

CONTENTS

JSMAM VOLUME 10 , NUMBER 2 - SPRING 2010

From the Editor

by Dan C. Weilbaker, Ph.D.

7

ACADEMIC ARTICLES

Revelations from Data Mining: A Case Study of a Sales Territory

By Alan J. Dubinsky, Guoying Zhang, and Michele Wood

8

Developing a Valid and Reliable Measurement of Attitudes Towards Salespeople

By Gregory S. Black and Scott Sherwood

27

APPLICATION ARTICLES

Why Unified Communications Makes Sense Today

By Andrew Gorski

40

What Candor Can Do For You

By John Costigan

43

MISSION STATEMENT

The main objective of the journal is to provide a focus for collaboration between practitioners and academics for the advancement of application, education, and research in the areas of selling and major account management. Our audience is comprised of both practitioners in industry and academics researching in sales.

©2010 By Northern Illinois University. All Rights Reserved. ISSN: 1463-1431

STRATEGIC PARTNER

BALL STATE UNIVERSITY

INDIANA UNIVERSITY

NORTHERN ILLINOIS UNIVERSITY

ILLINOIS STATE UNIVERSITY

UNIVERSITY OF HOUSTON

UNIVERSITY OF AKRON

USCA

The University Sales
Center Alliance

Advancing the Sales Profession: Education, Research and Outreach

BAYLOR UNIVERSITY

UNIVERSITY OF TOLEDO

OHIO UNIVERSITY

WILLIAM PATERSON UNIVERSITY

KENNESAW STATE UNIVERSITY

GEORGIA SOUTHERN UNIVERSITY

WESTERN KENTUCKY UNIVERSITY

MANUSCRIPTS

1. **Articles for consideration** should be sent by email to Editor: Dan C. Weilbaker, Department of Marketing Northern Illinois University, DeKalb, IL 60115 dweilbak@niu.edu.

2. **Articles in excess of 6000 words** will not normally be accepted. The Editor does welcome shorter articles and case studies.

3. **A manuscript should be submitted via email** to the Editor in Microsoft Word format, with author's name(s) and title of the article. Contributors are advised to check by telephone that submissions have been received. Neither the editor nor Northern Illinois University, Department of Marketing accepts any responsibility for loss or damage of any contributions submitted for publication in the Journal.

Biographical note - supply a short biographical note giving the author(s) full name, contact information, appointment, institutions or organization / company and recent professional attainments.

Synopsis - an abstract not exceeding 100 words should be included.

Diagrams / text boxes / tables - should be submitted without shading although a copy of how the authors wishes the diagram to appear shaded may be submitted by way of illustrative example. These should be numbered consecutively and typed on separate pages at the end of the article with an indication in the text where it should appear.

References - should be cited using the Harvard method. No footnotes should be used for references or literature citations. Wherever possible, full bibliographic details (e.g., volume number issue number or date, page numbers publisher year of publication) should be included.

Footnotes - for clarification or elaboration should be used very sparingly. Footnotes should be typed at the bottom of the page and numbered consecutively throughout the text.

4. **Any article or other contribution** submitted must be the original unpublished work of the author(s) not submitted for publication elsewhere.

5. **Manuscripts should be formatted on 8 1/2" x 11" paper** with all margins of 1" and double-spaced. Font style should be Times New Roman in 12 pitch.

6. **Cross references** should not be to page numbers but to the text accompanying a particular footnote.

7. **An address for correspondence** (including Email address) should be supplied as well as a telephone and fax number at which the author(s) may be contacted.

8. **Authors undertake the responsibility** to check that the manuscript should be free of grammatical, syntax or spelling errors. The Editor reserves the right not to accept any manuscript in which excess alterations or corrections need to be made.

PERMISSIONS

The copyright owner's consent does not extend to copying for general distribution, for promotion, for creating new works, or for resale. Specific written permission must be obtained from the publisher for such copying.

SUBSCRIPTIONS

To subscribe to Journal of Selling & Major Account Management, please go to www.cob.niu.edu/jsmam/subscription.asp or mail the subscription form to The Journal of Selling & Major Account Management, 128 Barsema Hall, Northern Illinois University, DeKalb, IL 60115. Subscription prices are: U.S. Individual-\$50; U.S. Corporation-\$60; Foreign Individual-\$70; Foreign Corporation-\$80.

