

## APPENDIX C1.1

Independent sample t –test / Levene’s Test for Equality of Variances between export sales managers and export related salespeople

**Independent Samples Test**

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
<b>Outcome Control Based Variables</b>										
Produce a high market share for your company	Equal variances assumed	,19	,665	,40	155,00	,692	,10	,24	-,38	,57
	Equal variances not assumed			,40	137,43	,691	,10	,24	-,38	,57
Make sales of those products with the highest profit margin	Equal variances assumed	,16	,690	,50	155,00	,615	,11	,21	-,31	,53
	Equal variances not assumed			,50	136,47	,614	,11	,21	-,31	,53
Generate a high level of turnover sales	Equal variances assumed	1,54	,217	-,18	155,00	,859	-,04	,22	-,47	,39
	Equal variances not assumed			-,18	145,20	,856	-,04	,21	-,46	,38
Quickly generate sales of new company's product and/or services	Equal variances assumed	,12	,733	,10	155,00	,924	,02	,22	-,41	,45
	Equal variances not assumed			,10	140,64	,923	,02	,21	-,40	,44
Identify lucrative accounts	Equal variances assumed	4,79	,030	-,01	155,00	,989	,00	,22	-,44	,44
	Equal variances not assumed			-,01	150,70	,988	,00	,21	-,43	,42
Prioritise accounts	Equal variances assumed	,23	,629	-,89	155,00	,375	-,20	,22	-,64	,24
	Equal variances not assumed			-,88	132,84	,378	-,20	,23	-,64	,25
Sell to accounts	Equal variances assumed	3,22	,075	-1,16	155,00	,248	-,24	,21	-,66	,17
	Equal variances not assumed			-1,12	120,01	,264	-,24	,22	-,67	,19
Produce sales or blanket contracts with long-term profitability	Equal variances assumed	1,32	,252	,39	155,00	,695	,09	,22	-,34	,52
	Equal variances not assumed			,40	146,19	,688	,09	,21	-,33	,51
Exceed all sales targets and objectives during the year	Equal variances assumed	,28	,598	-,77	155,00	,440	-,17	,22	-,61	,27
	Equal variances not assumed			-,79	145,68	,429	-,17	,22	-,60	,26
Allocate sales time with customers efficiently	Equal variances assumed	,18	,674	-,77	155,00	,444	-,16	,21	-,59	,26
	Equal variances not assumed			-,75	127,31	,452	-,16	,22	-,60	,27
Make the best recovery of pending accounts	Equal variances assumed	,14	,712	,80	155,00	,428	,17	,21	-,25	,60
	Equal variances not assumed			,80	135,51	,428	,17	,21	-,25	,60
<b>Behaviour Control Based Variables</b>										
Have knowledge of the design and specifications of company products and/or services	Equal variances assumed	,00	,998	-,33	155,00	,740	-,08	,23	-,53	,38
	Equal variances not assumed			-,33	136,28	,739	-,08	,23	-,53	,38
Have knowledge of the applications and functions of company products and/or services	Equal variances assumed	,53	,468	-,91	155,00	,366	-,21	,23	-,65	,24
	Equal variances not assumed			-,90	132,36	,370	-,21	,23	-,66	,25
Communicate their sales presentation clearly and concisely	Equal variances assumed	,70	,405	-1,78	155,00	,077	-,38	,21	-,80	,04
	Equal variances not assumed			-1,76	130,87	,080	-,38	,21	-,80	,05
Work out solutions to customers' questions	Equal variances assumed	6,64	,011	-2,09	155,00	,038	-,44	,21	-,86	-,02
	Equal variances not assumed			-2,01	116,80	,046	-,44	,22	-,88	-,01
Work out solutions to customers' objections	Equal variances assumed	3,07	,082	-1,56	155,00	,121	-,31	,20	-,71	,08
	Equal variances not assumed			-1,53	125,82	,129	-,31	,21	-,72	,09
Work out solutions to customers' proposals	Equal variances assumed	4,37	,038	-1,64	155,00	,103	-,36	,22	-,79	,07
	Equal variances not assumed			-1,60	123,44	,112	-,36	,22	-,80	,08
Being flexible in the use of selling approaches	Equal variances assumed	,88	,350	-,57	155,00	,573	-,12	,22	-,55	,31
	Equal variances not assumed			-,56	127,61	,579	-,12	,22	-,56	,31
Elaborate selling approaches among customers	Equal variances assumed	,25	,619	,03	155,00	,975	,01	,20	-,39	,40
	Equal variances not assumed			,03	127,90	,976	,01	,20	-,40	,41

Independent Samples Test

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
<b>Behaviour Control Based Variables</b>										
Adopt best selling approached of sales unit's within their sales territory	Equal variances assumed	,31	,580	,17	155,00	,866	,03	,20	-,36	,43
	Equal variances not assumed			,17	127,56	,869	,03	,20	-,37	,43
Plan the structure of each sale	Equal variances assumed	,43	,515	,52	155,00	,604	,11	,20	-,30	,51
	Equal variances not assumed			,52	139,72	,601	,11	,20	-,29	,51
Plan sales strategies for each customer	Equal variances assumed	,19	,661	,33	155,00	,739	,08	,23	-,37	,52
	Equal variances not assumed			,34	140,30	,736	,08	,22	-,37	,52
Provide the after-the-sale service	Equal variances assumed	,54	,462	,78	155,00	,439	,16	,21	-,26	,59
	Equal variances not assumed			,78	136,29	,438	,16	,21	-,25	,58
Handle customer complaints	Equal variances assumed	1,45	,230	,28	155,00	,779	,06	,21	-,35	,46
	Equal variances not assumed			,28	131,01	,781	,06	,21	-,35	,47
<b>Monitoring - Behaviour Based Control Variables</b>										
Spend time with salespeople in the field	Equal variances assumed	2,16	,144	2,45	153,00	,015	,64	,26	,12	1,16
	Equal variances not assumed			2,53	146,43	,012	,64	,25	,14	1,14
Make joint calls with salespeople	Equal variances assumed	5,12	,025	2,13	153,00	,035	,54	,25	,04	1,03
	Equal variances not assumed			2,24	152,53	,027	,54	,24	,06	1,01
Regularly review call reports from salespeople	Equal variances assumed	4,56	,034	,93	150,00	,353	,22	,23	-,24	,67
	Equal variances not assumed			,98	149,97	,330	,22	,22	-,22	,65
Monitor the day-to-day activities of salespeople	Equal variances assumed	1,36	,245	,43	153,00	,666	,10	,23	-,36	,57
	Equal variances not assumed			,45	147,70	,657	,10	,23	-,35	,55
Observe the performance of salespeople in the field	Equal variances assumed	6,18	,014	,82	152,00	,412	,18	,22	-,25	,61
	Equal variances not assumed			,87	151,68	,385	,18	,21	-,23	,59
Monitor to what extent salespeople travel	Equal variances assumed	1,97	,162	,49	150,00	,622	,13	,27	-,40	,66
	Equal variances not assumed			,51	146,06	,611	,13	,26	-,38	,64
Closely watch salespeople's expenses	Equal variances assumed	3,13	,079	,93	148,00	,354	,23	,25	-,26	,73
	Equal variances not assumed			,97	144,29	,335	,23	,24	-,24	,71
Monitor the credit terms that salespeople quote customers	Equal variances assumed	4,72	,031	1,84	151,00	,068	,43	,23	-,03	,89
	Equal variances not assumed			1,94	148,66	,054	,43	,22	-,01	,87
<b>Directing - Behaviour Based Control Variables</b>										
Encourage salespeople to increase their sales results by rewarding them	Equal variances assumed	,44	,507	1,38	142,00	,171	,40	,29	-,17	,98
	Equal variances not assumed			1,39	130,11	,166	,40	,29	-,17	,97
Actively participate in training salespeople on the job	Equal variances assumed	1,81	,181	2,27	152,00	,025	,54	,24	,07	1,01
	Equal variances not assumed			2,37	149,20	,019	,54	,23	,09	,99
Regularly spend time coaching salespeople	Equal variances assumed	2,52	,114	2,48	154,00	,014	,57	,23	,12	1,02
	Equal variances not assumed			2,60	152,61	,010	,57	,22	,14	1,00
Discuss performance evaluations with salespeople	Equal variances assumed	,48	,491	2,12	154,00	,036	,47	,22	,03	,91
	Equal variances not assumed			2,18	147,66	,031	,47	,22	,04	,90
Exceed all sales targets and objectives during the year	Equal variances assumed	1,45	,230	-,61	149,00	,545	-,14	,23	-,59	,31
	Equal variances not assumed			-,62	145,40	,533	-,14	,22	-,58	,30
Help salespeople develop their potential	Equal variances assumed	1,98	,162	1,57	153,00	,118	,36	,23	-,09	,82
	Equal variances not assumed			1,64	151,95	,102	,36	,22	-,07	,80

