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**LA THÈSE A ÉTÉ
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**Buyer-Seller Interaction:
A Script Theoretic Approach**

Lise Héroux

**A Thesis
in
The Department
of
Marketing**

**Presented in Partial Fulfillment of the Requirements
for the Degree of Doctor of Philosophy at
Concordia University
Montréal, Québec, Canada**

June 1987

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ABSTRACT

Buyer-Seller Interaction: A Script Theoretic Approach

Lise Héroux, Ph.D.
Concordia University, 1987

Script theory holds that buyers and sellers repeatedly exposed to sales interaction occasions develop buying and selling scripts which guide their respective behavior and potentially influence the outcome of sales encounters. This research reviews the literature on cognitive script theory, buyer-seller interaction, and services. Three exploratory research questions are examined: (1) do industrial purchasing agents hold scripts for the overall purchase process, initial sales call, negotiation, and support service purchase; (2) do industrial sales representatives hold scripts for these processes; and (3) do purchasing agent scripts and those of sales representatives differ, and if so, how? Overall, the results indicate the existence of scripts for these processes, validate the scripts, and support past findings in script theory. Industrial purchasing agent scripts and sales representative scripts are found to differ on several dimensions. These results have theoretical and methodological implications for script theory research, and practical implications for purchasing and sales training programs.

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BUYER-SELLER INTERACTION:
A SCRIPT THEORETIC APPROACH

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1. INTRODUCTION

Buyer/seller interdependence is a crucial characteristic of industrial marketing (Webster, 1979). For this reason, researchers are turning away from increasingly refined micro perspectives of organizational buying decisions to focus instead upon the transaction between buyer and seller (Parkinson, 1985). The recent research generally attempts to qualitatively describe and understand buyer/seller interaction. Such perspectives as role determinants and role expectations based on role theory (Solomon et al., 1985); buyer/seller interaction models (Hakansson and Ostberg, 1975; Wilson and Bambi, 1977; Ford, 1980a); and influence processes (Webster, 1979; Ford, 1984; Hakansson et al., 1977) dominate the literature.

This study applies the cognitive script theory conceptual framework in the context of buyer/seller interaction to further describe and understand this dynamic process. Script theory holds that individuals repeatedly exposed to similar situations develop stereotypic action sequences for such occasions. These, in turn, guide the interpretation of information, the development of expectations, and the enactment of appropriate behavior routines. Script theory has been successfully applied and demonstrated in consumer decision making contexts (Leigh and Rethans, 1984, 1983; Bozinoff and Roth, 1983; Bozinoff,

1982; Rethans and Taylor, 1982) and organizational/ industrial contexts (Leigh and Rethans, 1984, 1985; Schurr and Calder, 1986). Because industrial buyer/seller interaction situations tend to be repetitive, it is reasonable to expect buyers and sellers to develop generic scripts, or stereotypic action sequences, for many of these situations which guide their respective behavior in sales interactions. Hence, scripts are potentially powerful determinants of the conduct and outcome of sales encounters. The organizations for which buyers and sellers work often have a stake in defining and engendering such scripts as "the way we do things around here" (Martin, 1983).

Thus, buyer/seller contexts should provide a rich environment for script research; script research should, in turn, be highly useful for describing and understanding industrial buyer/seller interactions (Leigh and Rethans, 1985a).

1.1 Statement of the Problem

Recent descriptive research achieved limited success in increasing our understanding of buyer-seller interaction. For instance, buyer-seller interaction models provide general and static theoretical frameworks relating the numerous factors influencing this relationship. Others focused on a subset of the variables influencing the interaction process only, such as influence strategies or

role determinants/expectations. Thus, research has been theoretical, or focused on a subset of the process from the perspective of either buyer or seller. None have compared buyers' and sellers' perceptions of the interaction process.

Research is needed to observe, describe and compare the similarities and/or differences between buyers' and sellers' perceptions of the buyer-seller interaction process. Do buyers and sellers exposed to the same purchasing situation perceive the situation and interaction process similarly? If they differ, how do they differ? And how do these differences influence the process and resulting behaviors and outcomes?

1.2 Purpose of the Study

The major purpose of this research is twofold:

1. To further explore, describe and understand buyer/seller interaction in the industrial purchasing process through the determination, examination and validation of script norms for buyers and sellers;
2. To determine whether purchasing agents' scripts differ from those of industrial sellers in an identical evoked context, potentially influencing buyer/seller interaction.

1.3. Importance and Contributions of the Research

This research is important for several theoretical and practical reasons:

Theoretical contributions

1. Interest in buyer/seller interaction is a recent phenomenon which has generated several descriptive studies using various methodological approaches (e.g. structural models). A script theoretical framework provides additional rich descriptive data for further understanding, theory development and future empirical testing of buyer/seller interaction in the industrial selling process. Only four studies examine the presence of scripts in the industrial context, none of which compares buyer and seller perceptions of the process within which they interact. This study contributes to a better understanding of buyer/seller interaction in the overall industrial purchasing process and subprocesses (initial sales call, negotiation, and support service).

2. It determines, examines and validates purchasing agents' and industrial sellers' scripts for the overall industrial purchasing process and subprocesses, providing methodological support for script validation tasks suggested in previous research.

3. It provides a better understanding of the dynamic nature of the dyadic relationship by contrasting buyer

and seller's respective scripts to define perceptual similarities and differences of the industrial purchase process and subprocesses.

4. It assesses whether purchasing agents and sellers perceive differences in purchasing industrial support service contracts, as is suggested in the literature.

Practical contributions

1. From a practitioner's perspective, a better understanding of the similarities and differences in perceptions of the industrial purchasing process between buyers and sellers may help guide industrial purchasing and sales efforts toward greater effectiveness. For instance, understanding purchasing agents' perceptions of the purchasing process (as indicated by their script) will provide important input in a sales management training program. The better the understanding of the purchaser, the better the seller can plan an effective sales strategy for the successful conduct and outcome of sales encounters. The same is true for purchasing agents' understanding of sellers' scripts in developing their purchase strategies.

2. The respective buyer and seller scripts can be incorporated into firms' purchasing training programs and sales training programs, considering similarities and differences involved in purchasing/selling industrial goods and industrial support service

contracts.

3. This research may be generalizable to similar industrial goods and support service contracts.

1.4 Scope and Delimitation of the Study

This study examines buyer/seller interaction in an industrial context. It does not include (1) consumer decision making contexts, (2) buying center influence in the process, (3) scripts' inferential role (only representation), or (4) buyer/seller actual behavior (only their perceptions of the overall purchase process and subprocesses).

1.5 Organization of the Proposal

Chapter 2 presents the theoretical and empirical setting for this research. It consists of three sections: (1) a discussion of cognitive script theory, its empirical support and applications; (2) a review of the buyer/seller interaction literature; and (3) an outline of services classification schemes, characteristics and related marketing strategy issues. The main research questions of this study are presented in Chapter 3, along with the methodology for evaluating these propositions. Chapter 4 presents the Phase 1 (Script Elicitation) research findings and a discussion of these results. Chapter 5 presents the Phase 2 (Script Validation) research findings and

discussion. Chapter 6 presents the results and discussion of buyer and seller script differences, while Chapter 7 finally presents the summary and conclusions of the thesis, as well as the contributions and limitations of the research, and direction for future research.

2. REVIEW OF THE RELATED LITERATURE

This chapter is divided into three parts. In the first, cognitive script theory is defined and discussed. This section also presents experimental findings on scripts as well as applications of script research, in consumer behavior and organizational-industrial marketing.

The second part contains an overview of industrial buyer/seller interaction literature. It includes a discussion of the buyer/seller relationship; role determinants and expectations for buyers and sellers; three descriptive interaction models; and a brief outline of influence processes such as persuasion, compromise, bargaining, negotiation and reciprocity. The main purpose of these two sections is to identify key theoretical issues of this research.

In the third part, literature on services marketing is presented. Services are defined, classification schemes presented, and service characteristics discussed. Finally, marketing strategy issues for services and suggested solutions are outlined.

2.1 Script Theory

2.1.1 Script Terminology Distinctions

Formulations of script theory are found not only in

work in artificial intelligence. (Schank and Abelson, 1977; Tulving, 1972), but also in personality psychology (Tomkins, 1978) and transactional analysis (Harris, 1973).

Tomkins' (1978) conceptualization of script theory builds upon his earlier theoretical and empirical work on affects (Tomkins, 1962, 1963a), ideology (Tomkins, 1965) and cognition (Tomkins (1971). Tomkins presents a model of the person as a playwright (and producer, casting-director, hero and critic), constructing his/her personal world from the earliest weeks of life. The script theoretic principles have traced the growth of an early childhood experience into a "nuclear script" governing much of the thought, feelings, and action of a normal adult over thirty years later (Carlson, 1981). Thus, script theory in personality development is best understood as the formation, growth, or decline of (a) scenes that represent important features of an individual's life and (b) scripts that enable the person to anticipate, respond to, control, or create events in a meaningful fashion. An essential premise of script theory is that personality development is not plotted as a one-way progression from earlier to later constructions of experience. Instead, there is two-way traffic through time. Constructions of the past may be radically changed in the light of later experience; anticipation of the future may color the present and revise the past; old experience may intrude to alter the present (Carlson, 1981; Rumelhart and

Ortony, 1976). Empirical support exists for script theory in this context (Carlson, 1981, 1984).

The popular work of Harris (1973), I'm OK--You're OK, established script theory in transactional analysis. Rothery (1978) later developed a summary of rules and metarules in script theory. Kahler (1975) distinguishes process and content in script theory therapy treatments. Process information is obtained from analysis of the not-OK miniscript. This analysis allows for identification of the drivers, stoppers and not-OK life positions that a person is reinforcing by repeating script sentences hundreds or thousands of times a day. Content involves assessment of an individual's level of commitment to the script injunction (i.e., the script decision). It provides level-of-pathology information that indicates whether a script is non-winning or losing. This approach is applied in cases of extramarital sexuality and marital therapy (Sprenkle, 1978), in the cultural aspects of sex roles (Levin, 1977), general cultural scripts (Roberts, 1975), and neurotic and psychotic disturbances (Korpolewska, 1982).

Thus, though applications of script theory are found in cognitive, social, developmental and clinical psychology (Rumelhart, 1980), the cognitive psychology script formulation is the specific focus of the present research. The following sections describe the cognitive psychology script conceptualization.

2.1.2 Cognitive Script Theory

Script theory is a specific elaboration of Minsky's frame theory (1975). According to Minsky, abstract knowledge structures are postulated that organize generic expectations about objects or situations. When a frame is involved in a particular instance, it is "instantiated"--that is, tokens are created to carry knowledge of a given type into the present instance, although still differentiating one instance from another. Scripts have also evolved as a variation of schema theories, as originally conceptualized by Bartlett (1932). "These theories have been proposed as a means by which individuals deal with redundancy of information in the environment. Rather than attending to all stimuli, computing time can be minimized and information search guided by reliance upon stored, generic concepts, events, event-sequences, etc., in a 'schema'" (John and Whitney, 1982). A schema is a cognitive structure which consists in part of a representation of some defined stimulus domain. The schema contains general knowledge about the domain, including the specification of the relationships among its attributes, as well as specific examples of instances of the stimulus domain (Taylor and Crocker, 1981). Scripts are a type of schema, differentiated by the hierarchical or causal ordering of its elements.

Definitions of Script

Abelson (1976, p. 33) defined a script as "a coherent sequence of events expected by an individual, involving him either as a participant or as an observer". Schank and Abelson (1977, p. 41) refined this initial definition to "a structure that describes appropriate sequences of events in a particular context". Thus, according to these authors, a script is a predetermined stereotyped sequence of actions that defines a well-known situation. More recently, Abelson (1981, p. 717) stated that "a script is a hypothesized cognitive structure that when activated organizes comprehension of event-based situations. In its weakest sense, it is a bundle of inferences about the potential occurrence of a set of events and may be structurally similar to other schemata that do not deal with events. In its strong sense, it involves expectations about the order as well as the occurrence of events."

Conceptualization

Abelson (1976) describes the basic elements of scripts as a "vignette", which is an encoding of an event of short duration, including both an image (often visual) of the perceived event and a conceptual representation of the event. The script can thus be conceived as a coherently linked chain stored as a unit. Script theory postulates that, upon activation, scripts stored in memory are used to

direct behavior. To illustrate this point, the most commonly cited script, the restaurant script, is presented here (Abelson, 1981; Bower, Black and Turner, 1979; Leigh and Rethans, 1983; Bozinoff and Roth, 1983; Bozinoff, 1982; Rethans and Taylor, 1982):

"Upon entering a restaurant, a restaurant script would be activated and begin to guide behavior. The script would contain a standard sequence of typical activities in a restaurant from the point of view of the customer. Scripted activities might include talking to the hostess, being shown to a table, reading the menu, reading the wine list, and so forth. The script also includes standard roles to be played, standard objects, ordinary conditions for entering the activity, a standard sequence of scenes or actions wherein one action enables the next, and normal results from performing each activity successfully. Script information enables the restaurant goer to understand what is observed and to plan and execute conventional activities indicated for the situation." (Leigh and Rethans, 1984, p. 23)

Scripts serve many purposes (Abelson, 1976, Schank and Abelson, 1977). First, since they are formed on the basis of repeated experience with a particular event sequence, scripts can guide one's actions and expectations during the sequence. Thus, people with well-developed restaurant scripts would be quite confident that once they had been seated at a table and had read the menu, someone would appear to take their order (Nottenburg and Shoben, 1980). Second, scripts are presumed to play an important role in comprehension and inference-making (Abelson, 1981; Bower, Black and Turner, 1979; Schank and Abelson, 1977). Scripts perform encoding and representation functions so that, when

confronted with a stimulus environment, informational elements present in the situation come to be ordered in a manner that reflects the nature of the script. Scripts also perform interpretive or inferential functions in that scripts represent normative structures used to generate script-relevant expectations (Leigh and Rethans, 1984). Finally, scripts play a role in attitude-formation or judgment-making, particularly about persons or social events. In recalling details of a party one attended the night before, it seems likely that one might use a script of an "ideal party" as a comparison standard to evaluate the present instance (Abelson, 1976).

2.1.3 Script Experimental Findings

The development of script theory rests on several experimental studies. Bower, Black and Turner (1979) conducted a series of experiments on scripts. They found five significant results:

1. Script norms exist. When asked to describe familiar activities, subjects tend to write similar descriptions using the same characters, props, actions and order of events.
2. Agreement exists on how a series of action sequences should be grouped into segments or scenes.
3. In a recall task, subjects tend to confuse stated

actions with unstated actions implied by a script.

4. Subjects tend to use a common "natural" or "canonical" order in unscrambling a series of actions scrambled out of order.
5. Subjects tend to remember exceptional actions rather than scripted actions.

These results are generally consistent with script theory predictions, though several unresolved issues were noted. These are discussed in the next section.

Other studies support some of the Bower et al. (1979) findings. For example, Graesser et al. (1979, 1980) found that subjects tend to remember atypical rather than typical script actions. Typicality of script activity was also found to influence facilitation of recognition of other elements belonging to the script (Kaminska-Feldman, 1982) and reaction time in memory tasks (Bellezza and Bower, 1981). Galambos and Rips (1982) found agreement on the temporal order of episodes within memory for routines and that some episodes are more important, or central than others. Individuals search through scripts by attending to events of greater importance in the scripts (Nottenburg and Shoben, 1980). Script homogeneity and sequence were found by John and Whitney (1982) and Whitney and John (1983). The latter also support the stated/unstated activities confusion findings.

According to Schank (1975), the script knowledge used

in understanding the links between the specified actions becomes part of the memory representation for the story and becomes indistinguishable from the actual input. Gibbs and Tenney (1980) confirm this hypothesis. Certain actions, or script implications, do not have knowledge about the event which is used in understanding the story. Presumably people use "action-summary" terms or "basic-level action" terms to describe a continuum of events because they share a conversational postulate which says one ought to speak or write so as to be informative but not overly redundant (Rosch et al., 1976). In other words, subjects in memory tasks tend to construct semantic descriptions of situations rather than remember the details of information presented (Bransford et al., 1972). High frequency association norms exist for word perception, priming, semantic judgments and memory (Battig and Montague, 1969). Subjects thus fill in missing links in a memory task in order to form a coherent story (Baggett, 1975; Kemper, 1982).

Other research streams find that, from a script theoretic perspective, children develop sex role stereotypes based on their experience and they themselves bring their expectations to bear as they make inferences about characters' emotions and motives in television programs (Durkin, 1984). Scripts thus guide comprehension and inference making since they are formed on the basis of repeated episodes of a particular event sequence (Nottenburg

and Shoben, 1980; den Uyl and van Oostendrop, 1980). Because scripts are based on common experience, script reports should be similar across children (Nelson, 1981). The attraction of script analysis is that it helps locate television input to children in a meaningful social-cognitive context without having to make assumption about addictive effects that are not strongly supported (Withey, 1980).

Finally, personality research links interaction scripts with different self-monitor levels (Douglas, 1984), intrinsic motivation and reward (Sarafino, 1984), self-referent versus other-referent participation (Lord, 1980), mindless/thoughtful information processing (Langer, 1978), and the script performer (Anderson, 1983).

Unresolved Issues and Problems in Script Theory

Although script theory is intuitively appealing and supported by experimental findings, several unresolved issues and limitations of script studies should also be discussed. Bower, Black and Turner (1979) suggest six problem areas of script theory:

1. Script knowledge elicitation. The results obtained from script research will vary with the way instructions are phrased. Recall and recognition of script actions from a pool presented to respondents may not yield the same conclusions. However, both recall

and recognition methods can give only script knowledge that is accessible to conscious inspection.

2. Level of detail recorded with each script and recalled when instantiated. Not all details are recorded or recalled for each script. The script may refer to a general label which then points to a mental lexicon which holds context-free information about these concepts and their prototypes. In instantiating the script, the features of the prototype will be "loosely bound" so that the text can readily replace a guessed value. For example, a restaurant script may include a waiter/waitress role, without specific features such as gender, age, hair color, etc., which are context-specific.

3. Modification of script details from novel contexts. How do special contexts, such as theatre actors in a play pretending to eat at a restaurant, affect the instantiation of the real-world restaurant script? We do not expect the pretend food to be hot, etc.

4. Level of abstraction of the script. When a text calls up a script from the respondent's memory to begin instantiation, at what level is that script? For example, suppose you read a text about visiting a specific cardiologist, is this an instance of "visiting the cardiologist", "visiting the doctor", "visiting a health professional", or any person? The concepts are

all connected in a hierarchy, and properties true of an activity described at one level are also true of subordinate scripts. The most detailed script may be retrieved and simplified to the level of the present situation, or the most basic script level may be retrieved and built upon. At what level is the script instantiated?

5. Learning new scripts. If new situations can only be understood as instances of performed scripts (perhaps with some deviations), how then can new scripts be learned? Scripts may be clustered around the primitive action they enable. Thus, the bus, the train, the airplane and bicycle scripts center around physically moving oneself. The car can then be viewed as a special case of moving oneself. This is one example of "tracks" which represent distinct subclasses of script situations (Schank and Abelson, 1977).

6. Script interactions. Simultaneous execution of several scripts which have strong interactions is a common occurrence. For example, a salesperson invites a prospective client to lunch to negotiate a business contract. The negotiation is embedded within a restaurant script, and may be influenced by the type of restaurant selected or menu order to impress the client. The outcome of the negotiation may in turn influence who pays the bill for lunch.

In addition to these script conceptualization issues, methodological problems with script theory studies have been identified by Anderson (1983). The first problem relates to perceived experimenter demands. Are the scripts obtained from research due to respondents' script processes or to manipulations suggesting what the researcher wants? Second, experimental manipulations may simply make the target-behavior more salient for the "script" subjects than for control subjects. Such manipulations may produce changes in intentions or behavior because of changes in the relative salience or availability of the target-behavior and not because the target-behavior occurred as part of an organized sequence of events. And third, some manipulations differentially influence the target-behavior evaluations (or attitudes) of script and control subjects. In such cases, manipulations that are not purely cognitive may change attitudes toward the target-behavior.

These unresolved issues and methodological problems of script theory do not undermine the usefulness and potential value of the script theory framework, but rather indicate several areas of future research and contributions.

Methodological Suggestions

Leigh and Rethans (1984a) propose a number of script validation tasks which, incorporated in a script research study methodology, would strengthen the validity of the

obtained script results (p. 232-233):

1. Reordering tasks: Given a set of script-relevant actions in random order, subjects should be able to construct scripts similar to those originally developed using the elicitation procedure. This task validates the sequential and hierarchical causal structure of scripts.

2. Activity typicality ratings: Given script-relevant and irrelevant activities, subjects should be able to accurately judge the typicality (or commonness) of each action for more general situations. This task confirms recognition and commonness distinguishing script main, secondary and unique actions.

3. Script typicality ratings: Given alternative scripts constructed using both relevant and irrelevant actions, subjects should be able to judge the typicality of each respective script. This task distinguishes script commonness.

4. Fill in the missing link: Given alternative scripts with specific script-relevant activities or sequences of activities removed from the script, subjects should be able to fill in the missing links. This task is useful to validate the script itself. If an activity is truly important or central in a situation, then subjects should be able to recognize it is missing and return it to its appropriate location in the script sequence.

5. Scene specification or matching tasks: Given an appropriate script, subjects should be able to consistently divide it into a hierarchical structure of scenes. This task evaluates the hierarchical structuring of scripts into main and subsidiary conceptualizations.

A program of research into cognitive script theory would benefit from a variety of these methods. Smith and Houston (1985) developed and tested a rank-order procedure to validate consumer scripts. This procedure purports to ease script research on the scale required in consumer research. Smith and Houston (1986) also describe and evaluate various stimulus materials and dependent measures

available to assess the level of script development for consumer events. Others (Lakshmi-Ratan and Iyer, 1986) have attempted to develop fundamentals of a methodology for performing similarity analysis of cognitive scripts in marketing research.

2.1.4 Script Theoretic Research

Consumer Behavior Applications

Five studies based on the script theoretic conceptual model appear in the consumer behavior literature (See Table 2.1).

Rethans and Taylor (1982) used this framework as an alternate, qualitative methodology to test whether consumers do follow the traditional 5-step decision-making process (problem recognition, search, alternative evaluation, choice, and outcomes). In spite of a relatively small convenience sample of civic group members which may not be representative of the general population of consumers for the selected purchases, these authors found some support for the traditional decision-making model. Bozinoff (1982) and Bozinoff and Roth (1983) focused on routine response behavior in consumer information processing in an energy conservation context. In the former study, Bozinoff found support for the existence and reliability of scripts in consumer energy conservation attitudes and behavior.

Scripts were thought to provide additional insight to

TABLE 2.1

Script Theory: Consumer Behavior Applications

Study Description	Rethans & Taylor 1982	Bozinoff 1982	Bozinoff & Roth 1983	Leigh & Rethans 1983	Leigh & Rethans 1984	Puto 1985
Objective	Consumer decision making process	Routine response behavior: energy use	Automatic information processing: energy	Script elicitation and organization	Consumer scripts for insurance sales	Consumer memories for advertising messages
Conceptual Framework	Script	Script	Script	Script	Script	Script
Hypotheses	Consumers follow a 5-step model	Script measures & reliability; research insight	Memory recognition for events, commonness, self-reports	Script norms exist; method checks	Script norms exist; sensitivity of norms	Script interruptions influence recall of product attributes & evaluations
Sample	30 civic group volunteers; convenience	43 students, convenience	36 students, convenience	30 consumers; 17 civic; 30 and 24 students; convenience	50 students; 24 students; convenience	83 students; convenience
Procedure	Bower et al, 1979	Bower et al, 1979	Bower et al, 1979	Bower et al, 1979	Bower et al, 1979	Bower et al, 1979
Elicitation Context	Purchase groceries, medicine, dishwasher, car	Getting up, day at the office, dinner	3 stories of energy use	new car purchase	life insurance sale	fast food restaurant
Perspective	Consumer	Consumer	Consumer	Consumer and their interaction	Consumer view of interaction	Consumer
Measures: Commonness	25-40-55-75%	25-50-75%	25-50-75%	25-40-50-75%	25-40-55-75%	Not Specified
Other		SRCBscale self-reports	SRCBscale self-reports			Beliefs, attitudes, intentions
Findings	Support	Support	Support	Support	Support	Some support

other consumer behavior research methods since self-report information differed from scripts. In the latter study, Bozinoff and Roth (1983) examined memory recognition for energy conservation script activities. They found that consumers (1) confuse mentioned and unmentioned script activities, (2) recognize uncommon activities more often than common activities, (3) memory recognition is only marginally related to their energy conservation attitudes, and (4) memory recognition is not related to energy use self-reports, confirming the Bozinoff (1982) conclusion. These two studies suffer from the small convenience samples of students which may not be representative of the overall consumer population. In addition, the three stories in the experimental conditions may not represent the most relevant energy consumption behaviors for consumers, and as a result, remain paper-and-pencil exercises. Like Bozinoff (1982) and Bozinoff and Roth (1983), Leigh and Rethans (1983, 1984a) establish the existence and reliability of scripts in consumer decision-making for a new automobile purchase and life insurance sales encounter, and examine several methodological issues related to scripts. They found convergent validity between written (pencil and paper exercises) and verbal scripts. The entering condition into scripts (i.e., study instructions) determine the level of abstraction of the generated scripts due to the hierarchical organization of scripts. Furthermore, comparison of

consumer scripts to consumer's perception of consumer/salesperson interaction scripts found consistency in the elicited scripts. The interaction script better reflects the temporal and interactive nature of personal selling encounters. It provides more specific and concrete actions and insight into the point of origin of these actions (Leigh and Rethans, 1983). Finally, using a script promoting a new fast food restaurant, Puto (1985) found that interruptions of the fast food script were recalled better than the normal script actions, and that the content of the interruptions is also better remembered than the normal script actions. These replicate earlier results by Bower, Black and Turner (1979) and suggest that advertisers can improve consumers' memories for key points in advertisements by inserting them as interruptions in typical scripts. On the other hand, Puto found no difference between moderate and strong interruptions, between typical and atypical scripts, or in belief, attitude, and behavioral intention measures. The lack of significant findings was attributed to several methodological problems such as lack of premeasures and control groups.

Methodologically, the earliest studies elicit scripts from the consumer perspective only, and include the decision-making role of the consumer only (Rethans and Taylor, 1982; Bozinoff, 1982; Bozinoff and Roth, 1983; Leigh and Rethans, 1983). Leigh and Rethans (1983, 1984a)

incorporated the salesperson's role into the consumer's scripts to capture the interactive nature of sales encounters. This is clearly a major methodological improvement over strictly consumer perspective scripts, and thus set the norm for later studies (Leigh and Rethans, 1984a, 1985, Schurr and Calder, 1986). However, the interaction is captured from the consumers' perspective only, not from the salesperson. Incorporating this perspective and comparing consumers' and salespersons' perceptions of the sales interaction process would greatly benefit this study. All studies follow the script elicitation procedure developed by Bower, Black and Turner (1979), establishing the reliability and validity of this approach in various elicitation contexts. Some of the elicitation contexts evoked in these studies include purchase of groceries, over-the-counter medicine, and new automatic dishwasher (Rethans and Taylor, 1982); energy conservation stories (Bozinoff and Roth, 1983); getting up in the morning, a day at the office (Bozinoff, 1982); a new automobile purchase (Rethans and Taylor, 1982; Leigh and Rethans, 1983); and a life insurance sales encounter (Leigh and Rethans, 1984a). For each study, the sample consists of fifty or less students selected on a convenience basis, with the exception of Rethans and Taylor (1982) who recruited consumers from civic groups. In terms of script measurement, all studies utilized a frequency measure of

commonness of the script for the overall sample. To be included in the group script, an activity must be mentioned by 25% of the sample or more, with the most common category consisting of 75% or more mentions. These criteria for inclusion were initially used arbitrarily by Bower, Black and Turner (1979), based on the distribution of frequencies obtained in their studies. These criteria were selected at natural breaks in the percentage-agreement distribution (25-39%, 40-49%, 50-75%, 75% and over).

These exploratory studies have established the existence and reliability of scripts in consumer decision-making. Also, they have tested a number of methodological issues related to script research. However, though student respondents may be adequate for exploratory consumer research, a more representative sample of the population of interest should be sought. More importantly, only two studies contemplated role decomposition and interaction in consumers' scripts in consumer research. More research is needed to examine agreement between consumer interaction scripts and sales representative interaction scripts. How consistent or inconsistent are consumers' and sales representatives' scripts of a similar elicitation context? Is consistence of scripts related to satisfaction with the sales situation and outcome?

Organizational/Industrial Applications

The existence of scripts being established in psychological and consumer behavior contexts, Leigh and Rethans (1984), turned to organizational and industrial buying contexts to determine whether scripts exist in the overall purchasing process (and subprocesses) for purchasing agents, and whether these scripts are valid. They examined the commonness and sequential structure characteristics of scripts. Scripts were also found to exist in the organizational and industrial purchasing context. Next, Leigh and Rethans (1985) used script theory as a framework to assess user department participation and relative influence in a major industrial purchase. In this study, experienced professional buyers were found to have normative expectations concerning the appropriate level of user department involvement in a major new buy situation. The level of user participation in this type of situation influenced how other purchasing agents evaluate the industrial buyer in each scenario.

These two studies follow similar methodologies (See Table 2.2).

Both studies examine the purchasing agents' perceptions of the industrial purchase of computer terminals, which represents a new buy situation. Both studies used the same sample obtained from a purchasing management association. This sample was drawn from one American city only,

TABLE 2.2

Script Theory: Industrial Applications

Study Description	Leigh & Rethans 1984	Leigh & Rethans 1985	Schurr & Calder 1986	Schurr 1986
Objective	Existence of script norms organizational buying	User Department in participation and relative influence in an industrial purchase	Impact of restaurant meeting settings on industrial buyers' reactions to three user-supplier problems	Manipulation of purchasing task environment; prediction of buyer attitudes; judgment given purchasing scripts
Conceptual Framework	Script	Script	Script as vehicle, not tested	Script as vehicle, not tested
Hypotheses	Scripts exist for overall and subprocesses in purchasing; valid: common, sequential structure	Buyers have normative expectations of appropriate level of user participation; affect buyer evaluation	In ordinary restaurant meetings, compared to fancy ones, buyers will: evaluate sales rep. arguments more positively, Yield if disagree; more positive supplier evaluation	4 pilot studies - purchasing environment 1-User/supplier disagreement 2-Monitored buyer script: less favorable evaluation of user position in user-supplier disagreement 3-Buyer-seller interaction - restaurant setting 4-Different roles played have different scripts
Findings	Support	Support	Support	Support
Method:				
Sample size	Phase 1: 36 Phase 2: 109	Phase 1: 36 Phase 2: 109	211	
Respondents	Purchasing Association Manager 63.3% 49.0% Agent 20.0% 20.2% Buyer 13.0% 23.9% Other 3.7% 6.9%	Purchasing Association Manager 63.3% 49.0% Agent 20.0% 20.2% Buyer 13.0% 23.9% Other 3.7% 6.9%	Purchasing Association 42% 20% 20% 18%	Study 1: 28 purchasing agents Study 2: 40 purchasing agents Study 3: 211 purchasing agents Study 4: 248 business publication subscribers
Product type	Nonintelligent computer terminals	Computer terminals	Unspecified parts	Unspecified
Buy type	New and Modified	New buy	Modified rebuy	Unspecified
Market Served	Industrial	Industrial	Industrial	Industrial
Stage of Buy	Overall, sales call, negotiation, modified rebuy	Overall process	Order routine; price-delivery negotiation	Unspecified
Procedure	Bower et al., 1979, with interaction	Bower et al., 1979, with interaction	Manipulation in script activation	Manipulation in script activation

which may not be representative of the United States purchasers. Both utilized the script elicitation procedure developed by Bower, Black and Turner (1979) incorporating buyer-seller interaction for the overall purchasing process. The earlier study also examined purchasing subprocesses such as a sales call and negotiation, while the later study manipulated the level of user participation in several scenarios for a computer terminal purchase listing buyer-seller activities. Both studies measured commonness of obtained scripts along similar scales. The former study tested scripts for reliability, and examined typicality, script sequence and reordering tasks for validation. The latter incorporated a performance evaluation scale of the buyer in the various scenarios.

These two studies restrict themselves to purchasing agents' perceptions of the buying process and to the purchase of one type of product only, computer terminals. Sales personnel perceptions are ignored and neither considered situational factors.