EDITORIAL AND ADMINISTRATIVE STAFF

EDITOR—Dan C. Weilbaker, Ph.D.
McKesson Pharmaceutical Group
Professor of Sales
Department of Marketing
Northern Illinois University
dweilbak@niu.edu

EUROPEAN EDITOR—Kevin Wilson
Sales Research Trust
Peyrenegre
47350 Labretonie
France
Kevin@sales-research-trust.org

ASSISTANT—Joey Lata
Administrative Assistant
Professional Sales Program
Department of Marketing
Northern Illinois University
jlata@niu.edu

EDITORIAL BOARD

Ramon A. Avila

Ball State University

Terri Barr

Miami University—Ohio

Jim W. Blythe

University of Glamorgan

Pascal Brassier

ESC Clermont - Graduate School of Management

Steven Castleberry

University of Minnesota—Duluth

William L. Cron

Texas Christian University

Laura Cuddihy

Dublin Institute of Technology

René Y. Darmon

ESSEC Business School

Dawn R. Deeter-Schmelz

Kansas State University

Sean Dwyer

Louisiana Tech University

Paolo Guenzi

SDA Bocconi

John Hansen

University of Alabama—Birmingham

Jon M. Hawes

Indiana State University

Earl D. Honeycutt

Elon University

Thomas N. Ingram

Colorado State University

Mark C. Johlke

Bradley University

Buddy LaForge

University of Louisville

Terry W. Loe

Kennesaw State University

Richard McFarland

Kansas State University

Daniel H. McQuiston

Butler University

Peter Naude

Manchester Business School

Stephen Newell

Western Michigan University

Nikolaos Panagopoulos, Ph.D.

Athens University of Economics & Business

Robert Peterson

Northern Illinois University

Nigel F. Piercy

University of Warwick

Richard E. Plank

University of South Florida, Lakeland

Ellen Bolman Pullins, PhD

University of Toledo

David Reid

Bowling Green State University

Gregory A. Rich

Bowling Green State University

Rick Ridnour

Northern Illinois University

Elizabeth Rogers

Portsmouth Business School

Charles Schwepker, Jr.

Central Missouri State University

C. David Shepherd

Georgia Southern University

Mary Shoemaker

Weidner University

William A. Weeks

Baylor University

Michael R. Williams

Oklahoma City University

John Wilkinson

University of South Australia

Frederick Hong Kit Yim

Hong Kong Baptist University



FROM THE EDITOR

The Journal of Selling & Major Account Management is pleased to provide the following academic and practitioner articles for your education and consideration.

In this issue, the lead author in the first academic article is a veteran author with JSMAM. Along with his co-authors, they look at how a salesperson can improve their sales performance by data mining techniques to better understand their customers purchasing tendencies. Armed with this process, salespeople are better able to target the right customer at the right time.

The second academic article tackles an issue that can be valuable to practitioners. It develops and validates a scale to measure the customer's attitude toward salespeople. It is commonly believed that the relationship between salespeople and their customers is a primary driver of success. Thus, being able to accurately and reliably measure the customer's attitude can play a major role in increasing performance of the sales force.

Both of the applications articles in this issue are provided by long-standing members of the Northern Illinois University Sales Advisory Board.

The first application article is from a new author and focuses on using Unified Communication tools. These tools assist with improving output to assist in reaching the ever-increasing performance goals, as well as benefitting the work-life balance.

The final application article is from a repeat author for the journal and it provides a thought provoking topic: Candor. The author suggests that it is imperative for the salesperson to use candor when selling to not only build trust, but to also differentiate themselves from other salespeople.

Our continued thanks also go to the University Sales Center Alliance for their financial support to help the journal while we build our subscriber base. Our thanks also go to the dedicated members of the Editorial Review Board and our ad hoc reviewers.

A handwritten signature in black ink, reading "Dan C. Weilbaker".

Dan C. Weilbaker, Ph.D.

Editor, The Journal of Selling & Major Account Management,
McKesson Pharmaceutical Group Professor of Sales,
Northern Illinois University