Independent Samples Test

		Levene's Test for				t-test for			95%	
		Equality of Variances				Equality of Means			Confidence Interval	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
<b>Evaluating - Behaviour Based Control Variables</b>										
Evaluate the number of sales made by salespeople	Equal variances assumed	3,72	,056	1,57	148,00	,119	,38	,24	-,10	,85
	Equal variances not assumed			1,63	145,74	,105	,38	,23	-,08	,83
Evaluate the profit contribution achieved by each salesperson	Equal variances assumed	2,65	,106	2,24	151,00	,026	,54	,24	,06	1,01
	Equal variances not assumed			2,33	147,58	,021	,54	,23	,08	,99
Evaluate the sales results of each salesperson	Equal variances assumed	3,58	,060	,98	151,00	,326	,23	,23	-,23	,68
	Equal variances not assumed			1,04	150,77	,300	,23	,22	-,20	,65
Evaluate the quality of sales presentations made by salespeople	Equal variances assumed	2,91	,090	1,19	150,00	,234	,30	,25	-,20	,80
	Equal variances not assumed			1,26	149,70	,211	,30	,24	-,17	,77
Evaluate the professional development of salespeople	Equal variances assumed	7,79	,006	2,02	154,00	,045	,50	,25	,01	,99
	Equal variances not assumed			2,20	153,30	,030	,50	,23	,05	,95
<b>Rewarding and Compensation Variables</b>										
Reward salespeople based on the quality of sales activities	Equal variances assumed	3,77	,054	1,94	148,00	,054	,53	,27	-,01	1,07
	Equal variances not assumed			2,06	142,57	,041	,53	,26	,02	1,04
Reward salespeople based on the quantity of sales results	Equal variances assumed	4,81	,030	2,30	146,00	,023	,63	,28	,09	1,18
	Equal variances not assumed			2,44	142,68	,016	,63	,26	,12	1,15
Use incentive rewards as the major means for motivating salespeople	Equal variances assumed	4,30	,040	1,70	146,00	,092	,50	,30	-,08	1,08
	Equal variances not assumed			1,76	141,01	,080	,50	,28	-,06	1,06
<b>Sales Territory Design Based Variables</b>										
The number of accounts in managed sales territories	Equal variances assumed	2,69	,103	1,09	155,00	,278	,22	,21	-,18	,63
	Equal variances not assumed			1,11	142,53	,271	,22	,20	-,18	,63
The number of calls made in managed salesterritories	Equal variances assumed	,71	,401	,88	155,00	,381	,18	,21	-,23	,59
	Equal variances not assumed			,88	135,00	,381	,18	,21	-,23	,59
The equivalence in workload across managed sales territories	Equal variances assumed	,13	,714	1,14	155,00	,258	,23	,20	-,17	,62
	Equal variances not assumed			1,14	138,39	,255	,23	,20	-,17	,62
The overall design of managed salesterritories	Equal variances assumed	1,75	,188	1,23	155,00	,221	,26	,21	-,16	,68
	Equal variances not assumed			1,26	145,56	,211	,26	,21	-,15	,67
The number of large accounts in managed sales territories	Equal variances assumed	2,19	,141	2,49	155,00	,014	,51	,21	,11	,92
	Equal variances not assumed			2,59	150,92	,011	,51	,20	,12	,91
The sales productivity in managed sales territories	Equal variances assumed	3,90	,050	1,92	155,00	,056	,37	,19	-,01	,74
	Equal variances not assumed			2,02	153,34	,045	,37	,18	,01	,73
The geographical size of managed sales territories	Equal variances assumed	,00	,981	,87	155,00	,385	,18	,20	-,22	,57
	Equal variances not assumed			,87	135,66	,385	,18	,20	-,22	,57
The number of territories in my sales unit	Equal variances assumed	,09	,760	-,19	155,00	,847	-,04	,21	-,45	,37
	Equal variances not assumed			-,19	136,12	,847	-,04	,21	-,45	,37
The market potential in managed sales territories	Equal variances assumed	6,66	,011	1,60	155,00	,112	,35	,22	-,08	,78
	Equal variances not assumed			1,69	154,05	,094	,35	,21	-,06	,76
The amount of travel required in managed sales territories	Equal variances assumed	1,20	,275	1,87	155,00	,063	,44	,23	-,02	,90
	Equal variances not assumed			1,89	140,78	,061	,44	,23	-,02	,89

