "absolutely must" alternative. The superior group's expectations were of nearly the same intensity. The expectations of the high productivity salesmen were somewhat less positive and a significant difference occurred between their mean response and that of the field sales managers. This response was not unexpected since these men are the highest productivity salesmen reporting to their respective field sales managers. It is not unreasonable to suggest that these men have on occasion been singled out for their efforts. And they may see their performance as primarily resulting from their individual effort.

TABLE 21

DIFFERENCES BETWEEN THE EXPECTATIONS OF
FIELD SALES MANAGERS AND THEIR ROLE
DEFINERS ON MARKETING ACTIVITIES

Item	Superiors	High Produc- tivity Salesmen	Low Produc- tivity Salesmen
A. Be able to make price concessions on his own authority.	x		
B. Be consulted regularly on the use of advertising, sales promotion, and other demand creating methods in his district.	x		
C. Consult with the corporate marketing research department on competitive activity in his district.	x		
D. Have full jurisdiction over the size of the sales force in his district.	x	x	
E. Analyze district coverage and realign salesmen's territories on his own authority.	x	x	x
F. Be included in long range market planning discussions.			
G. Make sales forecasts for his district.			
H. Participate in new product planning and development.			x

x = significant at .05 level of confidence.

One respondent introduced another aspect in noting this issue:

I believe that the field sales manager should work with the men in the field at their request rather than on a routine basis (excluding new salesmen).

This would make for all concerned, better working relations and up-grade both while tending to eliminate "the boss breathing on the salesman's neck" attitude. (Customers) are taking a dim view of "Boss-Salesmen" calls unless planned for a specific purpose.

It should be noted, however, that the high productivity salesmen differed in intensity rather than direction. And they therefore indicated an expectation that the field sales manager should consider this activity an integral part of his job.

The low productivity salesmen also differed somewhat in the intensity of their expectations on this question. But their differences were not significant within the limit of significance being used.

It should be reiterated that the making of calls with salesmen can have at least two primary purposes: (1) to make a sale and (2) to train the salesman. Despite the fact that some respondents indicated that selling and training on a joint call do not differ greatly, the perception of the individuals involved regarding the purpose of the call will influence their behavior during the call. It may be suggested

that the training a salesman gets when he and his superior make a sales call is incidental to the making of the sale. The high productivity salesmen's deviation from a universal "absolutely must" may reflect a lack of understanding of the purpose of the joining call.

The expectations of the role definers concerning personal selling by the field sales manager to his own accounts were inconclusive primarily because all of the four positions had low intrapositional consensus. Note that the wording of the item is permissive. It does not say that he must sell; only that he be able to sell. Still the highest modal response for any of the four positions was thirty-nine per cent. It should be noted, however, that the positive responses were greater than the negative.

Should the field sales manager be able to commit the home office to other than normal terms of sale? (C) The major difference was between the field sales manager and his superior. The modal response of the former was two while that of the latter was five, and the means are significantly different. There was again very low intrapositional consensus among the four positions. The superiors were, however, much more negative in their response than any of the other three positions.

The fact that no superiors responded "absolutely must"

and nineteen per cent of the field sales managers so responded indicates probable role conflict on this issue. Since there was little consistency within the groups themselves on these selling activities, one may suspect that as a group they are not well defined and as a consequence may be a source of role conflict.

Table 22 summarizes the significant differences between the field sales managers and their respective role definer groups.

TABLE 22

DIFFERENCES BETWEEN THE EXPECTATIONS OF
FIELD SALES MANAGERS AND THEIR ROLE
DEFINERS ON SELLING ACTIVITIES

Item	Superiors	High Produc- tivity Salesmen	Low Produc- tivity Salesmen
A. Make sales calls with salesmen.			
B. Be able to engage in personal selling to his own accounts.	x		
C. Be able to commit the home office to other than normal terms of sale.		x	

x = significant at .05 level of confidence.

Only one financial activity, prepare district expense budgets, appeared in the role definition schedule. On this item, there was moderate interpositional consensus. But while the modal responses were identical (one) for all groups, the mean response of the field sales managers was lowest. And the positive responses far exceeded the negative for all groups. There was no indication of a significant degree of role conflict surrounding this activity.

The personnel activities included in the role definition schedule were:

- A. Hold regular sales meetings with salesmen.
- B. Determine sales quotas for individual salesmen.
- C. Establish standards for salesmen's performance.
- D. Review and recommend changes in salesmen's compensation plans.
- E. Make forecasts of future personnel requirements in his district.
- F. Consult with salesmen on their personal problems.
- G. Terminate salesmen on his own authority.
- H. Recruit and select salesmen.
- I. Train salesmen.
- J. Keep an eye on the personal life of his salesmen.

There were no significant differences between the expectations of field sales managers and their role definers on items A and E. Intrapositional consensus was moderately

high on both although on the issue of holding sales meetings the low productivity salesmen tended to be less positive in their response. But the modal response for all groups was one on both items.

One or more of the role definer groups had a significantly different response than the focal position on all other items in this section.

On item B, the field sales managers had moderate intrapositional consensus as did the groups of role definers. Although mean responses indicated positive expectations, the intensity of the response of both salesman groups was less intensive with the low productivity salesmen having the highest mean.

It should be noted that the type of quota was not specified in the item. Most generally quotas take two forms: (1) a goal quota or (2) a standard quota. The goal quota represents some level of salesman performance which is superior while conversely, a standard quota dictates some level of minimum acceptable performance. So regardless of the type of quota perceived by any group, salesman on balance believed that this was not an "absolutely must" activity.

Allied with the setting of quotas, item C "establish standards. . ." also showed significant differences between the focal position and all role definer groups. To the extent

that the field sales manager's evaluation is dependent on the performance of his salesmen, his desire to have a standard against which to evaluate their performance is understandable. Ninety-seven per cent of the field sales managers responded one or two to this item.

The salesman groups both had less intense expectations in this area. But the superiors' responses were of more interest. While the salesmen's expectations may be somewhat anticipated, the fact that twenty per cent of respondent superiors answered three is not. In effect, twenty per cent of the superiors indicated that the establishing of salesman performance standards was not part of the field sales manager's role. How can it not be?

The field sales managers agreed within the limits set with the high productivity salesman on item D. But they disagreed with the other groups who again had expectations somewhat less intensive. Fully one-third of the superior group responded in the three, four, or five category.

On item F, field sales managers indicated moderate intrapositional consensus, with eighty per cent responding positively. Their responses continue to differ significantly from those of the salesmen who respond less intensively. There was an indication that both superiors and field sales managers believed the personal problems of a salesman has a

direct influence on his job performance. And they therefore considered that watching the personal problems is an important part of the field sales manager's job. The salesmen's responses, conversely, indicated a desire to maintain a life and its problems apart from their occupation, although their responses continue to be positive.

The responses to item G were the most diverse of any in the personnel section. The field sales managers' intrapositional consensus was only slightly below the level previously designated as low consensus. Further, the role definer groups had low intrapositional consensus. But the focal position expectations were more positive (seventy per cent indicated one or two) and differ significantly from those of the role definers. The high productivity salesmen's responses were polarized indicating that they felt that the issue was definitely a part of the field sales manager's role, but differing on how he should handle it. Conversely, one third of the superiors answered with alternative three. This may again indicate that the superiors did not consider the termination of salesmen by the field sales manager on his own authority part of his role.

The recruiting and selecting of salesmen (item H) generated some interesting results.

1. There was moderate intrapositional consensus among

field sales managers. Their modal response was clear and the mean response was positive.

2. While the difference between the expectations of field sales managers and superiors was not significant, nearly one-third of the superiors responded in the "may or may not" category.
3. Both groups of salesmen differed significantly from the focal position. Their modal response was less clear and their mean response was less positive.

There was not a clear "absolutely must" mandate for the field sales manager in this area. In fact, there is an indication that activity in this area may create conflict for the field sales managers.

The expectations for the field sales manager to train salesmen (item I) were strong from both superiors and incumbents. But salesmen in both groups differed significantly from the focal position; both being less positive. It should also be noted that the modal responses from the four groups were the same at one and intrapositional consensus for both groups of salesmen was not as high as with the focal position or the superiors.

This finding should be of interest to those who suggest that training is a key segment of the field sales manager's job. If salesmen respond less positively, consequently less

positive about this activity's place in the field sales manager's role, then one might infer that the salesmen would be less receptive to training efforts.

The data from item J indicated that all four groups did not consider this issue particularly important to the field sales manager's role. Table 23 shows the items on which role definer expectations differed significantly from the field sales managers'.

The administrative activities included in the role definition schedule were two: (1) Be wholly responsible for the internal management of the field office, and (2) recommend promotion of salesmen to management positions. The latter did not generate any significant differences with all responses concentrated in the positive categories.

The former, on the other hand, generated significant differences between the superiors and high productivity salesmen and the field sales managers. The field sales managers' expectations in this area were more positive than either group. But the intrapositional consensus was not particularly high. About twenty per cent of the groups responded "may or may not" indicating that to them at least the issue was not a key one.

The "Ideal" Field Sales Manager's Job

Table 24 presents a profile of the "ideal" field sales

TABLE 23

DIFFERENCES BETWEEN THE EXPECTATIONS OF
FIELD SALES MANAGERS AND THEIR ROLE
DEFINERS ON PERSONNEL ACTIVITIES

Item	Superiors	Differences	
		High Produc- tivity Salesmen	Low Produc- tivity Salesmen
A. Hold regular sales meetings with salesmen.			
B. Determine sales quotas for individual salesmen.		x	x
C. Establish standards for salesman's performance.	x	x	x
D. Review and recommend changes in salesmen's compensation plans.	x		x
E. Make forecasts of future personnel requirements in his district.			
F. Consult with salesmen on their personal problems.		x	x
G. Terminate salesman on his own authority	x	x	x
H. Recruit and select salesmen.		x	x
I. Train salesmen		x	x
J. Keep an eye on the personal life of his salesmen.		x	

x = significant at .05 level of confidence.

manager's job using the mean responses to the extensive sample field sales managers to the job performance items on the role definition schedule. The lower the mean response, the more intense are these respondents' expectations that the "ideal" field sales manager should perform a given activity.

Organizational Position Items

These items were designed to determine the perceptions of the field sales managers and the role definer groups about the position the field sales manager should occupy in the organization. Essentially they were meant to determine if the field sales manager should be considered a manager.

The response patterns are shown in Table 25.

On item A, the field sales manager group stood alone in the intensity of its expectation about the relationship of the field sales manager to corporate management. Particularly noteworthy is the response pattern of the superiors who while responding positively attached little intensity to their expectation. To the extent that this perception affects the superiors' present action, the field sales managers will undoubtedly experience conflict about where they stand in the firm.

On the other hand, a seeming paradox exists in the responses to item B. Here the superiors and field sales managers agreed that the field sales manager should be the key

TABLE 24

THE "IDEAL" FIELD SALES MANAGER'S JOB AS REFLECTED
IN THE RESPONSES OF THE EXTENSIVE SAMPLE
FIELD SALES MANAGERS

- I. MEAN EXPECTATION: 1.1 - 1.3
- A. Makes sales calls with salesmen.
 - B. Hold regular sales meetings with salesmen.
 - C. Make forecasts of future personnel requirements in his district.
- II. MEAN EXPECTATION: 1.4 - 1.5
- A. Establish standards for salesman's performance.
 - B. Train salesmen.
 - C. Make sales forecasts for his district.
- III. MEAN EXPECTATION: 1.6
- A. Be consulted regularly on the use of advertising, sales promotion, and other demand creating methods in his district.
 - B. Analyze district coverage and realign salesmen's territories on his own authority.
 - C. Review and recommend changes in salesmen's compensation plans.
 - D. Recruit and select salesmen.
- IV. MEAN EXPECTATION: 1.7
- A. Consult with the corporate marketing research department on competitive activity in his district.
 - B. Be included in long range market planning discussions.
 - C. Determine sales quotas for individual salesmen.
 - D. Prepare district expense budgets.
 - E. Be wholly responsible for the internal management of the field office.
- V. MEAN EXPECTATION: 1.8 - 2.1
- A. Consult with salesmen on their personal problems.
 - B. Have full jurisdiction over the size of the sales force in his district.

TABLE 24 (continued)

-
- C. Terminate salesmen on his own authority.
 - D. Participate in new product planning and development.

VI. MEAN EXPECTATION: 2.5 - 2.7

- A. Keep an eye on the personal life of his salesmen.
 - B. Be able to engage in personal selling to his own accounts.
 - C. Be able to commit the home office to other than normal terms of sale.
 - D. Be able to make price concessions on his own authority.
-

TABLE 25

SUMMARY OF EXTENSIVE SAMPLE RESPONSES TO
ORGANIZATIONAL POSITION ITEMS

Item	Respond- ent*	Mean	Mode	Modal Per- centage	Signifi- cance
A. Be regarded as an integral member of cor- porate manage- ment.	FSM	1.5	1	65%	
	SUP	2.0	2	43%	.01
	HPS	1.8	1	42%	.05
	LPS	1.9	1	43%	.05
B. Be viewed as the key link between corporate man- agement and the field sales force.	FSM	1.2	1	84%	
	SUP	1.2	1	82%	
	HPS	1.5	1	67%	.01
	LPS	1.4	1	65%	.05
C. Be regarded as administrative support for the salesman.	FSM	2.0	1	41%	
	SUP	2.2	1	39%	n.s.
	HPS	1.9	2	45%	n.s.
	LPS	1.7	1	52%	n.s.
D. Join salesmen in social activities	FSM	2.9	3	51%	
	SUP	2.9	3	49%	
	HPS	2.5	3	49%	.01
	LPS	2.4	3	53%	.01
E. Join Manage- ment in social activities	FSM	2.7	3	52%	
	SUP	2.6	3	55%	
	HPS	2.5	3	53%	.05
	LPS	2.4	3	53%	.05

*FSM = Field Sales Managers
 SUP = Superiors
 HPS = High Productivity Salesmen
 LPS = Low Productivity Salesmen

link between corporate management and the field sales force. The differences in the superiors' responses to item A and item B may indicate an additional source of role conflict for the field sales manager. The superior seemed to be giving the field sales manager a place in the middle belonging to no one i.e., he must be the key link between salesmen and corporate management but he probably should be an integral member of corporate management.

The responses of the salesman groups to item B are understandable if one sees that the statement could mean that the salesman would have little contact with corporate management except through his superior. The item might be viewed as a restriction on informal communication.

Expectations regarding the administrative support of salesmen were positive, although not particularly strong. It would not have been surprising to see the field sales managers deviate more than they did since the statement could have been interpreted as a housekeeping function.

On the question of social activities (items D and E) it was apparent that neither the superiors nor the field sales managers expect them to be a large part of the field sales manager's role. Both salesman groups, however, were slightly more positive in both cases.

These responses tended to indicate an identification by

field sales managers with management superiors, on balance, tended toward a somewhat weaker identification. Since this identification permeates the entire social framework in which the field sales manager operates, it could be a source of disrupting role conflict.

Positional Behavior Items

Table 26 summarizes the response patterns to the positional behavior items. Note that items C, D, and F were designed to determine the relative rigidity of performance expected of the field sales managers. Essentially a mean response greater than three on any or all of these items would be taken as an indication that the field sales manager would be expected by that group to be a "free wheeling" type. This response could be interpreted to mean the field sales manager should be relatively autonomous in his operation.

The remaining three items explore two additional facets of the management job. What should be the field sales manager's place in salesman compensation discussions and should he be in or out of his office most of the time?

It should be noted that there were a few significant differences (4) between the expectations of the field sales managers and the various role definers. In item B, there was an indication that this is not a strong issue for field sales managers. But both salesman groups appeared to be expecting

TABLE 26

SUMMARY OF EXTENSIVE SAMPLE RESPONSES TO
POSITIONAL BEHAVIOR ITEMS

Item	Respond- ent*	Mean	Mode	Modal Per- centage	Signifi- cance
A. Spend most of his time in the office.	FSM	4.2	5	48%	
	SUP	4.6	5	70%	.05
	HPS	4.0	5	41%	n.s.
	LPS	4.0	4	42%	n.s.
B. Help corporate management re- sist salesmen's demands for higher incomes.	FSM	3.2	3	40%	
	SUP	3.0	3	49%	n.s.
	HPS	3.5	4	35%	.05
	LPS	3.6	3	48%	.05
C. Carry out the orders of corpo- rate management even though he believes them to be unsound.	FSM	2.3	1	33%	
	SUP	1.9	1	53%	n.s.
	HPS	2.6	2	39%	n.s.
	LPS	2.4	1	42%	n.s.
D. Follow his job description closely in the performance of his job.	FSM	2.2	2	40%	
	SUP	2.1	2	50%	n.s.
	HPS	2.1	2	54%	n.s.
	LPS	2.1	2	48%	n.s.
E. Help salesmen get higher salaries and/or commissions.	FSM	2.0	2	40%	
	SUP	2.3	3	43%	.05
	HPS	1.9	1	39%	n.s.
	LPS	2.0	2	36%	n.s.
F. Pay close atten- tion to how other field sales managers in his company operate.	FSM	2.3	2	37%	
	SUP	2.3	2	46%	n.s.
	HPS	2.3	3	38%	n.s.
	LPS	2.1	2	42%	n.s.

*FSM = Field Sales Managers

SUP = Superiors

HPS = High Productivity Salesmen

LPS = Low Productivity Salesmen

some support in the matter of compensation.

On the items designed to assess rigidity of performance, it was apparent that the field sales managers expected somewhat less rigidity. But, with the exception of superiors on item C, no response group reflected extremely rigid or extremely flexible expectations. Worth noting on item C, the field sales managers have low intrapositional consensus. This issue may be rare enough that respondents had difficulty assessing their expectations. It is, however, potentially conflict producing.

It was clear that no group perceived the "ideal" field sales manager as spending most of his time in the office. The fact that this quite negative expectation may not be congruent with the number of office-oriented "absolutely must" and "probably should" expectations did not seem apparent to the respondents.

On item E, the field sales managers fall in a middle ground between the salesmen, none of whom had negative expectation, and superiors who tended to be non-committal. The differences here may be a source of not only role conflict, but also interpersonal conflict for the field sales manager.

Positional Attributes

The items in this section were relatively superficial and were listed at the beginning of this chapter. The

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following points could be made after examination of the responses.

1. All four groups (with high intraposition consensus) expect the field sales manager to have field selling experience.
2. The expectation for management experience while positive was not nearly as strong. Modal responses were, in fact, three for all groups.
3. There was an indication of a strong expectation for the field sales manager to have management training prior to assuming his duties.
4. The expectation that a field sales manager be a college graduate was not strong. The evidence pointed to a "may or may not" kind of attitude.

There were no significant differences between the field sales managers and any of the role definer groups on any item.

The purpose of this section is two fold. First, it attempts to satisfy the second objective of this study by defining the "ideal" field sales manager's job. Second, it attempts to show the areas of potential role conflict between the field sales manager and his role definers. The former appears in Table 24. The latter are summarized in Table 27 showing the number of significant differences between the expectations of the field sales managers and each of the

selected role definer groups. With this number of differences, the field sales managers and their role definers are not in agreement on the intensity of their expectations on some items. This must cause a problem for the field sales managers.

TABLE 27

SUMMARY OF DIFFERENCES BETWEEN EXTENSIVE SAMPLE
FIELD SALES MANAGERS AND EACH OF
THEIR ROLE DEFINER GROUPS

Item Section	<u>Number of Significant Differences</u>		
		High Produc- tivity Salesmen	Low Produc- tivity Salesmen
Job Performance			
Marketing Activities	5	2	2
Selling Activities	1	1	
Financial Activities			
Personnel Activities	3	7	7
Administrative Activities	1	1	
Organizational Position	1	4	4
Positional Behavior	2	1	1
Positional Attributes	—	—	—
Total	13	16	14 = 43

III. The Intensive Sample

Having examined the intrapositional and interpositional consensus of the extensive sample field sales managers, the

perspective of the examination narrows somewhat to take advantage of the productivity measures of the intensive sample field sales managers. Because the importance of finding consensus cannot be assessed without productivity measures, the primary emphasis of this section will be to examine the relationship of the high productivity and the low productivity field sales managers with those in their respective role sets.

The items to which members of the intensive sample responded were identical to those of the extensive sample. The order of presentation will remain the same.³

Job Performance Items

Mean and modal response to the marketing items by high and low productivity field sales managers are in Table 28.

By the standards established earlier, all respondents had moderate intrapositional consensus. And on items D, E, and F the expectations of the two groups were virtually identical.

