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| **Grading Summary** |

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| **Grade Details** |

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| |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 1. | Question : | (TCO A) How have customers' expectations of their sales rep and their role in the 21st century changed from those customer expectations of 30-40 years ago? | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | Most salespeople now use customer relationship systems also known as sales force automation programs to assist them in managing their salespeople. Customers are also using new technologies, such as Internet to assist them in gathering information and making purchasing decision. Today's customers demand high quality and greater level of service. Thus companies (sales people) are forced to become more market oriented and more responsive to the customer. The role of a salesperson today is a professional who is as much a marketing consultant as a sales person. The sales people are engaged in consultative relationships with their customers. They are expected to solve customer problems, not just sell products. Their focus is on building long-term relationships whit their customer. In some cases, companies use selling teams to attend to their customer and not just a sales person. | |  | Instructor Explanation: | Instructor Feedback and Answer  Customers' expectations are higher and higher because markets today are so fiercely competitive. Customers perceive fewer and fewer differences among competing products, and thus often choose the option with the best support services. Along with this, the nature of selling has changed so that salespeople are expected to be more like consultants (and not just order takers). So, salespeople are expected to provide ancillary services that help customers make more money.  The sales rep is also one who is attempting to establish a relationship that is built on trust and support - such a relationship is long-term and may be personal, as well as professional. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **20 of 20** | |  | Comments: |  | | |  |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 2. | Question : | (TCO A) What are some ways in which sales managers can empower their salespeople? | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | The manager should become more of a team leader and collaborate with their salesperson rather than controlling them. Also in relationship marketing, sales people do more than simply sell their products to customers, they so help solve problems. They can only do this if they have the skills, responsibility, and authority to make decisions and take action. Thus, managers much encourage and empower and reward their salespeople for taking initiative and using creative solutions to solve customer problems. Further, managers must foster an environment in which salespeople do not fear losing their jobs if they make a mistake. | |  | Instructor Explanation: | Instructor Feedback and Answer  Sales managers can empower their salespeople by giving them the responsibility and authority to make decisions which better serve the needs of their customers. Sales managers must encourage and reward salespeople for taking initiative and using creativity in helping solve customer problems. Salespeople must feel secure that if they make a mistake they will not be fired. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **20 of 20** | |  | Comments: |  | | |  |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 3. | Question : | (TCO B)    Beth is a sales manager for Johnson Controls.  A former sales rep who sold for Johnson Controls eight years left the company (in good graces) in 2007.   That same sales rep, surprisingly, applied to fill a recent sales vacancy in Beth's organization. Why would a company be willing to rehire someone who had earlier left the firm? | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | First she left on good terms so its not like she was fired because of poor performance. Also, one big advantage is that the sales person is acquitted with the product. Also, they have been indoctrinated in company policies and programs. Their values fit with the company culture. Also, since they have worked for the company in the past , they are less costly to train (if needed). It can also boost the morale of other employees knowing the the company is loyal to there previous employees. People in the company can vouch for her and her performance at the company before they left is an excellent source of gauging what they can bring now. | |  | Instructor Explanation: | Instructor Feedback and Answer  If the person was a valued employee, then the fact that they left for another opportunity doesn't lessen their value. In fact, in the position at the other company, they may have added to or improved their current skills thereby making themselves even more valuable to the original company as an employee. They are more knowledgeable about the industry, the overall product lines of different companies, and have developed additional personal maturity. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **18 of 20** | |  | Comments: | If the person was a valued employee, then the fact that they left for another opportunity doesn't lessen their value. In fact, in the position at the other company, they may have added to or improved their current skills thereby making themselves even more valuable to the original company as an employee. They are more knowledgeable about the industry, the overall product lines of different companies, and have developed additional personal maturity | | |  |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 4. | Question : | (TCO B) You must choose between two sales recruits. One has scored very in high in terms of the quality of his interview, but not very well on the series of psychological tests to predict qualities the firm thinks are necessary for success. Another person did well on the psychological testing, but not very well in the personal interview. All other things being equal, which one would you hire and why? | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | I would hire the one who scored high in the psychological test. Because physiological testing is the best good for predicting job performance especially if you're hiring an experienced sales person. The psychological test also covers four areas which are mental intelligence, aptitudes, interests, and personality. It allows the hiring mangers to see if this person can handle pressure or is a good problem solver or can be creative with solutions. | |  | Instructor Explanation: | Instructor Feedback and Answer  Most people would hire the sales recruit who did well in the interview because it is the selection tool that most closely simulates sales situations. The sales job requires many skills similar to those that are on display in the interview. Also personal interviews disclose characteristics that are not easily observable by other means. The interview is probably the best way to find about the recruit's conversational ability, speaking voice, and social intelligence. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **18 of 20** | |  | Comments: | If the person was a valued employee, then the fact that they left for another opportunity doesn't lessen their value. In fact, in the position at the other company, they may have added to or improved their current skills thereby making themselves even more valuable to the original company as an employee. They are more knowledgeable about the industry, the overall product lines of different companies, and have developed additional personal maturity | | |  |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 5. | Question : | (TCO C) "The School of Hard Knocks is the best training school for salespeople. I just shove them off the dock. Those that have it in them will learn selling on their own, and those who don't have it in them, well, we don't want them around the company anyway.  Don't you agree this is a good way?"  How would you respond to a sales manager who asked you this? | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | Yes, I agree that this is a good way. I firmly believe that a good salesperson has the natural ability to connect, empathize and build trust with their customers. They must embody these characteristics in order to be an extraordinary salesperson because they must prospect, pre-approach, approach, assess, present, meet objections, gain commitment and follow-up with each customer. It is not something that can be taught. Knowing and learning about the product or services they sell is extremely important as well. However, anyone can learn about a product. It is the "X-factor" that a great salesperson must have just like an entertainer must have. | |  | Instructor Explanation: | Instructor Feedback and Answer  In all probability, those people who do graduate from the "school of hard knocks" will be good sales reps. However, the trouble is that too many otherwise good people will be lost through this process. A company that has access to an ample number of recruits may possibly employ this policy without feeling its adverse effects; but not many companies are in this fortuitous position. Most managers must salvage as many people as possible from acceptable applicants in order to obtain the number of successful sales reps they desire. They just can't afford to lose reps through the "school of hard knocks." Many of the advocates of this philosophy ignore the fact that frequently the company has spent a lot of money recruiting and selecting these reps and to lose them through faulty training techniques is a waste of company assets. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **18 of 20** | |  | Comments: | In all probability, those people who do graduate from the "school of hard knocks" will be good sales reps. 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I let the big corporations do all my training for me and then just hire away their best people." This was the attitude expressed by the sales manager of one relatively small office machines agency. Is this a sound policy? What are some of the strengths and weaknesses of this position? | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | I don't think this is an overall sound policy and here is why. This isn't a overall sound policy. Some strengths of this policy is that the company does not have to pay (time and money) to train its sales people. Also, since they sales people have been trained by top corporations their level of knowledge can be higher than others. Some weaknesses can be that just because these sales people are trained well, they can perform well everywhere. Personality traits and culture differences can pose a huge threat to the overall health of the organization. Also knowledge of the product is limited as hiring a successful sales person that sells rocket ships may not sound promising when they are asked to sell women underwear. Thus there an still be a learning curve and employee buy-in. There are more weaknesses to this ideology than strengths. Companies should hire sales people that are tailored to their needs. | |  | Instructor Explanation: | Instructor Feedback and Answer  Possibly it is a sound program for him. He may realize that he is incapable of training sales reps and must rely upon others to do this training for him. Possibly he realizes that the situation of his company is such that he simply cannot afford even a modest training program, let alone one which would convert an inexperienced person into a trained sales rep of office machines. Consequently, for many small concerns such a policy may be sound. However, the big weakness of this position is that frequently these firms are unable to attract the really successful sales reps away from the larger companies. Frequently, they can only hire the people who have failed to be successful or are otherwise dissatisfied with their positions. Also, it must be borne in mind that one big weakness of this practice is that selling for a small office machines agency may be somewhat different from selling for a big corporation. Therefore, the people must be furnished with some training which allows them to adjust for these differences. The professor may wish to have the class discuss just what would be the differences in selling for a large corporation as contrasted to selling for a small concern. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **18 of 20** | |  | Comments: | Instructor Feedback and Answer Possibly it is a sound program for him. 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The professor may wish to have the class discuss just what would be the differences in selling for a large corporation as contrasted to selling for a small concern. | | |  |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 7. | Question : | (TCO D) a.  Working with customers and those within their own company's organization, describe several "roles" that a sales rep is likely to play. b. List several different role partners with whom sales reps are typically involved. | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | The sales person needs to be the marketing coordinator , manager and sometimes the analyst to preview results. Because the work environment has become more dynamic a sales person's job is no longer just selling. They are a representative of the company. Also the sales person has two bosses. Their manager and their customer and has to perform differently based on each standard. Given that the sales person wears many hat in the company, this can lead to role conflict and can also frustrate the sales person. | |  | Instructor Explanation: | Instructor Feedback and Answer  a. In connection with their role as a salesman or saleswoman, sales reps also play many other roles. These include the roles of persuaders, service people, information gatherers, expediters, coordinators, problem definers, travelers, display arrangers, and customer-ego builders. (See James A. Belasco, "The Salesman's Role Revisited," Journal of Marketing, April 1966, pp. 6-11.)  b. Salespeople traditionally are involved with many divergent role partners who often make heavy emotional demands on the reps. In their own firms, the reps must deal with immediate supervisors, higher-level executives; people in credit, order fulfillment, and shipping departments; people in advertising and marketing research departments. Then in a customer's firm, our reps may be involved with the purchasing agent, accounting department who handle our invoices, people in receiving departments who first physically handle the shipment of our products, etc. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **20 of 20** | |  | Comments: |  | | |  |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 8. | Question : | (TCO D) What specific leader behaviors (from the two leadership styles) would you use in the following situations? Why? a. Terry is one of your best sales representatives. She has eight years of experience and has proven her abilities many times. b. Diane graduated with a marketing degree within the past year, but she has limited sales experience. c. John is a veteran employee. In recent months, however, you notice his performance stagnating. | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | a. Transformational Leadership - Transformational leadership transforms the basic values, beliefs, and attitudes of followers such that they are willing to perform at levels above and beyond expectations. Terry has proven her abilities many times. She is invoking meaningful difference in the company. She doesn't need to be monitored and just needs to be motivate to the next level. b. Transactional Leadership - Since Diane is a newbie in the industry she will need a lot of guidance and day to day supervision. She should be monitored and I would check in on here to make sure she is on the right track. c. Transformational Leadership- John obviously knows all the nooks and cranies of the company and since he's been around for a while it shows that he knows how to sell. However, it seems like he's reaching a plateau and needs to be motivated and give him something higher to strive for. Something that would make him go above and beyond. | |  | Instructor Explanation: | Instructor Feedback and Answer  a. Terry doesn't need a lot of guidance; and thus, transactional leader behaviors are not necessary. She should be reminded/updated on the company's overall goals, and thus articulating a vision is important. Depending on her personality, she may or may not appreciate individualized support (some reps like the autonomy, and want to be left alone).  b. Diane is in need of a lot of varied attention by her sales manager. Transactional leadership is essential, as she is new and does not understand much about the job. She will also look to others and emulate their behavior; thus, sales managers should take special care to lead by example in this scenario - for whether they like it or not, they are role models. And finally, individualized support is extremely important as new salespeople often become discouraged in the face of a tough, new job.  c. The description of John is of the typical plateaued sales rep. Individualized support is key as John still needs to know that the company cares about him. Further, the sales manager needs to make John excited again about working toward a common goal with his fellow salespeople. Thus, articulating a vision and fostering group goals are also critical. This is an experienced rep who already knows the selling process and the company's rules; thus, transactional leadership is not necessary - other than maybe some subtle praise (feedback) for what he is doing well. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **20 of 20** | |  | Comments: |  | | |  |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 9. | Question : | (TCO E) What might be some of the difficulties of letting salespeople develop their own goals, i.e., quotas, for their sales volume? | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | Two primary factors that fall in a sales persons goals are whether it can be controlled by the sales person and ca the company measure it. The salesperson needs to specifically decide what is intended to accomplish. It is not enough to come in and get a days work and attract new people. For example, Increase profits by 10% or Improve customer satisfaction, or increase volume of existing accounts. The problem with allowing salespeople develop their own goals is that if they are not a straight salary program they will most likely pick goals that are not very challenging so they can achieve them. Actually, this can be applied to both commission based and bonus based compensations. Also, the goals they set may not be aligned with company goals or may not be tangible. | |  | Instructor Explanation: | Instructor Feedback and Answer  One of the difficulties of doing this is that salespeople may "sandbag" on you. That is, they may set their quotas at a level that they know they can easily achieve, thus assuring that they will "make" quota without having to work very hard. On the other hand salespeople sometimes have tendencies to be overly optimistic and they may set their quotas too high. If these sales forecasts are used as a basis for production planning and marketing expenditures (or any other expenditures that are based upon the sales forecast), then the inaccurate sales forecasts can lead to over spending or under spending in other areas. Inaccurate sales forecasts can also lead to an excessive build up of inventories or an excessive level of back orders. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **20 of 20** | |  | Comments: |  | | |  |  |  |  |  | | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | | 10. | Question : | (TCO E) What factors should management consider when deciding on the method to use for controlling and reimbursing sales reps' expenses? Give some examples of how each factor might influence the decision. | | | |  |  |  |  | | --- | --- | --- | --- | |  | Student Answer: |  | No Net Gain or Loss of the Reps: The expense plan should be designed so that employees neither profit nor lose. A sales rep should net the same income working on the road as at home. The reimbursement should not be so little that the person traveling has to pay out of pocket an not so high that they can profit from the expense. Equitable Treatment of the Reps: Sales reps should be able to maintain approximately the same standard of living on the road as at home. They should not have to sacrifice comfort to stay within expense limits. To ensure equitable treatment, sales managers should recognize differences in travel expenses among the different territories. Costs may be higher in an Atlantic Seaboard territory than in the Great Plains, for example. No Curtailment of Beneficial Activities: A good expense plan should not hamper the performance of selling duties, nor should it curtail activities beneficial to the company. A plan that attempts to set selling expenses as a percentage of sales may discourage a rep from developing a new territory. If all expenses are limited to 1 percent of sales, for instance, no one would be eager to go into new territories, where expenses often are abnormally high in relation to early volume. Minimal Detail and Administrative Expense: Clerical and administrative expenses should be minimized. Often, expense reports either require too much unnecessary detail or duplicate information requested elsewhere. Clarity: A good expense plan should be clear enough to prevent misunderstandings between management and the sales force. One way for managers to reach this goal is to consult the sales force when establishing or revising an expense-control plan. Management should explain the plan to the sales force in detail and in writing before putting it into effect. The plan should be especially clear about the timing of reimbursement. | |  | Instructor Explanation: | Instructor Feedback and Answer  Some factors with examples of their use are as follows:  a. Type of compensation plan. Reps who are on a straight commission plan often pay their own expenses. Under a straight salary plan, almost invariably the company pays travel and business expenses. b. Nature of territories. A sales rep covering the Chicago metropolitan area usually would be under a different plan from the rep who covers the upper New England states. Also new territory usually requires more expense money per dollar of sales than does an established territory. c. Method of transportation used. Reps traveling in their own cars need a different arrangement than do the reps who travel by air and use taxis in town. d. Caliber of salespeople. An experienced, high-quality rep is more likely to be on unlimited-payment expense plan than is a new recruit. e. Nature of the job and its relation to products and customers. As an example, consider a soap manufacturer who sells to large retail chains. One group of salespeople may sell the product to the home office of the chain and thus deal with high-level executives. These reps probably require the flexibility of an unlimited plan. However, the manufacturer's missionary salespeople who visit individual stores in the chain probably have a routine job with an established route list. Therefore, some form of limited allowance plan is more appropriate. | | |  | | | | | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | Points Received: | **18 of 20** | |  | Comments: | a. Type of compensation plan. Reps who are on a straight commission plan often pay their own expenses. 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However, the manufacturer's missionary salespeople who visit individual stores in the chain probably have a routine job with an established route list. Therefore, some form of limited allowance plan is more appropriate. | | | |