## APPENDIX C1.2

### Independent sample t –test / Levene’s Test for Equality of Variances between high and low export performed firms

**Independent Samples Test**

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
<b>Outcome Control Based Variables</b>										
Produce a high market share for your company	Equal variances assumed	,54	,466	2,53	85,00	,013	,81	,32	,17	1,44
	Equal variances not assumed			2,58	72,44	,012	,81	,31	,18	1,43
Make sales of those products with the highest profit margin	Equal variances assumed	1,45	,232	1,82	85,00	,072	,56	,31	-,05	1,17
	Equal variances not assumed			1,89	75,83	,062	,56	,30	-,03	1,15
Generate a high level of turnover sales	Equal variances assumed	,11	,743	2,14	85,00	,035	,63	,29	,05	1,22
	Equal variances not assumed			2,17	69,85	,034	,63	,29	,05	1,21
Quickly generate sales of new company's product and/or services	Equal variances assumed	1,93	,169	2,14	85,00	,035	,64	,30	,05	1,23
	Equal variances not assumed			2,22	75,76	,029	,64	,29	,07	1,21
Identify lucrative accounts	Equal variances assumed	,05	,829	1,41	85,00	,161	,42	,30	-,17	1,01
	Equal variances not assumed			1,45	73,14	,152	,42	,29	-,16	,99
Prioritise accounts	Equal variances assumed	,65	,423	1,52	85,00	,131	,44	,29	-,14	1,02
	Equal variances not assumed			1,55	71,39	,126	,44	,29	-,13	1,01
Sell to accounts	Equal variances assumed	6,95	,010	2,83	85,00	,006	,79	,28	,23	1,34
	Equal variances not assumed			3,09	83,90	,003	,79	,25	,28	1,29
Produce sales or blanket contracts with long-term profitability	Equal variances assumed	,71	,402	,82	85,00	,413	,25	,31	-,36	,87
	Equal variances not assumed			,85	75,18	,397	,25	,30	-,34	,85
Exceed all sales targets and objectives during the year	Equal variances assumed	2,10	,151	2,01	85,00	,048	,60	,30	,01	1,19
	Equal variances not assumed			2,13	79,68	,037	,60	,28	,04	1,16
Allocate sales time with customers efficiently	Equal variances assumed	,22	,640	1,21	85,00	,230	,35	,29	-,23	,93
	Equal variances not assumed			1,21	68,41	,229	,35	,29	-,23	,93
Make the best recovery of pending accounts	Equal variances assumed	,08	,774	1,11	85,00	,270	,32	,29	-,25	,88
	Equal variances not assumed			1,11	67,23	,273	,32	,29	-,25	,89
<b>Behaviour Control Based Variables</b>										
Have knowledge of the design and specifications of company products and/or services	Equal variances assumed	1,00	,321	1,43	85,00	,157	,43	,30	-,17	1,04
	Equal variances not assumed			1,46	72,81	,148	,43	,30	-,16	1,03
Have knowledge of the applications and functions of company products and/or services	Equal variances assumed	,89	,347	1,47	85,00	,146	,44	,30	-,16	1,03
	Equal variances not assumed			1,52	75,30	,133	,44	,29	-,14	1,02
Communicate their sales presentation clearly and concisely	Equal variances assumed	2,98	,088	,99	85,00	,325	,28	,28	-,28	,85
	Equal variances not assumed			1,03	76,44	,306	,28	,27	-,26	,82
Work out solutions to customers' questions	Equal variances assumed	1,05	,307	,49	85,00	,629	,14	,30	-,45	,74
	Equal variances not assumed			,51	76,22	,615	,14	,29	-,43	,72
Work out solutions to customers' objections	Equal variances assumed	,76	,386	,64	85,00	,524	,17	,27	-,36	,70
	Equal variances not assumed			,67	77,21	,506	,17	,25	-,34	,68
Work out solutions to customers' proposals	Equal variances assumed	,82	,368	,81	85,00	,418	,25	,31	-,36	,86
	Equal variances not assumed			,86	78,89	,393	,25	,29	-,33	,83
Being flexible in the use of selling approaches	Equal variances assumed	1,59	,211	,84	85,00	,403	,25	,30	-,35	,86
	Equal variances not assumed			,88	76,54	,384	,25	,29	-,32	,83
Elaborate selling approaches among customers	Equal variances assumed	,51	,478	1,15	85,00	,251	,33	,28	-,24	,89
	Equal variances not assumed			1,20	75,22	,236	,33	,27	-,22	,88

Independent Samples Test

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
<b>Behaviour Control Based Variables</b>										
Adopt best selling approached of sales unit's within their sales territory	Equal variances assumed	2,35	,129	1,07	85,00	,287	,30	,28	-,26	,87
	Equal variances not assumed			1,12	77,11	,266	,30	,27	-,24	,85
Plan the structure of each sale	Equal variances assumed	4,18	,044	,86	85,00	,395	,23	,27	-,31	,78
	Equal variances not assumed			,92	81,40	,362	,23	,26	-,27	,74
Plan sales strategies for each customer	Equal variances assumed	3,01	,086	1,14	85,00	,257	,36	,31	-,26	,97
	Equal variances not assumed			1,20	77,60	,235	,36	,30	-,24	,95
Provide the after-the-sale service	Equal variances assumed	,12	,735	-,01	85,00	,991	,00	,28	-,57	,56
	Equal variances not assumed			-,01	69,55	,991	,00	,28	-,57	,56
Handle customer complaints	Equal variances assumed	2,96	,089	,25	85,00	,807	,06	,26	-,45	,58
	Equal variances not assumed			,26	81,70	,793	,06	,24	-,42	,55
<b>Monitoring - Behaviour Based Control Variables</b>										
Spend time with salespeople in the field	Equal variances assumed	1,41	,238	,02	84,00	,980	,01	,35	-,68	,70
	Equal variances not assumed			,03	77,70	,979	,01	,33	-,65	,67
Make joint calls with salespeople	Equal variances assumed	2,43	,123	-,74	85,00	,462	-,24	,33	-,90	,41
	Equal variances not assumed			-,69	53,72	,494	-,24	,35	-,95	,47
Regularly review call reports from salespeople	Equal variances assumed	1,35	,248	,42	83,00	,672	,14	,33	-,51	,79
	Equal variances not assumed			,43	65,98	,667	,14	,32	-,51	,79
Monitor the day-to-day activities of salespeople	Equal variances assumed	,34	,562	,24	84,00	,808	,08	,33	-,58	,74
	Equal variances not assumed			,25	70,29	,806	,08	,33	-,58	,74
Observe the performance of salespeople in the field	Equal variances assumed	4,57	,035	,34	85,00	,737	,10	,29	-,47	,66
	Equal variances not assumed			,36	80,70	,721	,10	,27	-,44	,63
Monitor to what extent salespeople travel	Equal variances assumed	7,57	,007	1,22	82,00	,227	,43	,35	-,27	1,14
	Equal variances not assumed			1,35	80,66	,181	,43	,32	-,20	1,07
Closely watch salespeople's expenses	Equal variances assumed	,02	,901	-,26	82,00	,798	-,09	,35	-,78	,60
	Equal variances not assumed			-,26	65,58	,798	-,09	,35	-,78	,60
Monitor the credit terms that salespeople quote customers	Equal variances assumed	,59	,446	,25	84,00	,803	,08	,32	-,55	,71
	Equal variances not assumed			,25	69,40	,802	,08	,31	-,55	,70
<b>Directing - Behaviour Based Control Variables</b>										
Encourage salespeople to increase their sales results by rewarding them	Equal variances assumed	,58	,448	-,92	75,00	,358	-,35	,38	-1,12	,41
	Equal variances not assumed			-,90	46,53	,374	-,35	,39	-1,15	,44
Actively participate in training salespeople on the job	Equal variances assumed	,85	,358	,63	84,00	,529	,19	,31	-,42	,81
	Equal variances not assumed			,65	70,21	,519	,19	,30	-,40	,79
Regularly spend time coaching salespeople	Equal variances assumed	2,65	,107	1,04	85,00	,302	,31	,30	-,28	,90
	Equal variances not assumed			1,09	78,43	,278	,31	,28	-,25	,87
Discuss performance evaluations with salespeople	Equal variances assumed	,03	,858	,66	84,00	,510	,19	,28	-,37	,75
	Equal variances not assumed			,66	67,84	,511	,19	,28	-,38	,75
Exceed all sales targets and objectives during the year	Equal variances assumed	,03	,854	,41	80,00	,683	,13	,31	-,48	,74
	Equal variances not assumed			,42	60,43	,679	,13	,30	-,48	,73
Help salespeople develop their potential	Equal variances assumed	,05	,820	,54	83,00	,588	,17	,31	-,44	,77
	Equal variances not assumed			,53	58,66	,601	,17	,32	-,47	,80