On items B, and C however, the low productivity group's expectations were more positive. Both of these activities, coordination of non-selling activities and consultation with the corporate marketing research department, can be viewed as assistance for the field sales managers. These patterns

³Response means and statistics appear in Appendix E.

TABLE 28

RESPONSES TO MARKETING ITEMS BY INTENSIVE
SAMPLE FIELD SALES MANAGERS

Item	Respond- ent*	Mean	Mode	Modal Percentage
A. Be able to make price concessions on his own authority.	HPFSM	4.2	4-5	41% + 41%
	LPFSM	4.0	4	42%
B. Be consulted regularly on the use of advertising, sales promotion, and other demand creating methods in his district.	HPFSM	2.1	2	53%
	LPFSM	1.8	1	47%
C. Consult with the corporate marketing research department on competitive activity in his district.	HPFSM	2.2	2	41%
	LPFSM	1.8	2	47%
D. Have full jurisdiction over the size of the sales force in his district.	HPFSM	2.8	3	35%
	LPFSM	2.8	3	42%
E. Analyze district coverage and realign salesmen's territories on his own authority.	HPFSM	1.6	1	59%
	LPFSM	1.6	1	58%
F. Be included in long range market planning discussions.	HPFSM	2.0	2	59%
	LPFSM	2.1	2	44%
G. Make sales forecasts for his district.	HPFSM	1.9	1-2	35% + 35%
	LPFSM	1.8	1	42%
H. Participate in new product planning and development.	HPFSM	2.8	3	47%
	LPFSM	2.8	2	39%

*HPFSM = High Productivity Field Sales Managers

LPFSM = Low Productivity Field Sales Managers

may reflect the low productivity managers' expectation that his "ideal" counterpart have relatively free access to this assistance. At the same time, the high productivity group while responding positively did not feel a similar need. In general, with the exception of item F, the low productivity field sales managers responded more favorably to all marketing items. There were however no significant differences between the two groups.

Two additional response patterns should be noted. First, both high and low productivity groups differed significantly from the superiors on items A, D, and E. All three of these items imply an operational decision: Making price concessions, adding to or subtracting from the sales force, or realigning sales territories. And in these three cases, the superiors' were more negative in their expectations. This seems to indicate a rigidity or unwillingness to include these decision areas as "should do" activities for the field sales manager. The legal implications of A notwithstanding, the superiors may be indicating a reluctance to give up a decision area now their own province.

As in the extensive sample, the low productivity salesmen were less sure that item E is a part of the high productivity field sales manager's role. And their difference was significant. The difference between the high productivity

field sales manager and his low salesman was in the same direction, but it was not significant within the limits set. It would appear that the low productivity salesmen are more conscious about territory realignment which is not unexpected. Of course, the considerations noted earlier about indiscriminate realignment are still important decision criteria.

As the consideration of responses to the selling activities items begins, it is appropriate to reiterate that the two companies in the intensive sample have very detailed job descriptions for their field sales managers. And one of the key points in each job description is the specification of the time a field sales manager spends in the field. In both cases, the manual specifies that the field sales manager spend upwards of eighty per cent of his time in the field. This implies considerable joint call activity.

In view of this specification, the responses to the item "make sales calls with salesmen" are particularly interesting. There were no significant differences between the high productivity field sales managers and their salesmen although the low productivity salesmen's responses were less strong. But both salesman groups differed significantly from their low productivity field sales manager. In all cases, the responses were either one or two, but salesmen indicated considerably more latitude in their expectations.

It can be presumed therefore that one of the weak areas of the low productivity field sales manager is his joint call activity.

The low productivity field sales managers, with rather low intrapositional consensus, also differed from their superiors on the matter of personal selling by the field sales manager. The superiors were stronger in their expectations than the low productivity group of whom forty-two per cent answered in the negative. It is possible that the field sales manager in this case is unable to cope with the present demands of his job and consequently perceives any addition of this type as an untenable burden.

On the remaining activity in this group, there were no significant differences, with all groups means being in the negative area. The nature of the business in which these companies are engaged, with much indirect selling, probably influences the response pattern.

The preparation of district expense budgets is the only financial activity in the role definition schedule. The modal responses of both field sales manager groups was three, with no extreme responses. Interestingly, the superiors' modal response was four, indicating a negative expectation in this area. This pattern indicates that this activity has little place in the field sales manager's role and that little role

conflict between the superiors and the field sales managers exists on this expectation. Perhaps the fact that salesmen were somewhat more positive in their expectations indicates that, as the major "expense" incurrer, the salesmen would prefer more stringent parameters in this area.

Table 29 summarizes the responses to the personnel activities by field sales managers in the intensive sample.

As indicated by an inspection of the table, modal agreement was high between the groups of field sales managers. Certain differences between these managers and their role definers were, however, important.

1. Salesmen reporting to low productivity field sales managers were somewhat weaker in their expectations about item A than were those reporting to high productivity field sales managers.
2. Salesmen reporting to low productivity field sales managers were consistently more negative in their expectation for the establishing of performance standards (item C) by their field sales managers. They were more negative than either field sales manager group as well as those salesmen who report to high productivity field sales managers.
3. On item D, all superiors responded "probably should" while the high productivity field managers

TABLE 29

RESPONSES TO PERSONNEL ITEMS BY INTENSIVE
SAMPLE FIELD SALES MANAGERS

Item	Respond- ent*	Mean	Mode	Modal Percentage
A. Hold regular sales meetings with salesmen.	HPFSM	1.1	1	94%
	LPFSM	1.0	1	100
B. Determine sales quotas for individual salesmen.	HPFSM	1.4	1	65%
	LPFSM	1.7	1	58%
C. Establish standards for salesman's performance.	HPFSM	2.0	2	65%
	LPFSM	1.8	2	53%
D. Review and recommend changes in salesmen's compensation plans.	HPFSM	1.6	1	59%
	LPFSM	2.0	1-2	37% - 37%
E. Make forecasts of future personnel requirements in his district.	HPFSM	1.6	1	47%
	LPFSM	1.5	1	53%
F. Consult with salesmen on their personal problems.	HPFSM	2.0	1	47%
	LPFSM	1.9	2	42%
G. Terminate salesmen on his own authority.	HPFSM	1.5	1	65%
	LPFSM	1.6	1	63%
H. Recruit and select salesmen.	HPFSM	1.1	1	94%
	LPFSM	1.1	1	95%
I. Train salesmen.	HPFSM	1.4	1	71%
	LPFSM	1.4	1	74%
J. Keep an eye on the personal life of his salesmen.	HPFSM	1.9	2	41%
	LPFSM	2.0	2	47%

*HPFSM = High Productivity Field Sales Managers
LPFSM = Low Productivity Field Sales Managers

indicated a more positive expectation perhaps reflecting a desire to be more closely associated with a controversial area.

4. As in the extensive sample, both groups of field sales managers stood alone in their expectation for the "ideal" field sales manager to have the authority to terminate salesmen. Interestingly, the superior group mean was the highest (most negative) of the seven groups being considered. In addition, their intrapositional consensus was very low.
5. The salesman groups differed significantly from their field sales managers on item J. This was an additional indication that salesmen on balance see little connection between their personal and company lives.

The administrative activities included in the job performance items did not generate any substantial role conflict items. Since these companies comprising the intensive sample operate few branch offices, these responses would be only conjectural or, at least, not based on current activities. Consequently, this is not particularly valid for measuring potential role conflict. The recommendation of salesman promotion to management was expected by all groups. However,

the low productivity field sales managers were slightly less intense in their expectations. One might assume that since promotion is often offered to a "good" salesman, these field sales managers may be slightly more reluctant to promote these men.

The "Ideal" Field Sales Manager's Job

As with the extensive sample, we can now rank the job performance activities by the priorities given by intensive sample field sales managers. Table 30 shows the profile generated by the high productivity field sales managers while Table 31 shows that generated by the low productivity field sales managers. The differences in pattern between these two groups will provide grounds for inference about why the two are different.

Organizational Position Items

The objective of these items was to place the field sales manager in the organizational structure; primarily the informal structure. The responses of the high and low productivity field sales managers are summarized in Table 32.

Interestingly, the mean response of superiors to item A was 2.8 with no extreme (1 or 5) responses. At the same time, the mean response of the salesman groups were slightly higher.

TABLE 30

THE HIGH PRODUCTIVITY FIELD SALES MANAGER'S
PERCEPTION OF HIS "IDEAL" JOB

-
- I. MEAN EXPECTATION: 1.0 - 1.1
- A. Make sales calls with salesmen.
 - B. Hold regular sales meetings with salesmen.
 - C. Recruit and select salesmen.
- II. MEAN EXPECTATION: 1.4 - 1.5
- A. Determine sales quotas for individual salesmen.
 - B. Train salesmen.
 - C. Terminate salesmen on his own authority.
- III. MEAN EXPECTATION: 1.6
- A. Analyze district coverage and realign salesmen's territories on his own authority.
 - B. Review and recommend changes in salesmen's compensation plans.
 - C. Make forecasts of future personnel requirements in his district.
- IV. MEAN EXPECTATION: 1.9 - 2.0
- A. Make sales forecasts for his district.
 - B. Keep an eye on the personal life of his salesmen.
 - C. Be included in long range market planning discussions.
 - D. Establish standards for salesman's performance.
 - E. Consult with salesmen on their personal problems.
- V. MEAN EXPECTATION: 2.1 - 2.8
- A. Be consulted regularly on the use of advertising, sales promotion, and other demand creating methods in his district.
 - B. Consult with the corporate marketing research department on competitive activity in his district.
 - C. Be wholly responsible for the internal management of the field office.
 - D. Have full jurisdiction over the size of the sales force in his district.
 - E. Participate in new product planning and development.
 - F. Prepare district expense budgets.
- VI. MEAN EXPECTATION: 3.2 - 4.2
- A. Be able to engage in personal selling to his own accounts.
 - B. Be able to commit the home office to other than normal terms of sale.
 - C. Be able to make price concessions on his own authority.
-

TABLE 31

THE LOW PRODUCTIVITY FIELD SALES MANAGER'S
PERCEPTION OF HIS "IDEAL" JOB

-
- I. MEAN EXPECTATION: 1.0 - 1.1
- A. Hold regular sales meetings with salesmen.
 - B. Recruit and select salesmen.
 - C. Make sales calls with salesmen.
- II. MEAN EXPECTATION: 1.4 - 1.6
- A. Train salesmen.
 - B. Make forecasts of future personnel requirements in his district.
 - C. Analyze district coverage and realign salesmen's territories on his own authority.
 - D. Terminate salesmen on his own authority.
- III. MEAN EXPECTATION: 1.7 - 1.8
- A. Determine sales quotas for individual salesmen.
 - B. Establish standards for salesman's performance.
 - C. Be consulted regularly on the use of advertising, sales promotion, and other demand creating methods in his district.
 - D. Consult with the corporate marketing research department on competitive activity in his district.
 - E. Make sales forecasts for his district.
- IV. MEAN EXPECTATION: 1.9 - 2.0
- A. Consult with salesmen on their personal problems.
 - B. Review and recommend changes in salesmen's compensation plans.
 - C. Keep an eye on the personal life of his salesmen.
- V. MEAN EXPECTATION: 2.1 - 2.8
- A. Be included in long range market planning discussions.
 - B. Be wholly responsible for the internal management of the field office.
 - C. Participate in new product planning and development.
 - D. Have full jurisdiction over the size of the sales force in his district.
- VI. MEAN EXPECTATION: 3.1 - 4.0
- A. Prepare district expense budgets.
 - B. Be able to engage in personal selling to his own accounts.
 - C. Be able to commit the home office to other than normal terms of sale.
 - D. Be able to make price concessions on his own authority.
-

TABLE 32

SUMMARY OF INTENSIVE SAMPLE FIELD SALES MANAGER
RESPONSES TO ORGANIZATIONAL POSITION ITEMS

Item	Respond- ent	Mean	Mode	Modal Percentage
A. Be regarded as an integral member of corporate management.	HPFSM	1.5	1	65%
	LPFSM	1.3	1	74%
B. Be viewed as the key link between corporate management and the field sales force.	HPFSM	1.2	1.0	82%
	LPFSM	1.0	1.0	100%
C. Be regarded as administrative support for the salesmen.	HPFSM	3.1	2+4	29% & 29%
	LPFSM	2.5	1	32%
D. Join management in social activities.	HPFSM	1.2	1	82%
	LPFSM	1.0	1	100%
E. Join salesmen in social activities.	HPFSM	1.5	1	65%
	LPFSM	1.3	1	74%

There is little question that both groups of field sales managers believe the "ideal" field sales managers job should be identified as a management job.⁴ The superiors in the intensive sample, however, are less strong in their expectations. With the patterns of the salesmen concurring with those of the field sales managers, there is a potential conflict between the superiors and field sales managers on the question

⁴Note that 64% of the high productivity group and 71% of the low held sales positions prior to their present job.

of the latters' position in the organization.

The low productivity salesmen did not have as positive an expectation as did other groups on item B. But the modal response for all seven groups was one. Note that the low productivity field sales managers were unanimous in believing the field sales manager should be regarded as the key link between corporate management and the field sales force.

The high productivity group had more negative expectations on item C than did the low group. But the mean of 3.1 cannot be interpreted as indicating that this item is not important. The bi-modal distribution of the responses reflects the low intrapositional consensus as well as showing the non-neutrality of the responses. The low productivity group's modal response reflected a more positive expectation and this was supported by the fact that while forty-seven per cent of the high group had negative expectations, only twenty per cent of the low group concurred.

The superiors were more negative than either field sales manager group and all salesman groups were more positive. The salesmen's position is not unexpected since they are the recipients of the support. But the superiors' response is somewhat more difficult to assess. One potential reason for their responses is that they do not believe their salesmen capable of handling the major selling job. If this

is true, then they would not see administrative support as an activity the field sales manager should engage in. More likely they would expect him to play a dominant part in selling. This viewpoint is somewhat substantiated by the specification in the manual of practice as to the amount of time a field sales manager should spend in the field.

Items D and E compare the importance of social activities with management and with salesmen. Although modal groups were the same, both field sales manager groups had more negative expectations about social activities with salesmen. The salesman groups also conformed to this while being slightly more positive in their response to item D.

Positional Behavior Items

The responses of the high and low productivity field sales managers are shown in Table 33.

Two key points can be made about the response patterns to these items. First, items C, D, and F were designed to test the amount of rigidity expected of the field sales manager in his job. The lower the mean score on each item, the less flexibility is expected in the "ideal" job. On items C and D, the field sales manager groups agreed closely with one another and their mean responses indicated an expectation that the field sales manager should carry out the orders of corporate management regardless of his personal

TABLE 33

SUMMARY OF INTENSIVE SAMPLE FIELD
SALES MANAGER RESPONSES TO
POSITIONAL BEHAVIOR ITEMS

Item	Respond- ent	Mean	Mode	Modal Percentage
A. Spend most of his time in the office.	HPFSM	4.9	5	88%
	LPFSM	4.7	5	79%
B. Help corporate management resist salesmen's demands for higher incomes.	HPFSM	2.4	3	50%
	LPFSM	2.6	3	47%
C. Carry out the orders of corporate management even though he believes them to be unsound.	HPFSM	1.2	1	77%
	LPFSM	1.2	1	79%
D. Follow his job description closely in the performance of his job.	HPFSM	1.3	1	70%
	LPFSM	1.5	1	58%
E. Help salesmen get higher salaries and/or commissions.	HPFSM	1.6	1	63%
	LPFSM	1.7	1	53%
F. Pay close attention to how other field sales managers in his company operate.	HPFSM	2.1	2	41%
	LPFSM	2.1	2	53%

judgment and stick closely to his job description. The intensive sample superiors were unanimous on item C; all responding in the "absolutely must" category. In the case of item C, the superiors seemed to believe that corporate judgment is always the correct prescription for all markets and managers.

This would reflect an extremely powerful and effective communication system as well as a store of adequate home office manpower to analyze the information and make decisions. Or, conversely, only the barest decision-making would be done at the home office; the field sales manager having wide latitude in decision making. If the former would be the situation, it would be untenable. If the latter would exist, there is reason to accept the superiors' viewpoint.

Both groups of salesmen were less strong in their expectations with regards to these items while keeping positive posture.

Secondly, the issue of compensation was an area in which interesting responses occurred. The field sales manager groups indicated, in the previous section, an expectation that field sales managers should identify with management. Yet the mean response to item B was more negative than that to item E. Although there is certainly an interchange between employer and employee regarding compensation, it would be expected that a manager should be somewhat more committed to resisting demands for higher incomes than to helping the employee get higher salaries and/or commissions.

Positional Attributes

The items composing this section sampled four areas:
(1) the need for a college education, (2) the need for

management training prior to assuming the job, (3) the need for personal selling experience and (4) the need for management experience. The following points can be made about the responses.

1. There was high agreement among all seven groups that the field sales manager should have personal selling experiences.
2. A college education should not be a restrictive prerequisite for the position. Both field sales managers and both salesman groups modally responded "may or may not".
3. The responses to "have management experience. . . ." followed a similar pattern.
4. However, the expectation that new field sales managers should have had some management training was a positive one with superiors evenly divided between "absolutely must" and "probably should".

Potential Role Conflict for
Intensive Sample Field Sales Managers

Table 34 shows the number of significant differences which resulted from a comparison of the high productivity field sales managers and the low productivity field sales managers with their respective role definer groups.

The fact that the low productivity group had fewer total

TABLE 34

SUMMARY OF DIFFERENCES BETWEEN INTENSIVE SAMPLE FIELD SALES MANAGERS AND THEIR ROLE DEFINER GROUPS

Item Section	Number of Significant Differences					
	High Productivity Field Sales Managers		Low Productivity Field Sales Managers		LP	
	HP	LP	Superiors	Salesmen	Superiors	Salesmen
JOB PERFORMANCE						
Marketing Activities	3	1	3	3		
Selling Activities			1	1	1	1
Financial Activities	1	1			1	1
Personnel Activities	1	3	3	1	1	3
Administrative Activities			1			
Organizational Position	1	1	1	2	2	1
Positional Behavior			2	3	2	3
Positional Attributes	5	9	9	7	6	$\frac{1}{10}$
Total			26			23

significant differences with their role definers should not be taken as destroying the concept of consensus. The low productivity groups deviations were frequently large although not within the limit of significance set. It is possible, in view of this, to project that the low productivity field sales manager will experience more role conflict than his high productivity counterpart. And although it was not true in the extensive sample, the low productivity salesman's expectations were in conflict with his field sales manager's more often than the other groups.

The High Productivity vs. The Low Productivity Field Sales Manager

The mean scores from the role definition instrument represent the intensity of the respondent's expectation that the field sales manager should or should not perform an activity, have a responsibility, or have the authority.

The perceptions of these two groups on the job performance items were shown in Tables 30 and 31. When these tables are combined and allowing for ties in the mean expectation score, the differences between the high productivity and low productivity field sales managers are apparent in two major areas. First, the high productivity group expectations indicated a longer time perspective as evidenced by their stronger expectations on the items dealing with market planning and the

setting of sales quotas. Both of these involve the spending of time on activities the results of which are often not immediately visible. And the high productivity group seems to be more willing to commit this time.

Similarly, the high group response was stronger regarding the review and revision of compensation. This reflects an awareness on the part of this group that conditions surrounding the employment of salesmen also change and they would expect the "ideal" field sales manager's job to be strongly cognizant of the need to adjust to these conditions.

Second, the high productivity group seemed to impart a broader perspective to the job. Planning requires a broad perspective to be effective. And the high group sees the salesman as something more than an employee putting in a specified amount of time on the job. The high group attaches greater importance to keeping an eye on the personal life of the salesmen. No man can represent his company part of the time, particularly the salesman. Therefore, we would expect the salesman to consistently reflect favor on the company both on and off the job.

It should be noted that the intensive field sales manager groups agreed highly in their expectations about the extremes. The high and low mean score items were very similar.

Summary

The objective of this chapter was to define the role of the field sales manager - what he should or should not do. In examining the role, we have also examined those areas on which the incumbent and his role definers disagree - areas of potential role conflict. The different perceptions of the role of the field sales manager as defined by the extensive sample field sales managers, the intensive sample high productivity field sales managers and the intensive sample low productivity field sales managers are summarized in Tables 24, 30 and 31. The three groups agree closely on the items at the top and the bottom of these tables. The disagreement among them occurred in areas of moderate expectation intensity. The major differences between the two intensive groups have been noted. And the differences between the extensive and intensive will be presented in Chapter VII.