More recently, Schurr and Calder (1986) used script theory as a vehicle to examine the impact of a situational variable, restaurant meeting setting, on industrial buyers' reactions to three user-versus-supplier problems. In this study, the script was used as a manipulation of various restaurant settings and problem situations encountered in the industrial purchase of unspecified parts. The authors

found that in ordinary restaurant setting meetings, compared to fancy restaurant meetings, industry buyers will (1) evaluate a sales representatives' arguments more positively and a users' arguments more negatively, (2) judge that the user must yield to the sales representative if any disagreement arises, and (3) give a more favorable overall supplier evaluation. Again, purchasing agents' perceptions were investigated, and buyer-seller interaction obtained from the purchasing agent's perspective. The sales personnel perspective is ignored. The realism of the manipulated script scenarios is the major methodological weakness of this research.

The same weaknesses are found in the Schurr (1986) study. In a series of manipulations of four aspects of the purchase task environment, the researcher examined their effects on attitudes and judgment. He found that (1) attitudes change with the perspective (i.e., script) in mind at the time; (2) the script inductions cause different purchase problem evaluations; (3) restaurant setting influences user-seller arguments and supplier evaluation; (4) different roles have different scripts, and individuals react differently to different stimuli.

Additional research is needed to assess the uniformity of purchasing agents' scripts across industrial product types, across industrial service types, across industry types, and across firm sizes. Buying center roles in the

purchasing process can also be assessed using the script framework. Additional research is also needed to examine vendor scripts of the purchasing process and subprocesses. These can then be compared with purchasing agents' scripts to determine whether their respective expectations of the process differ. Differences in expectations can be examined with respect to the final outcome of the sales encounters. The buyer-seller interaction component of the purchasing process script is omitted in the majority of the reported studies.

2.1.5 Summary

Though script theory is a relatively new framework in cognitive psychology, it has sufficient appeal to generate several important research streams. The existence of a script has been shown in the cognitive psychology research, and supported in consumer and industrial purchasing contexts. In addition, evidence for the reliability and validity of scripts is growing, with more experimental manipulation procedures used in studies.

Most recently, incorporation of the interaction factor yielded major improvements in the meaningfulness of obtained scripts in marketing contexts. That is, though a script is by nature an individual's perception of a situation, incorporating that person's perception of others' participation in the script offers a more realistic

representation of a sales interaction context. Furthermore, obtaining sales personnel's perceptions of the buyer-seller interaction process, incorporating the buyer's participation in the script, would provide a richer understanding of the overall purchase process. More research is needed to study the buyer-seller relationship in an industrial context using the script theoretic framework.

2.2 Buyer-Seller Relationship

According to the script theory framework, individuals repeatedly exposed to certain situations develop stereotypic action sequences, or scripts, for such actions. In an industrial context, sales encounters are likely to be highly repetitive (Leigh and Rethans, 1985). Hence, buyers and sellers may develop respective scripts for these sales interactions. These scripts will then guide the interpretation of information, the development of expectations, the choice of influence strategies, and enactment of appropriate behavior routines. Therefore, scripts may be potentially powerful determinants of the conduct and outcome of sales encounters. It has become increasingly apparent, from a review of the literature which has been published recently on organizational buying behavior, that researchers are turning away from increasingly refined micro perspectives of organizational buying decisions to focus instead upon the transaction between buyer and seller (Parkinson, 1985). For example, conceptual work on buyer-seller interaction (Sheth, 1975; Bonoma, Bagozzi and Zaltman, 1978; Wilson, 1978; Reingen and Woodside, 1981; Hakansson, 1982) as well as empirical applications (Parkinson, 1982, 1985; Hill, 1982) became increasingly evident in the literature.

Buyer-seller interdependence is a crucial

characteristic of industrial marketing (Webster, 1979). In industrial marketing, the marketing and selling strategies are usually directed at individual customer organizations, not mass markets or average customers as in consumer marketing. The product offered to individual customer organizations is often characterized by its complexity. Product complexity not only refers to its technical complexity, but also economic and personal complexity of the buyer-seller relationship. The industrial clients are often few, representing large contracts. Each must be handled individually, involving several departments or decision-makers on both sides in order to solve the client needs.¹ Thus the buyer-seller relationship is dynamic, with two active parties. Both are likely to be involved in adaptations to their own process or product technologies to accommodate each other.

¹ Several authors have attempted to model buying center and buying behavior (For example, see Cyert and March, 1965; Wind, 1967; Moore, 1969a, 1969b; Webster and Wind, 1972; Wind and Webster, 1972; Bohma et al., 1977; Nicosia and Wind, 1977; Corey, 1978a, 1978b; Ferguson, 1979; Cardozo, 1983).

Other descriptive research examines the overall industrial decision-making process (Ozanne and Churchill, 1971; Vyas and Woodside, 1984; Hillier, 1975; Woodside and Samuel, 1981; Crow, Olshavsky and Summers, 1981; Kelly, 1974; Capon and Hulbert, 1975; Robinson, Faris and Wind, 1967).

Still other research examines subprocesses of buying center decision making (Gronhaug, 1975a, 1975b, 1976, 1977; Pettigrew, 1975; Hakansson and Wootz, 1975; Scott and Wright, 1976; Spekman and Stern, 1979; Wind, 1978a, 1978b; Witte, 1981; Mintzberg et al., 1978).

2.2.1 Buyer-Seller Interaction

"When buyer and salesman meet, the nature of their interaction can be understood as a form of role-playing. The roles of buyer and salesman are distinct and definable social roles, each having certain behaviors and expectations associated with it" (Webster, 1979, p. 51). This is illustrated by Woodside and Taylor (1985) in the description of exchanges between insurance salesmen and prospective clients, where the parties in the interaction juggle their official and abstract identities with formal and personal identities in the course of their conversations. Schenkein (1978) first called attention to the "identity negotiations" which are likely to occur in buyer-seller encounters:

"Whatever else they might or might not share, such encounters are made up of talk between strangers who might know one another only as local versions of some abstract identity like 'salesman' or 'client'. For these encounters, strangers not only conduct their business under the auspices of their official identity relations, but they also negotiate into the upholding of their encounter eminently personal identities from their separate biographies (Schenkein, 1978, p. 57-58).

The study of a role--a cluster of social cues that guide and direct an individual's behavior in a given setting--is the study of the conduct associated with certain socially defined positions rather than of the particular individuals who occupy these positions. It is the study of the degree to which a particular part is acted appropriately (role enactment) as determined by the reactions of fellow actors and observers (the audience) (Solomon et al., 1985).

Each role played is learned, either through formal training or personal experience. The heuristic value of role theory is probably maximized in situations involving the execution of well-learned behaviors that possess a high degree of social consensus as to appropriate and expected actions (Solomon et al., 1985).

Role expectations are comprised of the privileges, duties, and obligations of any occupant of a social position (Sarbin and Allen, 1968). These expected behaviors are defined in terms of the interaction with others occupying complementary positions in the situation. When one actor has acquired the ability to predict the other actor's behavior and can adjust his own behavior contingently, then role socialization is well established for that individual. In fact, Weitz (1981) showed that the salesperson whose behavior is contingent upon the behavior of the customer is more effective than one who does not adjust behavior to meet the customer's specific needs.

Role expectations can affect performance. The greater the negative discrepancy between expectations and performance, the greater the corresponding dissatisfaction (Churchill and Surprenant, 1982; Czepiel, Rosenberg and Akerele, 1975; Swan and Coombs, 1976).

According to Solomon et al. (1985), role congruence is actually a two-dimensional issue of intra-role and inter-role congruence. Intra-role congruence reflects the degree

to which the seller's conception of his/her own role is concordant with the organization's conception of that role. Inter-role congruence is the degree to which seller and buyer share a common definition of the transaction object.

*Role discrepancies arise when inconsistency with expectations is found in the buyer-seller interaction process. This may be exhibited in one of two ways:

(1) seller perceptions differ from buyer's expectations of the purchase situation, and (2) the buyer's perception of his own role differs from the seller's notion of that role.

Industrial Salesman Role Expectations

There are two major sources of role expectations for industrial salesmen. The first relates to the stereotype of the salesman. A stereotype can be defined as a consensus of role expectations shared by a large segment of the population. Salesmen have been traditionally stereotyped as talkative, easy going, competitive, optimistic and excitable. Salesmen even described themselves in these terms in the past (Krichner and Dunnette, 1959). This stereotype has evolved over the years to represent a knowledgeable, professional individual. However, whether or not stereotypes are accurate, industrial buyers will respond to unknown salesmen based on their stereotype and past experience with salesmen.

The second source of role expectations of salesmen

stems from the reputation, or credibility, of the selling firm. Levitt (1965) found that purchasing agents' responses to sales presentations were influenced strongly by the reputation of the company which the salesman represents. For example, advertising can build awareness and "open the door to the sales force" (Levitt, 1965; Swinyard and Ray, 1977; Parasuraman, 1981). A good sales presentation has greater credibility than a good company reputation, and a well-planned and well-presented direct-sales presentation can be an especially strong competitive weapon for the less well-known organization. Finally, Levitt's research suggested that for a company with an excellent reputation, the prospect has very high expectations for the kind of salesman that will represent the company--so high, in fact, that salesmen may not be able to meet these expectations.

Industrial Buyer Role Determinants

Moore et al. (1984) identify several competencies that purchasing practitioners believe to be important for successful purchasers (see Exhibit 1). However, the needs of industrial buyers determine their predispositions and influence their perceptions of the sales encounter, and ultimately influencing the outcome of sales encounters. These needs fall in at least two basic categories: personal and social needs. Personal needs motivate the buyer's behavior (e.g., recognition and advancement). Social needs,

EXHIBIT 1

Purchasing Competencies

Buyers should know how to:

- listen well
- communicate persuasively
- negotiate effectively
- apply high technical standards
- use good judgment
- conduct the buying process effectively

Buyers need knowledge about:

- purchasing law
- creative problem solving
- pricing theory and techniques
- product planning
- expediting effectiveness
- contracts
- purchasing research
- handling claims
- inventory control
- cost-benefit analysis
- material standards
- value analysis
- budgeting
- salespeople and sales strategies
- buying policies
- mathematical applications

(Source: Moore et al., 1984)

on the other hand, define the kinds of need-fulfillment activity acceptable to those concerned in the sales situation. The buyer's need for the salesman's product will not exist unless both sets of needs can be satisfied through its purchase. According to Webster (1979), those particular

personal and social needs will determine: (1) whether the prospect grants an interview to the salesman; (2) which parts of the presentation he really listens to; (3) the information he will remember; (4) the influence of the sales presentation and his decision to buy.

The information sources to which the buyer is exposed will influence his role in a particular sales encounter. Though one empirical investigation suggests that purchasers consider industrial marketers' promotional efforts as significantly less important than efforts related to product, price, or distribution (Jackson, Keith and Burdick, 1985), the sources of information consulted throughout the buying process is nevertheless high enough to warrant the top 100 business/industrial advertisers in the United States spending \$507 million in 1983 (Business Marketing, 1984). A series of empirical studies have assessed the importance of various sources of information in industrial buying decisions. For instance, Buckner (1967) ranks information source importance as follows: (1) personal sales call, (2) trade catalogues, (3) demonstrations, (4) trade press advertisements, (5) direct mail, and (6) exhibitions. Parasuraman (1981) also found personal selling to be the most important source of information consulted in the buying process. However, this author also viewed other promotional effort to have indirect impact on purchasing decisions via organizational departments. Other research finds that the

importance of sources of information depends on such factors as the product category (Patti, 1977, 1979), product complexity (Upah, 1983), economic risk and decision conflict (Moriarty and Spekman, 1984; Ozanne and Churchill, 1968).² Other research focuses on individual information source issues. For example, Swinyard and Ray (1977) identify four functions served by industrial advertising: (1) identifying potential customers, (2) identifying to a company that another company is a potential supplier for a product, (3) disseminating technical information to customers, and (4) supporting the personal selling effort. Other advertising research deals with communication effects (Little, 1971; Mason, 1969; Zenkhan, 1984); pretesting industrial ads (Vanden Abeele, 1980); and specific media selection (Lehmann and Steckel, 1985; Business Marketing, 1984; Marketing News, 1984). Webster (1968, 1970) focused his research on word-of-mouth communication, while Cunningham and White (1974) and Muller and Jetter (1970) looked at exhibitions. Williams (1983) examined industrial publicity, Ljungren (1976) direct mail, and others (Marketing News, Dec. 1983; Oct. 1983) promotions.

Industrial Seller Role Determinants

According to Moncrief (1986a, 1986b), industrial sales

² Leigh (1983) provides an interesting discussion of methodological issues in information source assessment.

representatives engage in ten key activities, which may vary by industry (see Exhibit 2). However, like the industrial purchaser, the salesman's role performance is also influenced by personal needs (e.g., sales commission) and social needs, such as meeting the expectations of his supervisor, salesforce peers, or prospect. How the salesman plays his role depends on his personality, training, and previous experience. Since the success of a sales call depends on the buyer's expectations of the salesman, the salesman should be able to empathize with the buyer. That is, the salesman should be able to "put himself in the buyer's shoes" to determine how the buyer reacts to the salesman, and play his role accordingly..

For example, Williams and Seminerio (1985) list ten salesperson attributes that are favored by buyers:

1. Thoroughness and follow through
2. Knowledge of his product line
3. Willingness to go to bat for the buyer within the supplier's firm
4. Market knowledge and willingness to keep the buyer posted
5. Imagination in applying his product to the buyer's needs
6. Knowledge of the buyer's product line
7. Diplomacy in dealing with operating departments
8. Preparation for well-planned sales call
9. Regularity of sales calls
10. Technical education

EXHIBIT 2

Ten Key Activities of Industrial Sellers

<u>Activity</u>	<u>Activity Composition</u>
1. Selling function	Select products for calls; make sales presentation; call on potential accounts; overcome objections; plan selling activities; prepare sales presentation; introduce new products; identify person in authority; search out leads; design visuals; call on new accounts, help clients plan.
2. Working with others	Correct orders; expedite orders; handle back orders; handle shipment problems.
3. Servicing the product	Test equipment; be present during repairs; supervise installations; learn about product by watching technician; perform maintenance; make delivery using product; order accessories; teach safety instructions; train customers to use product.
4. Information management	Provide feedback to superiors; receive feedback from clients; check-in with superiors; read trade publications; provide technical information.
5. Servicing the account	Inventory; set up point of purchase displays; handle local advertising; stock shelves.
6. Conference meetings	Attend sales conferences; attend regional sales meetings; work client conferences; set up exhibitions, trade shows; attend training sessions; fill out questionnaires.
7. Training/recruiting	Look for new sales representatives; train new representatives; travel with trainees; help company management plan selling activities.

8. Entertaining Take clients to lunch; drink; evening meal; party; golf, fishing, tennis, etc.
9. Out of town traveling Spend night on road; travel out of town.
10. Working with distributors Sell to distributors; establish relations with distributors; extend credit; collect past due accounts.

(Source: Moncrief, 1986a, 1986b)

Of course, the industrial buyer is often one of several members of a buying center who ultimately makes the decision (this is captured in item 7 above: diplomacy in dealing with operating departments). The salesman must be able to identify the locus of responsibility of the buyer and respective buying center members (Wind, 1976) to decide how to play his role.³

A lack of understanding of the buying center roles may place the seller in a difficult position vis-a-vis the buyer. For example, Mogee and Bean (1976) report that purchasing agents jealously guard their position as gatekeepers to the firm and do not like a salesperson who goes around a purchasing department and talks to technical

³ A stream of empirical research has investigated the buying center roles and responsibilities (Mazis, 1972; Moriarty and Bateson, 1982; Spekman and Stern, 1979; Johnston and Bonoma, 1981; Thomas, 1982a, 1982b; Spekman, 1978; Wind, 1978b; Adams, 1976; Brand, 1972; Calder, 1976; Cooley et al., 1978; Grashof and Thomas, 1976; Patchen, 1974; Ryan and Holbrook, 1982; Jackson et al., 1984; Krapfel, 1985; and others. Kennedy (1982) provides a literature review of this research.

people.

2.2.2 Buyer-Seller Interaction Models

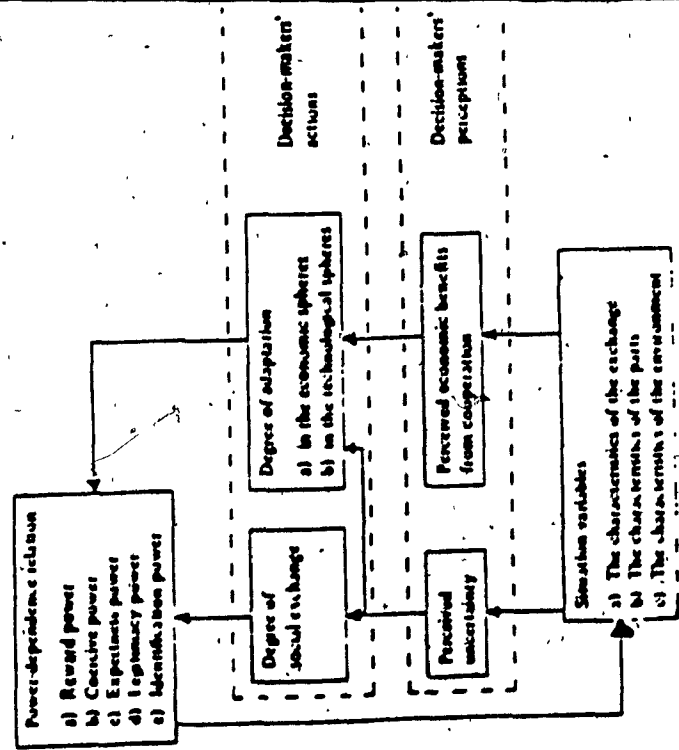
Buyer-seller interaction implies a development of the relationship through time. Woodside and Taylor (1978) report that research on buyers and retail-appliance salespersons (Willett and Pennington, 1966; Pennington, 1968; Olshavsky, 1976) is likely to be the most well-known literature of field research which includes measures of multi-stages in the interaction processes. The evidence indicates that buyer-seller interaction is likely to follow an orderly process and that the successful salesperson is able to influence various aspects of the buyer's behavior. Observational studies support this conclusion (Woodside et al., 1977; Woodside and Taylor, 1978; Woodside and Samuel, 1981).

Hakansson and Ostberg Model

Hakansson and Ostberg (1975) propose a buyer-seller interaction model based on the power-dependence relationship which develops in accordance with the degree of social exchange and the extent of mutual adaptations in the interaction (see Diagram 1). In this framework, the degree of social exchange reflects the decision-maker's need for trust in his counterpart fulfilling his obligation. Another mechanism can also change the power-dependence relationship:

DIAGRAM 1

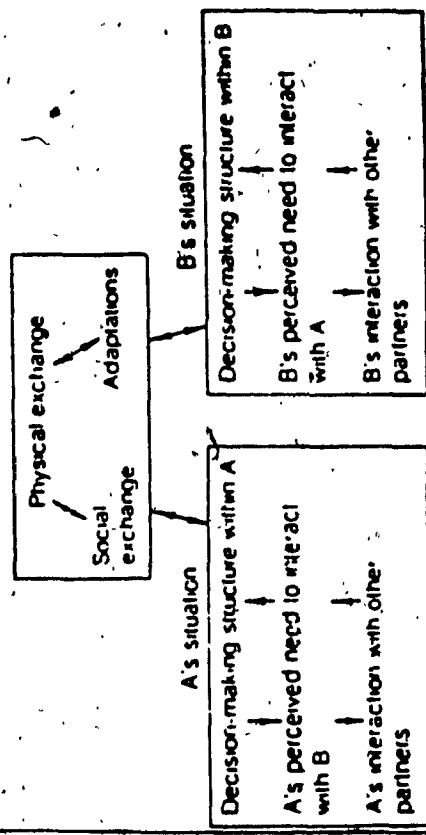
Interaction Model



Source: Hakansson, N. and B. Wootz. "A Framework of Industrial Buying and Selling", Industrial Marketing Management, Vol. 6, No. 1, 1975.

DIAGRAM 2

Interaction Between Two Firms



Source: Hakansson, N. and C. Oetberg. "Industrial Marketing: An Organizational Problem?", Industrial Marketing Management, Vol. 4, No. 2/3, 1975.

the initiation of mutual adaptations by the two counterparts--adaptations in both the economic and technological spheres. The nature of the resulting power-dependence relationship might be expressed in five components--rewards, coercion, expertness, legitimacy, and identification (Heskett et al., 1970). This relationship is further developed in Hakansson and Wootz (1979). See Diagram 2. The model can be described in terms of factors attributable to each of the two partners plus factors that affect the common interaction process. A balance is necessary among the three elements that characterize the interaction process, namely, between physical exchange, adaptations and social exchange. Some of the factors that can break down an interaction process are the following: (1) there is an imbalance in the present interaction, (2) interactions with other partners function better, and/or (3) changes occur in the decision-making structure within one of the parties. Finally, in the Hakansson and Ostberg model, three categories of situational variables, the characteristics of the exchange, of the parts, and of the environment, are hypothesized to influence the decision-maker's perceived uncertainty and perceived economic benefits through cooperation. These two perceptions will in turn affect the degree of social exchange and the degree of mutual adaptations. The relation between the situational variables and the purchaser's perceived uncertainty has been

studied by Hakansson and Wootz (1975a, 1975b, 1975c). The results are summarized by Hakansson, Johanson and Wootz (1977):

In situations characterized by high need uncertainty, decision-makers in the buying firm:

- are relatively more concerned with functional and quality aspects than with price aspects;
- prefer to interact with suppliers in countries with small cultural distance;
- choose to interact with suppliers which have been used earlier (high source loyalty);
- form a more complex internal communication structure which often involves different kinds of specialists in the decision-making unit;
- form a more complex external communication structure which often involves different kinds of specialists in direct contact with the supplier;
- have relatively more contacts with the supplier which also means a more time consuming decision process.

High market uncertainty means that decision-makers in the buying firm:

- have contacts with a relatively greater number of suppliers;
- are specialized in relation to these high uncertainty markets.

High transaction uncertainty means that decision-makers

in the buying firm:

- more often strive for parallel suppliers;
- are more concerned with delivery questions;
- have relatively more contacts with the supplier before making the final decision.

Thus, according to Hakansson et al. (1977), buyers face three types of uncertainty in buying-selling situations:

Need uncertainty; when product need is difficult to define and measure and when product characteristics are hard to measure and specify clearly.

Market uncertainty, when there are many sellers, sellers have markedly different characteristics, and the market changes rapidly, with the result that sellers are hard to compare and there are likely to be high opportunity costs associated with the decision.

Transaction uncertainty, when there are likely to be significant problems of actually getting the product from seller to buyer, such as in cross-border transactions involving cultural differences.

Wilson and Bambic Model

Wilson and Bambic (1977) develop and partially test the adequacy of a five stage decision process model to describe buyer-seller interactions in industrial marketing situations. Their dyadic process model focuses on the development of long-term buyer-seller relationships rather

than 'one-shot' selling situations. The process begins with an initial meeting between the buyer and seller and moves through a series of stages which presumably take place over time and a number of meetings of the dyad:

1. Source legitimization-- the buyer establishes whether the salesperson is a representative of a qualified source of supply.
2. Problem identification and information exchange--the salesperson identifies problem and seeks information from the buyer.
3. Attribute delineation--buyer-seller determine product attribute sets which may solve problems.
4. Attribute value negotiation--negotiation of the attribute set and the exchange rate for each.
5. Relationship maintenance--the dyad members maintain and build upon their business relationships; perhaps the relationship becomes personal.

The duration of the stages overlap each other as a number of activities may be carried on simultaneously among buyer-seller interactions. Woodside and Taylor (1978) support this model with a field observation study of forty buying centers meeting with one of three selling centers for life and health insurance. Interactions of meetings of the buying and selling centers were tape recorded to provide verbal and graphical process models of the interactions.

Ford Model

Ford (1980) provides another model of the evolution of buyer-seller relationships over time. According to this author, relationships can fail to develop or regress depending upon the actions of either party or of competing buyers and sellers. Throughout his analysis, the bilateral nature of relationships is stressed, particularly the similarity of the buyers' and sellers' activities, considering five variables: experience, uncertainty, distance, commitment, and adaptations. The five stage model is presented in Diagram 3.⁴

Stage 1: The Pre-Relationship Stage. In this initial stage, a firm decides to evaluate new potential suppliers. This decision may be the result of a particular episode in an existing relationship; a general policy toward a regular evaluation of potential suppliers; the efforts of non-suppliers, or other information sources. The distance which is perceived to exist between buyer and seller has several aspects:

--Social distance, being the extent to which both the individuals and organizations in a relationship are unfamiliar with each other's way of working;

--Cultural distance, being the degree to which the

⁴ The methodological implications of analysis of episodes and relationships are discussed in Ford (1980b).

DIAGRAM 3

The Development of Buyer/Seller Relationships in Industrial Markets--Summary

	1	2	3	4	5
	The Pre-Relationship Stage	The Early Stage	The Development Stage	The Long-Term Stage	The Final Stage
Evaluation of new potential supplier		Negotiation of sample delivery	Contract signed or delivery build-up scale deliveries	After several major purchases or large	In long established stable markets
Evaluation initiated by:		Experience			
— particular episode in existing relationship		— Low	— Increased	— High	
— general evaluation of existing supplier performance		Uncertainty			
— efforts of non-supplier		— High	— Reduced	— Minimum development of institutionalisation	Extensive Institutionalisation
— other information sources		Distance			
— overall policy decision		— High	— Reduced	— Minimum	
Evaluation conditioned by:		Commitment			
— experienced with previous supplier		Actual - Low	Actual - Increased	Actual - Maximum	
— uncertainty about potential relationship		Perceived - Low	Perceived - Demonstrated by Informal Adaptations	Perceived - Reduced	
— "Distance" from potential supplier		Adaptation			
Commitment		High investment of Management time. Few cost-savings	Increasing formal and informal adaptations. Cost savings increase	Extensive adaptations. Cost savings reduced by Institutionalisation	
— zero					Business based on Industry Codes of Practice

Source: Ford, D. "The Development of Buyer-Seller Relationships in Industrial Markets"; European Journal of Marketing, Vol. 14, No. 5/6, 1980.

norms, values or working methods between two companies differ because of their separate national characteristics;

--Technological distance, being the difference between the two companies' product and process technologies;

--Time distance, being the time which must elapse between establishing contact or placing an order, and the actual transfer of the product or service involved;

--Geographical distance, being the physical distance between the two companies' locations.

Stage 2: The Early Stage. At this stage, potential suppliers are in contact with purchasers to negotiate or develop a specification for a capital good, or sample delivery for frequently purchased components or supplies. Both buyer and sellers have little experience with each other, facing considerable uncertainty with respect to the potential rewards from the relationship. There will have been little opportunity to reduce the distance between parties at this early stage, and thus very low commitment exists at this point. The development of the buyer-seller relationship beyond the early stage is based upon the tasks of building experience, increasing commitment and the associated reduction in uncertainty and distance.

Stage 3: The Development Stage. This stage begins with the contract signing for major capital purchases or with delivery build up of continuously purchased products. Both buyer and seller have acquired some knowledge and experience of the other's organization, norms and values, which in turn reduces uncertainty. Distance is also reduced in several ways. Social distance is reduced by the social exchange which takes place between the companies, and establishes trust based on experience and performance. This contributes to lessening of effects of geographical and cultural distance. The seller may even establish a local office as business builds up. As the companies' products, production and administrative processes are adapted and become more closely matched, technological distance is reduced. Time distance is also reduced with mutual experience and trust, especially for regular purchases. For irregular purchases, such as capital goods, time distance remains an important factor in negotiation and delivery. Commitment increases and is demonstrated by informal adaptations.

Stage 4: The Long-Term Stage. This stage is characterized by the companies' mutual importance to each other. The two companies have considerable experience in dealing with each other, and often have established standard operating procedures. Therefore,

uncertainty is reduced to a minimum. Social distance is minimized in the long-term stage due to extensive contact patterns between the companies, strong personal relationships between individuals in the two companies, and personification of the companies in individual representatives. Successive contracts lead to adaptations and integration of the two companies' processes and reduce technological distance. At this point, commitment is high and perceived as such by the seller. The seller fears becoming overly dependent on that client, and therefore appears less committed to the client than during the development stage. This reflects the stable situation before evaluation of potential new suppliers at the starting point of the model.

Stage 5: The Final Stage. According to Ford, this stage is reached in stable markets over long periods of time. It is characterized by institutionalization to the point of conducting business based on industry codes of practice.

In summary, the development of buyer-seller relationships can be seen as a process in terms of:

- the increasing experience of the two companies;
- the reduction of their uncertainty and the distance between them;
- the growth of both actual and perceived commitment;

-- their formal and informal adaptations to each other and the investments and savings involved (Ford, 1980, p. 349).

2.2.3 Influence Processes

Industrial marketers intent on influencing potential customers and to persuade present customers to remain loyal or increase their purchases can use a number of strategies and tactics to achieve their objectives. For example, Hakansson and Ostberg (1975) incorporate five components influencing the power-dependence relationship in their model--rewards, coercion, expertness, legitimacy, and identification (Heskett et al., 1970):

"Reward power is based on the belief by one actor that the other actor has the ability to mediate rewards, and coercion power that the other has the ability to mediate punishments for him. Expert power stems from one actor's belief that the other actor has some special knowledge or expertness, such power may exist for an indefinite period. Legitimate power is defined as that power which originates from values in one actor dictating that the other actor has a legitimate right to influence its actions. Such legitimate power is congruent with authority. By identification, finally, is meant the feeling of oneness or a desire for such identity." (Hakansson and Ostberg, 1975, p. 116).

From a very different perspective, Hakansson (1980) reports and expands upon influence strategies developed by Hakansson et al. (1977). According to these authors, marketing strategies are formulated in such a way that desired types of customer relationships are directly related

to the firm's own competence in terms of technological and organizational characteristics.⁵ Here, a selling firm is described in terms of its "problem-solving ability" and its "transfer ability" in connection with customers. Problem-solving ability is the seller's ability to produce a product and/or service that solves the customer's primary problem. Transfer ability is the seller's ability to transfer this solution from itself to the buying firm legally, at the appropriate time and with the knowledge to enable it to be used.

Four major tactics fall under the problem-solving strategy:

1. Low price--where the customer seeks a standardized product with respect to quality, dimension, and design, at a low price. The seller must have low cost to compete.
2. Customer adjustment--where the product needs to be adapted in some way (e.g., quality, dimension, or design) to the customer's individual needs. The seller must have great flexibility and customer contact.
3. Product development--where customers demand improvements on the function of the product and/or service. This necessitates an intensive product development function, advanced production machinery,

⁵ Similar strategies are proposed by Ford (1984) for buyer-seller relationships in international industrial markets.

and highly qualified personnel on the part of the seller.

4. Customer development--where flexibility is combined with specialization (a combination of customer adjustment and product development).

Transfer ability strategy also comprises four tactics:

1. Standard transfer--where the seller limits itself to the minimum generally acceptable transfer ability, at low cost.
2. Customer adapted--where transfer is based on the individual customer's needs. The seller must have a high degree of flexibility and competent personnel.
3. Logistic--where precision and volume in deliveries, and promptness and technical assistance are required by customers. The seller must develop a good planning system.
4. Customer integration--a combination of customer adaptation and logistics tactics.

This framework evokes two kinds of important marketing problems. The selling firm must limit itself to certain kinds of relationships in order to be able to design its technology and organization in an efficient way. Also, different kinds of relationships must be handled in different ways.

Since different kinds of relationships must be handled differently, the firms' tactics can be used to influence the

customer's perceptions. Since a buyer's perceptions is the basis for transactions, by changing the buyer's perception his behavior will thus be influenced. Hakansson and Woötz (1979) indicate three aspects of a partner's perceptions that are especially of interest:

1. How responsible decision-makers perceive the need and those products which can satisfy the need: these perceptions influence, for example, functional and quality demands that are made on possible products and hence also on their judgment of potential suppliers;
2. How buyers perceive individual suppliers: if a partner perceives large difference between himself and a supplier, his enthusiasm to utilize this supplier will diminish;
3. How buyers perceive the market or how potential partners behave in relationship to each other. If the market is perceived as stable and homogeneous, it results in a different behavior than if it is conceived as a dynamic and/or heterogeneous.

Webster (1979) summarizes methods of influence in four categories--persuasion, compromise, bargaining, and negotiation. In an actual selling and buying situation, these methods are likely to coexist in varying degrees.

Persuasion

The intent of persuasion is to impose the seller's will

upon the buyer by showing him how the seller's offering can satisfy his needs. Implicit in this view of the buyer-seller influence process is an assumption that the order is a reward to the salesman, something which he wins for his effort, and something which the buyer gives up. This perspective seems inappropriate in the context of industrial purchasing, where the buyer is also trying to dominate the interaction with the salesman.

Compromise

If persuasion is based on "I win, you lose" model, then compromise is "I lose something, you lose something". The result is a solution to a problem that is acceptable to both parties but truly satisfying to neither. The outcome often depends on the power and resources of the respective parties.