Independent Samples Test

		Levene's Test for		t-test for			95% Confidence			
		Equality of Variances		Equality of Means			Interval			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
<b>Evaluating - Behaviour Based Control Variables</b>										
Evaluate the number of sales made by salespeople	Equal variances assumed	,00	,946	,64	83,00	,525	,22	,34	-,46	,89
	Equal variances not assumed			,63	63,95	,528	,22	,34	-,47	,90
Evaluate the profit contribution achieved by each salesperson	Equal variances assumed	,81	,371	-,17	85,00	,866	-,05	,31	-,67	,56
	Equal variances not assumed			-,16	57,88	,872	-,05	,32	-,70	,60
Evaluate the sales results of each salesperson	Equal variances assumed	,01	,934	,84	85,00	,403	,25	,30	-,34	,84
	Equal variances not assumed			,83	65,50	,408	,25	,30	-,35	,85
Evaluate the quality of sales presentations made by salespeople	Equal variances assumed	2,46	,121	1,02	83,00	,310	,34	,33	-,32	,99
	Equal variances not assumed			1,07	71,03	,290	,34	,31	-,29	,96
Evaluate the professional development of salespeople	Equal variances assumed	1,72	,194	,79	84,00	,430	,26	,33	-,40	,92
	Equal variances not assumed			,80	71,02	,424	,26	,33	-,39	,91
<b>Rewarding and Compensation Variables</b>										
Reward salespeople based on the quality of sales activities	Equal variances assumed	,19	,667	,50	79,00	,619	,18	,36	-,54	,90
	Equal variances not assumed			,48	50,53	,630	,18	,37	-,57	,93
Reward salespeople based on the quantity of sales results	Equal variances assumed	,12	,728	,53	79,00	,601	,19	,37	-,54	,93
	Equal variances not assumed			,51	49,97	,614	,19	,38	-,57	,96
Use incentive rewards as the major means for motivating salespeople	Equal variances assumed	2,71	,103	-,78	79,00	,438	-,31	,40	-1,12	,49
	Equal variances not assumed			-,72	42,18	,478	-,31	,44	-1,20	,57
<b>Sales Territory Design Based Variables</b>										
The number of accounts in managed sales territories	Equal variances assumed	,87	,354	2,86	85,00	,005	,76	,27	,23	1,29
	Equal variances not assumed			2,94	73,79	,004	,76	,26	,24	1,28
The number of calls made in managed salesterritories	Equal variances assumed	,90	,346	1,87	85,00	,064	,54	,29	-,03	1,10
	Equal variances not assumed			1,95	76,47	,055	,54	,27	-,01	1,08
The equivalence in workload across managed sales territories	Equal variances assumed	,01	,937	,87	85,00	,385	,25	,28	-,31	,81
	Equal variances not assumed			,89	71,17	,378	,25	,28	-,31	,80
The overall design of managed salesterritories	Equal variances assumed	,60	,442	1,48	85,00	,143	,43	,29	-,15	1,01
	Equal variances not assumed			1,53	74,84	,131	,43	,28	-,13	1,00
The number of large accounts in managed sales territories	Equal variances assumed	,00	,968	2,26	85,00	,027	,63	,28	,08	1,19
	Equal variances not assumed			2,22	64,56	,030	,63	,29	,06	1,20
The sales productivity in managed sales territories	Equal variances assumed	,11	,743	2,64	85,00	,010	,63	,24	,15	1,10
	Equal variances not assumed			2,74	76,09	,008	,63	,23	,17	1,08
The geographical size of managed sales territories	Equal variances assumed	1,56	,214	2,69	85,00	,009	,73	,27	,19	1,27
	Equal variances not assumed			2,84	78,69	,006	,73	,26	,22	1,25
The number of territories in my sales unit	Equal variances assumed	3,07	,083	2,54	85,00	,013	,70	,27	,15	1,24
	Equal variances not assumed			2,73	81,87	,008	,70	,25	,19	1,20
The market potential in managed sales territories	Equal variances assumed	1,36	,248	2,54	85,00	,013	,75	,29	,16	1,33
	Equal variances not assumed			2,66	77,37	,009	,75	,28	,19	1,31
The amount of travel required in managed sales territories	Equal variances assumed	,41	,523	1,33	85,00	,186	,42	,32	-,21	1,05
	Equal variances not assumed			1,35	70,98	,180	,42	,31	-,20	1,05