But the agreement already noted is sufficiently high to suggest that the field sales manager's job is not, on the average, as sensitive to industry, corporate, and product differences as originally assumed.

The evidence regarding role conflict seems to indicate a connection between productivity and the degree of role conflict. The low productivity field sales manager and the low productivity salesmen seem to be more subject to conflict

than their high productivity counterparts. The implications of these issues will also be discussed in Chapter VII.

CHAPTER VI

RESPONSIBILITY - AUTHORITY ANALYSIS

I. Introduction

The purpose of this chapter is a dual one: (1) The determination of the authority-responsibility relationships of the field sales manager; and (2) the integration of the current activities items reported in Chapter IV and the responses reported in Chapter V. The perspective is essentially microscopic in that individual activities are examined from two viewpoints: What is the field sales manager's current responsibility and what is his current authority with respect to these activities. Every attempt was made to maintain a core of activities and functions comparable to those in the current activities analysis (Chapter IV) and in the role analysis (Chapter V). And the analysis will follow much the same pattern.

The instructions were as follows with only small changes to conform to the respondent's relationship with the field sales manager.

For the responsibility items:

Please use the following scale to indicate your

present responsibility in each area noted below.

1. I am completely responsible for this in my district.
2. I am largely responsible for this in my district.
3. I have little responsibility for this activity in my district.
4. I have no responsibility in this area at all.

For the authority items:

Please use the following scale to indicate your present authority in the areas noted below.

1. I can act on my own.
2. I can act on my own, but advise my superior.
3. I can act only after clearing with my superior.
4. I recommend action only.
5. I act in this area only when asked to do so by my superior.

The use of a scaling device for these two sections was to serve two purposes. First, it is a relatively easy method for respondents to use in categorizing their responses, i.e., a scaling method is convenient. Second, it was thought that a comparison between authority and responsibility would be possible. With respect to this second purpose, however, it became apparent at the outset that the subjectivity of the scale items prevented a direct comparison. There was no

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guarantee that the scale items, although tested, adequately reflected the potential degrees of responsibility and authority. Moreover, the research did not attempt to establish the degree of authority required to perform a given responsibility effectively. The long standing debate in the management literature surrounding the sources of authority, and the need for equivalency of authority and responsibility also was a deterrent.

Nevertheless this device provided a method of examining in a micro way some of the items which had approached earlier in the questionnaire. The reader will remember that the responsibility and authority items are nearly identical in content; that only the order of presentation varies.

The responsibility-authority items were divided into five groups: Marketing, Selling, Financial, Personnel, and Administrative. The division was performed on returned questionnaires to make each section seem as autonomous to the respondents as possible. And the response were weighted by the number of each scale alternative.

While a direct comparison of authority and responsibility is methodologically unfeasible, insight can be gained from an examination of the role definer perceptions of the field sales manager's responsibility and his authority separately. In fact incongruence between the incumbent and

his role definers on the amount of his responsibility or his authority to perform given functions may generate more external conflict than an inequality on responsibility and authority perceived by the incumbent would generate internal conflict. To illustrate, is it not important for a salesman to know what kind and degree of authority his superior has in altering company terms of sale? Similarly regardless of the hierarchical authority, is it not necessary for a field sales manager and his superior to agree rather closely on the extent of his responsibility to perform an activity?

The analysis will consider both types of conflict. And it will proceed from the responses of the extensive sample to those of the intensive sample.¹

II. Extensive Sample

Marketing Activities. The responses of the extensive sample field sales managers and their role definers to the seven marketing responsibility and authority items are summarized in Table 35.

There was a very high agreement with the significance limits on both the responsibility and authority items. At no time did the superior group differ significantly from the field sales managers. And salesmen differed in their responses

¹Response means and statistics are given in Appendix F.

TABLE 35

MEAN RESPONSES OF EXTENSIVE SAMPLE INCUMBENTS AND ROLE
DEFINERS ON THE FIELD SALES MANAGER'S MARKETING
RESPONSIBILITY AND AUTHORITY

Item	Respond- ent*	Responsibility		Authority	
		Mean	Sig.	Mean	Sig.
A. Implementing long range market plans.	FSM	2.7		3.2	
	SUP	2.5	n.s.	3.5	n.s.
	HPS	2.8	n.s.	3.3	n.s.
	LPS	2.8	n.s.	3.7	n.s.
B. Making price con- cessions.	FSM	2.9		3.3	
	SUP	3.2	n.s.	3.7	n.s.
	HPS	3.1	n.s.	3.6	n.s.
	LPS	2.9	n.s.	3.4	n.s.
C. Realigning sales territories.	FSM	1.8		2.4	
	SUP	2.0	n.s.	2.6	n.s.
	HPS	2.0	n.s.	2.5	n.s.
	LPS	2.2	.05	2.5	n.s.
D. Getting necessary mar- ket information from the corporate market- ing research depart- ment.	FSM	2.4		2.1	
	SUP	2.5	n.s.	2.0	n.s.
	HPS	2.5	n.s.	2.0	n.s.
	LPS	2.5	n.s.	1.8	n.s.
E. Forecasting future district sales.	FSM	1.8		2.1	
	SUP	2.0	n.s.	2.4	n.s.
	HPS	1.7	n.s.	1.7	n.s.
	LPS	1.9	n.s.	1.5	.01
F. Requesting advertising and sales promotion to support personal sell- ing in his district.	FSM	2.3		2.6	
	SUP	2.2	n.s.	2.6	n.s.
	HPS	2.2	n.s.	2.7	n.s.
	LPS	2.4	n.s.	2.7	n.s.
G. Collecting specific in- formation about com- petitive activity in his district.	FSM	1.7		1.3	
	SUP	1.7	n.s.	1.2	n.s.
	HPS	1.9	.05	1.2	n.s.
	LPS	2.0	.05	1.4	n.s.

*FSM = Field Sales Manager
SUP = Superiors
HPS = High Productivity Salesman
LPS = Low Productivity Salesman

in only a small number of instances from field sales managers.

The pattern of responsibility attached to items A, B, D, and F, however, was in itself noteworthy. The field sales manager has relatively low responsibility in these areas. This may reflect a low integration of non-selling demand creation activities (item F), low cooperation between the corporate marketing research staff and the field sales force (item D), and the lack of field price concessions (item B). The responses to item A were interesting particularly when the fact that fourteen per cent of the superiors indicated "no responsibility" for the field sales manager in this area. The question to be asked is: "Who implements long range market plans?" This superior group response implies that implementation is accomplished at a higher level. If the implementation is to be effective, certainly all members of the organization must be expected to participate. This becomes increasingly important as the physical and communicative distances between the formulators and the implementers of plans increase.

The response pattern on item F may indicate that the support of non-selling demand creation activities is autonomously determined and applied. As previously suggested, the company's impact on a market is in large part determined by the degree of reinforcement demand creation activities given to each other. To lack a coordination of these activities

is to hinder the potential reinforcement and hence to reduce the company's impact. The mean authority responses indicated that the superior is apprised of activity by the field sales manager in these areas. Perhaps this reflects the superiors' desire to maintain a close working relationship with his field managers. It may also reflect, however, the superiors' resistance to decentralizing the integrative function.

Selling Activities. The selling activities included in these sections were as follows:

- A. Making sales calls with salesmen.
- B. Making personal sales calls to his own accounts.
- C. Granting credit to customers.
- D. Handling problem customers.

On item A, there was little question that the field sales manager could use his own judgment and that he had the authority to make or not to make sales calls with salesmen. There was also little variation on item D; the field sales manager being largely responsible for this task.

As to the question of making sales calls on his personal accounts, the authority responses for all four extensive groups were polarized. Either the field sales manager has the responsibility and the authority to make these calls or he has no responsibility and does so only when requested by his superior. This was a clear picture showing one of

the differences existing among different field sales organizations.

Similar but not as polarized were the responses to item C. The model response of field sales manager indicated that their authority was limited to "recommending action." All role definer groups perceived even less authority and responsibility, and they were significantly different on both scales. The wide variation of responses may reflect certain differences among products and among industries.

Financial Activities. The establishing of district expense budgets seemed to be largely out of the hands of the field sales manager. Whether or not such budgets are used in fact is unknown, but the authority is largely with the superior (or higher).

Personnel Activities. The responses to the personnel activities in these two sections are summarized in Table 36.

As with the previous item groups in this Chapter, the four respondent groups showed high consensus on the items as a group, within the specified limits. The superior group, however, tends on the average to accord less responsibility and less authority to the field sales manager. This may be another indication that the superior does not wish to utilize fully his field sales manager or does not wish to release

TABLE 36

MEAN RESPONSES OF EXTENSIVE SAMPLE INCUMBENTS AND ROLE
DEFINERS ON THE FIELD SALES MANAGER'S PERSONNEL
RESPONSIBILITY AND AUTHORITY

Item	Respond- ent*	Responsibility		Authority	
		Mean	Sig.	Mean	Sig.
A. Recruiting and selecting salesmen.	FSM	2.0		2.5	
	SUP	2.1	n.s.	2.8	n.s.
	HPS	2.1	n.s.	2.6	n.s.
	LPS	2.2	n.s.	3.0	.05
B. Training programs for salesmen.	FSM	2.0		2.5	
	SUP	2.3	n.s.	2.2	n.s.
	HPS	2.4	.05	2.6	n.s.
	LPS	2.4	.05	2.7	n.s.
C. Setting up sales performance standards.	FSM	1.5		1.7	
	SUP	1.6	n.s.	2.1	n.s.
	HPS	1.6	n.s.	1.9	n.s.
	LPS	2.2	n.s.	2.4	n.s.
D. Assigning specific accounts to specific salesmen.	FSM	1.5		1.7	
	SUP	1.6	n.s.	2.1	n.s.
	HPS	1.6	n.s.	1.9	n.s.
	LPS	1.9	.05	1.9	n.s.
E. Establishing sales incentives for salesmen.	FSM	2.6		3.1	
	SUP	2.8	n.s.	3.6	.05
	HPS	2.6	n.s.	3.3	n.s.
	LPS	2.6	n.s.	3.4	n.s.
F. Changing the com- pensation system for his salesmen.	FSM	3.2		4.1	
	SUP	3.5	n.s.	4.2	n.s.
	HPS	3.3	n.s.	4.0	n.s.
	LPS	3.2	n.s.	4.1	n.s.

*FSM = Field Sales Manager
 SUP = Superiors
 HPS = High Productivity Salesman
 LPS = Low Productivity Salesman

to the field sales manager activities which traditionally have been performed by higher corporate management. It should be noted that the differences between the superior group and the field sales manager group were not significant. Nevertheless, a pattern seems to be manifest. In addition the relative amounts of authority and responsibility are based on a comparison of the role definer perceptions with the field sales managers' mean responses.

On items A, B, C, and D the field sales manager was perceived as largely responsible and his authority was perceived as being between the advising of a superior of an action and checking with him prior to action.

On items E and F, however, the field sales manager was perceived to have less responsibility and less authority. In fact on E, fifty per cent of the field sales managers indicated they had little or no responsibility. And their authority in this area was at most the recommendation of a course of action. This would seem to indicate that the establishment of sales incentives, if performed at all, was done at a higher level. This, of course, assumes that the salesmen respond in about the same way to a given incentive. And further it assumes that the need for sales incentives is relatively consistent throughout the company's markets. Neither of these assumptions is particularly well grounded.

An individual's perception is known to be selective i.e. no two people see a proposition, or an incentive in this case, in exactly the same way. To assume that the company's salesmen perceive incentives in about the same way is to ignore the possibility that they do not. And any congruity, should this be the case, will then reduce the effect of the incentive. Moreover to assume that the need for incentives is relatively constant is to assume that the company's competition spreads its effort equally and consistently throughout the company's markets. It further assumes a degree of customer and prospect homogeneity which, if true, would eliminate the need for market segmentation.

Administrative Activities. The items included in this group examined the management of the branch office and the transfer of salesmen to management positions. The data indicated that the field sales manager was largely responsible for the management of the branch office and that he, on balance, would rarely have to go beyond advising his superior of an action in this regard. It should be reiterated that some companies did not maintain branch offices. For some of the companies in which this was the case, the data indicated that respondents interpreted this item as asking "what are the field sales manager's responsibility and authority for performing the housekeeping functions in district operation?"

The item concerning the transfer of a salesman to a management position was included because some respondents in the pre-test indicated that their companies had several levels of salesmen, and some of these salesmen had limited management duties. However the data indicated that the field sales manager largely acts as a recommender of transfer and that his responsibility in this area is small.

In reviewing the responses of the extensive sample to the authority responsibility items, it was clear that a high level of agreement existed, on the average among the four positions. And it was also clear that the field sales manager generally had some obligation and some authority to act on all the functions represented by the items. The analysis of the intensive sample responses to these same items follows.

III. The Intensive Sample

Following the pattern set in earlier chapters, the major consideration here is the difference between the high productivity field sales manager and his low productivity counterpart. The reader will remember that this sample group comes from two companies in the same corporation and that, on a job description basis, their jobs are very similar. Moreover, the job description is issued by each company to field sales manager as a guide to their activities. Based

on the common starting point, little variation would be expected.

Marketing Activities. The responses of the high and low productivity field sales manager to the marketing items are summarized in Table 37.

The responses to item A were not particularly surprising given responses to similar items in past chapters. And the comments made in those places seemed also to be appropriate here. What was unexpected, however, was the low intrapositional consensus among both groups of field sales managers, as well as the role definer groups, on the amount of the field sales manager's authority. The range of responses suggests two possible explanations. First as with any short but inclusive statement, the item may be ambiguous. But it would be expected that this terminology would be commonly used within a company and that the members of the organization would have a common definition for it. Second, these data may reflect the lack of consideration of the field level manager in the implementation of long range market places. It may also indicate a lack of market plans. Neither of these alternatives was supported or rejected by the responses of the superiors. But they also on the average agreed that the field sales manager had low responsibility in this area.

Item B, as has been characteristic, produced little

TABLE 37

MEAN RESPONSES OF HIGH PRODUCTIVITY AND LOW PRODUCTIVITY
FIELD SALES MANAGERS TO THE MARKETING
RESPONSIBILITY AND AUTHORITY ITEMS

Item	Respondent	Responsibility	Authority
A. Implementing long range market plans.	HPFSM	3.3	3.7
	LPFSM	3.1	3.9
B. Making price concessions.	HPFSM	3.8	4.3
	LPFSM	3.9	4.3
C. Realigning sales territories.	HPFSM	2.2	2.5
	LPFSM	1.7	2.2
D. Getting necessary market information from the corporate marketing research department.	HPFSM	2.9	1.7
	LPFSM	2.8	1.8
E. Forecasting future district sales.	HPFSM	2.7	3.0
	LPFSM	2.6	2.4
F. Requesting advertising and sales promotion to support personal selling in his district.	HPFSM	3.4	4.0
	LPFSM	3.2	3.7
G. Collecting specific information about competitive activity in his district.	HPFSM	1.8	1.1
	LPFSM	1.7	1.1

HPFSM = High Productivity Field Sales Managers
LPFSM = Low Productivity Field Sales Managers

doubt as to the field sales manager's position. All respondents agreed that both authority and responsibility were low.

The realignment of sales territories were perceived by the low productivity group to be very much within their job. They believed their responsibility as well as their authority, to be significantly higher than did the high productivity group. Their position was not supported by the superior group fifty per cent of whom indicated that the field sales manager's authority was limited to recommending action.

The responses to item D again showed low intrapositional consensus. But the key difference area arose with respect to the superiors' responses. They agreed unanimously that the field sales manager could act on his own. But they indicated that he had very little responsibility in this area. This response pattern seemed to imply that the use of the corporate marketing research department need not be used but if the field sales manager so desired he was authorized to do so on his own. The question becomes one of whether or not a firm can justify the non-use of marketing research information. The pattern further implies that the knowledge of the market and the interpretations of its actions are derived almost solely from the sales force. While the sales force is a key source of market information, its exclusive use would seem to limit the knowledge of corporate management of its

over-all market.

On item E role definers accorded more responsibility and more authority to the field sales managers than they perceived for themselves. For example the mean superior authority response was 1.8 indicating that the field sales manager's authority for sales forecasting required only that he advise his superior. A clear picture then of the authority and responsibility for sales forecasting was not evident. With such a division it seems likely that forecasting would not be a regular activity. And further, reliance on sales forecasts as a standard against which to evaluate performance would seem to be necessarily small.

The field sales manager groups both perceived little authority or responsibility for the activities in item F. Particularly important however is the fact that salesman groups consistently perceived the field sales manager as having greater authority and responsibility in this area. Since salesmen undoubtedly come in contact with non-selling demand creating efforts, and since these efforts may appear at times to hinder the selling effort, the salesmen can be expected to accord this responsibility to the field sales manager. The conflict occurring may further hinder the selling effort.

The collection of specific information about

competitive activity in the district was largely the responsibility of the field sales manager. And the role definers agreed that he could act, in general, on his own in this area.

Selling Activities. All intensive sample groups agreed closely that the field sales manager was completely responsible for joint calls and could do so on his own authority. But the responses to item B were very unclear. The responses of all groups were polarized which would seem to indicate a misunderstanding of the question. Since at the outset (substantiated by the current activities analysis) the intensive sample field sales managers did not have their own accounts to any degree, these responses cannot be given any credence.

The responses to items C and D followed patterns established in the extensive analysis of this chapter with all groups in agreement. The granting of credit was largely outside the province of the field sales manager's responsibility. On the other hand the handling of problem customers was largely his responsibility and he could on the average act on his own.

Financial Activities. Taking the mean responses to the single financial activity - establishing district expense budgets - it was clear that the field sales managers' authority and responsibility were very limited. It was interesting

to note, however, that salesmen accorded significantly more authority and responsibility to the field sales manager in this area. Since the salesmen are major users of expense money, there could be little doubt that some controls are placed on that use. The responses may reflect a relatively unstructured evaluation of these expenses by the field sales managers.

Personnel Activities. The mean responses to the personnel items are shown in Table 38.

There was high agreement among all groups on the relative authority and responsibility of the field sales manager for activities A and D. All concurred that, in these areas, both were relatively high. Similar agreement existed on items E and F but the consensus accorded low responsibility and authority in these activities. A potential conflict situation existed with respect to item F, however. Salesmen perceived the field sales manager as having greater responsibility and authority for changes in compensation programs than he did himself. Should dissatisfaction exist in the sales force regarding its compensation and that dissatisfaction voiced to the field manager in anticipation of change, conflict may arise when changes do not appear. On the average, the best the sales force can expect is for the field sales manager to recommend changes. A delay in a change may

TABLE 38

MEAN RESPONSES OF HIGH PRODUCTIVITY AND LOW PRODUCTIVITY
FIELD SALES MANAGERS TO THE PERSONNEL
RESPONSIBILITY AND AUTHORITY ITEMS

Item	Respondent	Responsibility	Authority
A. Recruiting and selecting salesmen.	HPFSM	1.6	1.9
	LPFSM	1.5	1.8
B. Training programs for salesmen.	HPFSM	1.9	2.5
	LPFSM	2.3	2.8
C. Setting up sales performance standards.	HPFSM	2.6	3.5
	LPFSM	2.9	2.9
D. Assigning specific accounts to specific salesmen.	HPFSM	1.5	1.8
	LPFSM	1.3	1.7
E. Establishing sales incentives for salesmen.	HPFSM	3.0	3.5
	LPFSM	3.1	3.6
F. Changing the compensation system for his salesmen.	HPFSM	3.5	4.1
	LPFSM	3.6	4.3

HPFSM = High Productivity Field Sales Managers

LPFSM = Low Productivity Field Sales Managers

be expected to cause resentment among the salesmen particularly since they tend to perceive the action as within the field sales manager's job.

The responses to items B and C, conversely, did not show as consistent a pattern. For sales training programs, the high productivity field sales managers perceived himself

as having greater responsibility than his low productivity counterpart. But the authority responses were again polarized indicating that they perceived their authority as advisory - that they would recommend action. The superior group perceived the field sales managers' authority as being fairly autonomous in this area. There was again therefore an indication of ambiguity in the item. It is possible that two distinct types of training on-the-job and formal corporate programs - caused respondents to choose their response based on how they interpreted the word "training."

The implications of the response pattern to item C seemed to be more important. While the high productivity field sales managers saw some responsibility for themselves in the setting up of performance standards, sixty-four per cent perceived the authority as either recommend only or act only when asked to do so. If the field sales manager is in any way responsible for the performance of his salesmen or is evaluated on their performance, it would seem imperative that he should be an integral part of the establishment of the standards for their performance. The question clearly is not whether or not the field sales manager in fact has the authority to set these standards but rather whether he preceives that he can and must do so.

