

TABLE 1
Continued

Construct Name and Items	M	SD	Alpha Reliability	Construct Reliability	Item Reliability
Sales Context Conditions					
Customer's information technology expectation ^d	4.23	1.24	.83	.84	
The buyers I deal with use information technology and expect me to.					.70
The buyers I deal with encourage me to support my proposal with data.					.65
The buyers I deal with see value in using information technology to improve decisions.					.51
The buyers I deal with can't be satisfied unless I rely on information technology.					.40
The buyers I deal with don't expect me to use technology. ^c					.30
Sales technology training effectiveness ^d	3.87	1.26	.83	.83	
I have had effective training on sales technology tools.					.65
My sales technology training has been "world class."					.59
This firm needs to revamp its sales technology training programs. ^c					.50
Sales technology training in this firm is effective.					.47

^aRespondents were directed, "On each of the following items, please rate how well you have performed relative to the average salesperson in similar selling situations," with seven-point response cues ranging from "needs improvement" (1) to "outstanding" (7).

^bRespondents were asked, "Compared to other salespeople, my use of sales technology to (access, analyze or better understand, or communicate) information about products, sales calls, orders, sales, accounts, and the like, is best described as..." (1 indicated the leftmost descriptive response, and 7 indicated the rightmost response).

^cResponses to this item were reverse scored.

^dThe 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.

Hunter, Gary K. and William D. Perreault, Jr. (2007),
"Making Sales Technology Effective,"

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