## APPENDIX C1.3

### Anti-image Correlation Matrix of Behaviour-based sales control for Export Related Salespeople

Anti-image Correlation Matrix for Export Sales People																																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Have knowledge of the design and/or specifications of company products and/or	<b>.903<sup>a</sup></b>	-.578	-.026	.013	-.169	.150	.166	.057	.155	-.231	-.259	.136	-.112	.126	-.142	.181	-.027	.119	.141	-.150	.073	.011	.106	-.084	.092	-.039	.028	-.115	-.124	-.183	-.093	.076
Have knowledge of the applications and/or functions of company products and/or services	-.578	<b>.802<sup>a</sup></b>	-.487	-.007	.241	-.072	-.360	-.251	-.097	.250	.337	-.194	-.020	-.039	.054	-.335	.199	.046	-.079	.215	-.150	.254	.003	.307	-.376	-.128	-.148	.009	.281	-.034	.247	-.084
Communicate your sales presentation clearly and concisely	-.026	-.487	<b>.814<sup>a</sup></b>	-.399	-.261	.021	.198	.217	.057	-.232	-.265	.057	.118	-.038	-.027	.529	-.463	-.208	-.157	-.167	.182	-.156	.193	-.224	.191	.287	-.109	.222	-.351	-.101	-.262	.270
Work out solutions to customers' questions	.013	.007	-.399	<b>.869<sup>a</sup></b>	-.217	-.169	.104	-.172	-.304	.107	.111	-.140	.129	-.032	.034	-.436	.169	.251	.031	.141	-.093	.092	-.357	.211	-.162	.068	.098	-.157	-.020	-.063	.308	-.294
Work out solutions to customers' objections	-.169	.241	-.261	-.217	<b>.862<sup>a</sup></b>	-.370	-.315	.093	-.121	.316	.122	-.068	-.435	.215	-.251	-.210	.114	-.227	.263	-.051	.041	.053	.004	.024	.010	-.135	-.081	-.244	.251	.221	.218	-.031
Work out solutions to customers' proposals	.150	-.072	.021	-.169	-.370	<b>.888<sup>a</sup></b>	-.130	-.270	.329	-.115	-.308	.092	-.020	-.027	.179	.267	.130	.034	-.181	-.211	.041	.077	.102	-.255	.181	-.077	.194	-.144	-.030	-.107	-.355	.132
Being flexible in the use of selling approaches	.166	-.360	.198	.104	-.315	-.130	<b>.879<sup>a</sup></b>	-.240	-.030	-.367	-.099	.196	.097	.031	-.076	.084	-.138	.263	.044	.167	-.195	-.214	-.021	-.130	.241	.160	.181	-.014	-.158	-.068	-.112	-.243
Elaborate selling approaches among customers	.057	-.251	.217	-.172	.093	-.270	-.240	<b>.911<sup>a</sup></b>	-.122	.012	-.047	.017	-.210	.021	-.047	.109	-.288	-.057	-.002	-.207	.304	-.228	.022	-.040	.044	-.022	-.070	.004	-.193	.117	.110	.239
Adopt sales unit's best selling approaches within my sales area	.155	-.097	.057	-.304	-.121	.329	-.030	-.122	<b>.859<sup>a</sup></b>	-.250	-.253	.090	-.220	-.128	.248	.235	-.205	-.040	-.030	-.145	.031	-.184	.306	-.108	.212	.002	-.060	-.178	.036	.113	-.418	.261
Plan the structure of each sale	-.231	.250	-.232	.107	.316	-.115	-.367	.012	-.250	<b>.883<sup>a</sup></b>	-.340	.053	-.162	.164	-.084	-.134	.147	-.069	.030	-.089	-.078	.045	-.123	.126	-.065	-.192	-.029	-.066	.165	.247	.002	.172
Plan sales strategies for each customer	-.259	.337	-.265	.111	.122	-.308	-.099	-.047	-.253	-.340	<b>.808<sup>a</sup></b>	-.495	.141	-.170	-.026	-.359	.265	-.026	.081	.403	-.043	.251	-.153	.219	-.416	-.020	.127	-.029	.176	-.206	.476	-.359
Provide the after-the-sale service	.136	-.194	.057	-.140	-.068	.092	.196	.017	.090	.053	-.495	<b>.864<sup>a</sup></b>	-.362	-.096	.163	.146	-.226	.231	-.178	-.001	-.074	-.227	.233	-.072	.224	.007	-.141	-.169	.202	.097	-.244	-.031
Handle customer complaints	-.112	-.020	.118	.129	-.435	-.020	.097	-.210	-.220	-.162	.141	-.362	<b>.902<sup>a</sup></b>	.062	-.062	.067	.117	-.206	.024	.043	-.082	.104	-.128	-.021	-.117	-.001	.006	.418	-.195	-.099	-.017	.049
Spends time with you in the field	.126	-.039	-.038	-.032	.215	-.027	.031	.021	-.128	.164	-.170	-.096	.062	<b>.876<sup>a</sup></b>	-.718	.086	-.022	-.147	-.043	-.068	.011	.001	-.116	-.276	.241	.126	.046	.034	-.250	.048	-.048	.005
Makes joint calls with you	-.142	.054	-.027	.034	-.251	.179	-.076	-.047	.248	-.084	-.026	.163	-.062	-.718	<b>.887<sup>a</sup></b>	-.237	.091	.124	-.052	-.050	-.124	-.121	.148	-.036	-.080	.027	.012	.029	.053	.175	-.112	-.060
Regularly reviews your call reports	.181	-.335	.529	-.436	-.210	.267	.084	-.109	.235	-.134	-.359	.146	.067	.086	-.237	<b>.800<sup>a</sup></b>	-.464	-.306	-.153	-.275	.229	-.019	.168	-.284	.336	-.090	-.181	.004	-.059	-.265	-.359	.452
Monitors your day-to-day activities	-.027	.199	-.463	.169	.114	.130	-.138	-.288	-.205	.147	.265	-.226	.117	-.022	.091	-.464	<b>.846<sup>a</sup></b>	.000	.251	-.092	-.139	.279	-.215	-.022	-.112	-.199	.263	-.110	.075	.132	.073	-.303
Observes your performance in the field	.119	.046	-.208	.251	-.227	.034	.263	-.057	-.040	-.069	-.026	.231	-.206	-.147	.124	-.306	.000	<b>.921<sup>a</sup></b>	-.179	.171	-.239	-.010	-.112	.086	-.086	-.040	.154	-.241	.154	-.156	.126	-.354
Monitors to what extent you travel	.141	-.079	-.157	.031	.263	-.181	.044	-.002	-.030	.030	.081	-.178	.024	-.043	-.052	-.153	.251	-.179	<b>.900<sup>a</sup></b>	-.295	-.028	.197	-.107	.039	-.030	-.295	.059	-.282	.075	-.061	.121	.069
Closely watches your expenses	-.150	.215	-.167	.141	-.051	-.211	.167	-.207	-.145	-.089	.403	-.001	.043	-.068	-.050	-.275	-.092	.171	-.295	<b>.776<sup>a</sup></b>	-.507	.007	-.032	.379	-.221	.145	-.162	.063	.151	-.007	.225	-.197
Monitors the credit terms that you quote	.073	-.150	.182	-.093	.041	.041	-.195	.304	.031	-.078	-.043	-.074	-.082	.011	-.124	.229	-.139	-.239	-.028	-.507	<b>.903<sup>a</sup></b>	.001	.001	-.142	-.077	-.088	-.166	-.018	-.118	.097	.073	
Encourages you to increase your sales results by rewarding you	.011	.254	-.156	.092	.053	.077	-.214	-.228	-.184	.045	.251	-.227	.104	.001	-.121	-.019	.279	-.010	.197	.007	.001	<b>.854<sup>a</sup></b>	-.207	.121	-.348	-.546	-.095	.003	.230	-.365	.253	-.058
Actively participate in training salespeople on the job	.106	.003	.193	-.357	.004	.102	-.021	.022	.306	-.123	-.153	.233	-.128	-.116	.148	.168	-.215	-.112	-.107	-.032	.001	-.207	<b>.897<sup>a</sup></b>	-.104	-.107	.105	-.343	-.039	.087	-.017	-.364	.240
Regularly spends time coaching salespeople	-.084	.307	-.224	.211	.024	-.255	-.130	-.040	-.108	.126	.219	-.072	-.021	-.276	-.036	-.284	-.022	.086	.039	.379	-.142	.121	-.104	<b>.865<sup>a</sup></b>	-.470	-.146	-.288	.080	.251	.034	.198	-.064
Discuss performance evaluations with you	.092	-.376	.191	-.162	-.010	.181	.241	.044	.212	-.065	-.416	.224	-.117	.241	-.080	.336	-.112	-.086	-.030	-.221	-.077	-.348	-.107	-.470	<b>.866<sup>a</sup></b>	.203	.078	-.065	-.314	.218	-.459	-.058
Exceed all sales targets and objectives during the year	-.039	-.128	.287	.068	-.135	-.077	.160	-.022	.002	-.192	-.020	.007	-.001	.126	.027	-.090	-.199	-.040	-.295	.145	-.088	-.546	.105	-.146	.203	<b>.895<sup>a</sup></b>	.009	.230	-.490	.098	-.130	-.160
Helps you to develop your potential	.028	-.148	-.109	.098	-.081	.194	.181	-.070	-.060	-.029	.127	-.141	.006	.046	.012	-.181	.263	.154	.059	-.162	.166	-.095	-.343	-.288	.078	.009	<b>.912<sup>a</sup></b>	-.326	-.090	.096	.021	-.364
Evaluates the number of your sales calls	-.115	.009	.222	.157	-.244	-.144	-.014	.004	-.178	-.066	-.029	-.169	.418	.034	.029	.004	-.110	-.241	-.282	.063	-.018	.003	-.039	.080	-.065	.230	.326	<b>.915<sup>a</sup></b>	-.490	-.041	-.056	.056
Evaluates your achieved profit contribution	-.124	.281	-.351	-.020	.251	-.030	-.158	-.193	.036	.165	.176	.202	-.195	-.250	.053	-.059	.075	.154	.075	.151	-.016	.230	.087	.251	-.314	-.490	-.090	-.490	<b>.873<sup>a</sup></b>	-.212	.095	-.044
Evaluates your sales results	-.183	-.034	-.101	-.063	.221	-.107	-.068	.117	.113	.247	-.206	.097	-.099	.048	.175	-.265	.132	-.156	-.061	-.007	-.118	-.365	-.017	.034	.218	.098	.096	-.041	-.212	<b>.924<sup>a</sup></b>	-.327	-.045
Evaluates the quality of sales presentations made by salespeople	-.093	.247	-.262	.308	.218	-.355	-.112	.110	-.418	.002	.476	-.244	-.017	-.048	-.112	-.359	.073	.126	.221	.125	.097	.253	-.364	.198	-.459	-.130	.021	-.056	.095	-.327	<b>.841<sup>a</sup></b>	-.263
Evaluates your professional development	.076	-.084	.270	-.294	-.031	.132	-.243	.239	.261	.172	-.359	-.031	.049	.005	-.060	.452	-.303	-.354	.069	-.197	.073	-.058	.240	-.064	-.058	-.160	-.364	.056	-.044	-.045	-.263	<b>.870<sup>a</sup></b>
a. Measures of Sampling Adequacy(MSA)																																