Administrative Activities. As previously noted, the

intensive sample companies make little use of the branch office. And on both administrative activities all groups agreed that the field sales manager has little responsibility and little authority to engage in this; or in the transfer of salesmen to management.

Summary. The objective of this chapter was to examine the relationship of the field sales manager's responsibility and his authority to perform the activities of his job. Also it was to integrate the items of Chapter IV and the responses of Chapter V. With this objective in mind, the mean responsibility scores for the extensive sample and the high and low productivity field sales managers are summarized in Table 39 as a prelude to the final summary and conclusions.

TABLE 39

RANKED MEAN RESPONSIBILITY RESPONSES OF EXTENSIVE
AND INTENSIVE SAMPLE FIELD SALES MANAGERS

High Productivity Field Sales Managers	Low Productivity Field Sales Managers	Extensive Sample Field Sales Managers
<p><u>I. Complete Responsibility</u> (mean 1-1.5) Making sales calls with salesmen. Assigning specific accounts to specific salesmen.</p>	<p><u>I. Complete Responsibility</u> (mean 1-1.5) Making sales calls with salesmen. Assigning specific accounts to specific salesmen. Recruiting and selecting salesmen.</p>	<p><u>I. Complete Responsibility</u> (mean 1-1.5) Making sales calls with salesmen. Assigning specific accounts to specific salesmen.</p>
<p><u>II. Largely Responsible</u> (mean 1.5-2.6) Recruiting and selecting salesmen. Collecting specific information about competitive activity in his district. Training programs for salesmen. Handling problem customers Realigning sales territories.</p>	<p><u>II. Largely Responsible</u> (mean 1.5-2.6) Collecting specific information about competitive activity in his district. Realigning sales territories. Handling problem customers. Training programs for salesmen. Forecasting future district sales.</p>	<p><u>II. Largely Responsible</u> (mean 1.5-2.6) Handling problem customers. Collecting specific information about competitive activity in his district. Forecasting future district sales. Realigning sales territories. Managing the branch office.</p>

TABLE 39 (continued)

High Productivity Field Sales Managers	Low Productivity Field Sales Managers	Extensive Sample Field Sales Managers
<p>Transferring one of his salesmen to a management position. Setting up sales performance standards.</p> <p>III. <u>Little or No Responsibility</u> (mean greater than 2.6) Forecasting future district sales. Getting necessary market information from the corporate marketing research department. Establishing sales incentives for salesmen. Establishing district expense budgets. Managing the branch office. Implementing long range market plans. Requesting advertising and sales promotion to support personal selling in his district.</p>	<p>III. <u>Little or No Responsibility</u> (mean greater than 2.6) Getting necessary market information from the corporate marketing research department. Setting up sales performance standards. Transferring one of his salesmen to a management position. Establishing sales incentives for salesmen. Implementing long range market plans. Requesting advertising and sales promotion to support personal selling in his district. Managing the branch office. Making personal sales calls on his own accounts. Establishing district expense budgets. Changing the compensation system of his salesmen.</p>	<p>Making personal sales calls on his own accounts. Recruiting and selecting salesmen. Training programs for salesmen. Setting up sales performance standards. Requesting advertising and sales promotion to support personal selling in his district. Getting necessary market information from the corporation marketing research department. Establishing district expense budgets. Establishing sales incentives for salesmen. Transferring one of his salesmen to a management position.</p>

TABLE 39 (continued)

High Productivity Field Sales Managers	Low Productivity Field Sales Managers	Extensive Sample Field Sales Managers
<p>Changing the compensation system for his salesmen. Making personal sales calls on his own accounts. Granting credit to customers. Making price concessions.</p>	<p>Making price concessions. Granting credit to customers.</p>	<p>III. Little or No Responsibility (mean greater than 2.6) Implementing long range market plans. Granting credit to customers. Making price concessions. Changing the compensation system for his salesmen.</p>

CHAPTER VII

SUMMARY AND CONCLUSIONS

Introduction. This dissertation has been focused on the field sales manager -- that man to whom the field salesmen report. There were four primary objectives.

1. To define the nature of the field sales manager's job.
2. To define the "ideal" field sales manager's job.
3. To examine the extent of agreement about the field sales manager's job among the field sales manager, his superior, and his subordinates.
4. To examine the relationship between the field sales manager's authority and his responsibility in his job performance.

Because it offered a set of propositions about the interaction of members of groups, role theory was utilized as a conceptual basis. The major postulate of role theory that permeates this study is that the closer a group of men agree (have consensus) on the kinds of actions performed by and expected of one another, the more effectively will that group operate. Role conflict is created when this agreement is lacking.

In adapting this postulate to the study of the field sales manager, the following methodological steps were taken:

1. The evaluation of the concensus postulate in an operational business environment required measures of the productivity of the individuals in the system being investigated. To meet this requirement two samples were drawn. One sample (the extensive) contained a large number of firms selling various products and services in various geographic areas. The second sample (the intensive) consisted of the entire field sales organization of two companies in the same corporation selling to the same markets.
2. Each company in the extensive sample provided the name of a field sales manager, his superior, the most productive salesman reporting to him, and the least productive salesman reporting to him. Each company in the intensive sample provided the same information but, in addition, provided a productivity measurement for each field sales manager.
3. Mail questionnaires were sent to each individual in both samples. Questionnaire content was essentially the same but each position in the hierarchy received a questionnaire designed to elicit his responses about the field sales manager

with whom he was associated. Personal interviews were used to verify the content of the questionnaire as well as supplement the data generated.

4. Each questionnaire contained four major parts:
 - (1) a current activities section designed to determine how the field sales manager now allocates his working time, (2) a role definition section designed to determine the respondents' perception of the "ideal" field sales manager's job, (3) a responsibility section to determine the relative intensity of the field sales manager's responsibility to perform certain activities and (4) an authority section to determine his relative autonomy to act. The items in each of the four parts were sufficiently similar in content as to allow cross-comparisons. In fact the items in parts three and four were identical; except for the order of presentation.

Chapters IV, V, and VI are devoted to examining each of these areas. While each individual chapter corresponds with an objective, collectively they also examine potential role conflict from three perspectives: (1) macroscopically in the way the field sales manager's time is allocated, (2) macroscopically in the way he should behave, and (3) microscopically in specific responsibility and authority areas.

General Findings. Field sales managers in the extensive group spend, on the average, two-thirds of their working time performing the selling and personnel activities specified in Chapter IV. They allocate the remainder of their time to the three remaining groups in this order: marketing, administrative, and financial. The intensive sample field sales managers also agreed that the selling and personnel activities were most time consuming and that financial activities were least time consuming. But they spent more time on administrative than on marketing activities. Moreover, if the activities are considered individually, we find that both samples agreed in all three sections on those specific activities on which the field sales manager spends most of his time. And these activities were those that the respondents most intensely expected the field sales manager to engage in and those over which he had the most responsibility in his current job. Such activities as making sales calls with salesmen, were highly emphasized by the role definer groups. In view of this agreement, which also appeared on those activities perceived as least important and least time consuming, the assumption that the field sales manager's job is dependent on the company he works for, the industry he is in, and the products he sells is only partially valid. The data indicate that the major differences are in the middle of the group of

activities used in this study. It, therefore, appears that the field sales manager's job by virtue of its hierarchical position is, on the average, insensitive to these differences insofar as the largest and smallest responsibilities are concerned.

Neither sample of field sales managers is particularly committed to the formulation nor the implementation of over all marketing plans. There was an indication that both were accomplished, if at all, at levels above the field. In view of the rapidly changing market environment, this is incongruous with any operational marketing concept. Of course it is possible that no such systematic planning takes place, and this is also incongruous. This same indication appeared in response to items concerning the coordination of selling and non-selling demand creating methods.

The field sales manager's high commitment to the selling activities of the company seems to indicate that he is largely responsible for the total operation of the sales force in a given area. Now this may also be interpreted as meaning that the salesman's activities are best known to the field sales manager. To suggest that the coordination of all demand creating methods may be accomplished at a high level in corporate management is to assume a knowledge of the sales force and its competitive problems and activities as

well as a nearly noiseless communication channel between the field and the home office. Neither of these assumptions seem particularly well founded.

The field sales manager groups felt more strongly than their role definers that the establishment of sales performance standards should be their responsibility. And similarly field sales managers felt that the termination of salesmen should be within their own authority. In both of these cases there is an indication, particularly when superiors' responses are considered, that the role definers do not believe that the field sales manager should have complete control over the salesmen on whose performance he is probably evaluated. In these areas the field sales manager may experience some degree of conflict particularly if the established standards do not reflect the market area in which he operates, or if his recommendations for changes in the sales force are frequently minimized by management.

Price concessions were introduced several times in the questionnaire and the data indicate that the making of price concessions is, on the average, not especially important to the field sales manager. He does not believe strongly that he should be able to make these concessions on his own authority and moreover, his authority in this area is also limited. This seems to indicate that price as a key selling

factor is somewhat over emphasized. And the role definers generally agreed. It would, therefore, seem appropriate to concentrate on other points in the selling process. This is not to say that price is not an important variable. This research did not examine the relative importance of the company's appeals on the customer. However, it may be suggested that the making of price concessions in the field is perceived as being more problem creating than problem solving.

Whether field sales managers should engage in personal selling to their own accounts has been the subject of much discussion. The data indicated that although one-third of the extensive sample field sales managers had no activity in this area, those who did so were rather heavily committed to this activity. Consequently, it would seem unreasonable to expect an abrupt change in the relative commitment of this activity. But the requirements of the field sales manager's efforts would seem to indicate that personal selling by field sales managers should be reduced at a rate that will insure continuity of effort in his district. In fact, incumbent field sales managers do not themselves consider personal selling to be a major activity in the "ideal" field sales manager's job.

This study examined few attributes of the field sales manager. But among those examined were the requirements of

personal selling experience and of management training prior to the assumption of duties. In each case, both incumbents and role definers indicated they expected the prospective field sales manager to have both. It should be noted that both groups also indicated that the field sales manager "may or may not" have management experience. This finding should be encouraging to those concerned about how to develop a stream of continuing management talent. This response pattern might be interpreted as saying that the field sales manager's job may be a man's first management position but that he should have an appropriate amount of prerequisites for it.

Respondents were generally indifferent to a college education as a prerequisite of the field sales manager. Yet seventy-six per cent of the high productivity field sales managers completed a college degree while only fifty per cent of low productivity group had done so.

The data also indicated some specific areas in which, on the one hand, field sales managers and their superiors had some important differences, and on the other the high productivity and low productivity field sales managers were divergent in their perceptions. Superiors responses in one area of the role definition section seemed to indicate that superiors either had not formulated an opinion on the field sales manager's corporate position or had formulated one

which set the field sales manager apart from both management and the field sales force. For example, the superior group held no particular expectation that field sales manager should be an integral member of corporate management. At the same time they held a relatively strong expectation that he be the link between corporate management and the field sales force. These two items may seem to be complementary but consider the fact that many field sales managers operate outside of the home office. As a key link between corporate management and the field sales force, the field sales manager is also not a part of the field sales force. Therefore, given response patterns, the superiors seem to perceive him as in the position of belonging to neither group. The superior groups' responses reflected a somewhat narrow view of the field sales manager's job. For example, this group tended to have more negative expectations on the marketing activities than did the incumbents themselves. The reader will note that the marketing activity group contained items which were future-oriented and which were integrative in nature. By having more negative expectations in this area, the superior may be perpetuating the field sales manager as only an operative -- concerned with day-to-day field operations. To the extent that this stance is accepted by the field sales manager, the flow of management talent is hindered because the field

sales manager has not been subjected to the rigors and uncertainty of planning nor has he been required to integrate the personal selling effort into the company's total market posture.

There also were some differences between the high productivity and the low productivity field sales managers which deserve summarization. Field salesmen who report to low productivity field sales managers were less positive in their expectation of joint field sales manager-salesman sales calls. This may indicate a weakness in the field sales manager's ability to conduct a joint call. This is particularly where a majority of the field sales manager's job is in this area.

The low productivity field sales manager also seemed to have a narrow perspective as well as a short time perspective. These indications occurred in all sections of the questionnaire. The following statements form the bases for this judgment on the low productivity field sales manager's perspective. (As compared with his high productivity counterpart).

1. He commits less time to sales forecasting.
2. He commits less time to the digesting of information received from management.
3. He indicates a less strong expectation that he should follow his job description.

4. He commits more time to the personal problems of his salesmen.
5. His expectation that sales quotas should be set is less strong.
6. He devotes more time to the planning and holding of sales meetings and less time to the revision of man specifications required for the sales position.

The responses of the low productivity field sales manager seemed to reflect a preference for the status quo and an aversion to those activities which are future-oriented. Under these circumstances, it does not seem reasonable to expect the low productivity field sales manager's performance to improve relative to his currently higher productivity colleagues. In addition, the low productivity group, on several occasions, indicated an average responsibility score lower than and an average authority score higher than the high productivity group. This would seem to indicate some areas in which the low productivity field sales manager may be uncomfortable. Hence one might expect him to consult more consistently his superiors on a course of action to be taken. In some cases this would seem to reduce the value to his company of his presence in the market.

With respect to the issue of role conflict and its effect on productivity, there is an indication that both low

productivity field sales managers and low productivity salesmen differ more often and with greater intensity than their high productivity counterparts. The causal relationship clearly has not been established. Nevertheless the evidence seems to reflect the validity of an attempt to reduce these areas of difference.

Implications of the Study. At the outset it must be noted that any recommendation which advocates that the field sales manager become more of a manager and perhaps less current operations oriented will increase the demand for training and for his own personal development. Hence such a recommendation has, in general, long rather than short run meaning. The data from this research suggest the following recommendations:

1. The field sales manager's organizational position does not seem to be clear to either the role definers or the incumbents. Because many decisions are made at and pass through this hierarchical position, it seems imperative that the relationship among the field sales manager, his subordinates, and corporate management be clarified.
2. The means of evaluating the field sales manager's performance should be clearly apparent to him. If profits are the measure of performance, then

certainly the field sales manager would be concerned about the relationship of the cost expended in his district to the revenues generated. This has the added advantage of providing the field sales manager with a tool to evaluate his salesmen and one which can also be communicated to these salesmen.

3. Field sales managers indicated a significant commitment of time to administrative activities. While to advocate that reports and records be eliminated is unrealistic, this commitment shows the importance of effective communication. It indicated the need to assess information requirements as well as assessing the value of information communicated to the field. There was an indication in the responses to this study that much of the activity, responsibility, and authority of the field sales manager were not clear to the field salesmen. Whenever this situation exists, the possibility of mistakes is enhanced. Just as a company wants its message communicated to customer, so too it should want its employees to receive messages in a direct, clear fashion.
4. Allied with the above, there were a sufficient

number of differences between salesmen and field sales managers to indicate potential conflict between them. One way to mitigate this potential conflict would be to include the job description of the field sales manager as an integral part of the sales training programs. For the new salesman, this may be particularly useful in that there are at least two things of which he can be sure -- what he can expect from his superiors and what the superior must and can do in the operation of the district. The inclusion of a detailed discussion of the field sales manager's job would have the additional advantage of providing the salesman with the perspective he may need for promotion to this level of management. The respondents in this study were sufficiently positive in their expectations that the field sales manager should have field selling experience that new field sales managers probably will come from the sales force. Provided he appears to have the potential for advancement, why not start the desired management training when a man initially enters the sales force?

5. On the whole, the field sales manager seems to be

current-operations oriented. Little importance was attached to the various planning activities included in the various sections. Any corporate marketing policy not having an effect at the field level where the customer is has no effect at all. Therefore it would seem reasonable to include field personnel in the planning and implementation of corporate marketing policy.

In the area of personnel the need to plan for new personnel requirements as well as up-dating the specifications for the field sales position would seem to be important particularly in those companies which are heavily committed to personal selling as a means of demand creation.

Again the flow of management talent would be enhanced as the field sales manager lengthens his perspective and plans the activities in and the requirements of his districts.

6. In the area of personal selling and sales calls with salesmen the following points may be considered.
 - A. The joint call to which the field sales manager now commits a significant amount of his time does not seem to be well defined. As noted the perception of the participants will influence their

behavior on the joint call. Because the joint call may serve many purposes, one purpose to the exclusion of others is not recommended here. But it does seem important to the successful completion of such a call that each participant be aware of its major purpose.

B. It seems possible that the field sales manager with personal selling experience could use that experience in training and developing the salesmen. To use the joint call for selling except in the absolutely essential instance would probably delay the salesman's development. To make joint calls for training purposes would seem to be more fruitful in the long run.

C. The respondents did not indicate any strong expectations concerning the field sales manager's selling to his own accounts. Yet the commitment of time of those respondents so engaging was relatively high. This suggests that changes in this area probably should be gradual; that it is unrealistic to expect complete elimination of personal selling by field sales managers in a very short time period. Certainly the reasons why the field sales manager now is selling are important

and where a need is fulfilled for him by this activity, the need must be fulfilled in other ways before the complete transition can take place.

Areas For Further Research. The recommendations above are tentative based on the analysis of some of the data collected in this study. By design more data were generated than were required to fulfill the objectives of this initial study. And while the writer intends to pursue this course of research, the data are available to any who also wish to inquire into field sales management or, on a theoretical basis, into the relationships among men in this kind of environment.

Data are available which give satisfaction and interaction information about both the field sales managers and salesmen. Role theory may also be used as a conceptual framework to relate this information to the findings of the current study. As indicated, each of the four sections of the questionnaire contained items pertaining to the same issue. And while this study utilized some of this cross classification, much more research is possible. The measures of productivity of both field sales managers and salesmen can be utilized in conjunction with classification and satisfaction data to determine if patterns are present which would indicate methods of increasing productivity or of eliminating potential causes of low productivity.

There are also some additional areas in which further research may be done. For example, this research made no attempt to assess the relative importance of the members of the role set as perceived by the field sales manager in the definition of his role. In fact the role set was constructed on an a priori basis. Research to indicate the important role definers would have operational significance in that effort to reduce potential conflict areas could be more accurately focused.

Concluding Statement. If a company accepts the marketing concept as a way of business life, then it would seem imperative that it utilize field sales management and the field salesmen intensively to provide information about the market and to communicate with the market. The field sales manager is uniquely in a position to enhance his company's marketing effort. But advantage must be taken of this uniqueness.

APPENDIX A

This appendix contains the letters and forms used to obtain the names included in the extensive sample.

April 15, 1966

Mr. John Smith
Field Sales Manager
XYZ Corporation
1234 Michigan Avenue
Lansing, Michigan

Dear Mr. Smith:

As part of our continuing research into all phases of business, we are conducting a study of the field sales manager. Much has been written in the general area of sales management, but little has been said about this key first level manager. Since the field salesmen report directly to this man, we believe he is an important factor in the effectiveness of the salesman.

Your participation in one of our Executive Seminars in Sales Management demonstrates your interest in the development of marketing and sales management. We are, therefore, requesting your help in providing us with the names and mailing addresses of a representative of your firm in the following categories:

1. A field sales manager.
2. The man to whom this field sales manager reports.
3. The most productive salesman reporting to this field sales manager.
4. The least productive salesman reporting to this field sales manager. (Salesmen should have been employed by your company two or more years.)

We recognize that productivity has no one measure and that each firm has its own method of evaluating salesman productivity. We would like you to use your own criteria in this regard.

Upon receipt of these names, a questionnaire will be sent to those you designate. Any information provided by you or any member of your organization will be held in strictest confidence. All replies will be sent directly to and reviewed only by the research director. The enclosed form and return envelope are provided for your convenience in furnishing the above names and addresses.

As you know, the success of any research of this type is largely dependent on the amount of cooperation between the

Mr. John Smith

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April 15, 1966

academic and business communities. We hope you will join us in studying this important area. We sincerely thank you.

Sincerely yours,

Rodney E. Evans
Research Director

Dr. W. J. E. Crissy
Chairman of the
Research Committee

MICHIGAN STATE UNIVERSITY

Graduate School of Business Administration
 Department of Marketing and Transportation Administration

CORPORATE INFORMATION

Regional Sales Manager:
 (Man to whom field sales
 manager reports)

Name _____

Title _____

Address _____

Field Sales Manager:
 (Man to whom territory
 salesmen report)

Name _____

Title _____

Address _____

This field sales manager's
Most productive salesman

Name _____

Address _____

This field sales manager's
Least productive salesman

Name _____

Address _____

May we use your name as a means of introducing ourselves to
 these men?