Bargaining

Bargaining is a strategic interaction, goal-oriented, interdependent behavior by two parties, where the choices of each party are contingent upon his estimate of the actions of the other party or parties. The bargaining process recognizes that the parties in the process are interdependent and that through various combinations of cooperation and competition they can influence both the total value of the outcomes and the way in which that value

is shared. The parties can cooperate for mutual benefit, although cooperation will not maximize the value of outcomes for either party. For example, research shows that high trust causes a more favorable attitude toward the current supplier and a more favorable attitude toward source loyalty than does low trust, and a buyer's preconceptions about a seller's trustworthiness moderates reactions to an expected tough bargaining stance (Schurr and Ozanne, 1985).

Negotiation

Negotiation is a process that attempts to maximize the value of the interaction of both buyer and seller. It recognizes the interdependence of buyer and seller and allows each actor to accept a goal of maximizing the total value of the interaction rather than trying to maximize his share. It involves a long-term view of the buyer-seller relationship. In "win/win negotiation", there are five benefits of negotiation in comparison with other methods of influence (Hanan, Cribbin and Berrian, 1977):

1. Recognition of the buyer as an individual who can through his behavior increase the value of the buyer-seller relationship;
2. The development of a climate of confidence between buyer and seller;
3. The positioning of the salesman as an advisor and counselor to the buyer rather than a persuader or

adversary as implied by other views of the influence process;

4. The encouragement of information exchange as necessary to develop the best long-term solutions to the buyer's problems;
5. Its contribution to the development of satisfying long-term relationships.

Clearly, the influence strategies suggested above by Hakansson (1980) and Hakansson and Wootz (1979) are congruent with negotiation strategy as an influence process most promising for maximizing buyer-seller interactions. However, this is too often unrecognized by buyers and sellers, even with increasing experience and trust between the two parties.

Reciprocity

Reciprocal dealing is a special case of negotiation in which each party is both a buyer and a seller to the other party, a system of mutual patronage. It is likely to occur when products are relatively homogeneous, when there is an absence of strong price competition, if at least one of the firms is a major supplier of the other, and/or if at least one of the firms has excess capacity and feels a strong need to fill it (Webster, 1979). Reciprocal dealing appears to be reasonable when firms have developed a good relationship through experience and trust over the years, and especially for conglomerate firms. Cunningham and White (1973) found

7
that reciprocal buying is usually not a determinant of the choice of a supplier for capital goods; in these cases, past experience is most important. However, when the requirements of reciprocity (e.g., proportional orders, complex sales recording networks, etc.) become stringent, coercive influence may arise. This may lead to reduced price competition, compromise solutions for both parties, and at the extreme, anti-trust court battles.

2.2.4 Summary

The industrial buyer-seller relationship is dynamic. It represents an interaction between two active parties over time. Both buyer and seller are playing roles which are determined by their respective personal and social needs. Models have been presented to illustrate the nature of the buyer-seller interaction (Hakansson and Ostberg, 1975; Hakansson and Wootz, 1979), and the buyer-seller interaction process over time (Wilson and Bambic, 1977; Ford, 1980).

Both buyer and seller resorts to a variety of influence strategies and tactics to achieve their respective objectives. These strategies can be generally classified into four influence processes: persuasion, compromise, bargaining, and negotiation (Webster, 1979). Recent buyer-seller dyad literature suggests a series of influence strategies to achieve 'better' solutions from the point of view of both buyer and seller (Hakansson, 1980; Hakansson et

al., 1977; Hakansson and Wootz, 1979). All of these strategies fall under the negotiation process classification, which is generally believed to be most appropriate for buyer-seller interaction in the long run.

Thus, from this literature review, it appears that buyer-seller interaction is an important aspect of industrial marketing. Some descriptive research has developed models of this process and provided some empirical evidence of its existence. Buyers and sellers repeatedly exposed to purchase situations tend to develop stereotypic action sequences for such occasions. These, in turn, guide the interpretation of information, the development of expectations, the choice of influence strategies, and enactment of appropriate behavior routines.

Research is needed to observe, describe or compare the similarities and/or differences between buyer and seller perceptions of the buyer-seller interaction process. Do buyers and sellers exposed to the same purchasing situation perceive the situation and interaction process similarly? If they differ, how do they differ, and how do these differences influence the process and resulting behaviors?

A descriptive and qualitative approach to studying and systematically comparing the respective perceptions of the buyer-seller interaction process will contribute to our understanding of buyer-seller interaction in industrial marketing.

2.3 Services

Since purchasing services is a process encompassing buyer-seller interaction and expectations, purchasing of industrial services can be explored using script theory. Few studies examine purchasing of industrial services (Ferguson, 1983). Until the mid-seventies, the bulk of the writings has been devoted to procurement of tangible commodities, with minimal attention to the area of professional services (Sarkar and Saleh, 1974). Indeed, this lack of information, lack of interest, and lack of understanding of services and service marketing reflected the inferior position of services in a product-oriented world (Wilson, 1972). However, this perspective has changed in the last decade since, according to projections, services will account for more than half of the nation's economic activity by the end of the 1980's (Business Week, March 17, 1980).

Several authors, including Shostack (1977), Bateson (1979) and Berry (1980), argue that there are important distinctions between goods and services and propose guidelines for services practitioners. Others such as Enis and Roering (1981) and Wyckam, Fitzroy and Mandry (1975) dispute the need for separate treatment of services in marketing.

2.3.1 Services Defined

Services were originally defined by the American Marketing Association (1960) as "Activities, benefits or satisfactions which are offered for sale or are provided in connection with the sale of goods. Four years later Judd (1964) provided the definition that is presently most often cited in the services literature. According to Judd, services are "those market transactions where the object of the exchange is something other than the transfer of a tangible commodity".

2.3.2 Services Classifications

Several authors attempted to construct classification schemes for services, beyond the simple definition, which would not only increase their knowledge of services but also guide the development of marketing strategy for services. These classification schemes are summarized in Table 2.3.

Early attempts at classifying services lacked either comprehensiveness or exclusivity. That is, they either ignored some types of services, or applied to several types of goods as well as services. Shostack (1977) and Sasser et al. (1978) independently arrived at a scheme based on tangibility. They proposed a continuum from pure goods to pure services, according to the proportion of physical goods and intangible services each product package contains. They recognized that few pure goods or pure services exist. Most

TABLE 2.3

Summary of Services Classification Schemes

Author	Proposed Classification Scheme	Comment
Judd (1964)	<ol style="list-style-type: none"> 1. Rented goods services (right to possess and use goods for a period of time) 2. Owned goods services (custom creation, repair or improvement of good by the customer) 3. Non-good services (personal experiences or 'experiential' possession). 	Ignores services such as banking, insurance or legal advice.
Rathmell (1974)	<ol style="list-style-type: none"> 1. Type of seller 2. Type of buyer 3. Buying motive 4. Buying practice 5. Degree of regulation 	Applies not only to services.
Hillier (1975)	<ol style="list-style-type: none"> 1. Advisory services (banking, consultancy, insurance, advertising, legal) 2. Ancillary services (repairs) 	ignores such services as rentals
Shostack (1977) and Sasser et al. (1978)	Continuum from pure goods to pure services, according to the proportion of physical goods and intangible services each product 'package' contains.	There are few pure goods and services.
Hill (1977)	<ol style="list-style-type: none"> 1. Services affecting persons vs. those affecting goods 2. Permanent vs. temporary effects of the service 3. Reversibility vs. non-reversibility of those effects 4. Physical vs. mental effects 5. Individual vs. collective services 	Emphasis on nature of service benefits.
Chase (1978)	<p>Extent of consumer contact required in service delivery</p> <ol style="list-style-type: none"> a. high contact (health care, hotels, restaurant) b. low contact (postal, service, wholesaling) 	Product variability depends on consumer influence, e.g. greater influence for high contact
Thomas (1978)	<ol style="list-style-type: none"> 1. Primarily equipment based <ol style="list-style-type: none"> a. automated (car wash) b. monitored by unskilled operator (movie theatre) c. operated by skilled personnel (airlines) 2. Primarily people based <ol style="list-style-type: none"> a. unskilled labor (lawn care) b. skilled labor (repair work) c. professional staff (lawyer) 	Operational orientation, useful.
Lovelock (1979)	Distinction between products (goods, services, or social behaviors) according to whether they are marketed by private firms, non profit organizations or public agencies and whether they are marketed to organizational buyers or households.	Reflects jointly the profile of the marketer and the buyer.
Davis et al. (1979)	<p>Managerial utility for making promotion and location decision</p> <ol style="list-style-type: none"> a. consumer search patterns b. characteristics of the services themselves. 	Survey results indicated classification by service variables is better.
Kotler (1980)	<ol style="list-style-type: none"> 1. People vs. equipment based 2. Extent to which the client's presence is necessary 3. Whether the service meets personal or business needs 4. Whether the service is public or private, and for profit or non-profit. 	Synthesis

TABLE 2.3 (cont.)

<p>Lovelock (1980)</p>	<ol style="list-style-type: none"> 1. Basic demand characteristics <ul style="list-style-type: none"> - object served (person vs. property) - extent of demand/supply imbalance - discrete vs. continuous relationships between customers and clients 2. Service content and benefits <ul style="list-style-type: none"> - extent of personal service content - single vs. bundle of service - timing/duration of services 3. Service delivery procedures <ul style="list-style-type: none"> - multi vs. single site delivery - capacity allocation - independent vs. collective consumption - time vs. task defined transaction - extent of customer presence during service delivery. 	<p>Synthesis of previous schemes. By object served is the most fundamental classification.</p>
<p>Bell (1981, 1986)</p>	<p>Matrix based on the characteristics of tangibility (productness) and the extent of customer involvement (serviceness)</p> <ol style="list-style-type: none"> 1. industrialized (commodity) product - purest product 2. differentiated product 3. customized product 4. undifferentiated product/service bundle 5. differentiated product/service bundle 6. customized product/service bundle 7. industrialized (commodity) service 8. differentiated service 9. customized service - purest service. 	<p>Product/service continuum and involvement only. No other dimensions considered. Similar to Aspinwall (1961) classification of goods.</p>
<p>Lovelock (1983)</p>	<ol style="list-style-type: none"> 1. Nature of service act (tangibility) <ul style="list-style-type: none"> Recipient of service 2. Relationship with customer <ul style="list-style-type: none"> Service delivery 3. Extent of customization <ul style="list-style-type: none"> Extent of customer contact 4. Extent of demand fluctuation <ul style="list-style-type: none"> Extent of supply constraints 5. Method of service delivery <ul style="list-style-type: none"> Interaction between customer and service organizations. 	<p>Develops upon (1980) scheme.</p>

purchases of services also involve some tangible good and most purchases of industrial goods involve an accompanying service (e.g., with the purchase of photocopying machines comes the maintenance and repair service). This approach was incorporated in later classification schemes as "Extent of product-service content" (Lovelock, 1980, 1983; Bell, 1981, 1986).

2.3.3 Services Characteristics

Goods and services are thought to lie on a continuum (Rathmell, 1966). Apart from extreme 'pure' products and 'pure' services, most goods, whether consumer or industrial, require supporting services in order to be useful; most services require supporting goods in order to be useful.

The fundamental difference between goods and services universally cited by authors is intangibility (Zeithaml et al., 1985; Lovelock, 1981; Berry, 1980; Bateson, 1977; Shostack, 1977; Rathmell, 1966, 1974). Schonberger (1980) illustrates the characteristic of intangibility for industrial product/services as follows:

HIGHLY TANGIBLE (output standards of quality)

- simple parts (screws, diodes, switches)
- commodities (tobacco, iron ore, bananas)
- simple finished goods (books, furniture, fabrics)
- complex finished goods (autos, ships, missiles)
- designs of tangible goods (engineering designs)
- performance (child care, catering, training)
- software (computer programs, technical manuals)
- ideas (consulting)

HIGHLY INTANGIBLE (input and procedural surrogates for quality)

In addition to the fundamental characteristic of intangibility, three other characteristics are associated with services, heterogeneity, inseparability and perishability. See Table 2.4.

Intangibility of services means that, unlike goods, they cannot be seen, felt, tasted, or touched. They are performed. Heterogeneity concerns the potential for high variability in the performance of services (Zeithaml et al., 1985). The nature and quality of a service may vary from producer to producer, from customer to customer, and from day to day. They are difficult to standardize. Inseparability involves simultaneous production and consumption of services (Regan, 1963). The producer is also the seller, making only direct distribution possible in most cases (Upah, 1980) and causing marketing and production to be highly interactive (Gronroos, 1978). Perishability means that services cannot be saved (Bessom and Jackson, 1975; Thomas, 1978). No storage makes synchronization of supply and demand difficult.

2.3.4 Marketing Strategy Problems/Suggested Strategies

Several authors indicate that marketing services differs from marketing goods (Zeithaml, 1981; Uhl and Upah, 1983; Lovelock, 1984; Grove and Fisk, 1983; Lewis and Booms, 1983; Sullivan, 1975; Cunningham and Roberts, 1974). Because services are themselves heterogeneous, some suggest

TABLE 2.4

Characteristics of Services

Author	Intangi- bility	Hetero- geneity	Insepara- bility	Perish- ability
Bateson (1977)	X		X	X
Bateson (1979)	X		X	X
Bell (1981b)	X	X		X
Berry (1975)	X	X	X	X
Berry (1980)	X	X	X	X
Berry (1983)	X	X	X	X
Beason & Jackson (1975)	X	X	X	
Booms & Bitner (1982)	X		X	
Carmen & Langeard (1980)	X	X	X	
Davidson (1978)	X	X	X	
Davis et al. (1979)	X		X	
Donnelly (1976)	X		X	X
Donnelly (1980)	X		X	X
Eiglier et al. (1977)	X	X	X	
Fisk (1981)	X			
George & Barksdale (1974)	X		X	
George (1977)	X		X	
Grönroos (1978)	X		X	
Grönroos (1979)	X		X	
Grönroos (1983)	X		X	
Johnson (1981)	X	X	X	
Judd (1968)	X		X	
Langeard et al. (1981)	X	X	X	X
Lovelock (1981)	X		X	
Lovelock et al. (1981)	X		X	
Rathmell (1966)	X	X	X	X
Rathmell (1974)	X	X	X	X
Regan (1963)	X	X	X	X
Sasser (1976)	X	X	X	X
Sasser & Arbeit (1978)	X	X	X	X
Shostack (1977a)	X	X	X	
Shostack (1977b)	X	X	X	
Thomas (1978)	X	X		X
Upah (1980)	X	X	X	X
Upah & Uhr (1981)	X	X	X	X
Zeithaml (1981)	X	X	X	

that marketing strategy differs for different types of services, such as professional services (Kotler and Connor, 1977; Gunnesson, 1978, 1981; Lynn, 1986; Lebell, 1975; Wittreich, 1966; Turner, 1969).

Several marketing strategy problems are associated with each characteristic of services in the literature. In addition, several authors suggest potential solutions to these problems. The problems and suggested solutions are discussed for each characteristic in this section.

Intangibility

Problems

Services cannot be readily displayed or communicated (Rathmell, 1974). Therefore, they cannot be protected through patents (Eiglier et al., 1977). Pricing these services is difficult (Lovelock, 1981; Thomas, 1978) since the customer has no evidence of the service and its quality until it is performed.

Suggested Strategies

To help customers visualize the service, marketers should stress tangible cues, such as offering a booklet (Berry, 1980; Booms and Bitner, 1982; George and Berry, 1981; Shostack, 1977a). Several options to improve the communication of the services are mentioned. For example, Judd (1968), Thomas (1978) suggest creating a strong corporate image; Donnelly (1980) advocates using personal sources more than nonpersonal sources; others favor stimulating word-of-mouth communications (Davis et al., 1979; George and Berry, 1981) and post-purchase communication (Bessom and Jackson, 1975; Zeithaml, 1981; Fisk, 1981).

Inseparability

Problems

Consumers are involved in the production (Booms and Nyquist, 1981). As a result, the service rendered depends on their interaction with the supplier, and on their perceptions of the process. Centralized mass production of services is thus difficult (Sasser et al., 1978; Upah, 1980).

Suggested Strategies

Since consumers are involved in the service process, George (1977) and Gronroos (1978) emphasize selection and training of public contact personnel. The customers can be managed (Lovelock, 1981), using several locations accommodating markets (Upah, 1980; Carmen and Langeard, 1981; Langeard et al., 1981).

Heterogeneity

Problems

The major issue surrounding heterogeneity of services is the difficulty in achieving standardization and quality control for services.

Suggested Strategies

Levitt (1972, 1976) suggests that organized preplanned systems can replace individual service operations so that services become more 'industrialized'. Several pre-packaged services could then be offered instead of individual services. The opposite strategy is to customize each

service (Bell, 1981; Berry, 1980; Johnson, 1981; Regan, 1963; Kotler and Connor, 1977).

Perishability

Problems

Since services cannot be stored, they cannot be inventoried (Bateson, 1977). If a service is not used at any given time, it is lost (e.g., empty seats on an airplane).

Suggested Strategies

Sasser (1976) suggests making simultaneous adjustments in demand and capacity to achieve a closer match between the two.

Thus, the service marketer must not only manage the exchange process and the elements of the marketing mix but must also be concerned with managing the total buyer/seller interaction process which encompasses operations and personnel variables (Booms and Bitner, 1981). To facilitate the exchange and satisfy customer wants, the firm must understand the customer's expectations and match these expectations through the actual service experience. Research has shown that service marketers may not always understand what consumers expect in a service (Langeard et al., 1981; Parasuraman and Zeithaml, 1982; Parasuraman et al., 1985).

Gronroos (1979) briefly develops a framework of the

progress of client needs. This framework consists of three stages:

1. An initial stage, where the potential develops a general interest in a service company and its service,
2. The purchasing process, where the client decides to purchase a service from a particular service company as a means of satisfying specific needs,
3. The consumption process, where the service offering and service company can prove its need-satisfying capabilities and thus lead to an enduring client contact.

This perspective considers purchasing of services as a process, and as such, it can be further explored using script theory.

2.3.5 Service Orientation of the Research

The proposed research will concentrate on types of industrial services often bought to support a tangible industrial good purchase. This includes those services falling under Schonberger's (1980) performance, software, and ideas categories (e.g., training, computer programs adaptation and maintenance, technical manuals). For example, a firm purchasing a system of photocopiers will also purchase a maintenance contract for this technical equipment. The service contract is an important part of the tangible good purchase decision and as such, it influences the final purchase decision. Negotiation of terms for the

service contract can be viewed as a subprocess of the overall industrial purchase process. Thus, industrial service contract negotiation as a subprocess of the overall purchase process for an industrial tangible good is the perspective of this study for two reasons: (1) it represents a large proportion of industrial service purchases, and (2) there appears to be no research done on this type of service in the literature.

In particular, the following questions are of interest in the context of this research: Do buyers and sellers have respective scripts for industrial services purchases? If so, are buyer and seller scripts similar/different? How?

2.3.6 Summary

Until the last decade, little attention was devoted to marketing of services in the literature. Though disagreement exists regarding distinctions between marketing goods and services, recent research has provided numerous classification schemes for better understanding services, considerable concurrence on service characteristics, and service-specific marketing strategy problems and proposed solutions.

Few studies however examine purchasing of industrial services (Ferguson, 1983).

Since purchasing services is a process encompassing buyer/seller interaction and expectations, purchasing of

industrial services can be further explored using script theory. The proposed research focuses on those types of industrial services that are purchased along with a tangible product. These include services such as photocopying equipment maintenance, training programs for users of computer hardware and software purchased, and so on.

2.3.7 Conclusion

From the preceding literature review, some support is found for a script theory framework in cognitive psychology, energy conservation, consumer decision making, and organizational-industrial marketing contexts.

This framework is appealing in the study of buyer-seller interaction for several reasons. Buyer-seller interaction is a dynamic process which develops over time. It is influenced by the participants' perceptions of the process, and in turn, it influences the outcome of the sales encounter. Script theory lends itself to the dynamic study of perceptions, and thus can go beyond the theoretical works found in the literature. The literature also indicates that, beyond classification schemes, very little qualitative and empirical research has been done on industrial services. Therefore, investigating the purchase of industrial services as part of the purchasing process for a tangible good in the context of the script theory framework would contribute to better understanding services.

3. METHODOLOGY

3.1 Research Objectives

Because industrial buyer/seller interaction situations tend to be repetitive, it is reasonable to expect buyers and sellers to develop generic scripts, or stereotypic action sequences, for many of these situations. Thus, the buyer/seller context should provide a rich environment for script research; script research should, in turn, be highly useful for describing and understanding industrial buyer/seller interactions (Leigh and Rethans, 1985).

The objectives of the research are twofold:

1. To determine whether script norms exist for the overall industrial purchasing process of tangible goods for purchasing agents and sellers; and
2. To determine whether purchasing agents' scripts differ from those of industrial sellers in an identical evoked context, potentially influencing buyer/seller interaction.

3.2 Research Questions

To date, no industrial sales force scripts have been reported in the literature, and no comparisons have been made between buyers and sellers of their perceptions of the

purchasing process. Specific hypotheses can be formulated and tested once some information is available upon which they can be based. Given the exploratory nature of this study, several research questions are examined.

Stable script norms have been found in such contexts as consumer decision-making (Leigh and Rethans, 1983; Rethans and Taylor, 1982) and energy conservation (Bozinoff, 1982; Bozinoff and Roth, 1983). One study has shown the existence of scripts in an organizational setting and these authors indicate that "further script theoretic analyses of industrial marketing and purchasing processes are warranted" (Leigh and Rethans, 1984, p. 29). Hence:

Research Question 1

Do script norms for the overall industrial purchase process and subprocesses (initial sales call, negotiation, service contract) exist for industrial purchasing agents for purchases of industrial tangible goods?

Research Question 2

Do script norms for the overall industrial purchase process and subprocesses (initial sales call, negotiation, service contract) exist for industrial sellers for sales of industrial tangible goods?

Since industrial buyers have different role expectations, role determinants and experience (Webster, 1979; Solomon et al., 1985) which guide their purchase

process, their respective industrial purchase process scripts should differ. Purchasing management texts and sales management texts often outline very different procedure for the shared interaction process because buyers and sellers tend to have different goals. Hence:

Research Question 3

Do industrial purchasing agents' scripts and industrial sellers' scripts for the overall industrial purchase process and subprocesses (initial sales call, negotiation, service contract) differ? If so, how?

3.3 Research Method

The script theory framework is by nature a descriptive, empirical research method. The major advantage of this approach is that it yields rich descriptive data in exploratory research, upon which more empirical or experimental investigations can later be based. Though some empirical tests are performed in this study, their purpose remains of an exploratory nature. Since script theory has been shown to be useful in exploratory research in the literature, it is applied in the context of the industrial purchasing process for goods and support service contracts from the perspectives of purchasing agents and sellers. Similarities and differences in their respective perceptions of the purchase process can thus be further explored and

understood, paving the way for future empirical research.

3.4 Research Design

According to Abelson (1981) the first requirement for scripts to play their dual role of representation and inference is for the individual to have a stable cognitive representation of a particular script. That is, it must be shown that when industrial buyers (or sellers) are asked to describe buying (selling) situations, they agree on characters, props and actions (Bower, Black and Turner, 1979). The first phase of the study, the script elicitation phase, is designed to explore the presence of scripts for purchasing agents and sellers within the industrial buying/selling context. In order to establish the existence of script norms in industrial purchasing contexts, a free elicitation procedure (self-reports) developed by Bower, Black and Turner (1979) and successfully applied in a variety of situations, including consumer decision making (Leigh and Rethans, 1983; Rethans and Taylor, 1982) and insurance sales calls (Leigh and Rethans, 1983), will be used to generate group scripts. This procedure describes a script-relevant situation, such as a restaurant visit, in order to instantiate the script, and then asks the respondents to provide a list of the activities or events,

in appropriate sequential order, which would occur during the course of successfully accomplishing the explicit or implicit goals relevant to the situation (Leigh and Rethans, 1984).

In the second phase of the study, the script validation phase, an alternative script measure is used that not only permits assessment of the validity of the self-reports obtained in phase I, but that is also more compatible with the inherent character of script-based processing and facilitates large-scale studies of scripts (Smith and Houston, 1985). These authors propose that the cognitive demands of generating a script response are substantial and seem incompatible with the automatic nature of script-based processing. Moreover, in the consumer context, the relevance of scripts derives in part from their universality across large groups: executing investigations on the required scale is cumbersome at best due to the elaborate coding procedures needed to analyze responses to such measures. Leigh and Rethans (1984) and Smith and Houston (1985) thus test a rank reordering measure to validate self-reports. This measure consists of a recognition task where actions relevant to and irrelevant to an event are distinguished and the former arranged in the script-defined order. This task captures the two definitive qualities of a script, i.e. that it consists of a group of component actions, and that the actions relate in a causal temporal

sequence (Smith and Houston, 1985). Responses to this measure would be expected to converge with those made to a self-report measure of scripts. In addition, a script activity typicality measure (Leigh and Rethans, 1984, 1984a) and an activity importance rating will strengthen the validation phase.

In combination, these two phases provide empirical evidence for the relevancy of script theory to the analysis of buying and selling in industrial contexts (Leigh and Rethans, 1984). The results will therefore be limited to the representation function served by scripts. See Diagram 4. If, contrary to expectations, scripts are not validated with several validation tasks, then past research findings will be challenged by this study. Of course, without valid scripts, differences between buyer and seller scripts could not be examined.

If the scripts are validated, they are compared according to Diagram 5. Similarities and differences between buyer and seller scripts are assessed for the overall purchase process, initial sales call, negotiation, and support service contract.

3.5 Sample

McTavish and Maitland (1980) indicate that sampling procedures necessarily differ in industrial marketing

Diagram 4

Validity Checks

1. COMPARE----> Purchasing agents' script with script elicitation

with

Purchasing agents' script with rank-order measure, activity typicality rating, activity importance rating.

2. COMPARE----> Seller script with script elicitation

with

Seller script with rank-order measure, activity typicality rating, activity importance rating.

Diagram 5

Relationships Tested

Buyer Scripts for Goods

Seller Scripts for Goods

Overall Process

<----->

Overall Process

Initial Sales Call

<----->

Initial Sales Call

Negotiation

<----->

Negotiation

Service Contract

<----->

Service Contract

research from generally accepted procedures in consumer marketing research. The industrial population is less numerous, less easily categorized, and random samples are

not likely to be representative of the total industry population (Gordon, 1974; Hutchison, 1974; McTavish and Maitland, 1980). Industrial populations tend not to be normally distributed, but more often in accordance with Pareto's law, with 80 per cent of the industrial market being accounted for by 20 per cent of the population (McTavish and Maitland, 1980, p. 91). Since each purchasing agent and seller represents a firm rather than an individual as in consumer research, a smaller population is examined from which a smaller sample is obtainable. These factors are considered in the sampling procedure implemented in this study.

This research examines two different populations: industrial purchasing agents and industrial sellers. A sample from each population is collected.

Smith and Houston (1985) suggest that a sample size of 10 is sufficient for script elicitation purposes in Phase 1, and that a larger sample (e.g., 100 respondents in the consumer research context) is needed in the validation stage (Phase 2). In an industrial context, the sample size can be much smaller in Phase 2.

Table 3.1 presents the sampling procedure implemented in this research.

In Phase 1: Script Elicitation, the exploratory stage of the study, a nonprobability convenience sample is collected to evoke buyer and seller scripts. Ten members of

TABLE 3.1

Sampling Procedure

Phase I: Script Elicitation

Technique: Nonprobability, convenience

- Populations:
1. All Montreal and Toronto industrial purchasing agents
 2. All Montreal and Toronto industrial sellers

- Sampling frame:
1. Members of purchasing departments of Montreal/Toronto industrial firms
 2. Members of sales departments of Montreal/Toronto industrial firms

- Size of sample:
1. 10 members
 2. 10 members

Phase 2: Script Validation

Technique: Probability

- Populations:
1. All Canadian industrial purchasing agents
 2. All Canadian industrial sellers

- Sampling frame:
1. Members of the Purchasing Management Association of Canada; 4 cities.
 2. Derived from purchasing agents.

- Size of sample:
1. 101 members (final sample)
 2. 55 members (final sample)

purchasing departments of various industrial firms (5 in Montreal, 5 in Toronto) and ten members of sales departments of various industrial firms (5 in Montreal, 5 in Toronto) are interviewed.

In Phase 2: Script Validation, the structured validation stage of the study, a probability sample is collected. The respondents represent a cross-section of firms in different industries and firm sizes serving industrial markets (Leigh and Rethans, 1984, 1985). Of particular interest in the sample is the inclusion of respondents representing service industries (e.g., industrial consultants in the computer field).

For this phase, a mailing list was obtained from the Purchasing Management Association of Canada for four major Canadian cities: Vancouver, Toronto, Montreal, and Halifax. These four cities represent four different geographical regions and approximately 50% of the professional industrial buyer population in Canada. Cost considerations being a major limiting factor in the determination of the sample size (e.g., mailing lists alone cost \$100.00 per city), a sample from four cities representing half of the professional buyer population seems justified. Several earlier studies sampled members of purchasing associations in the United States in only one city, as representatives of the purchasing agent population examined (Leigh and Rethans, 1984, 1985; Schurr and Calder, 1986).

The sample of sellers is derived from the purchasing agents themselves. They receive a second copy of the questionnaire and are asked to give it to their counterpart in the sales department of their firm. This is a systematic and consistent method of reaching industrial sales representatives in the absence of a professional sales association or directory of these individuals across Canada. The seller response rate is necessarily related to the purchasing agent response rate. Nevertheless, this procedure is efficient and representative of the population in the present context.

A total of 750 questionnaires was mailed to the randomly selected purchasing agents, with an additional questionnaire enclosed for the sales representative in the firm, to achieve an estimated final sample of 100 buyers and 100 sellers. See Table 3.2.

TABLE 3.2

Sample Distribution

<u>City</u>	<u>Sample Size</u>	<u>% of Buyers Represented</u>
Vancouver	150	36%
Toronto	275	36%
Montreal	225	37.5%
Halifax	100	100%

The Montreal sample of buyers was contacted by phone to generate as high a response rate as possible. However, cost considerations precluded long distance calls, or a second mailing, to the other three cities.

In Section 1.4, the scope of this study was identified as the perceptions of purchasing agents and sellers, not the buying center. In the Respondent Profile section of the questionnaires presented in Appendix A (Phase 1: Script Elicitation), and Appendix B (Phase 2: Script Validation), question 7 is included to check for purchasing agent involvement as opposed to buying center involvement in the purchase of the specified industrial product.

3.6 Evoking Context

In Phase 1, the buyers and sellers are asked to generate a list of typical activities taking place in the purchase of an industrial good with the following characteristics: (1) industrial; (2) tangible good; (3) represents a new long-term contract purchase situation; (4) reasonably high dollar value (over \$100,000 per year); (5) involves more than one member from the purchasing department; and (6) needs to be serviced after purchase (support service negotiation). The respondents are asked to list specific products with these characteristics and respond to the questionnaire for this type of product.

Table 3.2 presents a list of the various products mentioned by the respondents.

One question in Appendices A and B checks for new contract as opposed to new buy responses. In new contract situations, the firm is likely to go through the entire purchase process, as opposed to straight rebuy situations which tend to be routine processes duplicating past purchase

TABLE 3.2

List of Suggested Products

Pulp cable	Pic cable
Frame wire	Telephone sets
Laminated aluminum	Industrial steel cable
Dictaphone	Electrical Cable
Mechanical saw	Laboratory equipment
Plastic containers	Commercial time (radio)
Wood pulp	Machinery
Aircraft parts	Chemicals
Steel	Auto parts
Cash registers	Computers
Sodium hypochloride	Empty plastic bottles
Petroleum additives	Computer hardware
Computer software	Telecom system
Vantage key system	Telephone sets
Motor oil	Corrugated boxes
Sprayers	Caps
Labels	Raw Materials
Automobiles	Fabricated vessels
Compressors	Printed circuit boards
Semiconductors	Resistors
Sheet metal	Plastic raw materials
Hybrids	Molded parts
Screw machine parts	Relays
Capacitors	Steel drums
Plastic bottles	Pails and drums
Cartons	X-Ray equipment
Printing Collator	Laser spectroscopy lab
Laser printer	Electronics equipment
Car rental service	Leased vehicles
Office equipment	Office space
Gasoline/heating fuel	Mail inserting machine

decisions. Since respondents are being asked to describe a typical purchase, in the context of the script approach, the type of product selected must represent something purchased at least occasionally, so that the typicality procedure is meaningful. Capital items are usually "one shot" deals, and therefore not appropriate. Purchasing supplies or raw materials on long-term contracts which promote the development of buyer-seller interaction would be more appropriate. One study (McTavish and Dottinga, 1985) compares two industrial purchases of this type (brick refractories and petroleum coke). The specific product selected by each respondent to perform the pencil-and-paper tasks reflects a common purchase across firms and industries (i.e., a new contract for technical production equipment for which a maintenance service must also be purchased).