## APPENDIX C1.4

### Anti-image Correlation Matrix of Behaviour-based sales control for Export Sales Managers

Anti-image Correlation Matrix for Export Sales Managers																																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Have knowledge of the design and specifications of company products and/or services	<b>.825<sup>a</sup></b>	-.734	-.056	.231	-.173	.221	-.509	.151	-.100	.057	-.260	.080	.064	.028	-.118	-.339	.434	-.082	.039	-.094	-.047	-.325	-.067	.043	-.233	.161	.297	.251	-.097	-.185	-.103	.316
Have knowledge of the applications and functions of company products and/or services	-.734	<b>.847<sup>a</sup></b>	-.061	-.434	.336	-.213	.272	-.128	-.010	.055	.057	-.259	.176	-.100	.114	.220	-.411	-.054	.145	.221	-.097	.237	.020	.093	-.106	-.171	-.146	-.111	.077	.080	.090	-.272
Communicate their sales presentation clearly and concisely	-.056	-.061	<b>.737<sup>a</sup></b>	-.007	-.119	-.659	-.046	.204	-.337	.053	.148	-.092	.465	.532	-.470	-.332	.036	.358	.392	.446	-.077	-.208	-.566	.257	-.027	-.133	.102	-.095	.251	-.116	.444	-.262
Work out solutions to customers' questions	.231	-.434	-.061	<b>.846<sup>a</sup></b>	-.732	.304	-.248	-.187	.157	-.090	.155	.015	-.189	.208	-.095	-.221	.291	.181	-.218	-.137	.073	-.243	-.210	.123	.047	.106	.038	-.038	.124	-.014	-.165	.179
Work out solutions to customers' objections	-.173	.336	-.119	-.732	<b>.873<sup>a</sup></b>	-.255	.066	.120	-.188	-.060	-.107	-.014	.132	-.200	.039	.089	-.300	-.042	.306	.112	-.035	.146	.125	-.045	-.005	.080	.061	.155	-.213	-.131	.246	-.204
Work out solutions to customers' proposals	.221	-.213	-.659	.304	-.255	<b>.726<sup>a</sup></b>	-.419	-.358	.571	-.383	.038	.176	-.540	-.119	.167	-.020	.352	-.288	-.391	-.383	.033	-.069	.229	-.206	.020	.140	-.098	.342	-.224	-.117	-.405	.611
Being flexible in the use of selling approaches	-.509	.272	-.046	-.248	.066	-.419	<b>.695<sup>a</sup></b>	.050	-.272	.433	-.294	.108	-.143	-.312	.402	.485	-.613	.003	-.275	-.095	.005	.506	.493	-.244	.215	-.002	-.026	-.478	-.067	.542	-.126	-.508
Elaborate selling approaches among customers	.151	-.128	.204	-.187	.120	-.358	.050	<b>.848<sup>a</sup></b>	-.684	.293	-.219	-.155	.251	-.030	.005	.232	-.046	-.182	.181	.351	-.070	.082	-.025	.023	-.172	-.098	-.075	-.204	.076	.204	.119	-.342
Adopt best selling approached of sales unit's within their sales territory	-.100	-.010	-.337	.157	-.188	.571	-.272	-.684	<b>.769<sup>a</sup></b>	-.602	.371	-.006	-.286	.000	-.012	.043	.248	-.011	-.163	-.365	.054	-.047	-.029	.010	-.156	-.129	-.264	.285	-.013	-.179	-.222	.583
Plan the structure of each sale	.057	.055	.053	-.090	-.060	-.383	.433	.293	-.602	<b>.776<sup>a</sup></b>	-.625	.088	-.026	-.105	.001	.125	-.092	-.020	-.066	-.012	.142	.082	.053	-.001	.156	.026	.349	-.568	.142	.409	-.099	-.433
Plan sales strategies for each customer	-.260	.057	.148	.155	-.107	-.038	-.294	-.219	.371	-.625	<b>.854<sup>a</sup></b>	-.257	.071	.134	-.108	-.013	.141	.083	-.020	.039	.077	.006	-.208	.208	-.052	-.137	-.415	.203	.118	-.271	.165	-.139
Provide the after-the-sale service	.080	-.259	-.092	.015	-.014	.176	.108	-.155	-.006	.088	-.257	<b>.840<sup>a</sup></b>	-.655	.073	-.033	-.080	.174	-.080	-.205	-.221	.119	-.097	.178	-.584	.370	.260	.362	-.015	-.168	-.063	-.036	.087
Handle customer complaints	.064	.176	.465	-.189	.132	-.540	-.143	.251	-.286	-.026	.071	-.655	<b>.729<sup>a</sup></b>	.107	-.152	-.225	-.213	.247	.547	.476	-.268	-.151	-.353	.488	-.342	-.243	-.074	.153	.162	-.173	.351	-.178
Spend time with salespeople in the field	.028	-.100	.532	.208	-.200	-.119	-.312	-.030	.000	-.105	.134	.073	.107	<b>.717<sup>a</sup></b>	-.824	-.378	.192	.297	.283	.335	-.050	-.399	-.524	-.078	.175	-.046	.073	.045	-.177	-.215	.326	.100
Make joint calls with salespeople	-.118	.114	-.470	-.095	.039	.167	.402	.005	-.012	.001	-.108	-.033	-.152	-.824	<b>.751<sup>a</sup></b>	.290	-.305	-.304	-.437	-.187	-.026	.385	.564	-.046	.005	-.034	-.099	-.051	-.279	.349	-.450	-.115
Regularly review call reports from salespeople	-.339	.220	-.332	-.221	.089	-.020	.485	.232	.043	.125	-.013	-.080	-.225	-.378	.290	<b>.787<sup>a</sup></b>	-.361	-.395	-.278	-.093	-.070	.560	.304	-.054	-.224	-.131	-.379	-.290	-.047	.516	-.344	-.135
Monitor the day-to-day activities of salespeople	.434	-.411	.036	.291	-.300	.352	-.613	-.046	.248	-.092	.141	.174	-.213	.192	-.305	-.361	<b>.778<sup>a</sup></b>	-.137	-.085	-.170	.187	-.493	-.402	.002	-.058	-.096	.143	.158	.187	-.242	-.048	.404
Observe the performance of salespeople in the field	-.082	-.054	.358	.181	-.042	-.288	.003	-.182	-.011	-.020	.083	-.080	.247	.297	-.304	-.395	-.137	<b>.893<sup>a</sup></b>	.121	-.006	-.086	-.327	-.276	.165	-.009	.094	.057	-.158	.192	-.139	.249	-.017
Monitor to what extent salespeople travel	.039	.145	.392	-.218	.306	-.391	-.275	.181	-.163	-.066	-.020	-.205	.547	.283	-.437	-.278	-.085	.121	<b>.754<sup>a</sup></b>	.263	-.133	-.112	-.351	.214	-.168	.008	.085	.131	.108	-.335	.502	-.141
Closely watch salespeople's expenses	-.094	.221	.446	-.137	.112	-.383	-.095	.351	-.365	-.012	.039	-.221	.476	.335	-.187	-.093	-.170	-.006	.263	<b>.808<sup>a</sup></b>	-.400	-.278	-.323	.143	-.048	-.298	-.082	.061	.123	.062	.097	-.169
Monitor the credit terms that salespeople quote customers	-.047	-.097	-.077	.073	-.035	.033	.005	-.070	.054	.142	.077	.119	-.268	-.050	-.026	-.070	.187	-.086	-.133	-.400	<b>.937<sup>a</sup></b>	.075	.067	-.098	.117	.165	-.041	-.143	.173	-.268	.149	-.146
Encourage salespeople to increase their sales results by rewarding them	-.325	.237	-.208	-.243	.146	-.069	.506	.082	-.047	.082	.006	-.097	-.151	-.399	.385	.560	-.493	-.327	-.112	-.278	.075	<b>.658<sup>a</sup></b>	.409	.030	-.013	.036	-.231	-.241	-.224	.325	-.054	-.348
Actively participate in training salespeople on the job	-.067	.020	-.566	-.210	.125	.229	.493	-.025	-.029	.053	-.208	.178	-.353	-.524	.564	.304	-.402	-.276	-.351	-.323	.067	.409	<b>.756<sup>a</sup></b>	-.537	.097	.307	-.064	-.068	-.206	.143	-.195	-.131
Regularly spend time coaching salespeople	.043	.093	.257	.123	-.045	-.206	-.244	.023	.010	-.001	.208	-.584	.488	-.078	-.046	-.054	.002	.165	.214	.143	-.098	.030	-.537	<b>.839<sup>a</sup></b>	-.411	-.194	-.276	-.073	.084	.106	-.043	.033
Discuss performance evaluations with salespeople	-.233	-.106	-.027	.047	-.005	.020	.215	-.172	-.156	.156	-.052	.370	-.342	.175	.005	-.224	-.058	-.009	-.168	-.048	.117	-.013	.097	-.411	<b>.903<sup>a</sup></b>	.071	.302	-.041	-.190	-.083	.151	-.294
Exceed all sales targets and objectives during the year	.161	-.171	-.133	.106	.080	.140	-.002	-.098	-.129	.026	-.137	.260	-.243	-.046	-.034	-.131	-.096	.094	.008	-.298	.165	.036	.307	-.194	.071	<b>.888<sup>a</sup></b>	.033	-.037	-.095	-.201	.082	.007
Help salespeople develop their potential	.297	-.146	.102	.038	.061	-.098	-.026	-.075	-.264	.349	-.415	.362	-.074	.073	-.099	-.379	.143	.057	.085	-.082	-.041	-.231	-.064	-.276	.302	.033	<b>.878<sup>a</sup></b>	.056	-.165	-.111	.091	-.202
Evaluate the number of sales made by salespeople	.251	-.111	-.095	-.038	.155	.342	-.478	-.204	.285	-.568	.203	-.015	.153	.045	-.051	-.290	.158	-.158	.131	.061	-.143	-.241	-.068	-.073	-.041	-.037	.056	<b>.779<sup>a</sup></b>	-.506	-.605	.236	.360
Evaluate the profit contribution achieved by each salesperson	-.097	.077	.251	.124	-.213	-.224	-.067	.076	-.013	.142	.118	-.168	.162	.177	-.279	-.047	.187	.192	.108	.123	.173	-.224	-.206	.084	-.190	-.095	-.165	-.506	<b>.893<sup>a</sup></b>	-.030	.016	-.055
Evaluate the sales results of each salesperson	-.185	.080	-.116	-.014	-.131	-.117	.542	.204	-.179	.409	-.271	-.063	-.173	-.215	.349	.516	-.242	-.139	-.335	.062	-.268	.325	.143	.106	-.083	-.201	-.111	-.605	-.030	<b>.774<sup>a</sup></b>	-.539	-.245
Evaluate the quality of sales presentations made by salespeople	-.103	.090	.444	-.165	.246	-.405	-.126	.119	-.222	-.099	.165	-.036	.351	.326	-.450	-.344	-.048	.249	.502	.097	.149	-.054	-.195	-.043	.151	.082	.091	.236	.016	-.539	<b>.790<sup>a</sup></b>	-.426
Evaluate the professional development of salespeople	.316	-.272	-.262	.179	-.204	.611	-.508	-.342	.583	-.433	.139	.087	-.178	.100	-.115	-.135	.404	-.017	-.141	-.169	-.146	-.348	-.131	.033	-.294	.007	-.202	.360	-.055	-.245	-.426	<b>.787<sup>a</sup></b>