_____ Yes

_____ No

_____ Have no preference

Please complete and return by May 2, 1966

April 20, 1966

Mr. John Smith
Field Sales Manager
XYZ Corporation
1234 Michigan Avenue
Lansing, Michigan

Dear Mr. Smith:

As part of our continuing research into all phases of business, we are conducting a study of the field sales manager. Much has been written in the general area of sales management, but little has been said about this key first level manager. Since the field salesmen report directly to this man, we believe he is an important factor in the effectiveness of the salesman.

Your membership in Sales and Marketing Executives and your participation as an officer in your local club demonstrates your interest in the development of marketing and sales management. We are, therefore, requesting your help in providing us with the names and mailing addresses of a representative of your firm in the following categories:

1. A field sales manager.
2. The man to whom this field sales manager reports.
3. The most productive salesman reporting to this field sales manager.
4. The least productive salesman reporting to this field sales manager. (Salesmen should have been employed by your company two or more years.)

We recognize that productivity has no one measure and that each firm has its own method of evaluating salesman productivity. We would like you to use your own criteria in this regard.

Upon receipt of these names, a questionnaire will be sent to those you designate. Any information provided by you or any member of your organization will be held in strictest confidence. All replies will be sent directly to and reviewed only by the research director. The enclosed form and return envelope are provided for your convenience in furnishing the above names and addresses.

If your firm does not have two levels of sales management, this information is also valuable to us. We would appreciate

Mr. John Smith

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April 20, 1966

your advising us whether this or any other factor prohibits your participation in this study.

As you know, the success of any research of this type is largely dependent on the amount of cooperation between the academic and business communities. We hope you will join us in studying this important area. We sincerely thank you.

Sincerely yours,

Rodney E. Evans
Research Director

Dr. W. J. E. Crissy
Chairman of the
Research Committee

APPENDIX B

This appendix contains initial questionnaire cover letters, the follow-up letter, and copies of the questionnaire booklets.

Gray Booklet - To Field Sales Managers

Gold Booklet - To Superiors

Buff Booklet - To Field Salesmen

May 23, 1966

Mr. John Smith
XYZ Corporation
1234 Michigan Avenue
Lansing, Michigan

Dear Mr. Smith:

Thank you for your response to our request for names and addresses of members of your organization. Questionnaires designed to get their views concerning field level sales management are now being sent.

Since your name was among those you provided, we have enclosed your position questionnaire with this letter. We ask that you complete and return it directly to us in the enclosed return envelope.

As one who works in sales management, you are well aware of the importance of effective sales management at all levels. Because of this importance, we have designed an intensive questionnaire. To ask a few relatively superficial questions would not aid our understanding of this function.

Since we are contacting only a small number of men in positions like yours, your completed questionnaire is very important to us. As we noted in our first letter, any information you provide will be held in strictest confidence.

Your cooperation is very much appreciated.

Sincerely,

Rodney E. Evans
Research Director

Dr. W. J. E. Crissy
Chairman of the
Research Committee

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May 23, 1966

Mr. John Smith
XYZ Corporation
1234 Michigan Avenue
Lansing, Michigan

Dear Mr. Smith:

As part of our continuing research into sales management, we are studying the role of field sales managers like yourself. As the superior to whom field salesmen report, your ideas and opinions are the focal point of our study. The enclosed questionnaire, which we ask that you complete and return to us, enables us to get your ideas in a number of specific areas.

We want to be frank with you. Because of the importance and complexity of sales management, this questionnaire will take more than five or ten minutes of your time. To ask a few relatively superficial questions would not aid our understanding of this function.

Any information you provide will be used only by the research director and will be held in strictest confidence. We ask, in fact, that you not discuss your answers with other members of your organization. Specific directions are given in the questionnaire booklet.

Because we are contacting only a small number of men in positions such as yours, your completed questionnaire is very important to us. A return envelope is enclosed for your convenience.

Your cooperation is sincerely appreciated.

Very truly yours,

Rodney E. Evans
Research Director

Dr. W. J. E. Crissy
Chairman of the
Research Committee

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May 23, 1966

Mr. John Smith
XYZ Corporation
1234 Michigan Avenue
Lansing, Michigan

Dear Mr. Smith:

As part of our continuing research into sales management, we are studying the role of the field level sales manager. As the superior of field sales managers in your company, your opinions are of considerable importance to our study. The enclosed questionnaire, which we ask that you complete and return to us, enables us to get your opinions in specific areas.

We want to be frank with you. Because of the importance and complexity of sales management, this questionnaire will take more than five or ten minutes of your time. To ask a few relatively superficial questions would not aid our understanding of this function.

Any information you provide will be used only by the research director and will be held in strictest confidence. We ask, in fact, that you not discuss your answers with other members of your organization. Specific directions are given in the questionnaire booklet.

Because we are contacting only a small number of men in positions such as yours, your completed questionnaire is very important to us. A return envelope is enclosed for your convenience.

Your cooperation is sincerely appreciated.

Very truly yours,

Rodney E. Evans
Research Director

Dr. W. J. E. Crissy
Chairman of the
Research Committee

cs
Enclosures

Department of Marketing and Transportation Administration
Graduate School of Business Administration
Michigan State University

The number in the upper right hand corner of this page serves only as a guide for the research staff. Its only purpose is to tell us whether or not a particular questionnaire has been returned.

This research is designed and conducted only by the university. No names of individuals or firms will be identified in the text of the research report.

Because different firms use different titles for their positions, we have adopted a standard set of terms for this research. We ask that you adapt these terms to your own organization when completing your questionnaire.

- A. *Field Sales Manager* – that manager to whom the field salesmen report.
- B. *District* – the area under the control of a field sales manager including the territories of all field salesmen reporting to him.

Please answer all questions. Use enclosed envelope to return your questionnaire directly to us. Your personal answers are the important thing to us. Thank you very much.

PART A

We are interested in a deeper and better understanding of your job. In this part, several selected activities are listed under each of five general headings. We would like you to answer in terms of how you *at the present time* allocate your working time to each activity. Specific directions are given under each general heading.

At the end of each general heading, we ask that you indicate *the percentage of your total time in an average week that you spend on the activities under that heading as a group*. The sum of your percentages for the five headings should be 100%.

. Marketing Activities

Please rank the following marketing activities from 1 to 10 in terms of the *amount of time you spend in an average week* on each in relation to the others in this group.

If you have no connection whatsoever with a particular activity, please write the word "none" in the space before the activity.

-A. Reviewing competitive activity.
-B. Communicating corporate information to salesmen.
-C. Analyzing sales data.
-D. Participating in the formulation of overall marketing policy.

-E. Digesting information received from management.
-F. Advising on changes in price, delivery arrangements, products, or on new product development.
-G. Summarizing sales and customer information for communication to management.
-H. Managing advertising and/or other non-selling promotional activities.
-I. Forecasting future sales in your district.
-J. Reviewing district sales coverage and salesmen's territory alignment.
-K. Other (please specify)

Please now indicate below the *percentage of your total time in an average week* that you spend on these activities as a group.

.....%

II. Selling Activities

Please rank the following selling activities from 1 to 5 in terms of the amount of time you spend in an average week on each in relation to the others in the group.

If you have no connection whatsoever with a particular activity please write the word "none" in the space before the activity.

-A. Personal selling to your own accounts.
-B. Handling problem accounts.
-C. Expediting customer orders.
-D. Making sales calls with your salesmen.
-E. Deciding on a customer's request for special terms of sale.
-F. Other (please specify)

Please now indicate below the *percentage of your total time in an average week* that you spend on these activities as a group.

.....%

III. Financial Activities

Please rank the following financial activities from 1 to 6 in terms of the amount of time you spend in an average week on each in relation to the others in this group.

If you have no connection whatsoever with a particular activity please write the word "none" in the space before the activity.

-A. Analyzing selling expense data.
-B. Controlling inventory and warehousing costs.
-C. Preparing budgets
-D. Controlling costs of branch office operation.
-E. Advising on the need for additional capital expenditure in your district.
-F. Watching the trend of costs expanded in relation to profits generated in your district.
-G. Other (please specify)

Please now indicate below the *percentage of your total time in an average week* that you spend on these activities as a group.

.....%

IV. Personnel Activities

Please rank the following personnel activities from *1 to 9* in terms of the *amount of time you spend in an average week* on each in relation to the others in the group.

If you have no connection whatsoever with a particular activity please write the word "*none*" in the space before the activity.

-A. Training salesmen.
-B. Establishing standards of salesman performance.
-C. Recruiting and selecting new salesmen.
-D. Planning and holding sales meetings.
-E. Handling problem salesmen.
-F. Forecasting future personnel needs in your district.
-G. Advising salesmen on personal problems.
-H. Reviewing compensation programs for salesmen.
-I. Revising man specifications required for the sales position.
-J. Other (please specify)

Please now indicate below the *percentage of your total time in an average week* that you spend on these activities as a group.

.....%

V. Administrative Activities

Please rank the following administrative activities from 1 to 4 in terms of the amount of time you spend in an average week on each in relation to the others in the group.

If you have no connection whatsoever with a particular activity please write the word "none" in the space before the activity.

-A. Managing the field office.
-B. Keeping records.
-C. Working with dissatisfied customers.
-D. Writing reports on various aspects of district operations.
-E. Other (please specify)

Please now indicate below the percentage of your total time in an average week that you spend on these activities as a group.

.....%

Before going on, please check the percentages you have indicated at the end of each of the five sections to be sure that they add up to 100%.

VI. Please describe the single aspect of your job which you believe is most critical to the successful execution of the job.

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

PART B

We are interested in knowing something about you personally. Please check the appropriate answer.

1. What is your exact job title?
2. Are you located in your company's home office? Yes No
3. How old are you?
..... Under 30 40-44
..... 30-34 45-50
..... 35-39 Over 50
4. Please indicate the highest level of formal education you have attained.
..... High School
..... 1-3 years of College

..... Bachelor's Degree

..... Master's Degree or more

5. Please indicate the number of years you have been with your present company.

..... Under 2 years

..... 11-15 years

..... 2-5 years

..... 16-20 years

..... 6-10 years

..... Over 20 years

6. How long have you been in your present position in the company?

..... Under 2 years

..... 11-15 years

..... 2-5 years

..... 16-20 years

..... 6-10 years

..... Over 20 years

7. How many field salesmen are under your supervision?

..... 0-4

..... 11-15

..... 5-10

..... More than 15

8. How many hours in an average week do you spend on the job?

..... Less than 40

..... 51-55

..... 40-45

..... 56-60

..... 46-50

..... More than 60

9. Please indicate the type of position you held before taking your present one.

..... Field salesman with your present company.

..... Field salesman with another company.

..... Sales management position with another company.

..... A management position not directly connected with sales with your present company.

..... A management position not directly connected with sales with another company.

..... Office manager of branch office.

..... "Assistant to" a man in a position similar to the one you now hold.

..... Other (please specify)

10. How many men in your company hold a position similar to your own?

..... 0-5

..... 20-29

..... 6-9

..... 30-39

..... 10-19

..... 40 or more

PART C

The following scale is used to measure how you feel about your job. Please *circle* the number which best reflects your satisfaction or dissatisfaction with each aspect of your job.

- | Very satisfied | Fairly well satisfied | Somewhat dissatisfied | Very dissatisfied | |
|----------------|-----------------------|-----------------------|-------------------|--|
| 1 | 2 | 3 | 4 | 1 Very staisfied |
| | | | | 2 Fairly well satisfied |
| | | | | 3 Somewhat dissatisfied |
| | | | | 4 Very dissatisfied |
| 1 | 2 | 3 | 4 | The opportunity my present job offers to work in those areas where I can do my best |
| 1 | 2 | 3 | 4 | Being in my present job in view of my career objectives. |
| 1 | 2 | 3 | 4 | The importance attached to my job by company people not connected with sales. |
| 1 | 2 | 3 | 4 | The amount of authority I have over the compensation of salesmen under me. |
| 1 | 2 | 3 | 4 | The amount of personal selling I can do myself. |
| 1 | 2 | 3 | 4 | The weight my recommendations have with my superiors. |
| 1 | 2 | 3 | 4 | The amount of authority I have over the termination of salesmen under me. |
| 1 | 2 | 3 | 4 | The degree to which people outside my company recognize the importance of my job. |
| 1 | 2 | 3 | 4 | The amount of support my superiors give my decisions. |
| 1 | 2 | 3 | 4 | The amount of authority I have in relation to the responsibility given me. |
| 1 | 2 | 3 | 4 | The amount of income I receive. |
| 1 | 2 | 3 | 4 | The amount of time I must spend on the job. |
| 1 | 2 | 3 | 4 | The opportunities for promotion in my present company. |
| 1 | 2 | 3 | 4 | Being in my present job instead of some other job in my company. |
| 1 | 2 | 3 | 4 | The amount of authority I have over the recruiting and selecting of salesmen for my district. |
| 1 | 2 | 3 | 4 | The amount of personal satisfaction I receive from my job considering the objectives I had when I took it. |
| 1 | 2 | 3 | 4 | The selection of sales as a career. |

Very satisfied
 Fairly well satisfied
 Somewhat dissatisfied
 Very dissatisfied

- 1 Very satisfied.
- 2 Fairly well satisfied.
- 3 Somewhat dissatisfied.
- 4 Very dissatisfied.

- 1 2 3 4 The amount of office paperwork I must do.
- 1 2 3 4 The amount of time I must spend in the office.
- 1 2 3 4 The amount of cooperation I get from my superiors when I need information.

PART D

The following scale measures the frequency of interaction which you have with people around you.

Please indicate how often during *an average week* you would meet or talk with the following people or groups of people.

- 1 Very often
- 2 Rather often
- 3 Sometimes
- 4 Rarely
- 5 Never

- | very often | Rather often | Sometimes | Rarely | Never | |
|------------|--------------|-----------|--------|-------|--|
| 1 | 2 | 3 | 4 | 5 | Salesmen individually on company business. |
| 1 | 2 | 3 | 4 | 5 | Salesmen in a group socially. |
| 1 | 2 | 3 | 4 | 5 | Your immediate superior on company business. |
| 1 | 2 | 3 | 4 | 5 | People in your company other than salesmen under you or your immediate superior on a social basis. |
| 1 | 2 | 3 | 4 | 5 | Other field sales managers. |
| 1 | 2 | 3 | 4 | 5 | Salesmen individually on a social basis. |
| 1 | 2 | 3 | 4 | 5 | Customers on company business. |
| 1 | 2 | 3 | 4 | 5 | Your immediate superior socially. |
| 1 | 2 | 3 | 4 | 5 | Company executives responsible for long range planning on company business. |
| 1 | 2 | 3 | 4 | 5 | Salesmen in a group on company business. |
| 1 | 2 | 3 | 4 | 5 | Customers on a social basis. |
| 1 | 2 | 3 | 4 | 5 | People other than customers not connected with your company socially. |
| 1 | 2 | 3 | 4 | 5 | People responsible for advertising and sales promotion in your district on company business. |

PART E

This part is particularly important to our research. The scale below allows us to measure the role of the field sales manager.

We would like you to approach each of the items in this part as if you could *completely dictate* what the role of the field sales manager would be. In a sense this is equivalent to your opinion of the "ideal" field sales manager.

Please circle the number that best reflects your feelings about each item; keeping in mind that we are interested in making this position as effective as possible.

Absolutely must	Probably should	May or may not	Probably should not	Absolutely must not	
					1 Absolutely must
					2 Probably should
					3 May or may not
					4 Probably should not
					5 Absolutely must not
1	2	3	4	5	Have field selling experience.
1	2	3	4	5	Be regarded as an integral member of corporate management.
1	2	3	4	5	Be consulted regularly on the use of advertising, sales promotion, and other demand creating methods in his district.
1	2	3	4	5	Consult with the corporate marketing research department on competitive activity in his district.
1	2	3	4	5	Be able to commit the home office to other than normal terms of sale.
1	2	3	4	5	Be able to make price concessions on his own authority.
1	2	3	4	5	Consult with salesmen on their personal problems.
1	2	3	4	5	Recommend promotion of salesmen to management positions.
1	2	3	4	5	Make forecasts for future personnel requirements in his district.
1	2	3	4	5	Have full jurisdiction over the size of the sales force in his district.
1	2	3	4	5	Recruit and select salesmen.
1	2	3	4	5	Train salesmen.
1	2	3	4	5	Be able to engage in personal selling to his own accounts.
1	2	3	4	5	Terminate salesmen on his own authority.
1	2	3	4	5	Make sales calls with salesmen.
1	2	3	4	5	Hold regular sales meeting with salesmen.
1	2	3	4	5	Determine sales quotas for individual salesmen.
1	2	3	4	5	Analyze district coverage and realign salesmen's territories on his own authority

Absolutely must
Probably should
May or may not
Probably should not
Absolutely must not

1 Absolutely must
 2 Probably should
 3 May or may not
 4 Probably should not
 5 Absolutely must not

- 1 2 3 4 5 Be included in long range market planning discussions.
- 1 2 3 4 5 Make sales forecasts for his district.
- 1 2 3 4 5 Participate in new product planning and development.
- 1 2 3 4 5 Be evaluated primarily on his district's contribution to overall corporate profit.
- 1 2 3 4 5 Engage in community activities to promote good will for his company.
- 1 2 3 4 5 Be wholly responsible for the internal management of the field office.
- 1 2 3 4 5 Be evaluated primarily on his district's sales volume.
- 1 2 3 4 5 Be viewed as the key link between corporate management and the field sales force.
- 1 2 3 4 5 Review and recommend changes in salesmen's compensation plans.
- 1 2 3 4 5 Join salesmen in social activities.
- 1 2 3 4 5 Establish standards for salesmen's performance.
- 1 2 3 4 5 Spend most of his time in the office.
- 1 2 3 4 5 Join management in social activities.
- 1 2 3 4 5 Prepare district expense budgets.
- 1 2 3 4 5 Have management experience.
- 1 2 3 4 5 Help corporate management resist salesmen's demands for higher incomes.
- 1 2 3 4 5 Carry out the orders of corporate management even though he believes them to be unsound.
- 1 2 3 4 5 Keep an eye on the personal life of his salesmen.
- 1 2 3 4 5 Consult with present salesmen about filling a vacant sales position.
- 1 2 3 4 5 Be compensated only on the overall performance of his district.
- 1 2 3 4 5 Be regarded as administrative support for the salesmen.

Absolutely must	Probably should	May or may not	Probably should not	Absolutely must not	
1	2	3	4	5	1 Absolutely must
					2 Probably should
					3 May or may not
					4 Probably should not
					5 Absolutely must not
1	2	3	4	5	Follow his job description closely in the performance of his job.
1	2	3	4	5	Help salesmen get higher salaries and/or commissions.
1	2	3	4	5	Pay close attention to how other field sales managers in his company operate.
1	2	3	4	5	Be a college graduate.
1	2	3	4	5	Receive management training prior to assuming his duties.
1	2	3	4	5	Be compensated on the basis of the profits generated in his district.

PART F

Please use the following scale to indicate *your present responsibility* in each area noted below.

Completely responsible	Largely responsible	Little responsibility	No responsibility	
1	2	3	4	1 I am completely responsible for this in my district.
				2 I am largely responsible for this in my district.
				3 I have little responsibility for this activity in my district.
				4 I have no responsibility in this area at all.
1	2	3	4	Recruiting and selecting salesmen.
1	2	3	4	Training programs for salesmen.
1	2	3	4	Setting up sales performance standards.
1	2	3	4	Implementing long range market plans.
1	2	3	4	Making price concessions.
1	2	3	4	Realigning sales territories.
1	2	3	4	Getting necessary market information from the corporate marketing department.
1	2	3	4	Forecasting future district sales.
1	2	3	4	Granting credit to customers.
1	2	3	4	Transmitting customer comments about company products and services to management.

Completely responsible
 Largely responsible
 Little responsibility
 No responsibility

- 1 I am completely responsible for this in my district.
- 2 I am largely responsible for this in my district.
- 3 I have little responsibility for this activity in my district.
- 4 I have no responsibility in this area at all.