In addition to describing activities typical of the overall purchase process for the selected product and service, respondents are also asked to describe three subprocesses: a typical initial sales call, a typical negotiation meeting for the product, and a typical support service contract purchase for the industrial good. This procedure was successfully used by Leigh and Rethans (1984). The initial sales call context tends to be a more routinized process than the negotiation process. Negotiation tends to be dynamic and complex, subject to pencil-and-paper artificiality which may oversimplify the process. Thus,

negotiation may be less well suited to the script theory research framework than the initial sales call process. The support service contract scenario should be similar to the overall purchasing process scenario in routine and complexity levels.

The list of products generated in Phase 1 and presented in Table 3.2 constitutes the basis for selection of a group of products for the Phase 2 survey. The products selected as examples of the type of industrial good examined represent the various types of products obtained from the respondents in Phase 1. These are:

- Computer hardware and software
- Telecommunications services systems
- Industrial steel cable
- Chemicals
- Machinery.

3.7 Instrumentation

Script Elicitation Instrument

The script elicitation questionnaire for Phase I is based on a free elicitation (self-report) procedure originally developed by Bower, Black and Turner (1979). This procedure describes the script-relevant situation (purchase process for industrial good/service) in order to instantiate the script, and then asks the respondents to

provide a list of activities or events, in appropriate sequential order, which would occur during the course of the situation. The respondents' interaction with buyer/seller in the situation is noted by identifying which actions are performed by each actor. The inclusion of an interaction measure first appears in the Leigh and Rethans (1983) study, where respondents identified which actor was responsible for initiating each action. The interaction script better reflects the temporal and interactive nature of personal selling encounters. It provides more specific and concrete actions and insight into the point of origin of these actions (Leigh and Rethans, 1983).

A restaurant illustration from Bower, Black and Turner (1979) is first provided to help orient the respondents without biasing them to the present study (Bozinoff and Roth, 1983; Leigh and Rethans, 1983; Rethans and Taylor, 1982).

The last section of the questionnaire consists of characteristics of the participants. One version applies to buyers and a similar version applies to sellers. The characteristics measured include their title; number of years in their current position; number of years in purchasing/selling; their involvement in purchasing capital items, materials and services; training; education level; company size; company sales volume; industry type, and province of residence. In addition, the product in mind for

the exercise is classified, and the language of the returned questionnaire is noted. These characteristics provide an overall profile or description of the samples of buyers and sellers. The questionnaire for the industrial good evoking context is presented in Appendix A. The four instruments presented in Appendix A include: English buyer version, English seller version, French buyer version, and French seller version.

Script Validation Instrument

As indicated in Section 3.6, the list of industrial products generated in Phase 1 constitutes the basis of the Phase 2 product group selection for the script validation instrument. The respondents are asked to identify which product they have in mind in answering the questionnaire, so that their responses are consistent for one situation across the exercise. Leigh and Rethans (1984) suggest that script theory research would benefit from a program of script validation tasks. This study incorporates three script validation tasks:

- (1) a script reordering task to validate the script action recognition and sequential structure of scripts;
- (2) a script activity typicality rating confirming recognition and commonness distinguishing script main, secondary and unique actions;
- (3) an activity importance rating to distinguish between those activities considered to be of major importance in the

purchase process and those of secondary importance.

The first script validation instrument is a paired comparison measure of activity sequence developed by John and Whitney (1982) and tested by Smith and Houston (1985). The set of actions and temporal sequence typical of the focal action obtained in Phase I are the building blocks of the script validation instrument. Using a 30 percent relative frequency as a criterion level, 20 distinct actions are selected as the relevant actions for inclusion in the activity reordering task (Smith and Houston, 1985). The script-defined order of these actions is then determined through a paired-comparison technique developed by John and Whitney (1982). The dominant order is adopted as the typical sequence of the component actions. A group of 5 irrelevant actions are then included in the activity reordering measure in addition to the relevant actions. The inclusion of script, relevant and irrelevant script activities incorporates a variation of another validation task within the reordering task: a script typicality rating task (Leigh and Rethans, 1984). Distinguishing relevant and irrelevant script activities entails the ability to define a common script. These are selected from Phase I script items well below the 30 percent criterion of relevant actions (e.g., unique actions). The final set of 25 items is randomly listed. The second sample of buyers and sellers are asked to identify the 15 most relevant actions, and to

number them sequentially to indicate the normal order of occurrence. This procedure is followed for the overall purchase process, initial sales call and negotiation. Fewer script activities being elicited in Phase 1, for the support service process the task involves identifying the 10 most relevant activities from a list of 20 actions (15 relevant, 5 unique activities). A similar procedure was successfully implemented by Leigh and Rethans (1984). Appendix C presents the lists of relevant and irrelevant activities for each of the four processes examined in this study.

The second script validation task is a script activity typicality rating scale. Given a list of script-relevant and irrelevant activities subjects should be able to accurately judge the typicality (or commonness) of each action for more general situations. Hence, for each script activity obtained in Phase I participants are asked to rate on a 7-point scale how typical or atypical the activity is in purchasing an industrial good or service. This rating provides a measure to which a new sample of buyers and sellers corroborates, in a recognition sense, the script norms developed using the free elicitation procedure (Leigh and Rethans, 1984, 1985).

Finally, the respondents are asked to rate the importance of each activity on a 7-point scale in the purchase process (subprocesses).

The validation tasks are followed by a characteristics

inventory section as in Appendix A. Again, the characteristics provide an overall profile or description of the samples of buyers and sellers. See Appendix B for the script validation questionnaire. All respondents received the overall purchase process and respondent profile sections. However due to the length of the questionnaire, to ensure an adequate response rate, each respondent received only one of the three subprocesses sections: initial sales call, negotiation, or support service. This appendix presents the following instruments: English buyer version; English seller version; French buyer version; and French seller version.

The resulting questionnaire versions will be distributed as indicated in Table 3.3. A French version of these questionnaires will be distributed in the province of Quebec. The English questionnaires were translated to French by one translator. The resulting French version was assigned to another translator to be translated back to English. This procedure should ensure equivalence of meaning in both languages.

The questionnaires were pretested with four industrial purchasers-sellers to refine the structure and content of the instruments. When asked what other subprocesses might be included in the study, all felt that the most relevant processes were already included. None suggested adding another process or subprocess. Two individuals felt that

TABLE 3.3

Questionnaire Distribution

<u>Appendix</u>	<u>Phase</u>	<u>Sample</u>	<u>Content</u>
A	1	10 buyers	Elicitation: overall purchase process, initial sales call, negotiation, service contract, respondent profile. (English/French versions)
A	1	10 sellers	Elicitation: overall purchase process, initial sales call, negotiation, service contract, respondent profile. (English/French versions)
B	2	101 buyers all 1/3 1/3 1/3 all	Validation: overall purchase process, initial sale call, negotiation, service contract, respondent profile (English/French versions)
B	2	55 sellers all 1/3 1/3 1/3 all	Validation: overall purchase process, initial sale call, negotiation, service contract, respondent profile. (English/French versions)

respondent anonymity was important to increase the response rate while the other two did not. Since funds were limited, no call-backs (long-distance) or second mailings possible, anonymity was preserved for those who so desired. Others could give their name and address to receive a summary of the results as an incentive. In the pretest, this incentive

was perceived favorably. Due to cost considerations, other incentives tended to be financially prohibitive.

3.8 Field Procedures

In Phase 1, ten buyers and ten sellers, selected on a nonprobability basis, participated in one-on-one interviews with the researcher. They were asked to complete the questionnaire in Appendix A. The questionnaires were coded according to the procedures outlined in Section 3.9. The tabulated scripts were then used to develop the Phase 2 questionnaire as discussed in the instrumentation section (Section 3.7).

The resulting Phase 2 questionnaire was mailed to a sample of 750 Purchasing Management Association of Canada members from four major cities across Canada. The mailing includes a cover letter, a questionnaire as per Appendix B, a self-addressed stamped return envelope, and a second questionnaire package to be given to the purchaser's sales counterpart in his own firm.

The cover letters, presented in Appendix B, explain the general nature of the study; request the respondents' participation and the participation of another member of the firm; offer a summary of the results as an incentive; provide a telephone number for any questions that might arise; and thank the respondents. The cover letters

identify the sender of the questionnaire and author of the research as a doctoral student in order to benefit from an altruistic feeling toward students. This approach was preferred to a "sponsored research" approach by all individuals in the pretest who said they received too many research participation requests to agree to them all. However, they said that they went out of their way to help students.

3.9 Coding Procedures

The respondents' responses from the script elicitation procedure and activity reordering measure were coded in order to be analyzed for determining the presence and order of actions.

The content analysis procedure involves the selection of the unit of measurement, whether it be the specific word, an overall theme, or simply the existence or non-existence of some event or claim. Then the procedures call for the training of judges for categorization of the content according to predetermined rules, and finally, statistical treatment and analysis of data (Kassarjian, 1977; Holsti, 1968; Cook and Campbell, 1976).

In this research, the unit of measurement is defined by the task; respondents are asked to list activities, or themes. The categories were defined by the researcher from

examination of Phase 1 questionnaires. The 20 questionnaires of Phase 1 were then systematically coded by two persons. An inter-coder reliability coefficient was calculated to ensure consistency of categorization before the Phase 2 questionnaire was constructed.

3.10 Data Analysis

The data collected in this descriptive exploratory study was analyzed using descriptive statistics appropriate for the defined variables.

In Phase 1, the activities listed for each elicited script were tabulated according to their frequency of occurrence, relative frequency and sequential order. Interjudge reliability is also assessed for coder agreement following a procedure developed by Holsti (1969) and adapted by Smith and Houston (1985):

$$R = \frac{N(\text{average interjudge agreement})}{1 + [(N-1)(\text{average interjudge agreement})]}$$

where, N = number of judges (2), and average interjudge agreement is calculated as:

$$\frac{\# \text{ coding decisions where there is judge agreement}}{\text{total } \# \text{ coding decisions}}$$

and total number of coding decisions can be calculated as the number of respondents multiplied by the total number of variables (# respondents * # variables).

The respondent characteristics questions in Phase 1 and Phase 2 were analyzed using frequency techniques appropriate for each defined variable, whether nominal, ordinal,

interval, or ratio scaled data. See Table 3.4.

TABLE 3.4

Respondent Characteristics Analysis

<u>Variable</u>	<u>Variable Type</u>	<u>Analysis</u>
Title	nominal	Frequencies, mode
Years in Position	ratio	Frequencies, mean median, mode
Years in Buy/Sell	ratio	Frequencies, mean median, mode
Formal Training	nominal	Frequencies, mode
Education	nominal	Frequencies, mode
Involvement in Buy/Sell	ratio	Frequencies, mean median, mode
Involvement with Good	ratio	Frequencies, mean median, mode
Responsibility Buy/Sell	nominal	Frequencies, mode
Classification	nominal	Frequencies, mode
Company Size	nominal	Frequencies, mode
Buy/Sell Employees	nominal	Frequencies, mode
Sales Volume	nominal	Frequencies, mode
Industry Type	nominal	Frequencies, mode

Table 3.5 outlines the analyses performed on the script validity measures in Phase 2.

TABLE 3.5

Script Validation Scale Analysis

<u>Variable</u>	<u>Variable Type</u>	<u>Analysis</u>
Action reordering	ordinal	Frequency, paired comparison measure
Activity Typicality	interval	Frequency, mean, standard deviation
Activity Importance	interval	Frequency, mean, standard deviation

Since the activity typicality and activity importance rating scales are both interval scaled, where numerically equal distances on the scale represent equal distances in the property being measured (Kerlinger, 1973), frequencies, means, and standard deviations are calculated for each variable of the overall purchase process; initial sales call, negotiation, and support service contract.

For the rank-ordering of script activities task, a procedure developed by John and Whitney (1982) was applied as follows:

"In order to assess the degree of agreement regarding the ordering of the events, a paired comparison procedure was used. Each event was compared with all other events to assess whether the subjects agreed regarding their serial ordering. A high level of disagreement would be indicated by equal numbers of subjects reporting each event in a pair as the prior event. Obviously, this comparison is reasonable only if a sufficiently large number of people report both events in an event pair. Consequently, the comparisons are restricted to events mentioned by at least 40% of the subjects. This cut-off was chosen to correspond with the Bower et al. cut-off for high frequency events". (John and Whitney, 1982, p. 77)

This dissertation develops on the John and Whitney (1982) paired comparison procedure by using a binomial probability test (Nunnally, 1967) to assess whether statistically significant differences exist in the upper and lower quadrant. Thus, for large sample sizes, this study adds a test of significance to the visual inspection suggested in the earlier methodology. The binomial probability test can be computed for each paired comparison

of the overall sample process (large overall sample).

If no script sequential order exists, the paired comparison table will be highly balanced, with approximately 50% of responses in the upper quadrant and 50% in the lower quadrant. If a script sequential order exists, then the paired comparison table will be highly unbalanced, with more than 50% of responses in the upper quadrant, and few responses in the lower quadrant. Thus,

$$H_0: p = 50\%$$

$$H_a: p > 50\%$$

is tested using the binomial probability test:

$$Z = \frac{p^* - p}{\sqrt{\frac{p^*(1-p^*)}{n}}}$$

where, p = expected proportion
 p^* = observed proportion
 n = sample size

(The 1-tailed Z statistic is compared to the binomial probability table entry to determine the significance of the differences. For smaller samples, a t statistic with $n-1$ degrees of freedom is used).

In the final analysis, no one validation measure can establish the validity of buyer and seller scripts. Script validation remains a subjective evaluation of the three validation measures combined. For this reason, this study includes at least one more measure of validity than past research efforts. If the activity reordering measure, typicality and importance scale means (and standard deviations) are consistent for each sample, then the buyer and seller scripts will clearly be validated according to

these instruments. If, on the other hand, no consistency is found in these measures, then the buyer and seller scripts cannot be considered valid. In the middle range, validity determination remains unclear and more open to researcher judgment and subjectivity.

If buyer and seller scripts are validated, then differences between buyer and seller scripts will be assessed. See Table 3.6.

TABLE 3.6

Buyer-Seller Script Comparative Analysis

<u>Type of Differences</u>	<u>Analyses</u>
Sequential order Differences	Inspection of paired comparison of sequential order for differences between buyers and sellers.
Typicality Scale Differences	Comparison of means (and variances) using T-Test of significance, for each common script activity between buyer and seller
Importance Scale Differences	Comparison of means (and variances) using T-Test of significance, for each common script activity between buyer and seller

Since no overall measure of similarities and differences exists, several criteria are used for comparison purposes:

1. Activities presented in different sequential order. The extent of differences will depend on the importance of activities listed in different sequential order.
2. Activity typicality scale differences. For those

activities common to both buyer and seller scripts, typicality ratings for each activity will be compared for significant mean differences using a T-Test statistic.

3. Activity importance rating differences. For those activities common to both buyer and seller scripts, importance ratings for each activity will be compared for significant mean differences using a T-Test statistic.

In addition, Hotelling's Trace, a multivariate test of significance, is performed on the overall activity scale and on the activity importance scale for the overall purchase process and the three subprocesses to obtain a general measure of significance of differences between buyers and sellers.

Of course, if the buyer and seller scripts are not validated, the above comparisons cannot be made.

Chapter 4 presents the results and discussion of Phase 1, the script elicitation stage, while Chapter 5 discusses the results of Phase 2, the validation stage of the research. Chapter 6 compares and discusses results of industrial buyer and seller scripts, their similarities and differences. Finally, the summary of research objectives and findings, limitations and contributions, as well as suggestions for future research, are presented in Chapter 7.

4. RESULTS AND DISCUSSION: PHASE 1

4.1 Script Elicitation Results

4.1.1 Phase 1: Respondent Profile

In Phase 1, scripts were elicited from 20 personal interviews, 10 conducted in Montreal and 10 in Toronto. The respondents were selected based on convenience from a wide variety of firms in different industries. See Table 4.1.

Company size, as measured by the number of employees, tended to be large, with 65% of the companies employing over 500 employees across Canada, 10% employing between 101 and

TABLE 4.1

Firms Participating in Phase 1

<u>Firm</u>	<u>Industry</u>
(Montreal)	
Pratt & Whitney Canada	Transportation
Radiomutuel, Inc.	Communications services
B. Mayrand, Inc.	Retail trade
Alcan	Mining, Manufacturing
Concordia University	Education services
Consolidated Bathurst	Forestry
Bell Canada	Communications
Northern Telecom	Communications
Medical Equipment	Wholesale trade
(Toronto)	
Bryston Myers	Manufacturing, retail
Dupont Canada	Manufacturing
Control Data	Manufacturing
Northern Telecom	Communications
Shell Canada	Mining, manufacturing, retail

500, 5% employing in the 50-100 range, and 20% employing less than 50 employees. Half of the company employed more than 25 purchasers, while 40% employed more than 25 sellers. In terms of annual sales volume, 65% of the firms reached annual sales over \$100,000,000; 15% earned between \$10,000,000 and \$100,000,000; while the rest earned less than \$10,000,000. (See Appendix D).

Half of those interviewed were in purchasing departments and the other half were in sales departments, by sampling design. From the respondent profile section of the questionnaire, it was ascertained that of the 20 respondents, 7 were purchasing managers, 3 were purchasing agents, 6 were sales managers, 3 were sales representatives, and one was a marketing manager.

On average, they spent 5.5 years in their current position. Purchasing personnel had an average of 4.5 years of experience in purchasing, while sales personnel had an average of 6.5 years of experience in sales. Six out of ten purchasers had some training in purchasing: 4 participated in the training program offered by their present firm; 5 followed an independent program; but none were trained by a past employer. Similarly, 6 out of 10 sellers had some training in sales: 5 were trained by their present firm; 3 had received training by a past employer; and 5 had participated in an independent training program. Thus, industrial sellers seem to receive more training on the

whole than industrial purchasers.

Most (75%) of the respondents achieved a higher level of education: 20% obtained a master's degree; 30% a bachelor's degree; and 25% had attended some university courses.

For any type of industrial purchase (i.e., installations, accessory equipment, raw materials, parts, supplies, and services) at least 50% of the purchasers spent some time on all types of purchases. In contrast, all sellers spent most of their time on only one type of product purchase, and spent a little time on services sales. Both buyers and sellers indicated that they were personally responsible for the type of purchase examined in this study. The buying center and marketing departments were involved in one and two cases respectively. This question was included in the questionnaire to check that the purchasing agent and sales representative were in fact responsible for decision making for the type of product selected for study, so that the appropriate level of respondent in the firm was sampled. On average, buyers spent 20% of their time on purchases of the product specified in the study while sellers spent 55% of their time on such sales. This reflects the nature of the respondents' respective responsibilities. Purchasing agents are usually responsible for a wide range of purchases for various departments and users, whereas sales representatives are usually responsible for a specific

product or product line. It thus appears that buyers and sellers have had some experience with the product type specified in this research and that, as a result, they might have developed scripts related to such purchases/sales. A second check based on whether the product specified is considered a new contract repurchase/resale or a new buy/sale indicates that it is generally considered the former. Therefore, respondents should have had some experience with the product type, and a possibility of developing a script for the process.

4.1.2 Evoking Context

Table 4.2 presents the types of products selected by the respondents for the script elicitation task in the interviews.

TABLE 4.2

Products Selected for Script Elicitation

Pulp cable
Laminated product for residences
Commercial time--radio
Wood pulp
Corrugated boxes
Automobiles for marketing
Computer mainframes
Printed circuit boards
Steel drums
Cash registers
Printing collators
Electronics equipment
Mail inserting machines
Sodium hypochloride
Petroleum Additives
Parts for machinery (airplane production)

4.1.3 Phase 1: Scripts Elicited

The individual scripts were elicited and tabulated according to frequency of citation of activities. As expected, each respondent mentioned a set of common activities which presumably reflect his/her particular purchasing/selling style and experience. Since various activities ranged in frequency of mention, a group script could be defined using a frequency of mention cut-off point of 25% according to Bower, Black and Turner (1979). The script sequence was determined by each activities' most common order of occurrence (modal). The resulting scripts for the overall purchase process, initial sales call, negotiation, and support service contract are presented in this chapter in Tables 4.3 to 4.6 respectively. For each activity in each of the four processes examined, activities presented in bold capital letters were mentioned by 75% or more of the respondents; activities in capital letters were presented by 50-74% of the respondents; activities in bold regular type were mentioned by 40-49% of the respondents; and those in regular type were mentioned by 25-39% of the respondents. These cut-off points were suggested by Leigh and Rethans (1983) to define natural breaks in frequencies.

A reliability measure of coder agreement was computed as per the Holsti (1969) procedure outlined in Section 3.10. The results show 95.8% coder agreement for the overall purchase process, 96.9% agreement for the initial sales

call, 85% agreement for the negotiation process, and 95.4% agreement for the support service contract. The lowest level of agreement is obtained for the post-quotation negotiation. This may be related to the more complex and dynamic nature of this process, compared to the overall process or initial sales call which may be more routinized.

4.2 Script Elicitation Discussion

4.2.1 Overall Purchase Process Script

The group script for the overall purchase process is presented in Table 4.3. Although none of the activities reached the 75% level of frequency of mention, 6 activities were mentioned by 50% or more of the respondents:

- contact potential suppliers/buyers
- respond to request for information
- issue formal request for quote
- negotiate final agreement
- place order
- approve payment of vendor invoice

Five activities were mentioned by 40-49% of the respondents, and the rest were mentioned by 25-39% of the respondents. Such activities as "review labor relation", "explore cost reduction alternatives", and "arrange for administrative work to be done by the vendor" were mentioned only once, and were thus considered unique events not part

TABLE 4.3

Script Elicited: Overall Purchase Process

<u>Initiator</u>	<u>Script Activity</u>	
Buyer	Product need is realized by user department or other source	*
Buyer	Official identification of the purchase need	*
Buyer	Discuss need specifications with user department	*
Buyer	Study or assess information on potential vendors	*
Buyer	Contact potential vendors/buyers	***
Both	Initial sales interview	*
Both	Discuss product need with vendor	**
Seller	Respond to Request for Information and/or demonstrate the product	***
Buyer	Issue formal Request for Quote/bid to refine vendor list	***
Both	Evaluate and clarify quality specifications	**
Seller	Assess shop capacity potential	*
Seller	Respond to formal Request for Quote	*
Buyer	Evaluate quote or bids	**
Buyer	Select vendor(s)	*
Buyer	Follow-up with sales call after quote evaluation	*
Both	Negotiate final agreement	***
Both	Verbal agreement on terms	*
Buyer	Place order	*
Both	Sign contract	*
Seller	Expedite delivery	**
Buyer	Receive goods	**
Buyer	Inspect product upon arrival	*
Buyer	Use product to test performance	*
Buyer	Approve payment of vendor invoice	***

Note:

Frequency \geq 75% : ****
Frequency 50-74% : ***
Frequency 40-49% : **
Frequency 25-39% : *

of the group script. These unique events define the idiosyncracies of different individuals' purchasing/selling experience.

The overall purchase process script is generally consistent with the Robinson and Faris (1967) buying stages:

- (1) Anticipation or recognition of a problem (need) and a general solution;
- (2) Determination of characteristics and quantity of needed item;
- (3) Description of characteristics and quantity of needed item;
- (4) Search for and qualification of potential sources;
- (5) Acquisition and analysis of proposals;
- (6) Evaluation of proposals and selection of supplier(s);
- (7) Selection of an order routine;
- (8) Performance feedback and evaluation.

The overall purchase process script provides a more detailed description of the various activities in the process than the Robinson and Faris (1967) model. The results also corroborate earlier findings by Leigh and Rethans (1984). Moreover, the script provides information pertaining to the initiator of each of the various activities of the process, and the interaction between industrial purchasing agents and sales representatives.

Thus, the overall purchase process script appears to exist and provides a detailed representation of the process.

its sequential order, initiator of each activity, and the interaction between buyer and seller in industrial contexts.

4.2.2 Initial Sales Call Script

One activity in the overall purchase process, the initial sales interview, can be decomposed by the respondent into a script of activities. The respondents' group script for the initial sales call is presented in Table 4.4. Inspection of this script indicated that two activities were mentioned by 75% or more of the respondents: (1) discussion to narrow down needs to specific units; and (2) sales presentation. In the first case, the buyer tries to make the firm's needs clear to the seller by discussion product specifications. In the second case, the sales representative presents his/her product and shows how it can meet the buyer's specified needs. These two activities are the core of the sales call.

The following six activities were mentioned by 50-74% of the respondents:

- enter office/greetings
- exchange handshakes/introductions
- small talk prior to initiating business purpose
- discussion of pro's/con's of specific units
- agree on procedure for formal quotation
- leave office.

The first three events are related to establishing

TABLE 4.4

Script Elicited: Initial Sales Call

<u>Initiator</u>	<u>Script Activity</u>	<u>%</u>
Seller	Enter office/greetings	***
Both	Exchange handshakes/introductions	***
Both	Small talk prior to initiating business	***
Buyer	Initiation of business purpose	**
Both	Discussion to narrow down needs to specific units	****
Buyer	Description of purchasing firm history	*
Seller	Discussion of vendor firm history/reputation	*
Seller	Presentation of vendor literature	**
Seller	Sales presentation	****
Seller	Product demonstration	*
Both	Discussion of pro's/con's of specific units	***
Seller	Discuss possibility of technical assistance	*
Seller	Discussion of price quotation (ballpark)	**
Seller	Arrange for follow-up sales interview	*
Both	Negotiate terms (other than price)	*
Seller	Arrange for a trial run in buyer's plant	*
Seller	Summarize agreements and commitments	*
Buyer	Indicate the need to study the proposition	*
Seller	Consider other suppliers	*
Both	Agree on procedure for formal quotation	***
Both	Thank you's	*
Seller	Leave office	***

Note:

Frequency \geq 75% : ****
 Frequency 50-74% : ***
 Frequency 40-49% : **
 Frequency 25-39% : *

common personal grounds and "sizing up" the other individual. The last two events are related to closing the meeting to ensure future contact or interaction. These elements are common and an important part of the initial sales call according to the majority of the respondents. Both industrial buyers and sellers recognize the importance of establishing a relationship with his/her counterpart in the process and that, like the presentation itself, this requires planning on their part.

Three activities were mentioned by 40-49% of the individuals: initiation of the business purpose, presentation of vendor literature, discussion of price quotation (ballpark). And the rest of the events are mentioned by 25-39% of the respondents.

Generally, the initial sales call is composed of several stages. In the first stage, buyers and sellers establish common personal grounds and "size" each other up. Both buyers and sellers initiate and perform these activities.

The second stage initiates the purpose of the sales call, defining the needs of the buyer and the ability of the selling firm to satisfy its clients (i.e., reputation, history).

The third stage relates to the product needed and being sold. In this stage, the seller presents relevant documents, literature, makes a sales presentation,

demonstrates the product, and answers questions about the product and its advantages and shortcomings in meeting the client's needs.

In the fourth stage, the buyer and seller discuss specific issues such as availability of technical assistance, ballpark price quotation, trial run, and the need for a subsequent meeting for negotiation.

In the fifth stage, the meeting is wound down by summarizing agreements and commitments attained in this initial sales call, indicating the need to "think it over", and agreeing on a procedure for formal quotation.

In the final stage, the buyer and seller thank each other for their time and the seller leaves. Over a third of the respondents indicated that thank you's were very important for several reasons: thank you's were a sign of courtesy and consideration for the other individual; they provide a vehicle for further interaction and for establishing personal relationships; and they set the final impression for the interaction, which will influence subsequent interactions.

Some events were mentioned by only one or few respondents and therefore are not part of the common script. Activities such as "discuss international border crossing issues", "file order with a government regulator", and "request a market survey", may reflect idiosyncratic behavior of individuals with different experiences, or

company/industry-specific behavior.

4.2.3 Post-Quotation Negotiation Script

The single activity "negotiate final agreement" in the overall purchase process can also be decomposed into a common group script, as shown in Table 4.5. Only one of the events was mentioned by 75% or more of the respondents: verbal agreement on prices and terms. This represents the objective or desired outcome of this interaction process. Eight activities were mentioned by 50-74% of the respondents:

- establish meeting time and place
- arrive/greetings
- review quotation
- review quote status and necessary changes in terms
- initiate negotiation on price
- initiate negotiation on specifics other than product, price, terms or delivery
- response on negotiation on specifics other than product, price, terms or delivery
- review final configuration.

One activity, response on price negotiation, is mentioned by 40-49% of the respondents. These nine activities represent the core of the negotiation process. The rest of the activities provide greater detail in the representation of the negotiation process.

TABLE 4.5

Script Elicited: Post-Quotation Negotiation

<u>Initiator</u>	<u>Script Activity</u>	<u>%</u>
Both	Establish meeting time and place	***
Both	Prepare negotiation strategy	*
Both	Arrive/greetings	***
Both	Small talk prior to initiating business purpose	*
Both	Review quotation	***
Seller	Identify product shortfalls in meeting firm's needs	*
Buyer	Indicate satisfaction with product quality	*
Both	Review quote status and necessary changes in terms	***
Buyer	Initiate negotiation on price	***
Seller	Response on price negotiation	**
Seller	Exchange of counters and responses on price	*
Buyer	Initiate negotiation on terms	***
Seller	Response on negotiation on terms	*
Buyer	Initiate negotiation on delivery	*
Seller	Response on delivery negotiation	*
Buyer	Initiate negotiation on specifics other than product, price, terms or delivery	***
Seller	Response on negotiation of specifics other than product, price, terms or delivery	***
Both	Review final configuration	***
Buyer	Refer to need to consult with internal departments	*
Seller	Refer to need for home office confirmation	*
Both	Verbal agreement on prices and terms	****
Both	Sign contract	*
Both	Exchange of parting comments	*
Seller	Leave office	*

Note:

Frequency \geq 75% : ****
 Frequency 50-74%: ***
 Frequency 40-49%: **
 Frequency 25-39%: *

The negotiation process can also be viewed as a series of stages. The first stage relates to the preparation necessary prior to the negotiation (e.g., setting time and place, selection of negotiation strategy to be used).

The second stage attempts to establish the relationship between the buyer and seller so that they can "size" each other up in preparation for the negotiation. Both buyer and seller participate actively in this process.

In the third stage, the starting point of the negotiation is established by the buyer (e.g., review quotation; indication of product quality or necessary changes to meet specifications).

The fourth stage is the negotiation itself, starting with price. Once agreement is reached on a price quote, the negotiation of terms, delivery, and other relevant specifics follows in this sequential order. Once agreement is reached on one type of negotiation, the next is initiated by the buyer. According to this group script, the buyer consistently initiates negotiation on product quality (meeting specifications), price, terms, delivery, and other specifics. The seller consistently responds to the buyer.

In the fifth stage, the final configuration is reviewed and verbally agreed upon by both parties. In the final stage of the negotiation process, both parties refer to a need for confirmation with their firm (or sign the contract if so authorized). Finally, the meeting is wound down with

small talk and exchange of parting comments to ensure that the relationship established prior to the negotiation is maintained or enhanced after the negotiation. Neither the buyer nor the seller should feel s/he has "lost" the negotiation. Both should be mutually satisfied with the outcome.

Thus, a common negotiation script seems to exist for industrial buyers and sellers. There is a high degree of agreement for core activities of the process, representing the general sequential structure of the interaction. The script provides more detail and identifies the initiator of each activity in the process. Therefore it provides a basic description of the process. However, events such as "discuss terms with legal department", "value-in-use analysis" and "request annual forecast projections" were mentioned by one or few individuals. These events reflect a certain level of idiosyncrasies present in any given negotiation situation. The general process described in the script may capture the essence of the process, but in the case of negotiation, which is complex and dynamic in nature, this may be an oversimplification of the process. It might be more meaningful to concentrate on idiosyncratic behavior of successful negotiators to help define desirable negotiation strategies, rather than on the general process, which may be limited in its usefulness.

4.2.4 Support Service Script

Since the purchase of industrial goods often involves the servicing of that good, respondents were asked to describe the decision regarding a support service acquisition. See Table 4.6.

The level of frequency of mention of the activities in the process was generally lower than for the overall purchase process, initial sales call, and negotiation. This may be related to several factors: some respondents' lack of experience with the acquisition of a support service; the perceived customization of a support service which decrease the likelihood of script development; or both.

Only one activity was mentioned by 50% or more of the respondents: discussion of the specific problem/service requirement. Similarly, only one event was mentioned by 40-49% of the individuals: initiate negotiation on price. Hence, all but two script activities are mentioned by 25-39% of the respondents. Several events were mentioned by only one or few respondents, and were indicative of idiosyncratic behavior of individuals, or particular to a firm's style or industry. Examples of such unique events include: evaluate financial capabilities, feedback, review labor relations, adjust for seasonality, and so on.