a. Measures of Sampling Adequacy(MSA)



## APPENDIX C1.4

### Correlation matrix and reliability estimates

	1	2.1	2.2	2.3	2.4	2.5	3	4	5	6	7	8.1	8.2
<b>1. Export Sales Effectiveness</b>	1												
<b>2. Behaviour based sales control</b>													
<b>2.1</b> Have knowledge of the design and specifications of company products and/or services	.316**	1											
<b>2.2</b> Have knowledge of the applications and functions of company products and/or services	.322**	.893**	1										
<b>2.3</b> Communicate their sales presentation clearly and	.321**	.781**	.812**	1									
<b>2.4</b> Work out solutions to customers' questions	.325**	.679**	.735**	.833**	1								
<b>2.5</b> Work out solutions to customers' objections	.239**	.676**	.684**	.775**	.832**	1							
<b>3. Outcome based sales control</b>	.315**	.388**	.386**	.426**	.485**	.461**	1						
<b>4. Rewards and compensation schemes</b>	.238**	.226**	.176*	.199*	.201*	.201*	0.158	1					
<b>5. Sales territory design satisfaction</b>	.394**	.278**	.292**	.256**	.281**	.339**	.401**	.194*	1				
<b>6. Firm size</b>	.204*	.314**	.246**	.266**	.222**	.230**	.210**	-0.078	.257**	1			
<b>7. Export orientation of sales strategy</b>	-0.147	-0.074	-0.091	-0.044	-0.033	-0.027	-0.156	0.006	-.201*	-0.085	1		
<b>8. Sales management experience over exports</b>													
<b>8.1</b> Degree of training in international business (eg. formal cou	0.228	0.183	0.187	0.158	0.108	0.217	.248*	0.222	0.235	0.223	0.061	1	
<b>8.2</b> Degree of overseas experience (live and work abroad)	0.16	.353**	.276*	0.137	0.154	0.181	0.24	0.189	0.22	0.096	-0.136	.368**	1

\*\*Correlation is significant at the 0.01 level

\*Correlation is significant at the 0.05 level

## APPENDIX C1.5

Correlation matrix and reliability estimates for low performed export sales units

Correlations													
	1	2.1	2.2	2.3	2.4	2.5	3	4	5	6	7	8.1	8
<b>1. Export Sales Effectiveness</b>	1												
<b>2. Behaviour based sales control</b>													
2.1 Have knowledge of the design and specifications of company products and/or services	,406 *	1											
2.2 Have knowledge of the applications and functions of company products and/or services	,613 **	,770 **	1										
2.3 Communicate their sales presentation clearly and concisely	,475 **	,649 **	,612 **	1									
2.4 Work out solutions to customers' questions	.342	,517 **	,375 *	,792 **	1								
2.5 Work out solutions to customers' objections	.270	,625 **	,395 *	,695 **	,813 **	1							
<b>3. Outcome based sales control</b>	.252	,620 **	.337	,503 **	,557 **	,475 **	1						
<b>4. Rewards and compensation schemes</b>	.308	,449 *	.323	,425 *	,467 *	,547 **	.173	1					
<b>5. Sales territory design satisfaction</b>	,398 *	.326	.338	.115	.015	-.013	.219	.076	1				
<b>6. Firm size</b>	.171	.276	.148	.142	.017	.083	.252	-.058	,378 *	1			
<b>7. Export orientation of sales strategy</b>	.226	-.035	-.078	-.051	-.052	.027	-.337	.086	.017	-.108	1		
<b>8. Sales management experience over exports</b>													
8.1 Degree of training in international business (eg. formal cours	-.067	,546 *	.447	.106	.129	.190	.467	.499	.018	-.200	-.282	1	
8.2 Degree of overseas experience (live and work abroad)	.213	,840 **	,858 **	,532 *	.390	.406	,601 *	.207	.292	-.241	-.445	.505	1