- | | | | | |
|---|---|---|---|--|
| 1 | 2 | 3 | 4 | Establishing district expense budgets. |
| 1 | 2 | 3 | 4 | Making sales calls with salesmen. |
| 1 | 2 | 3 | 4 | Assigning specific accounts to specific salesmen. |
| 1 | 2 | 3 | 4 | Making personal sales calls on your own accounts. |
| 1 | 2 | 3 | 4 | Requesting advertising and sales promotion to support personal selling in your district. |
| 1 | 2 | 3 | 4 | Handling problem customers. |
| 1 | 2 | 3 | 4 | Establishing sales incentives for salesmen. |
| 1 | 2 | 3 | 4 | Managing the branch office. |
| 1 | 2 | 3 | 4 | Determining what market information should be collected by salesmen for communication to management. |
| 1 | 2 | 3 | 4 | Transferring one of your salesmen to a management position. |
| 1 | 2 | 3 | 4 | Collecting specific information about competitive activity in your district. |
| 1 | 2 | 3 | 4 | Changing the compensation system for your salesmen. |
| 1 | 2 | 3 | 4 | Contributing company funds to local charity. |
| 1 | 2 | 3 | 4 | Providing social occasions for salesmen. |

PART G

Please use the following scale to indicate your *present authority* in the areas noted below.

- | | | | | | |
|---------|----------------|--------------------|----------------|----------------|---|
| Can act | Act but advise | Act after clearing | Recommend only | Act when asked | 1 I can act on my own. |
| | | | | | 2 I can act on my own, but advise my superior. |
| | | | | | 3 I can act only after clearing with my superior. |
| | | | | | 4 I recommend action only. |
| | | | | | 5 I act in this area only when asked to do so by my superior. |
| 1 | 2 | 3 | 4 | 5 | Setting up sales performance standards. |
| 1 | 2 | 3 | 4 | 5 | Changing the compensation program for salesmen. |
| 1 | 2 | 3 | 4 | 5 | Sales training programs. |

- 1 I can act on my own.
- 2 I can act on my own, but advise my superior.
- 3 I can act only after clearing with my superior.
- 4 I recommend action only.
- 5 I act in this area only when asked to do so by my superior.

Can act	Act but advise	Act after clearing	Recommend only	Act when asked	
1	2	3	4	5	Making price concessions.
1	2	3	4	5	Giving company funds to local charity.
1	2	3	4	5	Handling problem customers.
1	2	3	4	5	Establishing district expense budgets.
1	2	3	4	5	Implementing long range marketing plans.
1	2	3	4	5	Transmitting customer comments about company products and services to management.
1	2	3	4	5	Recruiting and selecting salesmen.
1	2	3	4	5	Establishing sales incentives for salesmen.
1	2	3	4	5	Realigning salesmen's territories.
1	2	3	4	5	Making sales calls with salesmen.
1	2	3	4	5	Getting market information from the corporate marketing research department.
1	2	3	4	5	Providing social occasions for field salesmen.
1	2	3	4	5	Forecasting future sales in your district.
1	2	3	4	5	Assigning specific accounts to specific salesmen.
1	2	3	4	5	Collecting specific information about competitive activity in your district.
1	2	3	4	5	Granting credit to customers.
1	2	3	4	5	Transferring one of your salesmen to a management position.
1	2	3	4	5	Making sales calls on your own accounts.
1	2	3	4	5	Requesting advertising and sales promotion to support the personal selling effort in your district.
1	2	3	4	5	Managing the branch office.
1	2	3	4	5	Determining what market information should be collected by salesmen for communication to management.

Thank you for providing us with the answers to these questions. We would welcome your attachment of any comments.

**Department of Marketing and Transportation Administration
Graduate School of Business Administration
Michigan State University**

The number in the upper right hand corner of this page serves only as a guide for the research staff. Its only purpose is to tell us whether or not a particular questionnaire has been returned.

This research is designed and conducted only by the university. No names of individuals or firms will be identified in the text of the research report.

Because different firms use different titles for their positions, we have adopted a standard set of terms for this research. We ask that you adapt these terms to your own organization when completing your questionnaire.

- A. *Field Sales Manager* – that manager to whom the field salesmen report.
- B. *District* – the area under the control of a field sales manager including the territories of all field salesmen reporting to him.

Please answer all questions. Use enclosed envelope to return your questionnaire directly to us. Your personal answers are the important thing to us. Thank you very much.

PART A

We are interested in your opinion of your immediate superior's job. In this part several selected activities that he may perform are listed under each of five general headings. We would like you to answer in terms of *how you believe your immediate superior now allocates his time*. Specific directions are given under each general heading.

At the end of each general heading, we ask that you indicate the *percentage of his total time in an average week* that you believe your immediate superior spends on the activities under that heading as a group. The sum of your percentages for the five headings should be *100%*.

I. Marketing Activities

Please rank the following Marketing activities from *1 to 10* in terms of the *amount of time you believe your immediate superior spends in an average week* on each in relation to the others in this group.

If you believe that he has no connection whatsoever with a particular activity, please write the word "*none*" in the space before the activity.

-A. Reviewing competitive activity.
-B. Communicating corporate information to salesmen.
-C. Analyzing sales data.
-D. Participating in the formulation of overall marketing policy.
-E. Digesting information received from management.

-F. Advising on changes in price, delivery arrangements, products, or on new product development.
-G. Summarizing sales and customer information for communication to management.
-H. Managing advertising and/or other non-selling promotional activities.
-I. Forecasting future sales in his district.
-J. Reviewing district sales coverage and salesmen's territory alignment.
-K. Other (please specify)

Please now indicate below *the percentage of his total time in an average week* that you estimate your immediate superior spends on these selling activities as a group.

..... %

II. Selling Activities

Please rank the following selling activities from 1 to 5 in term of *the amount of time you believe your immediate superior spends in an average week* on each in relation to the others in the group.

If you believe that he has no connection whatsoever with a particular activity, please write the word "none" in the space before the activity.

-A. Personal selling to his own accounts.
-B. Handling problem accounts.
-C. Expediting customer orders.
-D. Making sales calls with his salesmen.
-E. Deciding on a customer's request for special terms of sale.
-F. Other (please specify)

Please now indicate below *the percentage of his total time in an average week* that you estimate your immediate superior spends on these selling activities as a group.

..... %

III. Financial Activities

Please rank the following financial activities from 1 to 6 in terms of *the amount of time you believe your immediate superior spends in an average week* on each in relation to the others in the group.

If you believe that he has no connection whatsoever with a particular activity, please write the word "none" in the space before the activity.

-A. Analyzing selling expense data.

management
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 in terms
 ability
 in a part
 ability

- 1 Absolutely must
- 2 Probably should
- 3 May or may not
- 4 Probably should not
- 5 Absolutely must not

Absolutely must	Probably should	May or may not	Probably should not	Absolutely must not	
1	2	3	4	5	Be consulted regularly on the use of advertising, sales promotion,, and other demand creating methods in his district.
1	2	3	4	5	Consult with the corporate marketing research department on competitive activity in his district.
1	2	3	4	5	Be able to commit the home office to other than normal terms of sale.
1	2	3	4	5	Consult with salesmen on their personal problems.
1	2	3	4	5	Recommend promotion of salesmen to management positions.
1	2	3	4	5	Make forecasts of future personnel requirements in his district.
1	2	3	4	5	Have full jurisdiction over the size of the sales force in his district.
1	2	3	4	5	Recruit and select salesmen.
1	2	3	4	5	Train salesmen.
1	2	3	4	5	Be able to engage in personal selling to his own accounts.
1	2	3	4	5	Terminate salesmen on his own authority.
1	2	3	4	5	Make calls with salesmen.
1	2	3	4	5	Hold regular sales meetings with salesmen.
1	2	3	4	5	Determine sales quotas for individual salesmen.
1	2	3	4	5	Analyze district coverage and realign salesmen's territories on his own authority.
1	2	3	4	5	Be included in long range market planning discussions.
1	2	3	4	5	Make sales forecasts for his district.
1	2	3	4	5	Participate in new product planning and development.
1	2	3	4	5	Be evaluated primarily on his dirtrict's contribution to overall corporate profit.
1	2	3	4	5	Engage in community activities to promote good will for his company.
1	2	3	4	5	Be wholly responsible for the internal management of the field sales office.
1	2	3	4	5	Be evaluated primarily on his district's sales volume.

Absolutely must	Probably should	May or may not	Probably should not	Absolutely must not	
					1 Absolutely must 2 Probably should 3 May or may not 4 Probably should not 5 Absolutely must not
1	2	3	4	5	Be viewed as the key link between corporate management and the field sales force.
1	2	3	4	5	Review and recommend changes in salesmen's compensation plans.
1	2	3	4	5	Join salesmen in social activities.
1	2	3	4	5	Establish standards for salesman's performance.
1	2	3	4	5	Spend most of his time in the office.
1	2	3	4	5	Join management in social activities.
1	2	3	4	5	Prepare district expense budgets.
1	2	3	4	5	Have management experience.
1	2	3	4	5	Help corporate management resist salesmen's demands for higher incomes.
1	2	3	4	5	Carry out the orders of corporate management even though he believes them to be unsound.
1	2	3	4	5	Keep an eye on the personal life of his salesmen.
1	2	3	4	5	Consult with present salesmen about filling a vacant sales position.
1	2	3	4	5	Be compensated only on the overall performance of his district.
1	2	3	4	5	Be regarded as administrative support for the salesmen.
1	2	3	4	5	Follow his job description closely in the performance of his job.
1	2	3	4	5	Help salesmen get higher salaries and/or commissions.
1	2	3	4	5	Pay close attention to how other field sales managers in his company operate.
1	2	3	4	5	Be a college graduate.
1	2	3	4	5	Receive management training prior to assuming his duties.
1	2	3	4	5	Be compensated on the basis of the profits generated in his district.

PART C

Please use the following scale to indicate what you believe is *your immediate superior's responsibility* in each area noted below.

Completely responsible	Largely responsible	Little responsibility	No responsibility	
				1 He is completely responsible for this in his district.
				2 He is largely responsible for this in his district.
				3 He has little responsibility for this in his district.
				4 He has no responsibility in this area at all.
1	2	3	4	Recruiting and selecting salesmen.
1	2	3	4	Training programs for salesmen.
1	2	3	4	Setting up sales performance standards.
1	2	3	4	Implementing long range market plans.
1	2	3	4	Making price concessions.
1	2	3	4	Realigning sales territories.
1	2	3	4	Getting necessary market information from the corporate marketing research department.
1	2	3	4	Forecasting future district sales.
1	2	3	4	Granting credit to customers.
1	2	3	4	Transmitting customer comments about company products and services to management.
1	2	3	4	Establishing district expense budgets.
1	2	3	4	Making calls with salesmen.
1	2	3	4	Assigning specific accounts to specific salesmen.
1	2	3	4	Making personal sales calls on his own accounts.
1	2	3	4	Requesting advertising and sales promotion to support personal selling in his district.
1	2	3	4	Handling problem customers.
1	2	3	4	Establishing sales incentives for salesmen.
1	2	3	4	Managing the branch office.
1	2	3	4	Determining what market information should be collected by salesmen for communication to management.
1	2	3	4	Transferring one of his salesmen to a management position.
1	2	3	4	Collecting specific information about competitive activity in his district.
1	2	3	4	Changing the compensation system for his salesmen.
1	2	3	4	Contributing company funds to a local charity.
1	2	3	4	Providing social occasions for salesmen.

PART D

Please use the following scale to indicate what you believe is *your immediate superior's authority* in each of the areas noted below.

Can act	Act but advise	Act after clearing	Recommend only	Act when asked	
					1 He can act on his own.
					2 He can act on his own, but advises his superior.
					3 He can act only after clearing with his superior.
					4 He recommends action only.
					5 He acts in this area only when asked to do so by his superior.
1	2	3	4	5	Setting up sales performance standards.
1	2	3	4	5	Changing the compensation program for salesmen.
1	2	3	4	5	Sales training programs.
1	2	3	4	5	Making price concessions.
1	2	3	4	5	Giving company funds to a local charity.
1	2	3	4	5	Handling problem customers.
1	2	3	4	5	Establishing district expense budgets.
1	2	3	4	5	Implementing long range marketing plans.
1	2	3	4	5	Transmitting customer comments about company products and services to management.
1	2	3	4	5	Recruiting and selecting salesmen.
1	2	3	4	5	Establishing sales incentives for salesmen.
1	2	3	4	5	Realigning salesmen's territories.
1	2	3	4	5	Making sales calls with salesmen.
1	2	3	4	5	Getting market information from the corporate marketing research department.
1	2	3	4	5	Providing social occasions for field salesmen.
1	2	3	4	5	Forecasting future sales in his district.
1	2	3	4	5	Assigning specific accounts to specific salesmen.
1	2	3	4	5	Collecting specific information about competitive activity in his district.
1	2	3	4	5	Granting credit to customers.
1	2	3	4	5	Transferring one of his salesmen to a management position.
1	2	3	4	5	Making sales calls on his own accounts.
1	2	3	4	5	Requesting advertising and sales promotion to support the personal selling effort in his district.

- 1 He can act on his own.
- 2 He can act on his own, but advises his superior.
- 3 He can act only after clearing with his superior.
- 4 He recommends action only.
- 5 He acts in this area only when asked to do so by superior.

Can act
Act but advise
Act after clearing
Recommend only
Act when asked

1 2 3 4 5 Managing the branch office.

1 2 3 4 5 Determining what market information should be collected by salesmen for communication to management.

PART E

We are interested in knowing something about you personally. Please check the appropriate answer.

1, What is your specific job title?

2. How old are you?

..... Under 30 years40-44
..... 30-3445-50
..... 35-39Over 50

3. What is the highest level of formal education you have attained?

..... High School
 1-3 years of college
 Bachelor's Degree
 Master's Degree or more

4. How long have you been with your present company?

..... Under 2 years 11-15
..... 2-5 16-20
..... 6-10 Over 20

5. How many hours in an average week do you spend on the job?

..... Less than 40 51-55
..... 40-45 56-60
..... 46-50 More than 60

6. How long have you been engaged in selling as a full time occupation?
- Under 2 years 11-15
 3-6 16-20
 7-10 Over 20
7. On which of the following types of customers do you make the largest number of calls?
- 1. Retailers
 2. Wholesalers
 3. Industrial users
 4. Individual consumers (general public)
 5. Government buyers
 6. Institutional users
 7. Other (please specify)

PART F

Your feelings about your own job are also vitally important to our research. The following scale allows us to measure how you feel about your job. Please circle the number which best reflects your *satisfaction or dissatisfaction* with the areas noted.

- | Very satisfied | Fairly well satisfied | Somewhat dissatisfied | Very dissatisfied | |
|----------------|-----------------------|-----------------------|-------------------|--|
| 1 | 2 | 3 | 4 | 1 Very satisfied. |
| 1 | 2 | 3 | 4 | 2 Fairly well satisfied. |
| 1 | 2 | 3 | 4 | 3 Somewhat dissatisfied. |
| 1 | 2 | 3 | 4 | 4 Very dissatisfied. |
| 1 | 2 | 3 | 4 | The amount of market information received from management. |
| 1 | 2 | 3 | 4 | How responsive my boss is to special situations in my territory. |
| 1 | 2 | 3 | 4 | The amount of income I receive. |
| 1 | 2 | 3 | 4 | The selection of sales as a career. |
| 1 | 2 | 3 | 4 | The amount of personal satisfaction I get from my job considering the objectives I had when I took it. |
| 1 | 2 | 3 | 4 | The opportunities for promotion in my present company. |
| 1 | 2 | 3 | 4 | The amount of authority I have in relation to the responsibility given me. |
| 1 | 2 | 3 | 4 | Being in my present job instead of some other job in my company. |
| 1 | 2 | 3 | 4 | The amount of time I spend on the job. |
| 1 | 2 | 3 | 4 | The amount of paperwork I must do. |
| 1 | 2 | 3 | 4 | The amount of counsel and guidance I get from my boss. |
| 1 | 2 | 3 | 4 | The weight my recommendations have with my superiors. |

PART G

Please use the following scale to indicate how often in a *typical week* you would *meet or talk* to the following people or groups of people.

- | Very often | Rather often | Sometimes | Rarely | Never | |
|------------|--------------|-----------|--------|-------|--|
| 1 | 2 | 3 | 4 | 5 | Other salesmen for your company on business |
| 1 | 2 | 3 | 4 | 5 | Your boss socially. |
| 1 | 2 | 3 | 4 | 5 | People from your company's marketing research department |
| 1 | 2 | 3 | 4 | 5 | Other salesmen for your company socially. |
| 1 | 2 | 3 | 4 | 5 | People other than customers connected with your company on a social basis. |
| 1 | 2 | 3 | 4 | 5 | Customers on a social basis. |

Thank you for providing us with the answers to these questions. We would welcome your attachment of any comments.

June 22, 1966

Mr. John Smith
XYZ Corporation
1234 Michigan Avenue
Lansing, Michigan

Dear Mr. Smith:

You will remember our request for help with our research concerning the field level sales manager. Preliminary tabulation of responses is providing us with valuable information about men in these positions.

We hope to begin our final tabulation by the second week in July and are anxious to include your views. We would, therefore, appreciate your reply at your earliest convenience. If, by chance, the earlier booklet did not reach you or has been mislaid, a duplicate is enclosed.

Dr. Crissy and I want to reemphasize that our project is conducted only by the University and that no individual responses are available to participating companies. Your confidence will be strictly respected.

As you know, the validity of our findings will be considerably enhanced by complete returns. Thank you for your cooperation.

Very truly yours,

Rodney E. Evans
Research Director

REE:cs
Enclosure

APPENDIX C

JOB TITLES OF RESPONDENTS

TABLE 40

JOB TITLES OF FIELD SALES MANAGERS
 Taken From Responses to the Question:
 "What is Your Exact Job Title?"

Job Title	Number Included In This Study
Division Sales Manager	21
District Sales Manager	14
Division Manager	14
Field Sales Manager	5
Sales Manager	4
Regional Sales Manager	3
Branch Manager	3
District Manager	3
District Sales Supervisor	3
Sales Supervisor	3
Branch Sales Manager	1
Branch Office Manager	1
District Traffic and Sales Manager	1
Branch Store Manager	1
Manager, Chemical Sales	1
Ohio Sales Manager	1
Northeast Regional Manager	1
Department Sales Manager	1
Regional Manager	1
District Manager, Chemical Division	1
Manager	1
Regional Sales Supervisor	1
Sales Supervisor I	1
Central Region Sales Manager	1
District Manager in Charge of Sales & Service	1
Residential Sales Manager	1
Field Sales Supervisor	1

TABLE 41

JOB TITLES OF FIELD SALESMEN
 Taken From Responses to the Question:
 "What is Your Exact Job Title?"

Job Title	Number Included In This Study
Salesman	25
Sales Representative	23
Professional Service Representative	17
Sales Engineer	6
Pharmaceutical Salesman	6
Senior Sales Representative	5
Detailman	3
District Sales Manager	2
Medical Salesman	2
Pharmaceutical Representative	2
Drug Salesman	2
Agent	2
Representative	2
Technical Representative	2
Insurance Sales Agent	1
Insurance Salesman	1
Special Accounts Salesman	1
Advisory Marketing Representative	1
Eastern Sales Representative	1
Senior Salesman	1
Field Sales Manager	1
Dealer Representative	1
Chemical Salesman	1
Territorial Salesman	1
Special Account Representative	1
Field Sales Representative	1
Regional Sales Representative	1
Sales Representative II	1
Field Salesman	1
Account Manager	1
Sales Specialist	1
Account Representative	1
Salesman, Class III	1
Executive Sales Representative	1
General Representative	1
Philadelphia District Sales Manager	1
Dealer Salesman	1

TABLE 41 (continued)

Job Title	Number Included In This Study
Special Representative	1
Federal Government Salesman	1
Sales Associate	1
Account Executive	1
District Sales Supervisor	1
Regional Salesman	1
Detail Representative	1
Territory Representative	1
Salesman Drugs	1
Medical Sales Representative	1

TABLE 42

JOB TITLES OF FIELD SALES MANAGERS' SUPERIORS
 Taken From Responses to the Question:
 "What is Your Exact Job Title?"