The script for a support service acquisition can also be viewed as a series of stages, starting with the

TABLE 4.6**Script Elicited: Support Service Contract**

<u>Initiator</u>	<u>Script Activity</u>	<u>%</u>
Buyer	Telephone call regarding a service need to be satisfied	*
Seller	Respond to buyer's call for service	*
Both	Establish meeting time and place	*
Buyer	Discussion of specific problem/service requirements	***
Seller	Review services offered and required	*
Seller	Promote vendor company history and reputation	*
Seller	Set up plant tour	*
Seller	Discussion of service contract benefits	*
Buyer	Discussion of service terms	*
Seller	Research department input sought to solve specific problem	*
Seller	Commitment to perform the necessary corrective action	*
Both	Review service quotation	*
Buyer	Initiate negotiation on price	**
Both	Agreement on service trial	*
Buyer	Decision to buy/not to buy the service	*
Both	Get/give the purchase order	*
Both	Exchange of parting comments	*
Seller	Leave office	*
Both	Follow-up call	*

Note:Frequency \geq 75% : ****

Frequency 50-74% : ***

Frequency 40-49% : **

Frequency 25-39% : *

recognition of a service need by the buyer and taking the initial steps to contact sellers.

In the next stage, the buyer explains his/her service needs and the seller reviews the services his/her firm offers and how they may satisfy the buyer's requirements. This may also involve demonstrating the selling firm's dependability, history and reputation for servicing.

The third stage involves the assessment of the specific problem through a tour, service trial, research department involvement, and a discussion of the service contract benefits and terms.

The fourth stage is the negotiation and final decision to acquire or not the service contract. Finally, the meeting is wound down with small talk. There may be a follow-up call to assess the buyer's satisfaction with the service contract.

Hence, though the frequency level for this process appears lower than for the three previous processes, industrial buyers and sellers nevertheless appear to have a general script for the acquisition of a support service contract. The description of the process is an initial contribution to the study of marketing services since little research has examined the purchase of a service as part of a product decision. Research in the past concentrated on pure goods or pure services. This section of the study is an initial attempt at describing and understanding a combined

good-service purchase process, which reflects the majority of purchase situations in industrial markets.

4.3 Summary of Phase 1 Results

From the results of Phase 1 (Script Elicitation), it appears that industrial buyers and sellers hold scripts for the overall purchase process, initial sales call, negotiation, and support service contract. The script activities range from 25% to over 75% frequency of mention, while unique events are found in each respondent's personal script, to reflect idiosyncratic behavior and experience, a firm's or industry's style.

The next chapter presents the results of Phase 2 (Script Validation), and discusses the findings and their implications.

5. RESULTS AND DISCUSSION: PHASE 2 (SCRIPT VALIDATION)

5.1 Respondent Profile

The final sample of Phase 2 questionnaires returned consisted of 157 respondents. Two thirds of the sample were industrial buyers (101 respondents) and one third were sellers (56 respondents). Thus, the response rate for purchasing agents was 13.5%. The sales representatives' response rate is directly related to the buyers' since the latter were responsible for forwarding the questionnaire to their counterpart in the sales department of their own firm. To estimate the sellers' response rate, at least two scenarios are possible: (1) the worst possible scenario is that all buyers forwarded all 750 questionnaires to sellers, in which case the sellers' response rate would be 7.5%; (2) the best possible scenario is that only the 101 buyers who responded to the questionnaire themselves forwarded the second questionnaire to the sellers, in which case the response rate would be 55.5%.

More specifically, 44.2 % of the respondents identified themselves as purchasing managers, 21.8% as purchasing agents, 9.5% as marketing managers, 8.8% as sales managers and 15.6% as sales representatives. The sample of buyers had an average of 12.8 years of experience in purchasing, while the sample of sellers had a slightly lower average,

namely 11.04 years of experience.

In terms of training, 70.8% of buyers said they had training in purchasing, while 67.3% of sellers had training in sales. Of those who received some form of training, 15.5% of buyers, compared with 35.7% of sellers, received training in the firm where presently employed; 11.9% of buyers, compared to 26.8% of sellers, received training in a firm where previously employed; 65.5% of buyers, compared to 32.1% of sellers attended an independent training program; and 7.1% of buyers and 5.4% of sellers respectively received some other type of training. It is interesting to note that approximately the same percentage of buyers and sellers received some form of training. However, the type of training differs for buyers and sellers. Two thirds of buyers attend independent purchasing programs (such as that offered by the Purchasing Management Association of Canada), whereas only one third of sellers attend similar sales training programs. On the other hand, over one third of sellers are trained in their present firm, while only 15.5% of buyers are trained by their present employer. Over 70% of the respondents have some university education. There are no significant differences in the level of education of buyers and sellers (Chi Square = 1.3455, degrees of freedom = 4, significance = .8536).

For every category of industrial goods (i.e., installations, accessory equipment, raw materials, parts,

supplies, and services), over 70% of buyers indicated they spent some of their time on each of the product categories, with the exception of raw materials, where 57.0% of buyers indicated they spent some of their time on this type of purchase. In contrast, two thirds of sellers spent some of their time on services, 44.0% on parts, 26.0% on installations, 24.0% on supplies, and 14.0% each on accessory equipment and raw materials. Purchasing agents tend to be responsible for various departments of the firm, whereas sales representatives tend to be responsible for the sale of one product or product line, and a little of their time on services.

Over 80% of buyers and sellers indicated that they were responsible for the type of purchase/sale examined in this study, confirming the selection of the appropriate type of respondents for sampling. Less than 20% of buyers and sellers indicated that the buying center or marketer, respectively, were involved in such purchase/sale situations.

Similarly, two thirds of buyers and sellers considered the purchase/sale examined in this study as a repurchase/resale, not a new buy/sale. These results confirm that these respondents have prior experience with this type of purchase/sale, upon which scripts can develop.

The following characteristics constitute the profile of the companies represented in this sample: company size

(number of employees, annual sales volume); number of purchasers and sellers employed; industry; and geographical location. Over 50% of the firms employed over 500 persons across Canada. Close to 50% also have an annual sales volume between \$10 million and \$100 million. Another third have an annual sales volume over \$100 million. There are some differences between firms represented by buyers and sellers (number of employees: Chi Square = 9.1311, degrees of freedom = 3, significance = .0276; annual sales volume: Chi Square = 13.2173, degrees of freedom = 5, significance = .0214).

Over half of the firms employ fewer than 5 purchasers, while half of the firms employ more than 25 sales representatives. Purchasing departments are usually much smaller than a company's sales force.

Table 5.1 illustrates the relative size of the 9 broad industry group classifications from Statistics Canada. Since statistics on the number of firms active in each industry do not exist in Canada due to unresolved definition problems (e.g., what is considered a firm), the relative size of industries is represented by the relative number of employees employed in each industry group. According to this estimate, the manufacturing industry is under-represented in this sample whereas the services industry and the retail trade are over-represented. It should be noted that the industry breakdown in this study is self reported

TABLE 5.5**Summary Statistics by Industry Group for Canada**

<u>Industry Group--Canada</u>	<u># employees</u>	<u>%</u>	<u>Study %</u>
Agriculture, Forestry, and Fishing	48.9*	4.1	.60
Mining	139.6	6.1	1.6
Manufacturing	1713.1	40.1	19.7
Construction	424.2	8.2	4.9
Transportation, Commu- nications & Utilities	795.6	14.3	9.1
Wholesale Trade	506.1	6.1	5.8
Retail Trade	1244.8	1.4	14.3
Finance	587.9	2.7	6.8
Services	3241.3	17.0	32.2
Industrial Aggregate	8701.5	100.0	100.0

*November 1986, thousands

Source: adapted from Statistics Canada, Employment, Earnings and Hours, November 1986, Catalogue 72-002, page 1.

by the respondents, who may not classify their firm according to the standard classification scheme of Statistics Canada because they operate in more than one industry. Overall, the industry profile generally seems to reflect the Canadian industry profile, with some over- and under-representation in certain industries.

In terms of geographical representation, 46.0% of the respondents reside in Montreal, 23.6% in Toronto, 21.6% in Vancouver, and 8.1% in Halifax. The latter is a less populated, and as a result, represents fewer respondents. Montreal may be over-represented due to local call-backs to increase respondent rate. There are significant differences in the number of buyers and sellers responding from some

cities (Chi Square = 18.7621, degrees of freedom = 4, significance = .0009). Due to the inherent bias in the sampling procedure, more buyers responded from Vancouver, Toronto and Halifax than sellers. However, due to callbacks in Montreal, the number of buyers and sellers responding in this region is approximately evenly distributed.

Two thirds of the respondents returned the English version of the questionnaire, while one third responded to the French version. This is consistent with the larger Montreal sample which is mostly French. There are differences in the language of buyers and sellers (Chi Square = 4.2670, degrees of freedom = 1, significance = .0389). Whereas the French buyers and sellers are evenly distributed, of the English respondents, 70 are buyers and 27 are sellers. Appendix B presents the complete Phase 2 respondent profile results.

Some respondents indicated the type of product they had in mind in completing the questionnaire. Using the general industrial product classification scheme, these can be categorized as follows:

<u>Product in Mind</u>	<u>% of Respondents</u>
Installations	13.8%
Accessory equipment	11.8
Raw materials	11.8
Parts	24.3
Supplies	5.3
Services	8.6
No product mentioned	24.3

Appendix F presents the complete list of products mentioned by each of the respondents.

5.2 Phase 2: Script Validation Task Results

One of the prevalent characteristics of scripts is that they consist of activities perceived by a group of individuals as being common. In order to assess the commonness of activities constituting the group script, the mean and standard deviation of the activity typicality scale were computed for each activity of the overall purchase process, the initial sales call, the post-quotation negotiation, and support service contract. Similar analyses were performed for the activity importance task for each activity of the four processes. The frequency was also computed for the number of respondents who identified each activity as one of the most relevant activities in each of the processes. They were required to select the 15 most relevant activities of the overall purchase process, initial sales call, and negotiation, and to select the 10 most relevant activities of the support service contract. Frequencies were also computed for the respondents' perceptions of who initiates each activity in the processes. Although identification of the initiator of each activity was not intended to be a validation task per se, but rather as a means of describing buyer-seller interaction through

the various processes, the results are presented in this section for completeness. Finally, a paired comparison of sequential order procedure was performed as described in Chapter 3 for each of the processes.

The results are first presented and discussed for the overall purchase process. The results of the activity typicality task, the importance task, the relevance task, the initiator identification, and the sequential order measure are presented for the overall sample, along with a brief description of the results of the sample of buyers and the sample of sellers treated separately. The complete results are presented in Appendix G. The same format is followed for the presentation of results for the initial sales call (Appendix H), post-quotation negotiation (Appendix I), and support service (Appendix J).

5.2.1 Overall Purchase Process Results and Discussion Activity Typicality Task Results

Inspection of the means and standard deviations of each activity indicated that respondents could clearly identify activities which were common to a script and those which were not. Of the 25 activities included in this task, 20 were considered script activities by Phase 1 respondents, and 5 were unique, not part of the group script. The Phase 2 respondents clearly rated the 20 script activities on a scale of 1 to 7 (from typical to atypical) as typical (means

ranged from 1.958 to 3.471), whereas for the 5 unique activities, 4 out of 5 were rated as more atypical (means ranged from 3.600 to 5.373). The only non-script activity which was rated as typical (mean = 2.404) "explore alternatives to reduce costs" appears first on the questionnaire as a result of the randomization procedure. This position may bias respondents at the beginning of the task into thinking it is part of the process, and only when they examine the rest of the activities can they easily differentiate the less common ones. An alternate explanation could be that, although this activity was mentioned by only one respondent in the script elicitation stage, it really is a common script activity. Other respondents might not have included it because of its implicitness in the process, or because of time/pressure constraints in performing the task. But in a recognition task, it may be considered a common activity in the process.

Sample of Buyers

Similar results can be found for the sample of buyers. These respondents could clearly differentiate script activities from non-script activities. For the 20 script activities, means ranged from 1.798 to 3.319. For 4 out of 5 non-script activities, means ranged from 3.356 to 5.076. The non-script activity "explore alternatives to reduce costs" was rated 2.116, probably due to its position in the randomization of activities.

Sample of Sellers

For the sample of sellers, the 20 script activity means ranged from 2.152 to 4.000 while 3 out of 5 non-script activity means ranged from 4.200 to 6.000. Again, the non-script activity "explore alternatives to reduce costs" was rated more typical (mean = 2.978), consistent with the overall sample and the sample of buyers. For sellers, however, an additional non-script activity is rated as more typical: "visit plant" (mean = 3.644). Overall, sellers appear to distinguish script versus non-script activities in terms of their commonness.

Activity Importance Task Results

For the overall sample, respondents consistently rated script activities as more important than non-script activities. For the 20 script activities, means ranged from 1.642 to 3.273. For 4 out of 5 non-script activities, means ranged from 3.397 to 4.545. The non-script activity "explore alternatives to reduce costs" was again rated as more important with a mean of 2.007. Overall, the respondents seem to distinguish easily script versus non-script activities in terms of their importance.

The most important activities in the process seem to be:

- Evaluate quote or bid (1.642)
- Evaluate and clarify quality specifications (1.694)
- Discuss need specifications with user department (1.748)

--Negotiate final agreement, (1.918)

--Place order (1.938)

These activities tend to reflect five different stages of the buying process: (1) determination of characteristics and quantity of needed item; (2) description of characteristics and quantity of needed item; (3) acquisition and analysis of proposals; (4) negotiation and/or selection; and (5) selection of an order routine.

Sample of Buyers

Similar results are found for the sample of buyers. Nineteen of the 20 script activities ranged in mean from 1.402 to 3.223. Four of the 5 non-script activities ranged in mean from 3.280 to 4.261. Again, the non-script activity "explore alternatives to reduce costs" was rated as more important with a mean of 1.732. The script activity "follow up with sales call after quote evaluation" is rated as less important, with a mean of 3.516.

The most important activities for the buyers seem to be the same as the overall sample:

--Evaluate quote or bid (1.402)

--Evaluate and clarify quality specifications (1.442)

--Discuss need specifications with user department (1.546)

--Negotiate final agreement (1.787).

Sample of Sellers

The sellers, on the other hand, consider "follow up with sales call after quote evaluation" to be very

important, with a mean of 1.957. It may be that sellers perceive this call to be important in influencing the outcome of the purchase decision, whereas buyers do not perceive this additional contact to be influential in their decision. For the 20 script activities, the means ranged from 3.476 to 5.156. Again, "explore alternatives to reduce costs" was rated as more important (mean = 2.600), as was "visit plant" (mean = 3.178). Thus, sellers seem to perceive a plant tour to be more important than buyers do.

For these respondents, the most important activities seem to differ from the overall sample and the buyers:

- Follow up sales call after quote evaluation (1.957)
- Place order (1.957)
- Expedite delivery (1.977)
- Contact potential vendors/buyers (1.978).

These activities reflect the two primary activities of industrial sellers according to Moncrief (1986a, 1986b): the selling function and working with orders.

Activity Relevance Task Results

The respondents were asked to identify the 15 most relevant activities in the process, and to indicate (1) who initiates each of the activities, and (2) their sequential order of occurrence. Respondents identified script activities as most relevant more frequently than non-script activities. For the 20 script activities, frequency of mention ranged from 37.9% to 79.1%. For 4 out of 5 non-

script activities, the frequency of mention ranged from 7.8% to 36.6%. Again, the non-script activity "explore alternatives to reduce costs" was frequently mentioned as being relevant (81%). The natural frequency cut-off point of approximately 40% found in the Bower et al. (1979) study is supported in this analysis.

Sample of Buyers

For the buyers, inspection of the frequency of mention of irrelevant script activities reveals that, for 19 out of 20 script activities, frequency of mention ranges from 36.1% to 90.7%. The activity "follow up with sales call after quote evaluation" is considered relevant by only 16.5% of the buyers. On the other hand, the non-script activities "explore alternatives to reduce costs" and "report reason for bid loss to non-selected suppliers" were considered relevant by 89.7% and 42.3% of the buyers respectively. Buyers may feel that reporting to the seller the reason for not obtaining a contract is part of maintaining the relationship with the seller, and to provide information for the seller's future bid decisions.

Sample of sellers

For the sellers, "report of the bid loss reason" is less relevant (22.0%) than for buyers, while "visit plant" and "explore alternatives to reduce costs" are more important (48.0% and 64.0% respectively). The 3 out of 5 non-script activities range in frequency from 2.0% to 22.0%.

For 19 out of 20 script activities, frequencies range from 30.0% to 78.0%. "Select vendors" is mentioned by only 18.0% of sellers, in contrast to buyers (81.4%).

Activity Initiator Task Results

Inspection of the initiator task results table suggests that respondents do not always agree on the individual responsible for initiating each of the script activities. For 12 of the 20 script activities, buyers are generally identified as the initiators of the activities. For 4 script activities, the respondents indicate that the seller initiates the activity: "initial sales interview", "respond to Request for Information--demonstrate product", "respond to Request for Quote" and "follow up sales call after quote evaluation". These activities are clearly the responsibilities of the seller. For the remaining activities, respondents do not seem to agree on who initiates the activity:

- Discuss need specifications with user department
- Discuss product need with vendor
- Evaluate and clarify quality specifications
- Negotiate final agreement
- Sign contract
- Expedite delivery.

Sample of Buyers

Buyers think that they initiate 13 of the 20 script activities and that the sellers initiate 3 activities:

"respond to Request for Information--demonstrate product",
respond to Request for Quote", and "follow up sales call
after quote evaluation". For 4 activities there does not
appear to be agreement on the initiator: "initial sales
interview", "evaluate and clarify quality specification",
"negotiate final agreement", and "sign contract".

Sample of Sellers

Sellers tend to think that they initiate 7 of the 20
script activities:

- Official identification of the product need
- Contact potential vendors/buyers
- Initial sales interview
- Respond to Request for Information--demonstrate product
- Respond to Request for Quote
- Follow up sales call after quote evaluation
- Expedite delivery.

Sellers think that buyers also initiate 7 activities:

- Product need is realized by user department
- Issue formal Request for Quote to refine vendor list
- Evaluate quote or bid
- Select vendor(s)
- Place order
- Receive goods
- Approve payment of vendor invoice.

For the remaining 6 activities, sellers seem to think
that both parties play a role in their initiation.

Thus, it appears that buyers think they are responsible for two-thirds of the activities and seller one-fifth, while sellers think they are responsible for one-third each, and one-third both parties.

Sequencing of Activities Task

The paired comparison of activity sequence was computed for the 20 relevant activities (mentioned by approximately 40% of the respondents). According to John and Whitney (1982), respondents agree on the general sequential order of occurrence of activities if there is a highly unbalanced distribution of responses in the upper quadrant (i.e., top right of the diagonal) and the lower quadrant. Inspection of the paired comparison results for the overall purchase process (presented in Appendix G) reveals an unbalanced distribution of responses for the overall sample. Therefore, respondents generally agree on the sequential occurrence of the script activities. In some instances, respondents disagree on the sequencing of two activities. These cases are identified by an asterisk in the appendix, and are presented in Table 5.2.

It appears that some respondents perceive "official identification of the product need" as occurring after "discuss need specifications with the user department". Thus, for some, the user department must give explicit and detailed product specifications of a requested product before the need is officially recognized in the firm.

TABLE 5.2

Overall Purchase Process: Script Sequence Disagreements

(Overall Sample)

<u>Order</u>	<u>Activity Pair</u>	<u>P</u>
3	Discuss need specifications with user department	.0228
2	Official identification of product need	
9	Evaluate and clarify quality specifications	.0000
6	Discuss product need with vendor	
9	Evaluate and clarify quality specifications	.0038
7	Respond to Request for Information-- demonstrate product	
9	Evaluate and clarify quality specifications	.0000
8	Issue formal Request for Quote to refine vendor list	
19	Use product to test performance	.0000
14	Negotiate final agreement	
19	Use product to test performance	.0000
15	Place order	
19	Use product to test performance	.0162
16	Sign contract	

Indicating a problem and general statement of the type of product that would resolve the problem would not be sufficient.

Some respondents perceive "evaluate and clarify quality specifications" as occurring before "discuss product need with vendor", "respond to Request for Information--demonstrate product", and "issue formal Request for Quote to refine vendor list". Thus, for a large proportion of the sample, the product need is discussed with the vendor before the official bidding process begins, so that the vendor can

prepare their bids with all necessary specifications. In other instances, it is only after the bidding process takes place that the exact product specifications are clarified with selected vendor(s).

Finally, some respondents perceive "use product to test performance" as occurring before "negotiate the final agreement", "place order", and "sign contract". In other words, in some instances, the product is tested before the purchase is made (i.e., product trial), while in other cases, it is only tested after purchase, when the product is delivered.

In this study, for a 20 x 20 activity paired comparison matrix for 153 respondents, only 7 significant differences were found for sequential order disagreement, representing 3 activity sequence changes. In earlier studies, John and Whitney found 3 disagreements (visual inspection) in a 14 x 14 activity paired comparison matrix with 56 respondents; and Smith and Houston (1985) also found 3 disagreements in a 20 x 20 matrix for only 10 respondents. The results thus appear to strongly indicate general agreement on the sequence of events, given a large sample size and number of paired comparisons of activities.

The alternate sequence of script activities is nevertheless presented in Appendix G.

Sample of Buyers

The buyers generally agree on the sequence of

occurrence of script activities. In six cases, shown in Table 5.3, disagreement on the sequence appears to exist. Thus, as for the overall sample, it appears that some buyers perceive "evaluate and clarify quality specifications" as occurring before the bidding process, while others perceive it as occurring after the bidding process.

Also, some buyers perceive "use product to test performance" as occurring prior to purchase, while others perceive it as occurring after the purchase is received.

Sample of Sellers

There appears to be relatively more disagreement on the

TABLE 5.3

Overall Purchase Process: Script Sequence Disagreements

(Sample of Buyers)

<u>Order</u>	<u>Activity Pair</u>	<u>P</u>
9	Evaluate/clarify quality specifications	.005
6	Discuss product need with vendor	
9	Evaluate and clarify quality specifications	.005
7	Respond to Request for Information-- demonstrate product	
9	Evaluate and clarify quality specifications	.005
8	Issue formal Request for Quote to refine vendor list	
19	Use product to test performance	.005
14	Negotiate final agreement	
19	Use product to test performance	.005
15	Place order	
19	Use product to test performance	.005
16	Sign contract	

sequence of script activities for sellers than for buyers or the overall sample. /See Table 5.4.

For example, some respondents seem to think that "contact potential vendors/buyers" takes place before

TABLE 5.4

Overall Purchase Process: Script Sequence Disagreements

(Sample of Sellers)

<u>Order</u>	<u>Activity Pairs</u>	<u>P</u>
3	Discuss need specifications with user department	.005
2	Official identification of product need	
4	Contact potential vendors/buyers	.005
3	Discuss need specifications with user department	
5	Initial sales interview	.005
2	Official identification of product need	
5	Initial sales interview	.005
3	Discuss need specifications with user department	
7	Respond to Request for Information-- demonstrate product	.025
1	Product need is realized by user department or other source	
9	Evaluate and clarify quality specifications	.010
6	Discuss product need with vendor	
16	Sign contract	.025
15	Place order	
19	Use product to test performance	.025
14	Negotiate final agreement	
19	Use product to test performance	.005
15	Place order	
19	Use product to test performance	.005
17	Expedite delivery	

"discuss need specifications with user department", which in turn takes place before the official identification of the product need.

Other sellers believe the "initial sales interview" occurs before a firm officially identifies a product need and discusses the need specifications with the user department. In other words, these sellers seem to perceive the initial sales call as a vehicle to trigger the recognition of a need in the firm, as opposed to the sales call occurring in order to solve a recognized problem or need. A similar explanation could be offered for sellers suggesting that "respond to Request for Information--demonstrate product" precedes "product need is realized by the user department or other source".

The sequence of "evaluate and clarify quality specifications" and "use product to test performance" are both consistent with the sequence suggested by the overall sample and sample of buyers.

Summary

The results of the three validation tasks seem to provide evidence of the validity of buyer and seller scripts for the overall purchase process in industrial markets which support earlier findings by Leigh and Rethans (1984).

The results of the activity typicality task tend to support the commonness of script activities and the overall

script held by individual buyers and sellers. The respondents appeared to differentiate common script activities from uncommon activities. This is less apparent for sellers.

The results also tend to indicate that respondents can differentiate important activities as being script activities, from unimportance or irrelevant ones. The activities considered most important by the overall sample and by buyers seem to reflect five different stages of the buying process as defined by Robinson and Faris (1967): (1) determination and quantity of needed item; (2) description of characteristics and quantity of needed item; (3) acquisition and analysis of proposals; (4) negotiation and/or selection; (5) selection of an order routine. These results provide evidence of the face validity of the script activities in the process. Sellers, on the other hand, seemed to select other types of activities as most important. The activities selected as most important by sellers tended to reflect the two primary functions of industrial sellers, according to Moncrief (1986a, 1986b): the selling function and working with orders. Hence, these results are consistent with the selling literature.

The level of frequency of mention of the various script activities for the overall purchase process was approximately that found by Bower et al. (1979) and by Leigh and Bethans (1984, 1985), for the overall sample, buyers and

sellers.

The initiator identified for each activity in the process was consistent with the initiators identified in the script elicitation stage. The respondents tend to identify buyers as the initiators of approximately two-thirds of the activities, and sellers for one-fifth of the activities (those closely related to the selling function). Buyers tend to agree on this distribution of responsibilities for initiating the various activities, however, sellers tend to attribute more of the responsibility to themselves, and to both parties together, and less to buyers. Thus, buyers and sellers each believe that they are responsible for initiating the various activities of the overall purchase process. Their perceptions may not accurately reflect the reality in which they interact. It may be possible to determine who generally initiates the various activities by observing actual behavior, but it may also be possible that the initiator of the activities is accidentally determined in any purchase context, and not scripted.

Respondents, on the other hand, tend to agree on the sequential order of activities in the overall purchase process. Some activities should occur first before the process proceeds to subsequent stages. The sequential order of two or three activities is questioned and may be related to the type of product/service sought, the industry, or the purchasing/selling strategy involved. Sellers seem to

disagree with the sequential order of activities more frequently than buyers. They seem to emphasize their role in the process in instigating a buyer's recognition of a need. In contrast to two earlier studies by John and Whitney (1982) and Smith and Houston (1985), who each found three paired comparison differences in 14 x 14 and 20 x 20 activity matrices respectively with smaller sample sizes (56 and 10 respectively), the seven significant paired comparison differences reflecting three sequence changes for 153 respondents in this study suggest strong agreement of script activity sequence.

Thus, the findings tend to support the existence of the script elicited in Phase 1 for the overall purchase process, by providing support for the commonness of script activities and their sequential order. The content and structure of the script appears to be a relevant and valid representation of the industrial purchase process, for purchasing agents and sales representatives. The script also corroborates and elaborates on the Robinson and Faris (1967) model of industrial buying stages, and supports earlier findings by Leigh and Rethans (1984).

5.2.2 Initial Sales Call Results and Discussion

Activity Typicality Task Results

Inspection of the means and standard deviations of each activity on the typicality scale indicates that, in contrast

to the overall purchase process, respondents have more difficulty in differentiating script-relevant activities from less relevant events in the initial sales call. For example, on a seven point scale, two unique/irrelevant activities can clearly be distinguished from script events: "discuss international border crossing issues" and "offer to participate in buying center meeting" (with means of 5.364 and 4.744 respectively). On the other hand, respondents perceive the script activity "arrange for a trial run in the buyer's plant" to be less typical (4.273), while the irrelevant events "demonstrate the ability to meet demand", "comparison of vendor product with one presently used" and "assess product advantages and disadvantages" tend to be considered more typical (with means of 2.913, 2.933, and 3.065 respectively).

Sample of Buyers

Similar results are found for the sample of buyers. They can clearly distinguish two of the five irrelevant activities from the script activities ("discuss international border crossing issues" and "offer to participate in buying center meeting"). Three irrelevant activities cannot be distinguished from the script activities. Again, the script activity "arrange for a trial run in the buyer's plant" appears to be less typical (4.233) to buyers than other script activities.

Sample of Sellers

On the other hand, 5 scripted activities are rated as atypical by sellers: "product demonstration" (4.273), "discussion of pro's and con's of specific units" (4.000), "negotiate terms other than price" (4.417), "arrange for a trial run in the buyer's plant" (4.273), and "consider other suppliers" (4.000). The last activity can be attributed to buyers rather to sellers. Sellers usually do a sales presentation during the initial sales call, but they may not demonstrate the product itself, or arrange for a trial run, at this stage. It may not be feasible to bring the physical product to the buyer's office (e.g., too large). Sellers may not negotiate terms during the initial sales call, but rather wait until the formal negotiation or bidding process. The two irrelevant activities "discuss international border crossing issues" and "offer to participate in buying center meeting" are clearly differentiated from script events (with means of 6.455 and 5.300 respectively). However, the other three irrelevant activities cannot be distinguished from script activities.

Activity Importance Task Results

For the overall sample, respondents could again differentiate 2 out of 5 irrelevant activities from script activities, namely "discuss international border crossing issues" and "offer to participate in buying center meeting" (with means of 4.977 and 4.643 respectively). The other three irrelevant activities, "demonstrate the ability to

meet demand", "comparison of vendor product with one presently used" and "assess product advantages and disadvantages" (2.064, 3.000, 3.378 respectively) could not be differentiated from script activities. One script activity, "small talk prior to initiating business purpose" (4.045) was considered to be less relevant than other script events. For the respondents as a whole, the most important script activities for the initial sales call appears to be:

- Initiation of business purpose (1.826)
- Demonstrate the ability to meet demand (2.064)
- Sales presentation (2.455)
- Discussion to narrow down needs to specific units (2.545)
- Discussion of vendor history/reputation (2.622)

These activities seem to reflect the initial stages of the sales call, starting with the initiation of business purpose, description of needs, the sales presentation, and demonstration of the seller's ability to meet the need. These aspects of the process may be considered more important because if the seller cannot show that his/her product can solve the need, the process ends at this point. This initial demonstration of the ability to solve the buyer's problem may be the initial threshold determining the possibility of a favorable sales outcome. The rest of the process would then define the terms of the sale.

Sample of Buyers

The buyers can clearly distinguish 2 out of 5

irrelevant activities from the script activities: "discuss international border crossing issues" and "offer to participate in buying center meeting" (with means of 4.533 and 4.600 respectively). One script activity, "small talk prior to initiating business purpose", was considered less relevant than other script activities (mean of 4.900).

For buyers, the most important script activities appear to be:

- Initiation of business purpose (1.935)
- Demonstrate the ability to meet demand (2.031)
- Discussion to narrow down needs to specific units (2.200).

These results are consistent with those obtained for the overall sample.

Sample of Sellers

Sellers can differentiate the same 2 out of 5 irrelevant activities from script events as the sample of buyers and the overall sample of respondents. However, unlike these respondents, sellers tend to consider the script activity "small talk prior to initiation of business purpose" to be relatively important (2.333). Sellers consider "description of the purchasing firm history" and "negotiate terms other than price" to be less relevant (4.000 and 4.417 respectively).

The most important script activities according to sellers seem to be:

- Initiation of business purpose (1.667)

--Arrange for follow-up sales interview (1.800)

--Sales presentation (2.000)

--Exchange handshakes/introductions (2.087).

These activities appear to reflect the key activities constituting the selling function (Moncrief, 1986a, 1986b). Both the buyers and the sellers consider the initial step of initiating business purpose to be important in the sales call. The performance of this activity probably sets the pace for the entire sales call and its eventual outcome.

Activity Relevance Task Results

The respondents were asked to identify the 15 most relevant activities in the initial sales call and to indicate (1) who initiates each of these activities, and (2) their sequential order of occurrence. Again, consistent with the typicality and importance task results, respondents mentioned less frequently the same 2 out of 5 irrelevant activities as being relevant: "discuss international border crossing issues" and "offer to participate in buying center meeting" (12.5% frequency of mention each). The other 3 irrelevant events were more frequently mentioned as relevant: "demonstrate the ability to meet demand" (70.8%); "comparison of vendor product with one presently used" (68.8%); and "assess product advantages" (62.5%).

The script activity "arrange for trial run in buyer's plant" was not frequently mentioned as being relevant (27.1%). All other script activities, 19 out of 20, were

considered relevant by at least 40% of the respondents, consistent with Bower et al.'s (1979) cut-off point for important script activities.

The most frequently mentioned activity was "initiation of business purpose" (81.3%), consistent with the importance task results.

Sample of buyers

For the sample of buyers, similar results are obtained for irrelevant activities. The same 2 out of 5 irrelevant events are mentioned least frequently as being relevant (9.1% each). The other three irrelevant activities are mentioned more frequently (63.6% to 66.7%).

The script activity "arrange for trial run in buyer's plant" was not considered (24.2%). All other script activities (19 out of 20) ranged from 30.3% to 75.8% in frequency of mention. Three activities were mentioned most frequently by buyers (75.8% each): "initiation of business purpose", "discuss possibility of technical assistance", and "discussion of price quotation (ballpark)".

