### TABLE 1

#### Continued

<table>
<thead>
<tr>
<th>Construct Name and Items</th>
<th>M</th>
<th>SD</th>
<th>Alpha Reliability</th>
<th>Construct Reliability</th>
<th>Item Reliability</th>
</tr>
</thead>
</table>

**Categories of Sales Technology Use**

- Using sales technology to access information<sup>b</sup>
  - “Routine” to “sporadic”
  - “Frequent” to “infrequent”
  - “A major emphasis” to “not a major emphasis”
  - “Hesitant” to “confident”<sup>c</sup>
  
  | 4.80 | 1.35 | .90   | .90              | .86               |

- Using sales technology to analyze information<sup>b</sup>
  - “Routine” to “sporadic”
  - “Frequent” to “infrequent”
  - “A major emphasis” to “not a major emphasis”
  - “Hesitant” to “confident”<sup>c</sup>
  
  | 4.34 | 1.42 | .93   | .93              | .89               |

- Using sales technology to communicate information<sup>b</sup>
  - “Routine” to “sporadic”
  - “Frequent” to “infrequent”
  - “A major emphasis” to “not a major emphasis”
  - “Hesitant” to “confident”<sup>c</sup>
  
  | 5.14 | 1.36 | .92   | .92              | .88               |

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<sup>c</sup>Responses to this item were reverse scored.

<sup>d</sup>The seven-point response cues for each item ranged from “strongly disagree” (1) to “strongly agree” (7); note that fit statistics based on chi-square are not applicable for a construct with three indicators. For a more conservative test of convergent and discriminant validity, confirmatory factor analyses results for each of the blocks of constructs in the model appear in Table A1.

Notes: We measured work experience by asking respondents, “How many years of experience do you have at your company and others?” Its mean was 18.2 (SD = 8.6). We measured effort by asking, “On average, approximately how many hours per week do you spend, in total, working in your sales job?” Its mean was 46.0 (SD = 13.3). We calculated alpha reliabilities for the constructs using Cronbach’s algorithm for estimating the scales internal consistency, and we estimated the construct reliabilities using Fornell and Larcker’s (1981) recommendations.

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Hunter, Gary K. and William D. Perreault, Jr. (2007),
“Making Sales Technology Effective,”
*Journal of Marketing, 71*, 1 (January), pp. 16-34.

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