Job Title	Number Included In This Study
General Sales Manager	6
District Manager	5
Regional Sales Manager	4
Sales Manager	3
District Sales Manager	3
Marketing Manager	3
Divisional Sales Manager	3
Division Manager	2
Vice President-Marketing	2
Mid-East Regional General Manager	1
Industrial Sales Manager	1
Superintendent of Agencies	1
Director of Sales Operations	1
General Manager	1
Assistant Vice President of Sales	1
National Sales Manager	1
Vice President-General Sales Manager	1
Assistant Division Sales Manager	1
Manager-Residential Sales	1
General Manager of Branch	1
Vice President-Sales	1
Director-Field Sales	1
Director of Sales	1
Field Sales Manager	1

APPENDIX D

SPEARMAN RANK CORRELATION COEFFICIENTS
FOR ROLE DEFINERS TO FIELD SALES
MANAGERS ON CURRENT ACTIVITIES

TABLE 13

MEDIAN COMPARISONS OF EXTENSIVE SAMPLE RANKINGS OF MARKETING ACTIVITIES

Activity	Field Sales		Superiors		High		Low	
	Manager Median Rank	6.5	4.71	7	5.33	7	3.00	2
A. Reviewing competitive activity	4.83	6.5	4.71	7	5.33	7	3.00	2
B. Communicating corporate information to salesmen	3.14	2	2.67	1	3.25	2	3.33	3
C. Analyzing sales data	2.73	1	3.55	4	2.80	1	2.40	1
D. Participating in the formulation of overall marketing policy	7.67	9	8.18	9	6.50	9	5.00	6
E. Digesting information received from management	3.25	3	3.14	2	3.80	3	5.00	6
F. Advising on changes in price, delivery arrangements, products, or on new product development	4.38	4	3.33	3	4.50	5	6.00	9
G. Summarizing sales and customer information for communication to management	4.63	5	4.00	5	4.13	4	4.67	4
H. Managing advertising and/or other non-selling promotional activities	8.25	10	8.63	10	8.25	10	9.17	10
I. Forecasting future sales in their district	6.33	8	7.00	8	5.83	8	5.00	6
J. Reviewing district sales coverage and salesmen's territory alignment	4.83	6.5	4.40	6	5.00	6	5.50	8
Significance			$r_s = .926$		$r_s = .985$		$r_s = .567$	
			.01		.01		.05	

TABLE 44

MEDIAN COMPARISONS OF EXTENSIVE SAMPLE
RANKINGS OF SELLING ACTIVITIES

Activity	Field Sales Managers		Superiors		High Productivity Salesmen		Low Productivity Salesmen	
	Median Rank	Rank	Median Rank	Rank	Median Rank	Rank	Median Rank	Rank
A. Personal selling to his own accounts	1.55	2	1.86	2	2.00	2	.88	1
B. Handling problem accounts	2.00	3	2.00	3	2.10	3	2.25	3
C. Expediting customer orders	3.26	4	2.80	4	2.56	4	3.14	4
D. Making sales calls with their salesmen	.93	1	.86	1	1.13	1	.94	2
E. Deciding on a customer's request for special terms of sale	3.38	5	3.43	5	2.75	5	3.33	5
Significance			$r_s = 1.0$		$r_s = 1.0$		$r_s = .05$	
			.01		.01		.01	

TABLE 45

MEDIAN COMPARISONS OF EXTENSIVE SAMPLE
RANKINGS OF FINANCIAL ACTIVITIES

Activity	Field Sales		Superiors		High		Low	
	Managers Median Rank	1	Median Rank	1	Productivity Salesmen Median Rank	1	Productivity Salesmen Median Rank	2
A. Analyzing selling expense data	.96	1	.88	1.13	1	1.67	2	
B. Controlling inventory and warehousing costs	1.71	2	3.00	5	2.67	4	2.25	4
C. Preparing budgets	2.75	5	2.63	4	2.75	5	2.50	5
D. Controlling costs of branch office operation	1.77	3	1.91	1	1.71	2	1.80	3
E. Advising on the need for additional capital expenditure in their district	3.57	6	4.20	6	3.67	6	2.67	6
F. Watching the trend of costs expended in relation to profits generated in their district	2.40	4	2.08	3	2.17	3	1.50	1
Significance			$r_s = .572$		$r_s = .829$		$r_s = .600$	
			n.s.		.05		n.s.	

TABLE 46

MEDIAN COMPARISONS OF EXTENSIVE SAMPLE
RANKINGS OF PERSONNEL ACTIVITIES

Activity	Field Sales Managers		Superiors		High Productivity Salesmen		Low Productivity Salesmen	
	Median Rank	Rank	Median Rank	Rank	Median Rank	Rank	Median Rank	Rank
A. Training salesmen	.72	1	.92	1	2.00	1.5	1.25	1
B. Establishing standards of salesman performance	2.70	2	3.20	4	2.00	1.5	3.33	3
C. Recruiting and selecting new salesmen	4.33	5	2.89	2	4.50	4	4.00	4
D. Planning and holding sales meetings	3.00	3	3.00	3	3.17	3	2.67	2
E. Handling problem salesmen	3.31	4	3.70	5	5.00	6	5.13	6
F. Forecasting future personnel needs in their district	6.07	7	5.89	7	4.00	5	4.40	5
G. Advising salesmen on personal problems	5.23	6	5.17	6	6.00	8	5.50	7
H. Reviewing compensation programs for salesmen	6.50	8	6.00	8	5.29	7	7.25	9
I. Revising man specifications required for the field sales position	7.43	9	6.75	9	6.36	9	6.60	8
Significance			$r_s = .884$		$r_s = .880$		$r_s = .884$	
			.01		.01		.01	

TABLE 47

MEDIAN COMPARISONS OF EXTENSIVE SAMPLE RANKINGS OF ADMINISTRATIVE ACTIVITIES

Activity	Field Sales		Superiors		High		Low		
	Managers	Median Rank	Superiors	Median Rank	Productivity	Productivity	Salesmen	Salesmen	
				Median Rank	Median Rank	Median Rank	Median Rank	Median Rank	
A. Managing the field office	1	1.00	1	.86	1	1.29	1	1.50	1.5
B. Keeping records	3	2.16	3	2.09	3	2.14	3	1.75	3
C. Working with dissatisfied customers	4	2.46	4	2.31	4	2.73	4	2.40	4
D. Writing reports on various aspects of district operations	2	1.29	2	2.00	2	1.40	2	1.50	1.5
Significance				$r_s = 1.0$		$r_s = 1.0$		$r_s = .950$	
				.01		.01		n.s.	

TABLE 48

MEDIAN RANKINGS OF MARKETING ACTIVITIES BY HIGH PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	High Productivity Field Sales Manager		Superiors		High Productivity Salesmen		Low Productivity Salesmen	
	Median Rank	Rank	Median Rank	Rank	Median Rank	Rank	Median Rank	Rank
A. Reviewing competitive activity	5.00	6	5.00	5	6.00	7	5.50	7
B. Communicating corporate information to salesmen	1.71	1	2.00	2.5	1.75	1	2.67	3
C. Analyzing sales data	2.33	3	2.00	2.5	2.00	3	2.40	1
D. Participating in the formulation of overall marketing policy	8.67	10	9.00	10	7.00	8	7.00	8.5
E. Digesting information received from management	2.29	2	1.33	1	2.00	3	3.00	4
F. Advising on changes in price, delivery arrangements, products, or on new product development	7.25	8	6.00	7	8.33	10	8.33	10
G. Summarizing sales and customer information for communication to management	4.00	4	5.00	5	5.00	6	4.00	5
H. Managing advertising and/or other non-selling promotional activities	8.00	9	8.00	9	7.67	9	7.00	8.5
I. Forecasting future sales in their district	5.50	7	7.00	8	4.75	5	5.33	6
J. Reviewing district sales coverage and salesmen's territory alignment	4.67	5	5.00	5	2.00	3	2.50	2
Significance			$r_s = .955$		$r_s = .867$		$r_s = .816$	
			.01		.01		.01	

TABLE 49

MEDIAN RANKINGS OF SELLING ACTIVITIES BY HIGH PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	High Productivity Field Sales		Superiors		High Productivity Salesmen		Low Productivity Salesmen	
	Median Rank	Median Rank	Median Rank	Median Rank	Median Rank	Median Rank	Median Rank	Median Rank
	Managers	Managers	Managers	Managers	Managers	Managers	Managers	Managers
A. Personal selling to his own accounts	1.0	2	3.0	3.5	5.0	5	4.0	5
B. Handling problem accounts	1.75	3	1.50	2	1.50	2	1.55	2
C. Expediting customer orders	2.67	4.5	3.5	5	2.60	3	3.5	4
D. Making sales calls with their salesmen	.50	1	.50	1	.44	1	.50	1
E. Deciding on a customer's request for special terms of sale	2.67	4.5	3.00	3.5	2.67	4	2.8	3
Significance			$r_s = .775$	n.s.	$r_s = .375$	n.s.	$r_s = .375$	n.s.

TABLE 50

MEDIAN RANKINGS OF FINANCIAL ACTIVITIES BY HIGH PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	High Productivity Field Sales Managers		Superiors		High Productivity Salesmen		Low Productivity Salesmen	
	Median Rank	Number	Median Rank	Number	Median Rank	Number	Median Rank	Number
A. Analyzing selling expense data	.64	1	.50	1	.57	1	.83	1
B. Controlling inventory and warehousing costs	--	6	--	6	--	6	4.0	6
C. Preparing budgets	1.00	2	1.0	2.5	1.50	2.5	1.50	2
D. Controlling costs of branch office operation	1.50	3	--	5	4.0	5	2.0	4
E. Advising on the need for additional capital expenditure in their district	3.0	5	2.0	4	2.67	4	2.0	4
F. Watching the trend of costs expended in relation to profits generated in their district	1.67	4	1.0	2.5	1.50	2.5	2.0	4
Significance			$r_s = .786$		$r_s = .786$		$r_s = .900$	
			n.s.		n.s.		.05	

TABLE 51

MEDIAN RANKINGS OF PERSONNEL ACTIVITIES BY HIGH PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	High Productivity Field Sales Managers		High Productivity Superiors		High Productivity Salesmen	
	Median Rank	Number	Median Rank	Number	Median Rank	Number
	Median Rank	Number	Median Rank	Number	Median Rank	Number
A. Training salesmen	.70	1	.67	1	1.25	1
B. Establishing standards of salesman performance	4.0	4	5.0	5	3.5	4
C. Recruiting and selecting new salesmen	2.5	3	2.5	2	2.3	2
D. Planning and holding sales meetings	2.45	2	4.0	4	2.67	3
E. Handling problem salesmen	4.5	5	3.67	3	4.67	5
F. Forecasting future personnel needs in their district	6.0	8	7.33	9	5.83	6
G. Advising salesmen on personal problems	5.5	6.5	6.0	6	6.5	7
H. Reviewing compensation programs for salesmen	5.5	6.5	6.5	7	7.0	8
I. Revising man specifications required for the field sales position	8.0	9	7.0	8	7.5	9
Significance			$r_s = .896$		$r_s = .830$	$r_s = .930$
			.01		.01	.01

TABLE 52

MEDIAN RANKINGS OF ADMINISTRATIVE ACTIVITIES BY HIGH PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	High Productivity Field Sales		Superiors		High Productivity Salesmen		Low Productivity Salesmen	
	Managers	Median Rank	Median Rank	Median Rank	Median Rank	Median Rank	Median Rank	Median Rank
	Count		Count		Count		Count	
A. Managing the field office	2.20	3	3.0	3	2.0	3	2.20	3
B. Keeping records	1.30	2	1.5	1	1.9	2	1.22	2
C. Working with dissatisfied customers	3.25	4	3.5	4	3.20	4	3.2	4
D. Writing reports on various aspects of district operations	.88	1	2.0	2	.80	1	.88	1
Significance			$r_s = .8$		$r_s = 1.0$		$r_s = 1.0$	
			n.s.		.01		.01	

TABLE 53

MEDIAN RANKINGS OF MARKETING ACTIVITIES BY LOW PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	Low		High		Low	
	Productivity		Productivity		Productivity	
	Managers Median Rank	Field Sales Median Rank	Superiors Median Rank	Salesmen Median Rank	Salesmen Median Rank	Salesmen Median Rank
A. Reviewing competitive activity	5.2	7	5.0	5	6.0	7
B. Communicating corporate information to salesmen	1.67	2	2.0	2.5	4.0	3.5
C. Analyzing sales data	1.20	1	2.0	2.5	2.0	2
D. Participating in the formulation of overall marketing policy	8.0	9	9.0	10	6.5	8
E. Digesting information received from management	2.8	3	1.33	1	1.0	1
F. Advising on changes in price, delivery arrangements, products, or on new product development	7.0	8	6.0	7	8.0	9
G. Summarizing sales and customer information for communication to management	4.5	4	5.0	5	4.0	3.5
H. Managing advertising and/or other non-selling promotional activities	9.0	10	8.0	9	9.0	10
I. Forecasting future sales in their district	5.0	6	7.0	8	4.5	5.5
J. Reviewing district sales coverage and salesmen's territory alignment	4.67	5	5.0	5	4.5	5.5
Significance			$r_s = .888$		$r_s = .940$	$r_s = .952$
			.01		.01	.01

TABLE 54

MEDIAN RANKINGS OF SELLING ACTIVITIES BY LOW PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	Low		High		Low			
	Productivity Field Sales		Productivity Salesmen		Productivity Salesmen			
	Median Rank	Superiors Median Rank	Median Rank	Superiors Median Rank	Median Rank	Superiors Median Rank		
A. Personal selling to his Own accounts	4.0	5	3.0	3.5	2.0	3	3.3	5
B. Handling problem accounts	1.67	2	1.5	2	1.67	2	1.57	2
C. Expediting customer orders	2.50	3.5	3.5	5	3.0	4	2.67	3
D. Making sales calls with their salesmen	.47	1	.5	1	.44	1	.55	1
E. Deciding on a customer's request for special terms of sale	2.50	3.5	3.0	3.5	3.50	5	2.75	4
Significance			$r_s = .775$ n.s.		$r_s = .665$ n.s.		$r_s = .975$.05	

TABLE 55

MEDIAN RANKINGS OF FINANCIAL ACTIVITIES BY LOW PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	Low		High		Low			
	Productivity Field Sales		Productivity Salesmen		Productivity Salesmen			
	Managers Median Rank	Superiors Median Rank	Managers Median Rank	Superiors Median Rank	Managers Median Rank	Superiors Median Rank		
A. Analyzing selling expense data	.86	2	.50	1	.67	1	1.0	1
B. Controlling inventory and warehousing costs	2.05	5	--	6	--	6	--	6
C. Preparing budgets	.67	1	1.0	2.5	4.5	5	1.67	2
D. Controlling costs of branch office operation	1.50	3.5	--	5	4.04	4	2.0	3
E. Advising on the need for additional capital expenditure in their district	4.0	6	2.0	4	3.0	3	2.75	4.5
F. Watching the trend of costs expended in relation to profits generated in their district	1.5	3.5	1.0	2.5	1.37	2	2.75	4.5
Significance			$r_s = .672$		$r_s = .159$		$r_s = .815$	
			n.s.		n.s.		n.s.	

TABLE 56

MEDIAN RANKINGS OF PERSONNEL ACTIVITIES BY LOW PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	Low		High		Low	
	Productivity Field Sales		Productivity		Productivity	
	Managers Median Rank	Superiors Median Rank	Salesmen Median Rank	Salesmen Median Rank	Salesmen Median Rank	Salesmen Median Rank
A. Training salesmen	.60	1	.67	1	1.0	1.5
B. Establishing standards of salesman performance	3.5	4	5.0	5	4.5	1.0
C. Recruiting and selecting new salesmen	2.80	3	2.5	2	3.0	3
D. Planning and holding sales meetings	2.62	2	4.0	4	2.60	2
E. Handling problem salesmen	3.75	5	3.67	3	4.5	4.5
F. Forecasting future personnel needs in their district	5.50	7.5	7.33	9	5.62	7
G. Advising salesmen on personal problems	5.50	7.5	6.0	6	6.5	8
H. Reviewing compensation programs for salesmen	4.87	6	6.5	7	5.16	6
I. Revising man specifications required for the field sales position	8.5	9	7.0	8	7.5	9
Significance			$r_s = .862$		$r_s = .992$	$r_s = .817$
			.01		.01	.01

TABLE 57

MEDIAN RANKINGS OF ADMINISTRATIVE ACTIVITIES BY LOW PRODUCTIVITY
FIELD SALES MANAGERS AND THEIR ROLE DEFINERS

Activity	Low		High		Low Productivity Salesmen Median Rank			
	Productivity Field Sales		Productivity Salesmen					
	Managers Median Rank	Superiors Median Rank	Median Rank	Median Rank				
A. Managing the field office	.80	1	3.0	3	2.33	3	2.25	3
B. Keeping records	1.17	2	1.5	1	1.33	2	.86	1
C. Working with dissatisfied customers	3.25	4	3.5	4	3.25	4	3.14	4
D. Writing reports on various aspects of district operations	1.50	3	2.0	2	1.00	1	1.25	2
Significance			$r_s = .400$	n.s.	$r_s = .200$	n.s.	$r_s = .400$	n.s.

APPENDIX E

This appendix contains the mean responses of the role definer groups to items in the role definition instrument. With the exception of the superior group, the role definer groups are specific to either the high productivity or the low productivity field sales manager groups.

The significance test was calculated between the mean responses of field sales managers and each role definer group.

The role definition scale was:

1. Absolutely must
2. Probably should
3. May or may not
4. Probably should not
5. Absolutely must not

TABLE 58

MEAN INTENSIVE SAMPLE ROLE DEFINER EXPECTATIONS
HIGH PRODUCTIVITY FIELD SALES MANAGERS

Item	HPFSM		SUP		HPS		LPS	
	Mean	Sign	Mean	Sign	Mean	Sign	Mean	Sign
JOB PERFORMANCE								
Marketing Items								
A. Be able to make price concessions on his own authority	4.2	.05	5.0	omitted	omitted			
B. Be consulted regularly on the use of advertising, sale promotion, and other demand creating methods in his district	2.1	n.s.	2.3	n.s.	1.8	n.s.	1.5	.05
C. Consult with the corporate marketing research department on competitive activity in his district	2.2	n.s.	1.8	n.s.	1.6	.05	1.9	n.s.
D. Have full jurisdiction over the size of the sales force in his district	2.8	.05	4.3	.05	2.6	n.s.	2.5	n.s.
E. Analyze district coverage and realign salesmen's territories on his own authority	1.6	.01	4.0	.01	1.9	n.s.	2.2	.05
F. Be included in long range market planning discussions	2.0	n.s.	2.0	n.s.	1.9	n.s.	1.9	n.s.
G. Make sales forecasts for his district	1.9	n.s.	1.5	n.s.	1.9	n.s.	2.4	.05
H. Participate in new product planning and development	2.8	n.s.	3.3	n.s.	3.2	n.s.	2.8	n.s.

TABLE 58 (continued)

Item	HPFSM		SUP		HPS		LPS	
	Mean	Sign	Mean	Sign	Mean	Sign	Mean	Sign
Selling Items								
A. Be able to commit the home office to other than normal terms of sale	3.6	4.3	n.s.	3.4	n.s.	3.6	n.s.	
B. Make sales calls with salesmen	1.0	1.0	n.s.	1.4	n.s.	1.3	n.s.	
C. Be able to engage in personal selling to his own accounts	3.2	2.3	n.s.	3.8	n.s.	3.3	n.s.	
Financial Items								
A. Prepare district expense budgets	2.8	3.5	n.s.	2.1	.05	2.3	.05	
Personnel Items								
A. Hold regular sales meetings with salesmen	1.1	1.0	n.s.	1.1	n.s.	1.1	n.s.	
B. Determine sales quotas for individual salesmen	1.4	1.8	n.s.	2.1	.05	2.1	.05	
C. Establish standards for salesman's performance	2.0	2.5	n.s.	1.9	n.s.	1.9	n.s.	
D. Review and recommend changes in salesman's compensation plans	1.6	2.0	n.s.	2.0	n.s.	1.6	n.s.	
E. Make forecasts of future personnel requirements in his district	1.6	1.3	n.s.	1.6	n.s.	1.6	n.s.	
F. Consult with salesmen on their personal problems	2.0	2.0	n.s.	2.4	n.s.	2.3	n.s.	
G. Terminate salesmen on his own authority	1.5	3.3	.05	3.1	.01	2.8	.01	
H. Recruit and select salesmen	1.1	1.0	n.s.	1.3	n.s.	1.3	n.s.	

TABLE 58 (continued)

Item	HPFSM		SUP		HPS		LPS	
	Mean	Sign	Mean	Sign	Mean	Sign	Mean	Sign
I. Train salesmen	1.4		1.3	n.s.	1.8	n.s.	1.5	n.s.
J. Keep an eye on the personal life of his salesmen	1.9		2.8	n.s.	3.1	.01	3.2	.01
Administrative Items								
A. Be wholly responsible for the internal management of the field office	1.1		1.0	n.s.	1.2	n.s.	1.2	n.s.
B. Recommend promotion of salesmen to management positions	2.4		3.0	n.s.	1.6	.05	1.7	.05
Organizational Position Items								
A. Be regarded as an integral member of corporate management	1.5		2.8	.05	1.6	n.s.	1.8	n.s.
B. Be viewed as the key link between corporate management and the field sales force	1.2		1.5	n.s.	1.3	n.s.	1.4	n.s.
C. Be regarded as administrative support for the salesmen	3.1		4.0	n.s.	1.8	.01	2.1	.01
D. Join management in social activities	2.8		3.0	n.s.	2.7	n.s.	2.6	n.s.
E. Join salesmen in social activities	3.1		3.3	n.s.	3.1	n.s.	3.2	n.s.
Positional Behavior Items								
A. Spend most of his time in the office	4.9		5.0	n.s.	4.5	n.s.	4.5	n.s.