Sample of Sellers

Similar results are obtained for the sample of sellers. The script activity frequency of mention ranged from 33.3% to 91.7% for this group.

The most relevant activities appear to be: "initiation of business purpose" (91.7%); "sales presentation" (83.3%); and "summarize agreements and commitments" (83.3%).

The most relevant script activity (initiation of business purpose) is the same for buyers and sellers. The next most relevant activities seem to be consistent with the buyer's and seller's respective purchasing and selling responsibilities.

Activity Initiator Task Results

Respondents seem to agree that buyers are responsible for 3 of the 20 sales call script activities: "description of purchasing firm history", "indicate the need to study the proposition", and "consider other suppliers". Respondents also tend to agree that sellers are responsible for 5 of the 20 activities: "initiation of business purpose", "discussion of vendor history/reputation", "presentation of vendor literature", "sales presentation", "product demonstration", "arrange for follow-up sales interview". For the remaining 12 activities, half seem to be initiated by both parties, and there is disagreement on the initiator for the other half.

Sample of Buyers

Buyers seem to think that they initiate the same 3 activities mentioned by the overall sample, plus "discussion to narrow down needs to specific units". The rest of the results are similar to the overall sample.

Sample of Sellers

Sellers tend to think that they initiate 14 of the 20 sales call activities, and buyers only 2: "description of

purchasing firm history" and "consider other suppliers". Thus, sellers seem to attribute greater responsibility to themselves for initiating 9 more activities than the overall sample and the sample of buyers.

Sequence of Activities Task

The paired comparison of activity sequence was computed for the 20 script activities. According to John and Whitney (1982), respondents agree on the general sequential order of activities if there is a highly unbalanced distribution of responses in the upper quadrant and the lower quadrant. Inspection of the paired comparison results for the initial sales call reveals an unbalanced distribution of responses. Therefore, respondents generally agree on the sequential occurrence of the script activities. In a few instances, respondents disagree on the sequencing of 2 activities. These cases are identified by an asterisk in Appendix H, and are presented in Table 5.5.

It appears that some respondents perceive "discussion to narrow down needs to specific units" as occurring after "discussion of vendor history/reputation", "presentation of vendor literature", and "sales presentation". Thus, for some, the product specifications are defined and made explicit only after the initial sales pitch. Similarly, some respondents will describe their firm history and past purchase decisions after the seller has disclaimed information on the product offering and sales presentation.

TABLE 5.5

Initial Sales Call: Script Sequence Disagreements

(Overall Sample)

<u>Order</u>	<u>Activity Pair</u>	<u>P</u>
6	Discussion of vendor history/reputation	.005
4	Discussion to narrow down needs to specific units	
7	Presentation of vendor literature	.005
4	Discussion to narrow down needs to specific units	
8	Sales presentation	.005
4	Discussion to narrow down needs to specific units	
7	Presentation of vendor literature	.050
5	Description of purchasing firm history	
8	Sales presentation	.005
5	Description of purchasing firm history	
16	Summarize agreements and commitments	.025
13	Arrange for follow-up sales interview	
17	Indicate the need to study the proposition	.005
13	Arrange for follow-up sales interview	
18	Consider other suppliers	.050
14	Negotiate terms other than price	
18	Consider other suppliers	.005
16	Summarize agreements and commitments	

In other words, two scenarios can occur: (1) the seller presents his/her product and information and then, the buyer proceeds to discuss his/her particular product need; or (2) the buyer explains his/her needs and the seller attempts to respond to these needs in the presentation and sales pitch.

Some respondents perceive that "summarize agreements and commitments" and "indicate the need to study the

proposition" precede making "arrangements for a follow-up sales call". Thus, in some instances, a follow-up sales interview occurs once some indication is given of a sale, whereas in other cases, the follow-up interview is arranged as soon as a ballpark price is quoted, to lead to future negotiation. The difference appears to be in the amount of price and terms discussion taking place in the initial sales call.

Hence, some respondents seem to prefer "considering other suppliers" before specific negotiations and basic agreements are discussed, leaving the negotiation until the follow-up interview. Hence, there appears to be strong support for the sequence order of script activities for the initial sales call. Nevertheless, the alternate script sequence for the initial sales call, suggested in the validation stage is presented in Appendix H.

Sample of Buyers

Similar results are obtained for the sample of buyers. In particular, sequence differences appear to exist for "discussion to narrow down needs to specific units". Buyers perceive this to occur after the sales presentation and discussion of vendor firm history and literature. Also, sequence differences appear to exist for "considering other suppliers" prior to more specific negotiations than the ballpark price quotation. See Table 5.6.

TABLE 5.6

Initial Sales Call: Script Sequence Disagreements

(Sample of Buyers)

<u>Order</u>	<u>Activity Pair</u>	<u>P</u>
6	Discussion of vendor history/reputation	.050
4	Discussion to narrow down needs to specific units	
7	Presentation of vendor literature	.050
4	Discussion to narrow down needs to specific units	
8	Sales presentation	.050
4	Discussion to narrow down needs to specific units	
16	Summarize agreements and commitments	.010
13	Arrange for follow-up sales interview	
18	Consider other suppliers	.050
14	Negotiate terms other than price	
18	Consider other suppliers	.005
16	Summarize agreements and commitments	

Sample of Sellers

Sellers differ in several pairs of activities sequences as shown in Table 5.7.

Five sellers indicated that "presentation of vendor literature" occurs before the "exchange of handshakes/introductions". It is difficult to reconcile this sequence of events with the overall sample results, buyer sample results, prior script research, or sales management textbooks. Sellers tend to agree with buyers on "discussion to narrow down needs to specific units" occurring only after the "sales presentation" and discussion of vendor firm

TABLE 5.7

Initial Sales Call: Script Sequence Disagreements

(Sample of Sellers)

<u>Order</u>	<u>Activity Pair</u>	<u>P</u>
7	Presentation of vendor literature	.025
1	Exchange of handshakes/introductions	---
5	Description of purchasing firm history	----*
4	Discussion to narrow down needs to specific units	---
6	Discussion of vendor history/reputation	----
4	Discussion to narrow down needs to specific units	---
7	Presentation of vendor literature	.050
4	Discussion to narrow down needs to specific units	---
8	Sales presentation	----
4	Discussion to narrow down needs to specific units	---
9	Product demonstration	.050
4	Discussion to narrow down needs to specific units	---
7	Presentation of vendor literature	----
6	Discussion of vendor history/reputation	---

*t statistic not computed: frequency of zero in one cell

history/reputation and literature.

Some sellers perceive "discussion of price quotation (ballpark)" as preceding "discuss pros and cons of specific units" and "discuss possibility of technical assistance". Finally, sellers seem to agree with buyers that "summarize agreements and commitments" precede setting up the follow-up sales interview.

Summary

The results of the three validation tasks seem to provide limited evidence of the validity of buyer and seller scripts for the initial sales call for an industrial product purchase/sale, but provides some support to earlier findings by Leigh and Rethans (1984).

In contrast to the overall purchase process results, the results of the activity typicality task for the initial sales call are not conclusive. Respondents generally appear to have more difficulty differentiating unique events from script activities. The findings are consistent for buyers and sellers.

Similarly, respondents appeared to differentiate unique events from script activities in terms of importance and relevance of each activity. Confusion is consistently found over the same three activities: "demonstrate the ability to meet demand", "comparison of vendor product with one presently used", and "assess product advantages and disadvantages". It is possible that, although these activities were unique (i.e., mentioned by only one individual) in the script elicitation stage, they really are perceived as part of an initial sales call script for the majority of the respondents in a recognition task. These activities might have been implicit in the process for respondents in the script elicitation stage.

Overall, the most important initial sales call script

activities seem to reflect the initial stages of the sales call, starting with the initiation of business purpose, description of needs, the sales presentation and demonstration of the seller's ability to meet the need. These aspects of the process may be considered more important because if the inability of the seller to meet the need is established, the process ends. The potential for a favorable sales outcome may be set at this point. Although these findings are also found for buyers, sellers tend to select activities related to the selling function (Moncrief, 1986a, 1986b) to be more important.

Respondents generally agree that both parties initiate most of the sales call activities, while sellers are responsible for a quarter of them, and buyers only two or three. Buyers' perceptions tend to agree with these findings. However, sellers tend to think that they initiate three quarters of the script activities. It seems that sellers perceive they have greater control over the initial sales call than buyers. This may be related to their sales training where they learn strategies to control the selling process in order to achieve their sales objective.

The respondents generally agree on the sequential order of activities in the initial sales call. Some variations in the sequence of activities may suggest different sales strategies selected by different individuals. However, as with the overall purchase process, sellers tend to emphasize

their role in the process.

Thus, these findings tend to provide limited support for the existence of a script for the initial sales call elicited in Phase 1, by providing some evidence of commonness and sequential structure of the script activities.

The initial sales call script appears to be a somewhat relevant representation of the process for purchasing agents and sales representatives. The script also corroborates earlier findings by Leigh and Rethans (1984) and basic selling models in the literature.

5.2.3 Post-Quotation Negotiation

Activity Typicality Task Results

The complete results of the post-quotation negotiation validation task results are presented in Appendix I.

The results of the activity typicality task results for the post-quotation negotiation process suggest that industrial buyers and sellers can generally differentiate between script activities and unique events. Three out of 5 irrelevant activities are clearly indicated as atypical of the negotiation process: "discussion of terms with the legal department", "describe general business conditions", and "value-in-use analysis" with means of 4.961, 3.608 and 3.765 respectively. The irrelevant activity "request annual forecast projections" (3.333) tends toward the atypical

rating, but is less clearly distinguished as an irrelevant event by the overall sample. The only unique activity which was rated as typical, "review competing products and look for an edge" (2.922), appears first on the questionnaire as a result of the randomization procedure. This position may bias respondents at the beginning of the task into thinking it is a more important part of the process than it really is. Only when they examine the rest of the activities can they clearly differentiate the less common events. A similar primacy situation occurred in the overall purchase process. An alternative explanation for this result could be that, although only one respondent mentioned this activity in the script elicitation phase, it really is a common script activity. Other respondents might not have included it because of its implicitness in the process, or because of time/pressure constraints in performing the task. But in a recognition task, it may be considered a common activity in the negotiation process.

Turning to the script activities, 17 out of 20 activities are clearly rated as typical by the overall sample, with means ranging from 2.333 to 3.520. Two script activities, "initiate negotiation of specifics other than product, price, terms and delivery" and "response on negotiation of specifics other than product, price, terms and delivery" (3.824 and 3.941 respectively), are rated as somewhat less relevant in the negotiation process. Since

this aspect of negotiation encompasses any other element which needs to be negotiated after product quality, price, terms and delivery are agreed upon, it is possible that the remaining issues are details and relatively unimportant. The negotiable elements are thus the product specifications, the price, terms and delivery schedule. These results concur with industrial marketing literature. Finally, one script activity "refer to the need for home office confirmation" (4.863) is clearly considered irrelevant in the process. This may be related to the extent of sales representatives' authority. The respondents in the survey may have decision-making power in closing the sale so that there is no need for home office confirmation of the terms of sale.

Sample of buyers

Similar results are obtained for the sample of buyers.

Sample of Sellers

The sellers' perceptions are consistent with the overall sample and sample of buyers.

Activity Importance Task Results

For the post-quotation negotiation, respondents could differentiate script activities from less relevant activities based on the importance rating of each activity. Four out of 5 unique events are rated as less important than script activities: "discussion of terms with the legal department", "request annual forecast projections",

"describe general business conditions", and "value-in-use analysis" (ranging from 3.096 to 3.980). Again, the irrelevant activity "review competing products and look for an edge" is rated as more important (2.667), possibly due to the primacy effect of appearing first on the questionnaire.

Looking at the script activities, "refer to the need for home office confirmation" (4.740) is rated as relatively unimportant, consistent with the atypicality rating. The pair of script activities "initiate negotiation on specifics other than product, price, terms and delivery" and "response on specifics other than product, price, terms and delivery" (3.462 and 3.440 respectively) are also rated as less important, consistent with the typicality ratings. Thus, elements other than product, price, terms and delivery seem to be relatively unimportant issues in the negotiation process.

Two other script activities are rated as less important: "small talk prior to initiating business" (4.115) and "exchange of parting comments" (3.714). These activities are peripheral to the actual negotiation and are thus rated as relatively less important to the negotiation than such activities as negotiating prices and terms.

According to these respondents, the most important activities in the process are (in order of importance):

- Review quotation (2.346)
- Review final configuration (2.388)

--Initiate negotiation on delivery (2.404)

--Response on price negotiation (2.420)

--Response on delivery negotiation (2.423).

Thus, in sequential order of occurrence in the process, respondents seem to perceive the most important steps in the negotiation to be (1) reviewing the quotation obtained during the initial sales call or bid; (2) price negotiation; (3) delivery negotiation; and (4) reviewing the final configuration of the negotiated agreement. This is consistent with the industrial marketing literature which states that price, terms, and delivery are the most important elements involved in a purchasing decision. These elements also reflect the essence of the negotiation process.

Sample of Buyers

Similar results are obtained for the sample of buyers. One difference is found in the importance rating of the unique activity "request annual forecast projections" (2.788) which is considered to be relatively more important than for the overall sample.

According to buyers, the most important script activities are:

--Review quotation (2.091)

--Identify product shortfalls in meeting firm needs (2.152)

--Response on price negotiation (2.250)

--Review final configuration (2.290)

--Initiate negotiation on delivery (2.303)

Again, these results are consistent with those of the overall sample.

Sample of sellers

The results for the sample of sellers are consistent with those of the overall sample.

For sellers, the most important script activities in the negotiation process are:

--Indicate satisfaction with the product quality (2.056)

--Response on delivery negotiation (2.278)

--Review final configuration (2.471)

--Initiate negotiation on delivery (2.556)

--Verbal agreement on prices and terms (2.588).

Hence, sellers differ from the overall sample and buyers in three respects: (1) they perceive the buyer's satisfaction with the product quality as being important, before negotiation on price, terms and delivery; (2) they stress the importance of a verbal agreement as the outcome of the negotiation (closing the sale); and (3) they place relatively less importance on the price than buyers. Both buyers and sellers agree that delivery negotiation is important in the post-quotation negotiation process.

Activity-Relevance Task Results

When asked to identify the 15 most relevant activities in the negotiation process, respondents could clearly differentiate relevant from irrelevant activities.

For 17 out of 20 script activities, 50% or more of the respondents mentioned the activities were in fact relevant. "Small talk prior to initiating business purpose" and "exchange of parting comments" were less often considered relevant (38.5% and 32.7% frequency of mention respectively), consistent with the task importance results. The script activity "refer to need for home office confirmation" was mentioned least frequently (15.4%) as being relevant, again consistent with importance and typicality results.

The only unique activity which was mentioned as being relevant was "review competing products and look for an edge", with a 76.9% frequency of mention. Again, this is probably related to the randomized position of this activity on the questionnaire.

The most frequently mentioned script activities for the negotiation process are:

- Initiate negotiation on delivery (80.8%)
- Review quotation (78.8%)
- Initiate negotiation on price (76.9%)
- Response on price negotiation (73.1%)

These are consistent with the importance task results.

Sample of Buyers

Similar results are obtained for the sample of buyers. The most relevant activities according to buyers are:

- Initiate negotiation on delivery (87.9%)

--Review quotation (81.1%)

--Initiate negotiation on price (81.1%)

These results are consistent with the importance task results. On the other hand, three script activities were considered relevant by less than 40% of respondents: "small talk prior to initiating business purpose" (36.4%), "refer to need for home office confirmation" (9.1%), and "exchange of parting comments" (33.3%).

As for the overall sample, "review competing products and look for edge" was the only unique activity with a high frequency of mention (75.8%).

Sample of sellers

According to sellers, the most relevant script activities are:

--Response on delivery negotiation (83.3%)

--Verbal agreement on prices and terms (83.3%)

--Review quotation (72.2%).

These results are consistent with the sellers' importance task results for negotiation. Five script activities were considered relevant by less than 40% of respondents: "initiate negotiation on specifics other than product, price, terms or delivery" (38.9%), "response on negotiation of specifics other than product, price, terms or delivery" (33.3%), "refer to need for home office confirmation" (27.8%), "refer to need to consult with internal departments" (38.9%), "exchange of parting comments"

(33.3%).

Like buyers and the overall sample, sellers rate "review competing products and look for edge" (83.3%) as a relevant non-script activity. In addition, sellers rate "request annual forecast projections" (55.6%) as a relevant non-script activity.

Activity Initiator Task Results

Respondents tend to identify the buyer as the initiator of 10 script activities for the post-quotation negotiation process. Sellers, on the other hand, are identified as the initiator of "response on price negotiation" and "response on specifics other than product, price, terms and delivery". Both parties appear to be responsible for "exchange of counters on price", "verbal agreement on prices and terms" and "exchange of parting comments". No agreement is found on the initiator of the remaining script activities.

Hence, it appears that respondents perceive the buyer as the general initiator of the various stages of the negotiation, and sellers as responding to the buyer's openings.

Sample of Buyers

Similar results are found for the buyers' perceptions of the initiator of the negotiation process. They also seem to think that both parties are responsible for "small talk prior to initiating business".

Sample of Sellers

Perceptions of the sellers seem to differ from the overall sample and sample of buyers.

Sellers tend to attribute the initiation of only 4 activities to buyers; namely "initiate negotiation on price", "initiate negotiation on terms", "refer to need to consult with internal departments" and "sign contract". They perceive that they personally initiate 5 of the script activities: "small talk prior to initiating business", "response on price negotiation", "initiate negotiation on delivery", "response on negotiation of specifics other than product, price, terms and delivery" and "refer to need for home office confirmation".

Seven script activities are attributed to both parties' responsibility, and the rest are not agreed upon by the sellers.

Sequence of Activities Task

Inspection of the paired comparison results for negotiation in Appendix I reveals an imbalanced distribution of response in the upper and lower quadrants. Therefore, respondents generally agree on the sequential occurrence of the script activities. In some instances, however, respondents disagree on the sequencing of a pair of activities. These cases are identified with an asterisk in Appendix I, and are presented in Table 5.8 below.

TABLE 5.8**Post-Quotation Negotiation: Script Sequence Disagreements****(Overall Sample)**

<u>Order</u>	<u>Activity Pair</u>	<u>P</u>
9 c 2	Initiate negotiation on terms Review quotation	.025
6 c 5	Initiate negotiation on price Review quote status and necessary changes in terms	.005
7 c 5	Response on price negotiation Review quote status and necessary changes in terms	.010
9 c 5	Initiate negotiation on terms Review quote status and necessary changes in terms	.025
11 c 5	Initiate negotiation on delivery Review quote status and necessary changes in terms	.005
13 c 5	Initiate negotiation on specifics other than product, price, terms and delivery Review quote status and necessary changes in terms	.005
16 c 5	Refer to need to consult with internal departments Review quote status and necessary changes in terms	.010
16 a 7	Refer to need to consult with internal departments Response on price negotiation	.010
13 b 10	Initiate negotiation on specifics other than product, price, terms and delivery Response on negotiation of terms	.005
13 b 12	Initiate negotiation on specifics other than product, price, terms and delivery Response on delivery negotiation	.005
14 b 12	Response on negotiation of specifics other than product, price, terms and delivery Response on delivery negotiation	.010

16 a	Refer to need to with internal departments	.025
12	Response on delivery negotiation	
16 a	Refer to need to consult with internal departments	.005
15	Review final configuration	

a = Important differences
 b = Unimportant activities
 c = Subject to interpretation of "quote/quotation"

It appears that some respondents perceive "review quotation", not as an initial step in setting the pace of the negotiation, but as occurring after price negotiation and after terms are initially discussed. This activity might have been interpreted by respondents as a restatement of the price/quote just initiated as opposed to reviewing the quote/bid obtained in the initial sales call, as the elicited script maintained. Thus, the statement "review quotation" may be too general and subject to interpretation.

Respondents also seem to consider "review quote status and necessary changes in terms", not as a statement of changes to be negotiated from the original quote/bid in the present negotiation meeting as intended in the elicited script, but interpreted as a final step in the negotiation process. That is, these respondents interpreted the statement to mean changes in terms just negotiated to achieve an acceptable package of terms. In other words, once product quality, price, terms, delivery and any other specific issues are negotiated separately, a final negotiation occurs on the final set of terms. Again, as

discussed above, the confusion seems to be related to the quote used as a reference point: the initial quote/bid obtained prior to the formal negotiation session, or the quote being negotiated at present.

Respondents also seem to initiate and respond to negotiations on specifics other than product, price, terms and delivery before "negotiation on delivery". However, since "negotiation on specifics other than product, price, terms and delivery" is considered atypical, unimportant and less relevant, this sequential difference is probably less significant than it appears.

On the other hand, "refer to need to consult with internal departments" occurs earlier in the process. According to respondents, it occurs before "response on price negotiation", "response on delivery negotiation" or before "review the final configuration". In other words, the respondents seem to check with other departments (e.g., user department) before the final negotiation takes place rather than at the very end, just before the final decision is made. Purchasing agents probably need to check the price against production costs or the appropriateness of the delivery schedule before ending the negotiation of these elements.

Hence, for the post-quotation negotiation process, there appears to be general agreement on the sequence of occurrence of the script activities, especially if the

elements subject to interpretation (e.g., the specific quote) and those considered unimportant/irrelevant are removed from the analysis. Then, only the sequence of "refer to need to consult with internal departments" is questioned.

Sample of Buyers

Setting aside the cases where quotation is interpreted differently in Phase 2 than intended by Phase 1 respondents, and the atypical/unimportant/irrelevant activities of initiating and responding to negotiation on specifics other than product, price, terms and delivery, some differences in the perceived sequence of script activities are found for buyers. See Table 5.9.

Some respondents appear to "indicate satisfaction with product quality" only after negotiation takes place. This is probably a negotiation strategy to improve price negotiation. If the buyer indicates satisfaction with the quality before the price negotiation, s/he is constrained by the value of that level of quality for the reasonable price quote. If the quality is not indicated at first, the buyer can use the appropriateness of the product in solving the firm's need as a lever to bring down the price.

Buyers also seem to "refer to the need to consult with internal departments" before the negotiation on price, delivery, and the final configuration of the quote occurs.

Some respondents also think that a "verbal agreement on

TABLE 5.9**Post-Quotation Negotiation: Script Sequence Differences****(Sample of Buyers)**

<u>Order</u>	<u>Activity Pair</u>	<u>P</u>
9 c	Initiate negotiation on terms	.010
2	Review quotation	
6 a	Initiate negotiation on price	.025
4	Indicate satisfaction with product quality	
7 a	Response on price negotiation	.050
4	Indicate satisfaction with product quality	
9 a	Initiate negotiation on terms	.050
4	Indicate satisfaction with product quality	
13 a	Initiate negotiation on specifics other than product, price, terms and delivery	.050
4	Indicate satisfaction with product quality	
6 c	Initiate negotiation on price	.005
5	Review quote status and necessary changes in terms	
9 c	Initiate negotiation on terms	.010
5	Review quote status and necessary changes in terms	
11 c	Initiate negotiation on delivery	.005
5	Review quote status and necessary changes in terms	
13 c	Initiate negotiation on specifics other than product, price, terms and delivery	.025
5	Review quote status and necessary changes in terms	
16 a	Refer to need to consult with internal departments	.010
6	Initiate negotiation on price	
7 c	Response on price negotiation	.025
6	Initiate negotiation on price	
14 b	Response on negotiation of specifics other than product, price, terms and delivery	.005
8	Exchange counters on price	
13 b	Initiate negotiation on specifics other	.005

10	than product, price, terms, and delivery Response on negotiation of terms	
18 c	Verbal agreement on prices and terms	.050
10	Response on negotiation of terms	
13 b	Initiate negotiation on specifics other than product, price, terms and delivery	.010
12	Response on delivery negotiation	
14 b	Initiate negotiation on specifics other than product, price, terms and delivery	.005
12	Response on delivery negotiation	
16 a	Refer to need to consult with internal departments	.010
12	Response on delivery negotiation	
16 a	Refer to need to consult with internal departments	----*
15	Review final configuration	
18 c	Verbal agreement on prices and terms	----
15	Review final configuration	

a = Important differences

b = Unimportant activities

c = Subject to interpretation of quotation

*t statistic not computed: frequency of zero in one cell

prices and terms" precedes the final response on terms negotiation and reviewing the final configuration. There may be a two-level agreement process, one occurring after prices and terms are negotiated, and the other after delivery and other issues are negotiated.

Sample of Sellers

For sellers, setting aside the quotation interpretation issue and the unimportant "negotiation on specifics on other issues", disagreement on sequence of occurrence is found for only one pair of activities. Sellers tend to perceive the need to consult with internal departments as occurring

before reviewing the final configuration. See Table 5.10.

TABLE 5.10

Post-Quotation Negotiation: Script Sequence Disagreements

(Sample of Sellers)

<u>Order</u>	<u>Activity Pair</u>	<u>P</u>
4 c 2	Indicate satisfaction with product quality Review quotation	.005
7 c 2	Response on price negotiation Review quotation	.005
13 b 2	Initiate negotiation on specifics other than product, price, terms and delivery Review quotation	.025
14 b 3	Response on negotiation of specifics other than product, price, terms and delivery Identify product shortfalls in meeting needs	.050
6 c 5	Initiate negotiation on price Review quote status and necessary changes in terms	.050
7 c 5	Response on price negotiation Review quote status and necessary changes in terms	.005
13 b 11	Initiate negotiation on specifics other than product, price, terms and delivery Initiate negotiation on delivery	.050
13 b 12	Initiate negotiation on specifics other than product, price, terms and delivery Response on delivery negotiation	-----*
16 a 15	Refer to need to consult with internal departments Review final configuration	-----
18 c 17	Verbal agreement on prices and terms Refer to need for home office confirmation	.050

a = Important differences

b = Unimportant activities

c = Subject to interpretation of quotation

*t statistic not computed: frequency of zero in one cell

Summary

The results of the three validation tasks seem to provide evidence of the validity of buyer and seller scripts for the post-quotation negotiation process in industrial markets.

The results of the activity typicality task tend to support the commonness of script activities and the overall script held by industrial buyers and sellers. The respondents, buyers and sellers alike, appeared to differentiate common script activities from uncommon events.

The results also tend to indicate that respondents are able to distinguish important from unimportant events. The activities considered most important seem to reflect the major stages of negotiation: (1) reviewing the quotation obtained during the initial sales call or bid; (2) price negotiation; (3) delivery negotiation; and (4) reviewing the final configuration of the negotiated elements. This is consistent with the industrial marketing literature which states that price, terms and delivery are the most important elements involved in a purchasing decision. These elements also reflect the essence of the negotiation process. With respect to activity relevance, buyers and sellers respectively rated three and five script activities as irrelevant in the process. Both buyers and sellers, on the other hand, considered the non-script activity "review competing products and look for edge" to be relevant. This

may be perceived as implicit in the preparation for negotiation. Thus, there appears to be some disagreement on the relevance of some script activities in the process, especially for sellers.

Sellers tend to differ from the overall sample and sample of buyers in three respects: (1) they perceive the buyer's satisfaction with the product quality as being important before negotiating price, terms and delivery; (2) they stress the importance of a verbal agreement as the outcome of the negotiation (closing the sale); and (3) they place relatively less importance on price than buyers.

Respondents (and buyers) tend to identify the buyer as the initiator of most activities in the negotiation process, and the seller as responding to the buyer's they play equal roles in initiating various stages of the negotiation.

Respondents, on the other hand, tend to agree with the general sequential order of the negotiation script activities. Some confusion arises due to respondents' varying interpretation of an activity from that intended by respondents in the script elicitation stage; however, setting these paired comparisons aside, general sequential order agreement is found for the overall sample, and for buyers and sellers.

Thus, the findings tend to support the existence of a script for the post-quotation negotiation elicited in Phase 1, by providing support for the commonness of script

activities and their sequential order. The content and structure of the script appears to be a relevant and valid representation of the industrial negotiation process, for purchasing agents and sales representatives.

5.2.4 Support Service Results and Discussion

Activity Typicality Task Results

The complete results for the support service validation tasks are presented in Appendix J.

Inspection of the activity task results indicates that respondents could generally differentiate between script activities and unique events. For 13 out of 15 script activities, respondents considered the activities typical of the support service acquisition process (means ranged from 2.476 to 3.419). The other two script activities, "set up plant tour" and "agreement on service trial", were considered less typical, with means of 4.209 and 3.814 respectively.

Two of the 5 irrelevant activities were clearly recognized as such: "review labor relations" (5.256), and "ask about insurance liability" (3.930). The other three irrelevant activities could not be distinguished from typical script activities: "obtain concurrence from internal users" (3.209), "feedback" (3.143), and "discuss availability of parts" (2.860). The latter activity appears to be relatively typical in selecting the support service.

Sample of Buyers

For buyers, similar results were obtained. "Set up plant tour" is the only script activity that seems to be atypical out of the 15 script activities.

Sample of Sellers

The sellers clearly distinguish "review labor relations" and "ask about insurance liability" as irrelevant events. However, the other three irrelevant events cannot be differentiated from script activities. Four out of 15 script activities tend to be perceived as atypical by sellers: "discussion of service contract benefits", "review service quotation", "initiate negotiation on price", and "agreement on service trial".

Activity Importance Task Results

For the overall sample, for 13 out of 15 script activities, respondents rated the script activities as more important. In the other two cases, "set up plant tour" and "agreement on service trial" (3.860 and 3.163 respectively), respondents perceived these activities as less important, consistent with the typicality task results.

For the irrelevant activities, 3 out of 5 activities were rated as relatively unimportant. "Feedback" and "discuss availability of parts" were considered more important, with means of 2.476 and 2.488 respectively.

Thus, there is evidence that respondents generally differentiate irrelevant activities from script events in

the acquisition process of a support service.

The most important activities appear to be, in order of importance:

- Respond to buyer call for service (1.857)
- Review services offered and required (2.295)
- Discussion of specific problem/service (2.326)
- Establish meeting time and place (2.364)
- Decision to buy/not to buy the service (2.372).

These activities reflect the basic service acquisition process.

Sample of Buyers

The results of the activity importance task differ to a certain extent for buyers. In the case of only one unique activity out of 5 did respondents rate the activity as unimportant: "review labor relations". The other four irrelevant activities were rated as relatively important, and could not be differentiated from script events. On the other hand, respondents rated 3 out of 15 script activities as relatively unimportant: "promote vendor company history and reputation", "set up plant tour", and "research department input to solve specific problem".

The script activities considered most important to buyers are:

- Respond to buyer call for service (1.583)
- Initiate negotiation on price (1.760)
- Review service quotation (2.120)

--Discussion of specific problem/service (2.280)

--Review services offered/required (2.280).

Buyers appear to place greater importance on the negotiation than the overall sample. The other activities are consistent with the overall sample.

Sample of Sellers

Several of the script activities were considered relatively unimportant by sellers, namely: "telephone call regarding a service need to be satisfied" (3.059); "set up plant tour" (3.250); "discussion of service contract benefits" (3.813); "discussion of service terms" (3.250); "review service quotation" (3.588); "initiate negotiation on price" (3.588); "agreement on service trial" (3.625). In contrast to the overall sample and buyers, sellers rate all but one non-script activity (feedback) as unimportant.

For sellers, the most important script activities are:

- Establish meeting time and place (1.824)
- Decision to buy/not to buy the service (2.188)
- Review services offered and required (2.353)
- Respond to buyer call for service (2.375).

In contrast to buyers who emphasize price negotiation, sellers emphasize the outcome of the process, the decision.

Activity Relevance Task Results

Respondents considered 3 out of 5 unique events to be irrelevant. The other two events, "obtain concurrence from internal users" and "discuss availability of parts" were

mentioned more frequently as being relevant in the acquisition process for a support service (46.7% and 62.2% respectively). On the other hand, the two script activities, "set up plant tour" and "research department input to solve specific problem" were considered less relevant (24.4% frequency of mention each).

The most frequently mentioned script activities in terms of their relevance were:

- Respond to buyers call for service (73.3%)
- Initiate negotiation on price (68.9%)
- Decision to buy/not to buy the service (68.9%).

Sample of Buyers

Similar results were obtained for the sample of buyers. For these respondents, the most frequently mentioned activities in terms of relevance seemed to be:

- Initiate negotiation on price (80.0%)
- Decision to buy/not to buy the service (80.0%)
- Review services offered and required (72.0%).

Sample of Sellers

The script activities "discussion of service contract benefits", "research department input to solve specific problem" and "agreement on service trial" were not frequently mentioned as relevant by sellers. The other results concur with the overall sample results.

The two most frequently mentioned script activities in terms of relevance for sellers are:

--Respond to buyer call for service (83.3%)

--Establish meeting time and place (77.8%).