\*. Correlation is significant at the 0.05 level

\*\* . Correlation is significant at the 0.01 level

## APPENDIX C1.6

**Correlations**

	1	2.1	2.2	2.3	2.4	2.5	3	4	5	6	7	8.1	8
<b>1. Export Sales Effectiveness</b>	1												
<b>2. Behaviour based sales control</b>													
2.1 Have knowledge of the design and specifications of company products and/or services	.051	1											
2.2 Have knowledge of the applications and functions of company products and/or services	.074	,802**	1										
2.3 Communicate their sales presentation clearly and concisely	-.049	,675**	,768**	1									
2.4 Work out solutions to customers' questions	.102	,664**	,816**	,799**	1								
2.5 Work out solutions to customers' objections	.142	,682**	,743**	,612**	,754**	1							
<b>3. Outcome based sales control</b>	.102	,434**	,561**	,480**	,552**	,517**	1						
<b>4. Rewards and compensation schemes</b>	,260*	,322**	,441**	,372**	,389**	,528**	,461**	1					
<b>5. Sales territory design satisfaction</b>	,257*	.066	.135	.144	.046	.115	.105	.168	1				
<b>6. Firm size</b>	,226*	.075	.022	.032	.068	.075	.151	.042	-.076	1			
<b>7. Export orientation of sales strategy</b>	.029	-.011	-.064	-.104	-.124	-.087	-.064	-.130	.100	-.154	1		
<b>8. Sales management experience over exports</b>													
8.1 Degree of training in international business (eg. formal courses and e	.156	.048	.018	-.011	.027	-.075	-.017	.083	-.035	.150	.106	1	
8.2 Degree of overseas experience (live and work abroad)	.023	-.011	.021	-.045	-.052	.000	.082	.263	.248	.119	.052	.300	1

\*. Correlation is significant at the 0.05 level

\*\* . Correlation is significant at the 0.01 level

Correlation matrix and reliability estimates for high performed export sales units

## APPENDIX C1.7

Factor analysis of Open-ended question in questionnaires for export related salespeople and export sales managers

Questionnaire	Factor 1	Int	Factor 2	Int	Factor 3	Int	Factor 4	Int	Factor 5	Int
1	communication	BC								
2	personal B2B relations	BC	healthy competition	CM						
3	communication	BC	product quality	MK	customer service	MK	product price	MK		
4	product quality	MK	corporate reliability	BC	sales reliability	BC				
5	methodology	BC	personal contact	BC	follow up	BC				
6	good strategy	SO	procedures	BC	open minded people	BC				
7	motivation	RC	personal customer relationship	BC						
8	reliability	BC	teamwork	BC	strategy	SO	leadership	BC		
9	strategy	SO	clear goals	OC	good procedures	BC				
10	training	BC	personal loyalty	BC						
11	financing	FN								
12	flexibility	BC								
13	rewards	RC	compensation	RC	communication	BC				
14	international culture	CU								
15	strategy	SO	target loyalty	OC						
16	communication	BC	flexibility	BC						
17	communication	BC								
18	product quality	MK	product price	MK						
19	product quality	MK	after sales support	MK	product price	MK				
20	product quality	MK	consistence	BC						
21	communication	BC	product quality	MK						
22	compensation scheme	RC	rewards	RC	professional evolution	BC				
23	communication	BC								
24	consistence	BC								

BC	BEHAVIOUR BASED CONTROL
OC	OUTCOME BASED CONTROL
MK	MARKETING
RC	REWARDS AND COMPENSATION SCHEMES
FS	FIRM SIZE
TD	TERRITORY DESIGN
ME	MANAGEMENT EXPERIENCE
SO	STRATEGY ORIENTATION
CU	CULTURE
CM	COMPETITION
FN	FINANCING

Factor analysis of Open-ended question in questionnaires for export related salespeople and export sales managers  
(cont.)

Questionnaire	Factor 1	Int	Factor 2	Int	Factor 3	Int	Factor 4	Int	Factor 5	Int
25	marketing	MK	product price	MK						
26	product quality	MK								
27	product quality	MK	product price	MK	service	MK				
28	empowerment	BC	clear strategy	SO						
29	competition	CM								
30	training	BC	strategy	SO	international leadership	BC				
31	marketing	MK								
32	product price	MK	product quality	MK						
33	product price	MK	training	BC						
34	product quality	MK	product price	MK	market conditions	CM	communication	BC		
35	bureaucracy	BC	liquidity	FN	marketing	MK				
36	formal procedures	BC	persistence	BC						
37	communication	BC	collaboration	BC						
38	product uniqueness	MK	competition	CM	product specifications	BC				
39	structure	BC	incentives	RC	self motivation	BC				
40	communication	BC								
41	investment potential	FN								
42	experience	ME	know how	BC	processes	BC				
43	product quality	MK	product price	MK						
44	new products	MK	product price	MK						
45	good structure	BC	product knowledge	BC	market knowledge	BC	constructive thinking	BC	adaptability to cha	BC
46	information	BC	communication	BC	flexibility	BC				
47	export orientation	SO								
48	experience in financing	FN	product approvals							
49	sales plan	BC	vision	BC	organization	BC	cooperation	BC	strategy	SO
50	product price	MK								
51	right customer focus	BC	communication	BC	product testing	BC				
52	target loyalty	OC	incentives	RC	product	MK				
53	training	BC	good working conditions	BC	feasible targets	OC				
54	motivation	RC	after sales support	MK						
55	right customer focus	BC								
56	target loyalty	OC	incentives	RC						
57	methodology	BC	market analysis	BC	personal contact	BC	follow up	BC		

BC	BEHAVIOUR BASED CONTROL
OC	OUTCOME BASED CONTROL
MK	MARKETING
RC	REWARDS AND COMPENSATION SCHEMES
FS	FIRM SIZE
TD	TERRITORY DESIGN
ME	MANAGEMENT EXPERIENCE
SO	STRATEGY ORIENTATION
CU	CULTURE
CM	COMPETITION
FN	FINANCING

Overall Factor analysis of Open-ended question in questionnaires for export related salespeople and sales managers

(cont.)

Reported Factor	Factors	No of Occurances	Reported Factor	Factors	No of Occurances	Factors	No of Occurances	%
adaptability to changes	BC	1	market conditions	CM	1	BC	65	50.00%
after sales support	MK	2	market knowledge	BC	1	CM	4	3.08%
bureaucracy	BC	1	marketing	MK	3	CU	1	0.77%
clear goals	OC	1	methodology	BC	2	FN	4	3.08%
clear strategy	SO	1	motivation	RC	2	ME	1	0.77%
collaboration	BC	1	new products	MK	1	MK	33	25.38%
communication	BC	12	open minded people	BC	1	OC	5	3.85%
compensation	RC	1	organization	BC	1	RC	9	6.92%
compensation scheme	RC	1	persistence	BC	1	SO	8	6.15%
competition	CM	2	personal contact	BC	2			
consistence	BC	2	personal customer relationship	BC	1	<b>Grand Total</b>	<b>130</b>	
constructive thinking	BC	1	personal loyalty	BC	1			
cooperation	BC	1	presonal B2B relations	BC	1			
corporate reliability	BC	1	procedures	BC	1			
customer service	MK	1	processes	BC	1			
empowerment	BC	1	product	MK	1			
experience	ME	1	product approvals	MK	1			
experience in financing	FN	1	product knowledge	BC	1			
export orientation	SO	1	product price	MK	11			
feasible targets	OC	1	product quality	MK	11			
financing	FN	1	product specifications	BC	1			
flexibility	BC	3	product testing	BC	1			
follow up	BC	2	product uniqueness	MK	1			
formal procedures	BC	1	professional evolution	BC	1			
good procedures	BC	1	reliability	BC	1			
good strategy	SO	1	rewards	RC	2			
good structure	BC	1	right customer focus	BC	2			
good working conditions	BC	1	sales plan	BC	1			
healthy competition	CM	1	sales reliability	BC	1			
incentives	RC	3	self motivation	BC	1			
information	BC	1	service	MK	1			
international culture	CU	1	strategy	SO	5			
international leadership	BC	1	structure	BC	1			
investment potential	FN	1	target loyalty	OC	3			
know how	BC	1	teamwork	BC	1			
leadership	BC	1	training	BC	4			
liquidity	FN	1	vision	BC	1			
market analysis	BC	1						