TABLE 58 (continued)

Item	HPFSM		SUP		HPS		LPS	
	Mean	Sign	Mean	Sign	Mean	Sign	Mean	Sign
B. Help corporate management resist salesmen's demands for higher incomes	2.4	n.s.	3.0	n.s.	3.7	.01	3.5	.01
C. Carry out the orders of corporate management even though he believes them to be unsound	1.2	n.s.	1.0	n.s.	1.9	.05	2.1	.05
D. Follow his job description closely in the performance of his job	1.3	n.s.	1.5	n.s.	1.6	n.s.	1.9	.05
E. Help salesmen get higher salaries and/or commissions	1.6	n.s.	2.3	n.s.	1.6	n.s.	1.4	n.s.
F. Pay close attention to how other field sales managers in his company operate	2.1	n.s.	2.5	n.s.	2.1	n.s.	1.9	n.s.
Positional Attributes Items								
A. Be a college graduate	1.9	n.s.	1.5	n.s.	2.1	n.s.	1.8	n.s.
B. Receive management training prior to assuming his duties	2.1	n.s.	2.0	n.s.	2.6	n.s.	2.2	n.s.
C. Have management experience	2.5	n.s.	2.5	n.s.	2.5	n.s.	2.7	n.s.
D. Have field selling experience	1.2	n.s.	1.3	n.s.	1.2	n.s.	1.0	n.s.

HPFSM = High Productivity Field Sales Managers

SUP = Superiors

HPS = High Productivity Salesmen

LPS = Low Productivity Salesmen

n.s. = not significant

TABLE 59

MEAN INTENSIVE SAMPLE ROLE DEFINER EXPECTATIONS
LOW PRODUCTIVITY FIELD SALES MANAGERS

Item	LPFSM		SUP		HPS		LPS	
	Mean	Sign	Mean	Sign	Mean	Sign	Mean	Sign
JOB PERFORMANCE								
Marketing Items								
A. Be able to make price concessions on his own authority	4.0	.05	5.0	omitted	omitted			
B. Be consulted regularly on the use of advertising, sale promotion, and other demand creating methods in his district	1.8	n.s.	2.3	n.s.	1.8	n.s.	1.5	n.s.
C. Consult with the corporate marketing research department on competitive activity in his district	1.8	n.s.	1.8	n.s.	1.8	n.s.	1.6	n.s.
D. Have full jurisdiction over the size of the sales force in his district	2.8	.05	4.3	.05	2.3	n.s.	2.6	n.s.
E. Analyze district coverage and realign salesmen's territories on his own authority	1.6	.01	4.0	.01	2.0	n.s.	2.2	n.s.
F. Be included in long range market planning discussions	2.1	n.s.	2.0	n.s.	1.6	n.s.	1.7	n.s.
G. Make sales forecasts for his district	1.8	n.s.	1.5	n.s.	2.0	n.s.	1.6	n.s.
H. Participate in new product planning and development	2.8	n.s.	3.3	n.s.	2.8	n.s.	2.5	n.s.

TABLE 59 (continued)

Item	LPFSM		SUP		HPS		LPS	
	Mean	Sign	Mean	Sign	Mean	Sign	Mean	Sign
Selling Items								
A. Be able to commit the home office to other than normal terms of sale	3.6	4.3	n.s.	3.4	n.s.	3.4	n.s.	n.s.
B. Make sales calls with salesmen	1.1	1.0	n.s.	1.4	.05	1.4	.05	.05
C. Be able to engage in personal selling to his own accounts	3.3	2.3	.05	3.4	n.s.	2.9	n.s.	n.s.
Financial Items								
A. Prepare district expense budgets	3.1	3.5	n.s.	2.8	n.s.	2.3	.01	
Personnel Items								
A. Hold regular sales meetings with salesmen	1.0	1.0	n.s.	1.3	n.s.	1.2	n.s.	
B. Determine sales quotas for individual salesmen	1.7	1.8	n.s.	1.7	n.s.	1.6	n.s.	
C. Establish standards for salesman's performance	1.8	2.5	n.s.	2.3	n.s.	2.3	n.s.	
D. Review and recommend changes in salesman's compensation plans	2.0	2.0	n.s.	1.6	n.s.	1.5	.05	
E. Make forecasts of future personnel requirements in his district	1.5	1.3	n.s.	1.6	n.s.	1.6	n.s.	
F. Consult with salesmen on their personal problems	1.9	2.0	n.s.	2.4	n.s.	2.3	n.s.	
G. Terminate salesmen on his own authority	1.6	3.3	.05	2.4	n.s.	2.6	.05	
H. Recruit and select salesmen	1.1	1.0	n.s.	1.3	n.s.	1.2	n.s.	

TABLE 59 (continued)

Item	LPFSM		SUP		HPS		LPS	
	Mean	Sign	Mean	Sign	Mean	Sign	Mean	Sign
I. Train salesmen	1.4	n.s.	1.3	n.s.	1.4	n.s.	1.2	n.s.
J. Keep an eye on the personal life of his salesmen	2.0	n.s.	2.8	n.s.	2.9	.01	3.5	.01
Administrative Items								
A. Be wholly responsible for the internal management of the field office	1.4	n.s.	1.0	n.s.	1.3	n.s.	1.5	n.s.
B. Recommend promotion of salesmen to management positions	2.2	n.s.	3.0	n.s.	1.6	n.s.	2.3	n.s.
Organizational Position Items								
A. Be regarded as an integral member of corporate management	1.3	n.s.	2.8	.01	1.8	.05	1.7	n.s.
B. Be viewed as the key link between corporate management and the field sales force	1.0	n.s.	1.5	n.s.	1.3	n.s.	1.5	n.s.
C. Be regarded as administrative support for the salesmen	2.5	n.s.	4.0	n.s.	1.8	.01	1.5	.01
D. Join management in social activities	2.8	n.s.	3.0	n.s.	2.6	n.s.	2.9	n.s.
E. Join salesmen in social activities	3.3	n.s.	3.3	n.s.	3.1	n.s.	3.1	n.s.
Positional Behavior Items								
A. Spend most of his time in the office	4.7	n.s.	5.0	n.s.	4.3	n.s.	4.3	n.s.

TABLE 59 (continued)

Item	LPFSM		SUP		HPS		LPS	
	Mean	Sign	Mean	Sign	Mean	Sign	Mean	Sign
B. Help corporate management resist salesmen's demands for higher incomes	2.6	n.s.	3.0	n.s.	3.5	.01	3.5	.01
C. Carry out the orders of corporate management even though he believes them to be unsound	1.2	n.s.	1.0	n.s.	2.1	.01	2.4	.01
D. Follow his job description closely in the performance of his job	1.5	n.s.	1.5	n.s.	1.8	n.s.	1.9	.05
E. Help salesmen get higher salaries and/or commissions	1.7	n.s.	2.3	n.s.	2.2	n.s.	1.8	n.s.
F. Pay close attention to how other field sales managers in his company operate	2.1	n.s.	2.5	n.s.	2.3	n.s.	2.5	n.s.
Positional Attributes Items								
A. Be a college graduate	1.8	n.s.	1.5	n.s.	1.8	n.s.	2.1	n.s.
B. Receive management training prior to assuming his duties	2.2	n.s.	2.0	n.s.	2.6	n.s.	2.7	.05
C. Have management experience	2.4	n.s.	2.5	n.s.	2.4	n.s.	2.7	n.s.
D. Have field selling experience	1.1	n.s.	1.3	n.s.	1.0	n.s.	1.2	n.s.

LPFSM = Low Productivity Field Sales Managers

SUP = Superior

HPS = High Productivity Salesmen

LPS = Low Productivity Salesmen

APPENDIX F

Mean authority and responsibility responses of intensive sample role definer groups are contained in this appendix. As in Appendix D, the role definer groups are specific to the field sales manager group with which they are most closely associated.

The responsibility scale was:

1. He is completely responsible for this in his district.
2. He is largely responsible for this in his district.
3. He has little responsibility for this in his district.
4. He has no responsibility in this area at all.

The authority scale was:

1. He can act on his own.
2. He can act on his own, but advises his superior.
3. He can act only after clearing with his superior.
4. He recommends action only.
5. He acts in this area only when asks to do so by his superior.

TABLE 60

MEAN RESPONSIBILITY AND AUTHORITY RESPONSES OF ROLE
DEFINERS OF HIGH PRODUCTIVITY FIELD SALES MANAGERS

Item	HPFSM		SUP		HPS		LPS	
	Resp	Auth	Resp	Auth	Resp	Auth	Resp	Auth
Marketing Items								
A. Implementing long range market plans	3.3	3.7	3.3	2.8	2.9	4.2	3.1	4.1
B. Making price concessions	3.8	4.3	4.0	4.3	3.8	4.1	3.6	4.4
C. Realigning sales territories	2.2	2.5	2.5	3.3	1.9	2.7	2.1	2.4
D. Getting necessary market information from the corporate marketing research department	2.9	1.7	3.3	1.0	2.4	2.1	2.6	2.3
E. Forecasting future district sales	2.7	3.0	2.3	1.8	1.9	2.5	2.4	2.5
F. Requesting advertising and sales promotion to support personal selling in his district	3.4	4.0	3.0	3.0	2.5	3.1	2.8	3.2
G. Collecting specific information about competitive activity in his district	1.8	1.1	1.8	1.0	2.4	1.4	2.4	1.4
Selling Items								
A. Making sales calls with salesmen	1.1	1.0	1.0	1.0	1.1	1.0	1.1	1.1

TABLE 60 (continued)

Item	HPFSM		SUP		HPS		LPS	
	Resp	Auth	Resp	Auth	Resp	Auth	Resp	Auth
B. Making personal sales calls On his own accounts	3.6	4.1	2.8	1.0	3.5	3.3	3.7	3.7
C. Granting credit to customers	3.6	4.1	4.0	4.3	3.9	4.4	3.9	4.5
D. Handling problem customers	2.2	1.5	2.3	1.5	2.2	1.6	2.8	2.4
Financial Items								
A. Establishing district expense budgets	3.1	3.8	4.0	4.8	2.5	3.2	2.8	3.4
Personnel Items								
A. Recruiting and selecting salesmen	1.6	1.9	1.5	1.3	1.7	2.1	1.7	2.4
B. Training programs for salesmen	1.9	2.5	2.0	2.0	2.3	2.6	2.1	3.4
C. Setting up sales perform- ance standards	2.6	3.5	2.8	2.5	2.3	2.5	2.3	2.7
D. Assigning specific accounts to specific salesmen	1.5	1.8	1.0	2.0	1.8	1.9	1.6	1.6
E. Establishing sales incen- tives for salesmen	3.0	3.5	3.0	3.3	2.6	3.3	2.5	3.3
F. Changing the compensation system for his salesmen	3.5	4.1	3.8	4.3	3.1	3.9	3.3	3.9

TABLE 60 (continued)

Item	HPFSM		SUP		HPS		LPS	
	Resp	Auth	Resp	Auth	Resp	Auth	Resp	Auth
Administrative Items								
A. Managing the branch office	3.2	3.0	4.0	5.0	2.6	2.6	2.3	2.5
B. Transferring one of his salesmen to a management position	2.6	4.0	2.8	4.0	2.8	3.9	2.4	3.7

HPFSM = High Productivity Field Sales Managers

SUP = Superiors

HPS = High Productivity Salesmen

LPS = Low Productivity Salesmen

TABLE 61

MEAN RESPONSIBILITY AND AUTHORITY RESPONSES OF ROLE
DEFINERS OF LOW PRODUCTIVITY FIELD SALES MANAGERS

Items	LPFSM		SUP		HPS		LPS	
	Resp	Auth	Resp	Auth	Resp	Auth	Resp	Auth
Marketing Items								
A. Implementing long range market plans	3.1	3.9	3.3	2.8	2.8	3.4	2.9	3.6
B. Making price concessions	3.9	4.3	4.0	4.3	3.7	4.4	3.6	4.3
C. Realigning sales territories	1.7	2.2	2.5	3.3	2.3	2.9	1.9	2.3
D. Getting necessary market information from the corporate marketing research department	2.8	1.8	3.3	1.0	2.7	1.8	2.0	1.4
E. Forecasting future district sales	2.6	2.4	2.3	1.8	2.4	2.8	2.1	2.1
F. Requesting advertising and sales promotion to support personal selling in his district	3.2	3.7	3.0	3.0	2.8	3.2	2.9	2.9
G. Collecting specific information about competitive activity in his district	1.7	1.1	1.8	1.0	2.5	2.1	2.0	1.4
Selling Items								
A. Making sales calls with salesmen	1.0	1.0	1.0	1.0	1.2	1.0	1.2	1.0

TABLE 61 (continued)

Item	LPFSM		SUP		HPS		LPS	
	Resp	Auth	Resp	Auth	Resp	Auth	Resp	Auth
B. Making personal sales calls on his own accounts	3.2	2.8	2.8	1.0	3.5	4.0	3.0	3.3
C. Granting credit to customers	3.9	4.5	4.0	4.3	3.6	4.1	3.8	4.3
D. Assigning specific accounts to specific salesmen	1.9	1.7	2.3	1.5	2.7	1.8	2.4	2.0
Financial Items								
A. Establishing district expense budgets	3.4	4.0	4.0	4.8	3.0	3.6	2.4	2.8
Personnel Items								
A. Recruiting and selecting salesmen	1.5	1.8	1.5	1.3	1.8	2.3	1.6	2.0
B. Training programs for salesmen	2.3	2.8	2.0	2.0	2.3	2.8	2.3	2.8
C. Setting up sales performance standards	2.9	2.9	2.8	2.5	2.6	3.7	2.4	2.5
D. Assigning specific accounts to specific salesmen	1.3	1.7	1.0	2.0	1.9	2.2	1.9	2.2
E. Establishing sales incentives for salesmen	3.1	3.6	3.0	3.3	3.3	4.0	2.8	3.0
F. Changing the compensation system for his salesmen	3.6	4.3	3.8	4.3	3.3	3.9	2.8	3.8

TABLE 61 (continued)

Item	LPFSM		SUP		HPS		LPS	
	Resp	Auth	Resp	Auth	Resp	Auth	Resp	Auth
Administrative Items								
A. Managing the branch office	3.2	3.3	4.0	5.0	2.3	2.7	2.7	3.1
B. Transferring one of his salesmen to a management position	3.0	4.2	2.8	4.0	2.8	4.1	2.2	3.8

LPFSM = Low Productivity Field Sales Managers
 SUP = Superiors
 HPS = High Productivity Salesmen
 LPS = Low Productivity Salesmen

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and salesmen and an inspection of the sales management literature generated a list of job activities. This list originally contained forty-one activities.

Since a measure of relative importance was desired, the respondents were asked to rank the activities using time spent on each during an average week as the ranking criterion. In using time spent as the criterion, the assumption was that the significance of any one activity on balance could be measured by the commitment of time to that activity. Personal interviews with several sales managers substantiated this viewpoint.

In addition, heeding Partens' warning about the ability of an individual to accurately rank a group of items,² the group of activities were subdivided into five general headings: Marketing Activities, Selling Activities, Financial Activities, Personnel Activities, and Administrative Activities. This division potentially added the advantage of allowing a comparison of the present results with certain common conceptions about the field sales manager's activities.³

The items and method for this first part (as well as the remainder of the questionnaire) were pretested on a group of

² Ibid., pp. 188-189.

³ For example see: Marvin O. Resnick, "How Will You (Sales) Manage?", The American Salesman, December, 1962, pp. 34-39. He suggests that in a limited survey of sales managers, more than half spend more than 70% of their time selling.



sales managers. Respondents in the pretest indicated some difficulty in ranking one section containing fourteen activities. It was also apparent that coding difficulties would be encountered for sections exceeding ten items. Consequently, using pretest results as a criterion for elimination, the number of items was reduced to thirty-four, with no section containing more than ten. This section corresponds to Part A of all three booklets included in Appendix B.

It should be noted that the results from this ranking procedure were ordinal; the interval between ranks could not be determined. The importance of the results could be assessed only on the basis of the relationship of one activity to another within each of the five sections. This being so, it was then necessary to determine the amount of time spent on each of the groups of activities as a whole. To accomplish this, each respondent was asked to estimate the time the field sales manager spent on each of the five groups of activities. Because of the ordinal nature of the rankings, however, no attempt was made to distribute the indicated percentages to each individual activity.

The remainder of the questions, except for one open-ended question, were constructed to be used with one of several scales. Researchers frequently using scaling devices for survey research in attitude and opinion measurement as



well as adopting them for role studies.⁴ Moreover, responding to a question using a scale is a relatively fast process. Since a large number of questions was involved, it was felt that the number of respondents might be increased by this method.

In part two, the objective was to define the role of the field sales manager. The instructions to respondent field sales managers were in part as follows:

We would like you to approach each of the items in this part as if you could completely dictate what the role of the field sales manager would be. In a sense this is equivalent to your opinion of the "ideal" field sales manager.

The items generated were based on five objectives.

1. There must be a sufficient number of items in this part which are congruent with the items in the first part to allow comparison. In effect, then, a comparison of role and role behavior was desired. Of the forty-five role items remaining after pre-testing, twenty-four were in this category.
2. There must be a number of items which will allow an assessment of the various respondents' perception of the organizational position of the field sales manager. As previously indicated, some

⁴See Gross, Mason and McEachern; and Kahn, et.al., op.cit.



writers have contended that this manager is primarily a salesman; others have argued that he must be a manager. The items were included in an attempt to determine the validity of one or the other of these contentions. Six items were in this category.

3. It is desirable to ascertain the respondents' perception of how the field sales manager should behave in situations not categorized in one of the five subdivisions in part one. For example, should the field sales manager engage in community activities to promote good will for his company? Seven items were in this category.
4. In almost every job, there are personal requirements for the individual to perform in a satisfactory manner. For example, how important is field selling experience to the performance of the field sales manager? Four items were included in this category.

The third and fourth parts of the questionnaire were identical except for the order of the items and the scales used. The objective of parts three and four was to determine the amount of authority and responsibility the field sales manager possessed. The twenty-four items were generated, as with part two, to correspond with the items in part one. Part



this chapter.

It has been postulated that consensus on role definition between the incumbent and his role set is an important factor in the functioning of the system of which all are members. Moreover, it was suggested that lack of consensus would generate role conflict and hence would limit effectiveness. Essentially this means that if the field sales manager experiences conflict in his job role, some of his energy will be diverted from the performance of his job to the mitigation of the conflict.

We will look at two aspects of consensus: intrapositional and interpositional.¹ Intrapositional consensus indicates the relative agreement among the field sales managers themselves on their commitment and the extent of that commitment to a particular activity or attribute. On those items having high intrapositional consensus, one of the possible conclusions is that the item is not sensitive to industry, corporate, and product difference (earlier assumed to exist). Low intrapositional consensus may indicate that role definers have not clearly communicated the importance or unimportance of the item or that this item is sensitive to industry, corporate, and product differences.

¹This distinction is used extensively in Gross, Mason, and McEachern, op.cit.

Interpositional consensus is, on the other hand, a reflection of the degree to which the members of a role set and the incumbent agree on a particular item. If role consensus in fact affects the functioning of the superior-incumbent-subordinate system, its examination in the interpositional context is more important than in the intrapositional primarily due to the physical separation of field sales managers from one another. But a consideration of both types of consensus will be made beginning with respondents in the extensive sample.

Where intrapositional consensus was a consideration, the measure of consensus was the standard deviation of the distribution. A high standard deviation (greater than 1.15) was interpreted as very low consensus. Conversely, a low standard deviation (less than .5) was interpreted as very high consensus. And while most emphasis is put on those items with very high or very low consensus, the discussion is not limited to them.

The "t" statistic described in Chapter III was used to measure interpositional consensus. The five per cent level of confidence was used to designate significance (lack of consensus).²

²Response means and statistics for this chapter are presented in Appendix E.

this chapter.

It has been postulated
between the incumbent

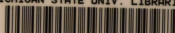
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