Activity Initiator Task Results

Respondents seem to identify buyers as the initiator of 3 of the 15 script activities constituting the support service decision process: "telephone call regarding a service need", "review service quotation" and "decision to buy/not to buy the service". The sellers are also perceived as the initiator of 3 out of 15 activities: "respond to buyer call for service", "promote vendor company history/reputation", and "commitment to perform corrective action". For 6 of the activities, both parties are identified as the initiator:

- Establish meeting time and place
- Discussion of specific problem or service need
- Review services offered and required
- Discussion of service contract benefits
- Discussion of service terms
- Agreement on service trial.

Respondents do not seem to agree for three of the script activities on the initiator.

Sample of Buyers

Buyers perceive that, in addition to the 3 activities specified by the overall sample, they are also responsible for "initiate negotiation on price". The rest of the results concur with those of the overall sample.

Sample of Sellers

Sellers, on the other hand, perceive buyers to initiate 3 activities: "telephone call regarding a service need", "commitment to perform corrective action" and "decision to buy/not to buy the service". The former and latter concur with the overall sample, however, "commitment to perform corrective action" is perceived to be initiated by the seller by the overall sample.

Sellers perceive that, in addition to "respond to the buyer call for service" and "promote vendor company history/reputation", they are also responsible for "set up plant tour" and "agreement on service trial".

They also identify both parties as initiating 8 of the 15 script activities.

Sequence of Activities Task

Respondents generally agree on the sequence of script activities, as observed in Appendix J. The only disagreement appears to reverse the order of occurrence of "review service quotation" with "initiate negotiation on price" (significant at the .005 level). Respondents indicate that the service quotation is reviewed only after the price negotiation occurs. It is possible that reviewing the quotation takes place first, from an initial bid or sales call, as a basis to start the price negotiation. Or it can occur after the negotiation to summarize the outcome of the price negotiation. The disagreement may be a matter

of interpretation, what is understood by "quotation", rather than an issue of sequence of occurrence. This issue was also raised in the post-quotation negotiation above.

Sample of Buyers

Buyers also generally agree on the sequence of script activities. In addition to the sequencing issue discussed above, buyers also reverse the order of two other activities: "review services offered and required" precedes the "discussion of specific problem/service" (significant at the .005). They perceive the discussion of services offered by the seller as occurring first, before the buyer discusses his/her own specific need (significant at .010).

One other disagreement can be observed in the Appendix: "respond to buyer call for service" preceding "telephone call regarding service need" (significant at .050). This sequence seems inconsistent and cannot be explained except as statistical chance (only 8 subjects responded).

Sample of Sellers

Sellers seem to agree on the sequence of activities obtained in Phase 1 without exception. No important disagreements are observed.

Summary

The results of the three validation tasks seem to provide some support for the validity of buyer and seller scripts for the support service acquisition process.

The results of the activity typicality task suggest

that respondents differentiate somewhat atypical/irrelevant events from typical script activities.

The results of the activity importance and relevance tasks provide stronger evidence of the respondents' ability to distinguish irrelevant activities from script activities. According to the respondents, the most important activities of the support service acquisition process are, in sequential order: (1) respond to buyer call for service; (2) review services offered and required; (3) discussion of specific problem or service; (4) decision to buy/not to buy the service. These activities seem to generally capture the service acquisition decision. In contrast to the overall sample, buyers tend to place greater importance on the negotiation, whereas sellers tend to emphasize the outcome of the process, the decision of the buyer.

Contrary to the three previous processes examined in this study, where either the buyer or the seller was perceived as dominant in the process, both buyers and sellers agree that both parties are equally responsible for initiating more activities. Buyers and sellers have a lower profile in initiating activities in this process.

Respondents also tend to agree on the sequential order of script activities.

Thus, the findings tend to support the existence of a script for the support service decision elicited in Phase 1, by providing support for the commonness of script activities

and their sequential order. The content and structure of the script appears to be a relevant and valid representation of the industrial purchase of a support service.

This section of the study is an initial attempt at describing this form of service purchase, which is common in industrial markets, and which has been neglected in the service literature. More research is needed to corroborate and possibly elaborate this script, as well as to refine the script for various types of support services.

6. SCRIPT DIFFERENCES BETWEEN BUYERS AND SELLERS:

RESULTS AND DISCUSSION

The evidence presented in Chapter 5 suggests that scripts exist for buyers and sellers for the industrial purchase process. Differences between buyer and seller scripts are now assessed comparing means and variances for two validation tasks, the activity typicality task and the activity importance task, using T-Tests of significance for each script activity, and the multivariate Hotelling's Trace, for the overall purchase process, initial sales call, post-quotation negotiation and support service contract decision. Chi-squares were also computed to assess differences in the perceived initiator identified by buyers and sellers for each activity in the various processes. The complete results are presented in Appendix K.

6.1 Overall Purchase Process

6.1.1 Activity Typicality Task Differences

The result of the multivariate test of significance indicates that significant differences exist between buyers and sellers in their activity typicality ratings (Hotelling's Trace: value=.97411, exact $F=3.15611$, hypoth. $df=25$, error $df=81$, significance of $F=.00005$).

Inspection of the differences between buyers and

sellers on the typicality task for the overall purchase process reveals that for 9 of the 20 script activities, significant differences are found at the .05 level of significance. See Table 6.1.

Buyers seem to rate all of these script activities as more typical in the purchase process than sellers, with the exception of the initial sales interview which is considered

TABLE 6.1

Overall Purchase Process: Buyer-Seller Differences
Activity Typicality Task

<u>Order</u>	<u>Activity</u>	<u>\bar{x}_b</u>	<u>\bar{x}_s</u>	<u>t</u>	<u>Sig.</u>
1	Product need is realized by user department or other source	2.3708	3.3333	-3.23	.002
3	Discuss need specifications with user department	2.0947	3.2045	-3.28	.002
5	Initiate sales interview	3.1828	2.3043	2.82	.006
6	Discuss product need with vendor	2.2747	2.9773	-2.16	.035
8	Issue formal Request for Quote, refine vendor list	3.0000	4.0000	-2.43	.018
9	Evaluate/clarify quality specifications	1.7979	2.8298	-3.54	.001
11	Evaluate quote or bids	1.5053	2.8696	-4.51	.000
13	Select vendor(s)	2.2737	3.5116	-3.46	.001
18	Receive goods	2.5165	3.6087	-2.71	.008
	Explore alternatives to reduce costs	2.1158	2.9783	-2.82	.006
	Contact supplier to determine quote status	3.3556	4.2000	-2.17	.033
	Review labor relations	5.0761	6.0000	-3.24	.002
	Visit plant	4.3617	3.6444	2.02	.047
	Report reason bid loss	3.7368	5.0714	-3.88	.000

more typical by sellers.

Buyers seem to give more consideration to the role of the user department in the overall purchase process than do sellers. They also give more consideration to discussing the product need and quality specifications than their counterparts. Finally, they emphasize the supplier selection process to a greater extent than do sellers, according to these results.

Important differences are also found for all five irrelevant activities. Buyers again rate these activities as being more typical than sellers, with the exception of "visit plant", which is considered more typical by sellers.

6.1.2. Activity Importance Task Differences

Hotelling's Trace also indicates significant differences between buyers and sellers in their activity importance ratings for the overall purchase process (value=1.23422, exact $F=3.70266$, hypoth. $df=25$, error $df=75$, significance of $F=.00001$).

Inspection of the differences between buyers and sellers on the importance of each activity for the overall purchase process reveals that for 8 out of the 20 script activities, significant differences are found at the .05 level of significance. See Table 6.2.

With the exception of "follow-up with sales call after quote evaluation", all of these activities had shown

differences in the activity typicality task also. "Initial sales interview" and "follow-up sales call after quote evaluation" are both considered more important by sellers than by buyers. These activities constitute the most fundamental elements of the selling function according to Moncrief (1986a, 1986b). The other script activities are considered more important by buyers, consistent with the typicality task differences. Sellers rate the two irrelevant activities as more important than buyers, consistent with the typicality results.

TABLE 6.2

Overall Purchase Process: Buyer-Seller Differences
Activity Importance Task

<u>Order</u>	<u>Activity</u>	<u>\bar{x}_b</u>	<u>\bar{x}_s</u>	<u>t</u>	<u>Sig.</u>
3	Discuss need specification with user department	1.5464	2.2500	-2.34	.023
5	Initial sales interview	3.2234	2.1957	3.20	.002
8	Issue formal Request for Quote, refine vendor list	2.9677	3.8571	-2.21	.030
9	Evaluate and clarify quality specifications	1.4471	2.1739	-3.17	.002
11	Evaluate quote or bids	1.4021	2.1556	-2.83	.006
12	Follow-up with sales call after quote evaluation	3.5165	1.9565	5.23	.000
13	Select vendor(s)	2.1146	3.1196	-2.78	.007
18	Receive goods	1.9565	3.0889	-3.09	.003
	Explore alternatives to reduce costs	1.7320	2.6000	-3.15	.002
	Review labor relations	4.2609	5.1556	-2.51	.014

6.1.3 Activity Initiator Task Differences

Buyers and sellers seem to disagree on the identification of the individual responsible for initiating each of the script activities. Disagreement is found for all but two script activities: "product need is realized by the user department" and "respond to request for quote". Buyers and sellers agree that the buyer initiates the former while the latter is initiated by the seller.

The nature of the initiator disagreement appears to be as follows: both buyers and sellers generally agree on the primary initiator of most activities, but they differ in their perceptions of the level of input (or role played) by the other party. For example, buyers generally initiate the official identification of the product need and discussion of need specifications with the user department. However, sellers often perceive they initiate this activity or that both parties are responsible at this stage of the overall purchase process.

Buyers perceive that they contact the sellers, whereas sellers say they contact buyers. The seller initiates the sales interview. The buyer discusses the product need with the seller, and the seller responds to a request for information. The buyer issues a formal request for quote to refine the vendor list, evaluate and clarify need specifications with the vendors, and evaluate quotes/bids. The seller then makes a follow-up sales call after the quote

evaluation. The buyers select the vendor and both negotiate the final agreement. The buyer places the order; the buyer or both parties sign the contract. The buyer then completes the process.

6.2 Initial Sales Call

6.2.1 Activity Typicality Task Differences

The multivariate test of significance finds no significant differences between buyers and sellers in their activity typicality ratings for the initial sales call (Hotelling's Trace: value=4.61832, exact $F=1.66260$, hypoth. $df=25$, error $df=9$, significance of $F=.21628$).

Inspection of the differences between buyers and sellers on the importance of each activity of the initial sales call reveals that for 2 of the 20 script activities, significant differences are found at the .05 level of significance. See Table 6.3.

Sellers consider each of these script activities to be more typical in the initial sales call than buyers. These activities also tend to be part of the selling function, and as a result are of greater interest to sellers.

The reverse is true for unique events. The irrelevant activity "discuss international border crossing issues" appears to be a little more important to buyers than to sellers, though it is considered by both to be unimportant.

6.2.2 Activity Importance Task Differences

Buyers and sellers tend to rate the importance of activities in the initial sales call significantly differently according to the Hotelling's Trace results (value=10.20249, exact F=3.67290, hypoth. df=25, error df=9, significance of F=.02348).

TABLE 6.3

Initial Sales Call: Buyer-Seller Script Differences Activity Typicality Task

<u>Order</u>	<u>Activity</u>	<u>\bar{x}_b</u>	<u>\bar{x}_s</u>	<u>t</u>	<u>Sig.</u>
2	Small talk prior to initiating business purpose	3.0667	1.9167	2.49	.018
13	Arrange for follow-up sales interview	3.3667	1.9000	2.93	.007
	Discuss international border crossing issues	5.0323	6.4545	-2.75	.011

TABLE 6.4

Initial Sales Call: Buyer-Seller Script Differences Activity Importance Task

<u>Order</u>	<u>Activity</u>	<u>\bar{x}_b</u>	<u>\bar{x}_s</u>	<u>t</u>	<u>Sig.</u>
1	Exchange handshakes/introductions	3.2903	2.0833	2.30	.027
2	Small talk prior to initiating business purpose	4.9000	2.3330	5.27	.000
11	Discuss possibility of technical assistance	2.2903	3.7273	-2.17	.049
13	Arrange for follow-up sales interview	3.1333	1.8000	2.81	.001
	Discuss international border crossing issues	4.5333	6.5455	-3.86	.001

A few differences also appear to exist between buyers and sellers on the importance of each activity in the initial sales call. See Table 6.4. Sellers perceive the exchange of handshakes and introductions, small talk prior to initiating business and arranging for a follow-up sales interview to be more important than buyers. It may be that sellers need some time to "size up" the buyer and determine the strategy to follow in order to achieve a favorable sales outcome. Obtaining a follow-up interview also overcomes an important obstacle in the selling process, that of leading the buyer to the negotiation stage. These activities may be perceived as less important by the buyer because they are more part of the selling function than of the purchase function. It appears that the sellers emphasize relationship-building activities more than buyers, even if supplier stability and loyalty is sought by the buyer in the long run. Buyers may therefore need to place more consideration on these relationship-building activities in the future to ensure supplies.

The buyer, on the other hand, places greater importance on the possibility of obtaining technical assistance than the sellers.

As in the typicality task results, buyers place a little more importance on the irrelevant activity "discuss international border crossing issues".

6.2.3 Activity Initiator Task Differences

Buyers and sellers seem to disagree on 8 out of the 20 script activities in terms of the initiator of each activity. Buyers tend to think that they initiate the discussion to narrow down their needs to specific units, whereas sellers perceive this as their role. Both buyers and sellers agree that buyers describe their purchasing history, however, there is disagreement as to the level of seller input at this stage.

Over 80% of sellers definitely perceive themselves as the initiator of the discussion of their firm's history and reputation. However, a third of buyers tend to think they initiate that discussion as often as sellers.

Buyers tend to think that both parties initiate the discussion of a ballpark price quotation, whereas sellers think that the buyer and the seller initiates the discussion as frequently.

Buyers think that both parties summarize agreements and commitments, while sellers think they do.

Buyers and seller each perceives that they need to study the proposition, and both parties appear to bring the process to a close.

6.3 Post-Quotation Negotiation

6.3.1 Activity Typicality Task Differences

Inspection of the comparisons between buyers and sellers on the typicality of activities in the post-quotation negotiation process reveals no significant differences in their perceptions of the process (Hotelling's Trace: value=.70019, exact $F=.56015$, hypoth. $df=25$, error $df=20$, significance of $F=.91494$).

6.3.1 Activity Importance Task Differences

Again, for the negotiation process, no significant differences are found between buyers and sellers in their activity importance ratings according to Hotelling's Trace: value=1.53253, exact $F=1.10342$, hypoth. $df=25$, error $df=18$, significance of $F=.42153$.

With respect to the buyer and seller's perceived importance of each script activity in the post-quotation negotiation process, only one significant difference is found at the .05 level: "indicate satisfaction with product quality" ($T = 2.06$, $df = 39.46$, significance = .046). Sellers seem to find this activity more important than buyers, possibly because it can set the pace of the negotiation. If the buyer is pleased with the product, obtaining a higher price may be possible for the seller.

6.3.3 Activity Initiator Task Differences

Buyers and seller appear to disagree on 5 script activities with respect to its initiator.

Sellers tend to think that they initiate small talk prior to initiating business, whereas buyers think both parties initiate the activity together. Buyers and sellers each perceive that they initiate the review of the quote status and necessary changes in terms and initiate negotiation on delivery.

Buyers and sellers perceive that both parties initiate the verbal agreement on prices and terms, but 25% of sellers seem to think that they alone initiate the verbal agreement.

6.4 Support Service

6.4.1 Activity Typicality Task Differences

Significant differences are found between buyers and sellers in their activity typicality for the support service decision process (Hotelling's Trace: value=3.08008, exact $F=2.46407$, hypoth. $df=20$, error $df=16$, significance of $F=.03603$).

Inspection of the differences between buyers and sellers on the typicality task for the support service decision process reveals that for 3 out of 15 script activities, significant differences are found at the .05 level of significance. See Table 6.5.

Sellers seem to perceive establishing meeting time and place to be more typical than buyers in the support service decision process. On the other hand, buyers perceive

reviewing the service quotation and initiation of the price negotiation to be more typical in the process than sellers.

For one irrelevant activity, "review labor relations", buyers perceive this activity to be more important than sellers, though it remains in the relatively atypical range.

TABLE 6.5

Support Service: Buyer-Seller Differences
Activity Typicality Task

<u>Order</u>	<u>Activity</u>	<u>\bar{x}_b</u>	<u>\bar{x}_s</u>	<u>t</u>	<u>Sig.</u>
3	Establish meeting time and place	2.8000	1.8824	2.17	.040
12	Review service quotation	2.4000	4.0000	-2.65	.014
13	Initiate negotiation on price	2.0800	3.8235	-3.01	.007
	Review labor relations	4.8800	5.9375	-2.27	.029

6.4.2 Activity Importance Task Differences

The results of the multivariate test of significance tend to show some differences between buyers and sellers in their activity importance ratings for the support service decision (Hotelling's Trace: value=3.34626, exact F=2.34238, hypoth. df=20, error df=14, significance of F=.05374).

Four of the 15 script activities appear to be significantly different in importance for buyers and sellers. See Table 6.6.

Consistent with the typicality task results, sellers

appear to place greater importance on establishing the meeting time and place than sellers in the support service process. And buyers perceive reviewing the service quotation and initiation of the price negotiation to be more important in the process than sellers. Buyers also perceive

TABLE 6.6

Support Service: Buyer-Seller Differences
Activity Importance Task

<u>Order</u>	<u>Activity</u>	<u>\bar{x}_b</u>	<u>\bar{x}_s</u>	<u>t</u>	<u>Sig.</u>
3	Establish meeting time and place	2.7600	1.8235	2.14	.042
8	Discussion of service contract benefits	2.4000	3.8125	-2.13	.047
12	Review service quotation	2.1200	3.5882	-2.28	.032
13	Initiate negotiation on price	1.7600	3.5882	-3.07	.007
	Discuss availability	2.0000	3.3125	-2.08	.050
	Ask about insurance	2.7500	4.3750	-2.30	.030

the discussion of service contract benefits to be more important than sellers.

Two unique activities, "discuss the availability of parts" and "ask about insurance liability", seem to be more important to buyers than sellers.

6.4.3 Activity Initiator Task Differences

Buyers and sellers seem to agree on who initiates most of the script activities of this process. In the case of "establishing meeting time and place" and "research

department input to solve specific problem", there seems to be agreement that both parties initiate these activities, but that sellers think they initiate alone more frequently.

Summary

The findings suggest that, although buyer and seller scripts are similar in content and structure, some differences appear to exist between buyers and sellers in the relative typicality and importance of various activities and the perceived initiator of the activities. Thus, buyers and sellers tend to place different emphasis on some of the stages of the process. These differences are most apparent in the overall purchase process, less so in the initial sales call and support service, and practically non-existent for the post-quotation negotiation.

For the overall purchase process, buyers seem to give more consideration to the role of the user department in the process than sellers. They also pay more attention to discussing the product need and specifications as well as vendor selection, whereas sellers place greater emphasis on the sales call. These differences appear to have face validity because they are linked to the buyer and seller's respective responsibilities. The buyer's responsibility to the firm is to provide a satisfactory product meeting the requirements of the user department, by making the best possible decision in supplier selection. The seller's

responsibility is essentially to make a sale. Both buyers and sellers generally agree on the primary initiator of most activities, but they tend to differ in their perceptions of the other party's input in initiating the activity.

Fewer differences between buyers and sellers are found for the initial sales call and support service than for the overall process. For the initial sales call, differences are found where sellers place greater emphasis than buyers on activities related to the selling function and relationship-building. Sellers tend to place more importance on the activities associated with the development of relationships and easing the interaction process than buyers. Since buyers seek stable and dependable supply sources, it may be in their best interest in the long run to place more importance on these activities also, instead of wanting to get down to business in the briefest delay. Differences also appear to exist with respect to perceptions of the initiator of several activities. Sellers perceive themselves as the initiator of most activities in the sales call, whereas buyers think that they control the sales call. As a selling strategy or interaction strategy, it may be in the seller's interest to generally control the sales call, while letting buyers keep their perceptions intact.

Even fewer differences between buyers and sellers are found for the support service decision. With respect to the initiator of activities in this process, agreement between

buyers and sellers is generally found.

Finally, buyers and sellers tend to concur in terms of activity typicality, importance and initiator for the negotiation process. This is possibly due to the standardization of this process through negotiation training.

7. CONCLUSIONS

7.1 Introduction

This empirical study applies the cognitive script theory conceptual framework in the context of buyer-seller interaction in industrial marketing to further describe and understand this dynamic process. Script theory generally holds that individuals repeatedly exposed to similar situations develop stereotypic action sequences for such occasions. These, in turn, guide the interpretation of expectations, and the enactment of appropriate behavior routines. Because industrial buyer-seller interaction situations tend to be repetitive, it is reasonable to expect buyers and sellers to develop generic scripts, or stereotypic action sequences, for many of these situations, which guide their respective behavior in sales interactions. Hence, scripts are potentially powerful determinants of the conduct and outcome of sales encounters. Therefore, script research should be highly useful for representing and understanding buyer-seller interactions through the overall purchase/sale process, and subprocesses such as the initial sales call, post-quotation negotiation, and support service decision, in an industrial context where buyers and sellers are few and the dollar value of decisions tends to be relatively high.

This chapter summarizes the objectives and findings of the dissertation. Implications of the research for practitioners and contributions to script theory research are then discussed, as well as its limitations. Finally, several directions for future research are outlined.

7.2 Objectives of the Dissertation

While recent descriptive research has increased our understanding of buyer-seller interaction to some extent, most research has focused on theoretical model development and/or subsets of the process from the perspective of either the buyer or the seller. None have compared buyer and seller perceptions of the interaction process. Moreover, although Leigh and Rethans (1984) explored buyer scripts for an industrial purchase, the seller's scripts had not been studied to date.

This research intended to observe and describe buyer and seller perceptions of the buyer-seller interaction process, and compare the similarities and differences between buyers' and sellers' perceptions. It is believed that these intentions have been met in this dissertation.

More specifically, the major objectives of the research were twofold:

1. To further explore, describe and understand buyer-seller interaction in the industrial purchasing process

through the determination, examination, and validation of script norms for buyers and sellers.

2. To determine whether purchasing agents' scripts differ from those of industrial sellers in an identical evoked context, potentially influencing buyer-seller interaction.

For this purpose, a critical discussion of cognitive script theory and its applications, buyer-seller interaction, and service literature (one of the subprocesses observed in this study) were presented in Chapter 2. Data was collected in two phases. In the first phase, scripts were elicited from 20 conveniently selected industrial buyers and sellers for their perceptions of the overall purchase process and three subprocesses: initial sales call, post-quotation negotiation, and support service decision. In the second phase, a random sample of 101 industrial purchasing agents and 56 industrial sellers from four major Canadian cities participated in a series of tasks to validate scripts obtained in the script elicitation phase.

7.3 Overview of the Findings

In this study, scripts for the overall purchase process and three subprocesses (i.e., initial sales call, post-quotation negotiation, support service) were elicited

through a series of 20 personal interviews with industrial purchasing agents and sales representatives. A group script was compiled from these interviews, and validated using an extensive survey of Purchasing Management Association of Canada members in four large Canadian cities. The final validation sample consisted of 101 purchasing agents and 56 sales representatives contacted by the buyers. The validation process required respondents to complete three major tasks: an activity typicality task and an activity importance task to assess the commonness of script activities, and a sequential ordering of activities task to assess the script sequential structure. Once validated, buyer and seller scripts were compared to assess whether differences in perceptions of the process exist between buyers and sellers. The findings of these three stages of analysis are summarized below.

7.3.1 Phase 1: Script Elicitation Findings

Respondents appeared to have common scripts for the overall purchase process and the three subprocesses (i.e., initial sales call, post-quotation negotiation, support service).

The overall purchase process script is generally consistent with the Robinson and Faris (1967) buying stages model, and provides a more detailed description of the activities in the process.

The initial sales call can also be seen as a detailed series of stages: (1) buyer and seller establish common grounds and "size" each other up; (2) initiation of the purpose of the sales call, defining the buyer's need and the ability of the seller to satisfy them; (3) seller introduces his/her product; (4) discussion of specific issues such as technical assistance; (5) meeting winds down and commitments are summarized; (6) establish relationship for future negotiation meeting.

Similarly, the script for the negotiation process appears as a sequence of stages, some of which must occur before subsequent activities occur: (1) preparation prior to the negotiation meeting; (2) establish buyer-seller relationship and "size" each other up; (3) the starting point of the negotiation is clearly established; (4) negotiation of product quality; (5) negotiation of price and terms; (6) negotiation of delivery; (7) the final negotiation configuration is reviewed and agreed upon by both parties; (8) need for home office confirmation if applicable; (9) the meeting winds down with small talk to ensure the relationship established prior to the negotiation is maintained.

Finally, the support service process can be summarized as follows: (1) recognition of a service need by the buyer; seller contact; (2) service need is defined and services offered explained; (3) assessment of the specific technical

problems to be resolved and discussion of the service contract benefits and terms; (4) negotiation and decision to buy/not to buy the service; and (5) the meeting is brought to an end with small talk.

Thus, respondents appear to hold scripts for the overall purchase process and subprocesses. These scripts are comprised of activities common to most respondents, in sequential order of occurrence. They provide a detailed description and representation of the various processes, their content and structure, identifying the initiator of each activity and interaction between buyer and seller.

7.3.2 Phase 2: Script Validation Findings

The script elicited from the interviews were validated through three major validation tasks: an activity typicality task, and activity importance task, and a paired comparison procedure. The first two tasks measured the commonness of activities, identifying them as group script activities, and the latter task assessed agreement on the sequential order of the script activities. Thus, the validation tasks assessed the content and structural validity of scripts for the overall purchasing process and the three subprocesses.

The results seem to provide evidence of the validity of buyer and seller scripts. Respondents appear to differentiate unique or irrelevant events from common script activities. They also tend to agree on the sequential order

of script activities. For the overall purchase process, negotiation and support service scripts, there generally appears to be strong support for the group scripts. However, limited support is found for the initial sales call.

The sequential order of some script activities is questioned in the various scripts. As a result, more research is needed to determine and confirm the sequential order of these activities. Differences may also be related to industry, firm, or individual style.

7.3.3 Script Differences Between Buyers and Sellers

The findings suggest that, although buyer and seller scripts are similar in content and structure, some differences appear to exist between buyers and sellers in the emphasis placed on some stages of the processes. These differences are most apparent for the overall purchase process, less so for the initial sales call and support service, and, practically non-existent for the negotiation process. In the latter case, the script elicited for negotiation may be a simplified and a relatively standardized representation of the process so that buyers and sellers generally concur on the process representation. However, since negotiation is a complex and dynamic process, the script representation may be limited in its ability to capture that complexity.

Most differences seem to relate to the buyers' and sellers' perceptions of the initiator of the process. Generally, buyers and sellers tend to agree on the primary initiator of most activities in the overall purchase process, but they differ in their perceptions of the level of input by the other party in initiating the activity. In the initial sales call, sellers tend to perceive themselves as the initiator of most activities in the sales call, whereas buyers tend to think they hold more control over the process. For the post-quotation negotiation and support service processes, however, buyers and sellers tend to agree on the initiator of each activity.

7.4 Contributions of the Dissertation

Most research efforts build on knowledge acquired from earlier research, to add to that body of knowledge. This dissertation contributes to our understanding of industrial buyer and seller interaction in the purchasing/sales context on three levels: (1) theoretical contributions, (2) methodological contributions, and (3) practical contributions.

Theoretical Contributions

From a theoretical perspective, the script theoretic framework provides rich descriptive data for further understanding, theory development, and future empirical

testing of buyer-seller interaction in the industrial purchasing/selling process.

Only four studies in the past examined the presence of scripts in the industrial context, none of which examined seller scripts or compared buyer and seller perceptions of the process within which they interact. Hence, this research represents an initial step in studying buyer-seller perceptions of the interaction in a script theoretic framework.

This dissertation tends to support the existence of buyer and seller scripts, their content and structure, in an industrial context. It compares perceptual differences between purchasing agents and sales representatives, and identifies the perceived initiator of each activity in the various processes. Furthermore, an initial attempt at describing and understanding the support service decision was met. Since industrial goods purchases often entail the servicing of that good (i.e., there are few pure good or pure service purchases in industrial markets), the dissertation provides a representation of this type of service acquisition, at a time when most of the service literature has focused on service classification schemes, service characteristics, and largely untested managerial rules-of-thumb.

The findings corroborate and elaborate on Robinson and Faris (1967) buying stages model for the overall industrial

purchase process, provide support for the Leigh and Rethans (1984) findings, and concur with literature on the selling function (Moncrief, 1986a, 1986b) and industrial marketing in general.

Methodological Contributions

Methodologically, the dissertation tends to support two script validation tasks developed in prior research, the activity typicality task to measure commonness of script activities, and the paired comparison procedure to determine script sequential order (Leigh and Rethans, 1984; John and Whitney, 1982; Smith and Houston, 1985). This study also developed on past methodologies in two ways. First, it provides a significance test for the paired comparison procedure to further remove researcher subjectivity from the interpretation of the sequential order differences in the data. Second, it incorporates a third validation task, the activity importance task, to strengthen the validation process. Leigh and Rethans (1984) suggested that script theory research would benefit from using a variety of script validation methods. This study used one more method than any previous script research in the consumer or industrial contexts. Finally, a larger sample participated in the script validation survey than in earlier research (Leigh and Rethans, 1984, 1985) in an industrial context. Not only were industrial sellers sampled in addition to purchasing agents, but four large Canadian cities were sampled, in

contrast to one city in any previous study.

Practical Contributions

From a practitioner's perspective, a better understanding of the similarities and differences in perceptions of the industrial purchasing process between buyers and sellers may help guide industrial purchasing and sales effort toward greater effectiveness. For instance, understanding purchasing agents' perceptions of the purchasing process (as indicated by their script) can provide important input in a sales training program. The better the seller's understanding of the buyer, the better the seller can plan an effective sales strategy for the successful conduct and outcome of sales encounters. The same is true for purchasing agents' understanding of sales representatives' scripts, in developing their purchase (and negotiation) strategy. The respective buyer and seller scripts can be incorporated into firm's purchasing training programs and sales training programs. The buyer and seller scripts provide rich and detailed descriptions of the processes and subprocesses which can be used as a training tool to understand and to manipulate the process to test strategies and tactics. For example, various scenarios of the initial sales call can be developed that manipulate one or more activity in the script, such as the sequence of two activities, omission of an activity, unexpected initiator of an activity, or other deviation from expectations implicit

in the sales call script. The outcomes of these script manipulations could be evaluated by buyers and sellers to determine which strategies may be most successful in various situations. Similarly, the post-quotation negotiation script can be used to test various negotiation strategies and their possible outcome, as in role playing exercises or negotiation simulations.

7.5 Limitations of the Dissertation

Most research effort are constrained by factors such as budgetary considerations, trade-offs in the operationalization of the methodological design, and the scope of the study. This dissertation is not exempt; however, such limitations do not undermine the meaningfulness and potential value of the research, but rather indicate some directions for future research.

Hence, the major limitations of this dissertation are:

1. The scope of this study is limited to assessing the existence of scripts for purchasing industrial goods and services as a representation of this process. Representation is only the first of the dual role played by scripts. The script inferential function is not considered. Once the representation function's existence is established, future research can use experimental manipulations to examine the inferential function.
2. The focus of script theory is by nature on individual perceptions. Therefore, industrial purchasing agents' and sales representatives' respective perceptions of the industrial purchasing/sale process are observed and compared. Buying center influence in the process is beyond the scope of this conceptual framework. As an avenue for future research, it might be possible, in a case study, to assess perceptions of buying center

roles and interactions by eliciting and comparing scripts from each individual identified as a buying center participant. It might provide insight into role specialization in joint decision-making in industrial marketing.

3. The evoking context presented to respondents in this study consisted of industrial goods with the following characteristics: (1) industrial; (2) tangible; (3) representing a new long-term contract repurchase situation; (4) with a reasonably high dollar value (over \$100,000 per year); (5) involving more than one member from the purchasing department; and (6) needing to be serviced after purchase (i.e., entails a support service negotiation). The generality of the scripts elicited can only extend to goods with similar characteristics. Moreover, since respondents themselves identified a good with these characteristics upon which they based their interview and survey responses, a wide range of goods served as a basis for the group script. For any one particular good category, idiosyncracies may be found in its purchase which may not appear in the more general group script. Hence, it may be interesting to compare scripts for different types of industrial good purchases in the future.
4. Since this study examined perceptions of Canadian purchasing agents and sales representatives, the scripts elicited may not be transferable to other cultures. The script for the overall purchase process appears consistent with that elicited by Leigh and Rethans, (1984) with an American sample of purchasing agents, however, more research is needed to compare scripts between two different cultures more systematically. Subcultural differences may also be of interest (e.g., English versus French Canadian buyers and sellers).

7.6 Directions for Future Research

The results of this exploratory study have provided additional insight on industrial buyer-seller interaction and script research. However, as noted above, many questions remain unanswered. More research is needed to

achieve a better understanding of buyer-seller interaction and related issues. Thus, this study raises several suggestions for future research:

1. In the overall purchase process, one unique activity, "explore alternatives to reduce costs", was considered typical and important by the validation sample. A similar situation occurred in the post-quotation negotiation process with the activity "review competing products and look for an edge". Research is needed to determine whether these results were obtained as a consequence of the primacy effect in the randomization procedure, or if these activities are in fact script activities. It is suggested that more than one randomized order be used in future research to overcome this methodological issue.
2. Since some differences in the sequential order of scripts were found in the validation stage from that obtained in the elicitation stage, more research is needed to determine and confirm the sequential order of some activities in the four scripts.
3. In the coding of the interview data for script elicitation, future research could follow a semiotic approach to extract more meaning and symbols from the respondents' statements.
4. As mentioned in Section 7.5, since respondents themselves identified a good with a required set of characteristics upon which they based their interview and survey responses, a wide range of goods served as a basis for the group script. It would be interesting to determine whether group scripts differ for different categories (e.g., installations, raw materials, etc.) of industrial products. In particular, it would be interesting to compare goods with services.
5. Similar comparisons could be made between industries. Do scripts for the purchase process and subprocesses differ significantly from one industry to another, such as communications and manufacturing?
6. Are there differences in scripts for the industrial purchase/sale process in large versus small firms?
7. Since this study examined perceptions of Canadian buyers and sellers, the elicited scripts may not be generalizable to other cultures, as mentioned in Section 7.5. Therefore, more research is needed to

determine whether scripts are culture-bound or not. This would be of particular interest to firms operating in international contexts. As a result of such research, these firms might be able to tailor their purchasing/sales strategies to better coincide with the other culture's scripts.

8. Although information on the success evaluation of the participating sellers could not be obtained in this study, given the availability of such a measure for several subjects in several firms, it would be interesting to compare the scripts of excellent/successful sales representatives with the rest of respondents. The same could be done for buyers. This type of research would provide pertinent insight for structuring more successful purchasing and sales training programs.
9. One variable that was not measured in this study is time. It might be interesting to know the distribution of purchasing agent and sales representative time across the various activities in the processes. How much time is spent on relationship-building, and how much time is spent on the purchasing and selling tasks?
10. Since scripts are developed as a template to organize knowledge, they represent a sequential structure of perceived activities. An important research direction would be to observe and compare individual scripts based on a buyer and a seller's perceptions to their actual behavior in a sales encounter. This would provide a good indication of the usefulness of scripts for training purposes.
11. Similarly, buyer and seller scripts could be compared to the purchasing and sales training manuals of several firms to determine how closely related scripts are to their training. If they differ significantly, what are these differences, and why do they occur?
12. As noted in Section 7.5, future research can also turn to the inferential function of scripts, using experimental manipulations. For example, scripts implicitly contain expectations of activities and behaviors. Is the outcome of confirming/disconfirming a script expectation favorable or unfavorable? What types of deviations from expectations can be favorable in the sales outcome? Schurr and Calder (1986) examined the impact of context on the evaluation of a sales meeting. This is an initial step in this research direction. Alternative scripts can be presented to buyers and sellers for their evaluation,

as with alternate negotiation strategies.

13. Finally, as mentioned in Section 7.5, the scope of the research could be extended to comparing the perceptions of buying center members on the perceived roles played by various buying center participants.

Since script theoretic research in buyer-seller interaction is at the exploratory stage, more research is needed to expand our understanding of buyer-seller encounters in industrial contexts.

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APPENDICES

APPENDIX A: QUESTIONNAIRES

Phase 1: English Buyer

Phase 1: English Seller

Phase 1: French Buyer

Phase 1: French Seller

Please complete the following questionnaire related to a new contract purchase (i.e., repurchase/renegotiation of something previously bought) for an industrial product.

1. Please identify ONE product with the following set of characteristics:
 - 1) industrial tangible good
 - 2) purchased under long-term contract
 - 3) with a dollar value over \$100,000 per year
 - 4) involving more than two people from Purchasing
 - 5) needing to be serviced after purchase
 - 6) for which you have participated in the purchase process

If you have never participated in the purchase process for this type of product, please answer the respondent profile questions on the last two pages of the questionnaire only.

2. Please list other products with at least the first five characteristics mentioned in Question 1:
-

Follow the example below in responding to the industrial purchase/sales scenario on the next four pages.

Example

Write a list of common activities, or events, involved in a restaurant visit. Start with "entering the restaurant" and end it with "leaving the restaurant". Include about 20 activities or events and put them in the order in which they would occur.

open door
wait to be seated
go to table
be seated
put napkin on lap
look at menu
order meal
drink water
meal arrives
eat food
finish meal
ask for bill
bill arrives
pay bill
leave tip
leave

Write a list of common activities or events involved in a typical overall purchase process between a purchasing agent and a seller for a new contract purchase of the product you identified in Question 1. Start the list with identification of the purchase need and end it with approval of the supplier payment. Include about 20 actions or events and put them in the order in which they would occur. For each action, circle "B" if it is a buyer action or "S" if it is a seller action. Note that several actions for either the buyer or seller may occur in a row.

Action or Event

B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----

Write a list of common activities or events involved in a typical initial sales meeting between a purchasing agent and a seller for a new contract purchase of the product you identified in Question 1. Start the list with "entering the purchasing agent's office" and end it with "leaving the purchasing agent's office." Include about 20 actions or events and put them in the order in which they would occur. For each action, circle "B" if it is a buyer action or "S" if it is a seller action. Note that several actions for either the buyer or seller may occur in a row.

Action or Event

B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----

Write a list of common activities or events involved in a typical post-quotation negotiation meeting between a purchasing agent and a seller for a new contract purchase of the product you identified in Question 1. Start the list with establishing meeting time and place and end it with exchanging parting comments. Include about 20 actions or events and put them in the order in which they would occur. For each action, circle "B" if it is a buyer action or "S" if it is a seller action. Note that several actions for either the buyer or seller may occur in a row.

Action or Event

B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----

Write a list of common activities or events between a purchasing agent and a seller involved in a typical purchase of a support service for a new contract purchase of the product you identified in Question 1. Start the list with establishing meeting time and place and end it with exchanging parting comments. Include about 20 actions or events and put them in the order in which they would occur. For each action, circle "B" if it is a buyer action or "S" if it is a seller action. Note that several actions for either the buyer or seller may occur in a row.

Action or Event

B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----

Respondent Profile

1. What is your present title? _____
2. Number of years in current position in your firm? _____
3. Total number of years in purchasing? _____

4. Have you received formal training in purchasing? ___ Yes ___ No
If No, please go to Question 5.
If Yes, have you received:
____ Formal training program by present firm
____ Formal training program by past firm
____ Independent formal training program
____ Other (please specify): _____

5. What is the highest level of education you have attained?
____ High school
____ Some university
____ Bachelor's degree
____ Master's degree
____ Other (please specify): _____

6. Please indicate the percentage of time you allocate to purchasing of each of the following product categories. (Please be certain that your total allocation of time adds to 100%).

- ____ % Installations (e.g., buildings, offices, generators, computers, equipment, etc.)
____ % Accessory Equipment (e.g., factory hand tools, lift trucks, typewriters, etc.)
____ % Raw Materials (e.g., wheat, livestock, lumber, iron ore, fruit, etc.)
____ % Manufactured Component Materials and Parts (e.g., steel, cement, textiles, small motors, etc.)
____ % Supplies (e.g., pencils, typing paper, lubricants, repair supplies such as paint and nails, etc.)
____ % Services (e.g., legal, consulting, advertising, typewriter repair, window cleaning, etc.)
100. %

7. In your firm, who is usually responsible for the purchase of the type of product examined in this survey? (please check one)

- ____ Purchasing agent
____ Buying center (group of firm members involved in

7
the purchase decision)

Other (please specify): _____

8. Specifically, what percentage of your time do you spend on purchases of the product you identified in Question 1 of this survey? _____ %

9. In your firm, how would the purchase of the type of product examined in this survey be classified? (check one)

_____ New contract (previously bought, renegotiated)

_____ New buy

_____ Other (please specify): _____

10. What is the size of your company?

_____ less than 50 employees

_____ 50-100 employees

_____ 101-500 employees

_____ more than 500 employees

11. How many purchasers are employed by your firm?

_____ less than 5 purchasers

_____ 5-10 purchasers

_____ 11-25 purchasers

_____ more than 25 purchasers

12. What is your company's annual sales volume?

_____ less than \$1,000,000

_____ \$1,000,000 to \$4,999,999

_____ \$5,000,000 to \$9,999,999

_____ \$10,000,000 to \$99,999,999

_____ \$100,000,000 and more

13. Industry: (please check one)

_____ Agriculture, Forestry and Fishing

_____ Mining

_____ Manufacturing

_____ Construction

_____ Transportation, Communication and other Utilities

_____ Wholesale Trade

_____ Retail Trade

_____ Finance

_____ Services

_____ Other (Please specify): _____

Please complete the following questionnaire related to a new contract sale (i.e., resale/renegotiation of something previously sold) for an industrial product.

1. Please identify ONE product with the following set of characteristics:
 - 1) industrial tangible good
 - 2) purchased under long-term contract
 - 3) with a dollar value over \$100,000 per year
 - 4) involving more than two people from Purchasing
 - 5) needing to be serviced after purchase
 - 6) for which you have participated in the sales process

If you have never participated in the sales process for this type of product, please answer the respondent profile questions on the last two pages of the questionnaire only.

2. Please list other products with at least the first five characteristics mentioned in Question 1:

Follow the example below in responding to the industrial purchase/sales scenario on the next four pages.

Example

Write a list of common activities or events involved in a restaurant visit. Start with "entering the restaurant" and end it with "leaving the restaurant". Include about 20 activities or events and put them in the order in which they would occur.

open door
wait to be seated
go to table
be seated
put napkin on lap
look at menu
order meal
drink water
meal arrives
eat food
finish meal
ask for bill
bill arrives
pay bill
leave tip
leave

Write a list of common activities or events involved in a typical overall purchase process between a purchasing agent and a seller for a new contract purchase of the product you identified in Question 1. Start the list with identification of the purchase need and end it with approval of the supplier payment. Include about 20 actions or events and put them in the order in which they would occur. For each action, circle "B" if it is a buyer action or "S" if it is a seller action. Note that several actions for either the buyer or seller may occur in a row.

Action or Event

B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----

Write a list of common activities or events involved in a typical initial sales meeting between a purchasing agent and a seller for a new contract purchase of the product you identified in Question 1. Start the list with "entering the purchasing agent's office" and end it with "leaving the purchasing agent's office." Include about 20 actions or events and put them in the order in which they would occur. For each action, circle "B" if it is a buyer action or "S" if it is a seller action. Note that several actions for either the buyer or seller may occur in a row.

Action or Event

B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----

Write a list of common activities or events involved in a typical post-quotation negotiation meeting between a purchasing agent and a seller for a new contract purchase of the product you identified in Question 1. Start the list with establishing meeting time and place and end it with exchanging parting comments. Include about 20 actions or events and put them in the order in which they would occur. For each action, circle "B" if it is a buyer action or "S" if it is a seller action. Note that several actions for either the buyer or seller may occur in a row.

Action or Event

B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----

Write a list of common activities or events between a purchasing agent and a seller involved in a typical purchase of a support service for a new contract purchase of the product you identified in Question 1. Start the list with establishing meeting time and place and end it with exchanging parting comments. Include about 20 actions or events and put them in the order in which they would occur. For each action, circle "B" if it is a buyer action or "S" if it is a seller action. Note that several actions for either the buyer or seller may occur in a row.

Action or Event

B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----
B	S	-----

Respondent Profile

1. What is your present title? _____
2. Number of years in current position in your firm? _____
3. Total number of years in sales? _____

4. Have you received formal training in sales? Yes No
If No, please go to Question 5.

If yes, have you received:

_____ Formal training program by present firm

_____ Formal training program by past firm

_____ Independent formal training program

_____ Other (please specify): _____

5. What is the highest level of education you have attained?

_____ High school

_____ Some university

_____ Bachelor's degree

_____ Master's degree

_____ Other (please specify): _____

6. Please indicate the percentage of time you allocate to selling each of the following product categories. (Please be certain that your total allocation of time adds to 100%).

_____ % Installations (e.g., buildings, offices, generators, computers, equipment, etc.)

_____ % Accessory Equipment (e.g., factory hand tools, lift trucks, typewriters, etc.)

_____ % Raw Materials (e.g., wheat, livestock, lumber, iron ore, fruit, etc.)

_____ % Manufactured Component Materials and Parts (e.g., steel, cement, textiles, small motors, etc.)

_____ % Supplies (e.g., pencils, typing paper, lubricants, repair supplies such as paint and nails, etc.)

_____ % Services (e.g., legal, consulting, advertising, typewriter repair, window cleaning, etc.)

100 %

7. In your firm, who is usually responsible for the sale of the type of product examined in this survey? (please check one)

_____ Sales agent

_____ Marketer

_____ Other (please specify): _____

8. Specifically, what percentage of your time do you spend on sales of the product you identified in Question 1 of this survey? _____%

9. In your firm, how would the sale of the type of product examined in this survey be classified? (check one)

New contract (previously sold, renegotiated)

New sale

Other (please specify): _____

10. What is the size of your company?

less than 50 employees

50-100 employees

101-500 employees

more than 500 employees

11. How many sellers are employed by your firm?

less than 5 sellers

5-10 sellers

11-25 sellers

more than 25 sellers

12. What is your company's annual sales volume?

less than \$1,000,000

\$1,000,000 to \$4,999,999

\$5,000,000 to \$9,999,999

\$10,000,000 to \$99,999,999

\$100,000,000 and more

13. Industry: (please check one)

Agriculture, Forestry and Fishing

Mining

Manufacturing

Construction

Transportation, Communication and other Utilities

Wholesale Trade

Retail Trade

Finance

Services

Other (Please specify): _____

Pourriez-vous remplir le questionnaire suivant concernant le rachat ou la renégotiation du contrat d'achat d'un produit industriel acquis par entente contractuelle.

1. Veuillez identifier UN produit que vous achetez et qui comprend l'ensemble des caractéristiques suivantes:
 - 1) un produit industriel tangible
 - 2) acquis par entente contractuelle
 - 3) le contrat étant évalué à plus de \$100,000/année
 - 4) qui implique plus de deux personnes du service d'achat
 - 5) qui nécessite un service après-vente
 - 6) pour lequel vous avez participé à l'achat.

Si vous n'avez jamais été impliqué dans l'achat d'un tel produit, passez aux deux dernières pages de ce questionnaire.

2. Veuillez dresser une liste d'autres produits qui comprennent au moins l'ensemble des cinq premières caractéristiques indiquées dans la Question 1.
-

En vous inspirant de l'exemple suivant, veuillez décrire les principales étapes du processus d'achat de ces produits industriels.

Exemple

Dressez la liste des principales activités et/ou des résultats qui se produisent lors d'un dîner au restaurant. Débutez par l'entrée sur les lieux, jusqu'à la sortie du restaurant.

ouvrir la porte
attendre d'être placé
aller jusqu'à la table
s'asseoir
mettre la serviette de table sur les genoux
regarder le menu
commander
boire de l'eau
le repas arrive
manger
terminer le repas
demander l'addition
l'addition arrive
payer
laisser un pourboire
quitter le restaurant

Dressez la liste des principales activités et/ou des résultats généralement observables entre un acheteur et un représentant des ventes, au cours du processus général de rachat d'un produit acquis par entente contractuelle (tel que vous l'avez inscrit à la Question 1). Allez de l'identification du besoin d'achat jusqu'au paiement du contrat. Veuillez énumérer une vingtaine de ces activités et/ou résultats selon leur ordre de succession et indiquer quel en était l'instigateur: encerclez le "A" s'il s'agit de l'acheteur et le "R" s'il s'agit du représentant des ventes. Notez qu'il puisse se produire plus d'une activité de suite entrepris par l'acheteur ou le vendeur.

Activité et/ou Résultat

A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----

Veuillez dresser la liste des principales activités et/ou des résultats généralement observables entre un acheteur et un représentant des ventes, dans le cadre de la première rencontre en vue du rachat d'un produit industriel acquis par entente contractuelle (tel que vous l'avez inscrit à la Question 1). Allez de "entrer au bureau de l'acheteur" et terminez par "quitter le bureau de l'acheteur". Veuillez énumérer une vingtaine de ces activités et/ou résultats selon leur ordre de succession et indiquer quel en était l'instigateur: encerclez le "A" s'il s'agit de l'acheteur et le "R" s'il s'agit du représentant des ventes. Notez qu'il puisse se produire plus d'une activité de suite entrepris par l'acheteur ou le vendeur.

Activité et/ou Résultat

A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----

Veuillez dresser la liste des principales activités et/ou résultats généralement observables entre un acheteur et un représentant des ventes, dans le cadre de la première rencontre en vue de negocier le contrat préalablement évalué. Commencer par déterminer l'heure et le lieu de la rencontre jusqu'aux derniers échanges entre les deux parties. Veuillez énumérer une vingtaine de ces activités et/ou résultats selon leur ordre de succession et indiquer quel en était l'instigateur: encerclez le "A" s'il s'agit de l'acheteur et le "R" s'il s'agit du représentant des ventes. Notez qu'il puisse se produire plus d'une activité de suite entrepris par l'acheteur ou le vendeur.

Activité et/ou Résultat

A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----

Veillez dresser la liste des principales activités et/ou résultats généralement observables entre un acheteur et un représentant des ventes, en vue d'une entente sur un service d'entretien relatif au rachat contractuel d'un produit (tel que vous l'avez inscrit à la Question 1). Commencez par déterminer l'heure et le lieu de la rencontre jusqu'aux derniers échanges entre les deux parties. Veillez énumérer une vingtaine de ces activités et/ou résultats selon leur ordre de succession et indiquer quel en était l'instigateur: encerclez le "A" s'il s'agit de l'acheteur et le "R" s'il s'agit du représentant des ventes. Notez qu'il puisse se produire plus d'une activité de suite entrepris par l'acheteur ou le vendeur.

Activité et/ou Résultat

A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----

Profil du Répondant

1. Quelle fonction exercez-vous présentement? -----
2. Depuis quand exercez-vous cette fonction dans l'entreprise au sein de laquelle vous travaillez présentement? ----- ans
3. Depuis quand êtes-vous concerné par l'achat industriel? ----- ans
4. Avez-vous reçu une formation spécifique en achat industriel? ___ Oui ___ Non. Si Non, veuillez passer à la Question 5. Si Oui, avez-vous reçu:
----- Un programme de formation spécifique offert par l'entreprise au sein de laquelle vous travaillez présentement
----- Un programme de formation spécifique offert par l'entreprise au sein de laquelle vous travailliez auparavant
----- Un programme de formation spécifique offert par un organisme indépendant
----- Autre (Veuillez préciser): -----
5. Quel niveau d'instruction (le plus élevé) avez-vous atteint?
----- Ecole secondaire
----- Quelques cours universitaires
----- Diplôme de baccalauréat
----- Diplôme de maîtrise
----- Autre (Veuillez préciser): -----
6. Veuillez indiquer le pourcentage de temps que vous consacrez à chaque type d'achat suivant. (Le total du temps devrait être égal à 100%).
----- * Installations (ex: édifices, bureaux, ordinateurs, génératrices, équipement, etc.)
----- * Accessoires et outillage (ex: outils d'usine, chariot élévateurs, machines à écrire, etc.)
----- * Matières premières (ex: blé, bois, fruits, bétail, minerais de fer, etc.)
----- * Pièces détachées et produits manufacturiers (ex: fer, ciment, textile, petits appareils, etc.)
----- * Fournitures (ex: crayons, papier, lubrifiants, accessoires tels que la peinture, les clous, etc.)
----- * Services (ex: services légaux, conseillers, publicité, entretien de machine à écrire, laveurs de vitres, etc.)
100%
7. Au sein de votre entreprise, qui est habituellement responsable de l'achat de produits tels que ceux

identifiées dans ce sondage?

----- L'acheteur

----- Le groupe d'achat (formé d'employés impliqués dans les décisions d'achats de l'entreprise)

----- Autre (Veuillez préciser): -----

8. Quel pourcentage de votre temps consacrez-vous à l'achat de produits tels que celui identifié à la Question 1 de ce sondage? ----- %

9. Quel type de démarche correspond le mieux à l'achat contractuel de produits (tels que ceux identifiés dans ce sondage) effectué par votre entreprise?

----- Nouveau contrat (acquis mais renégocié)

----- Nouvelle acquisition

----- Autre (Veuillez préciser): -----

10. Quelle est la taille de votre entreprise?

----- Moins de 50 employés

----- entre 50 et 100 employés

----- entre 101 et 500 employés

----- plus de 500 employés

11. Combien y-a-t-il d'acheteurs au sein de votre entreprise?

----- Moins de 5

----- entre 5 et 10

----- entre 11 et 25

----- plus de 25

12. Quel est le chiffre de ventes annuel de votre entreprise?

----- Moins de \$1,000,000

----- entre \$1,000,000 et \$4,999,999

----- entre \$5,000,000 et \$9,999,999

----- entre \$10,000,000 et \$99,999,999

----- \$100,000,000 et plus

13. Dans quel secteur de l'industrie votre entreprise oeuvre t-elle?

----- Agriculture, foresterie et pêche

----- Mines

----- Transformation

----- Construction

----- Transport, communication et services d'utilité publique

----- Commerce en gros

----- Commerce de détail

----- Finance

----- Services

----- Autre (Veuillez préciser): -----

Pourriez-vous remplir le questionnaire suivant concernant la renégotiation du contrat de vente d'un produit industriel acquis par entente contractuelle.

1. Veuillez identifier UN produit que vous vendez et qui comprend l'ensemble des caractéristiques suivantes:
 - 1) un produit industriel tangible
 - 2) vendu par entente contractuelle
 - 3) le contrat étant évalué à plus de \$100,000/année
 - 4) qui implique plus de deux personnes du service d'achat
 - 5) qui nécessite un service après-vente
 - 6) pour lequel vous avez participé à la vente.

Si vous n'avez jamais été impliqué dans la vente d'un tel produit, passez aux deux dernières pages de ce questionnaire.

2. Veuillez dresser une liste d'autres produits qui comprennent au moins l'ensemble des cinq premières caractéristiques indiquées dans la Question 1.
-
-

En vous inspirant de l'exemple suivant, veuillez décrire les principales étapes du processus de vente de ces produits industriels.

Exemple

Dressez la liste des principales activités et/ou des résultats qui se produisent lors d'un dîner au restaurant. Débutez par l'entrée sur les lieux, jusqu'à la sortie du restaurant.

ouvrir la porte
attendre d'être placé
aller jusqu'à la table
s'asseoir
mettre la serviette de table sur les genoux
regarder le menu
commander
boire de l'eau
le repas arrive
manger
terminer le repas
demander l'addition
l'addition arrive
payer
laisser un pourboire
quitter le restaurant

Dressez la liste des principales activités et/ou des résultats généralement observables entre un acheteur et un représentant des ventes, au cours du processus général de rachat d'un produit acquis par entente contractuelle (tel que vous l'avez inscrit à la Question 1). Allez de l'identification du besoin d'achat jusqu'au paiement du contrat. Veuillez énumérer une vingtaine de ces activités et/ou résultats selon leur ordre de succession et indiquer quel en était l'instigateur: encerclez le "A" s'il s'agit de l'acheteur et le "R" s'il s'agit du représentant des ventes. Notez qu'il puisse se produire plus d'une activité de suite entrepris par l'acheteur ou le vendeur.

Activité et/ou Résultat

A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----

Veuillez dresser la liste des principales activités et/ou des résultats généralement observables entre un acheteur et un représentant des ventes, dans le cadre de la première rencontre en vue du rachat d'un produit industriel acquis par entente contractuelle (tel que vous l'avez inscrit à la Question 1). Allez de "entrer au bureau de l'acheteur" et terminez par "quitter le bureau de l'acheteur". Veuillez énumérer une vingtaine de ces activités et/ou résultats selon leur ordre de succession et indiquer quel en était l'instigateur: encerclez le "A" s'il s'agit de l'acheteur et le "R" s'il s'agit du représentant des ventes. Notez qu'il puisse se produire plus d'une activité de suite entrepris par l'acheteur ou le vendeur.

Activité et/ou Résultat

A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
A	R	-----
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A	R	-----
A	R	-----
A	R	-----

Veuillez dresser la liste des principales activités et/ou résultats généralement observables entre un acheteur et un représentant des ventes, en vue d'une entente sur un service d'entretien relatif au rachat contractuel d'un produit (tel que vous l'avez inscrit à la Question 1). Commencez par déterminer l'heure et le lieu de la rencontre jusqu'aux derniers échanges entre les deux parties. Veuillez énumérer une vingtaine de ces activités et/ou résultats selon leur ordre de succession et indiquer quel en était l'instigateur: encerclez le "A" s'il s'agit de l'acheteur et le "R" s'il s'agit du représentant des ventes. Notez qu'il puisse se produire plus d'une activité de suite entrepris par l'acheteur ou le vendeur.

Activité et/ou Résultat


A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	
A	R	

Profil du Répondant

1. Quelle fonction exercez-vous présentement? _____
2. Depuis quand exercez-vous cette fonction dans l'entreprise au sein de laquelle vous travaillez présentement? _____ ans
3. Depuis quand êtes-vous concerné par la vente industrielle? _____ ans
4. Avez-vous reçu une formation spécifique en vente industrielle? ___ Oui ___ Non. Si Non, veuillez passer à la Question 5. Si Oui, avez-vous reçu:
_____ Un programme de formation spécifique offert par l'entreprise au sein de laquelle vous travaillez présentement
_____ Un programme de formation spécifique offert par l'entreprise au sein de laquelle vous travailliez auparavant
_____ Un programme de formation spécifique offert par un organisme indépendant
_____ Autre (Veuillez préciser): _____
5. Quel niveau d'instruction (le plus élevé) avez-vous atteint?
_____ Ecole secondaire
_____ Quelques cours universitaires
_____ Diplôme de baccalauréat
_____ Diplôme de maîtrise
_____ Autre (Veuillez préciser): _____
6. Veuillez indiquer le pourcentage de temps que vous consacrez à chaque type de vente suivant. (Le total du temps devrait être égal à 100%).
_____ * Installations (ex: édifices, bureaux, ordinateurs, génératrices, équipement, etc.)
_____ * Accessoires et outillage (ex: outils d'usine, chariots élévateurs, machines à écrire, etc.)
_____ * Matières premières (ex: blé, bois, fruits, bétail, minerais de fer, etc.)
_____ * Pièces détachées et produits manufacturiers (ex: fer, ciment, textile, petits appareils, etc.)
_____ * Fournitures (ex: crayons, papier, lubrifiants, accessoires tels que la peinture, les clous, etc.)
_____ * Services (ex: services légaux, conseillers, publicité, entretien de machine à écrire, laveurs de vitres, etc.)

100x

7. Au sein de votre entreprise, qui est habituellement responsable de la vente de produits tels que ceux identifiés dans ce sondage?
- Représentant des ventes
 ----- Marketer
 ----- Autre (Veuillez préciser): -----
8. Quel pourcentage de votre temps consacrez-vous à la vente de produits tels que celui identifié à la Question 1 de ce sondage? ----- %
9. Quel type de démarche correspond le mieux à la vente contractuelle de produits (tels que ceux identifiés dans ce sondage) effectué par votre entreprise?
- Nouveau contrat (vendu préalablement mais renégocié)
 ----- Nouvelle vente
 ----- Autre (Veuillez préciser): -----
10. Quelle est la taille de votre entreprise?
- Moins de 50 employés
 ----- entre 50 et 100 employés
 ----- entre 101 et 500 employés
 ----- plus de 500 employés
11. Combien y-a-t'il de représentants des ventes au sein de votre entreprise?
- Moins de 5
 ----- entre 5 et 10
 ----- entre 11 et 25
 ----- plus de 25
12. Quel est le chiffre de ventes annuel de votre entreprise?
- Moins de \$1,000,000
 ----- entre \$1,000,000 et \$4,999,999
 ----- entre \$5,000,000 et \$9,999,999
 ----- entre \$10,000,000 et \$99,999,999
 ----- \$100,000,000 et plus
13. Dans quel secteur de l'industrie votre entreprise oeuvre t-elle?
- Agriculture, foresterie et pêche
 ----- Mines
 ----- Transformation
 ----- Construction
 ----- Transport, communication et services d'utilité publique
 ----- Commerce en gros
 ----- Commerce de détail
 ----- Finance
 ----- Services
 ----- Autre (Veuillez préciser): -----



APPENDIX B: QUESTIONNAIRES

Phase 2: English Buyer, and cover letter

Phase 2: English Seller, and cover letter

Phase 2: French Buyer, and cover letter

Phase 2: French Seller, and cover letter

CONCORDIA UNIVERSITY



November 7, 1986

Dear Madam, Sir:

I am a doctoral student in Business Administration at Concordia University conducting my thesis research on buyer-seller interaction in industrial marketing. The dissertation attempts to describe the nature, sequence, and importance of activities constituting the purchasing/selling process, with special emphasis on the development of buyer-seller relations. This is a timely and relevant issue for purchasers and vendors, with important implications for purchasing and sales training programs, as well as for strategy formulation and education. As you know, the *raison d'être* of university research in business administration is to contribute to a better understanding of various phenomena and to disseminate this knowledge to practitioners, for the benefit of the business community.

Since this research examines both the buyer and seller perspective, this package contains two questionnaires, one for yourself, and one for someone in your firm's sales department. Would you be so kind as to forward the questionnaire enclosed in the brown envelope to someone in the sales department?

I would appreciate your cooperation in filling out and returning the questionnaire that is being sent to professionals such as yourself across Canada. A self-addressed stamped return envelope is also enclosed. Please return the questionnaire as soon as possible as I need the results for my thesis.

As a token of my appreciation, a summary of the research results will be sent to you at your request by so indicating on the last page of the questionnaire.

If you have any questions, please do not hesitate to contact me at (514) 848-2738. Thank you for your time and cooperation in this research endeavor.

Sincerely yours,

Lise Heroux
Ph.D. candidate, Marketing

CONCORDIA UNIVERSITY



November 7, 1986

Dear Madam, Sir:

I am a doctoral student in Business Administration at Concordia University conducting my thesis research on buyer-seller interaction in industrial marketing. The dissertation attempts to describe the nature, sequence, and importance of activities constituting the purchasing/selling process, with special emphasis on the development of buyer-seller relations. This is a timely and relevant issue for purchasers and vendors, with important implications for purchasing and sales training programs, as well as for strategy formulation and education. As you know, the raison d'etre of university research in business administration is to contribute to a better understanding of various phenomena and to disseminate this knowledge to practitioners, for the benefit of the business community.

Since this research examines both the buyer and seller perspective, two copies of this questionnaire were sent to a purchasing agent in your firm. The purchasing agent was asked to complete one questionnaire and to forward the second copy to another professional in the sales department of your firm.

I would appreciate your cooperation in filling out and returning the questionnaire that is being sent to professionals such as yourself across Canada. A self-addressed stamped return envelope is provided. Please return the questionnaire as soon as possible as I need the results for my thesis.

As a token of my appreciation, a summary of the research results will be sent to you at your request by so indicating on the last page of the questionnaire.

If you have any questions, please do not hesitate to contact me at (514) 848-2738. Thank you for your time and cooperation in this research endeavor.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Lise Heroux".

Lise Heroux
Ph.D. candidate, Marketing

Please complete the following questionnaire related to the typical new contract purchase/sale process of industrial goods, such as computer hardware and software, telecommunications services systems, industrial steel cable, chemicals, machinery, etc. Section 1 of the questionnaire deals with the typical overall purchase/sale process for these types of industrial goods. Section 2 examines a more specific subprocess of purchasing/selling.

It might be easier for you to do the questionnaire if you have a particular product in mind. Please identify the product you have in mind _____

SECTION 1: OVERALL PURCHASE/SALE PROCESS

The following list represents 25 activities or events between a purchasing agent and a sales representative in a typical new contract purchasing/sale process for industrial goods, from the identification of purchase need to the approval of supplier payment. For each of the following activities, please indicate how typical and how important the activity is in a general purchase/sale process of a new contract of industrial goods.

Explore alternatives to reduce costs	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Receive goods	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Evaluate and clarify quality specifications	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Use product to test performance	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Initial sales interview	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Follow-up with sales call after quote evaluation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Contact potential vendors/buyers	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Contact supplier to determine quote status	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Place order	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Evaluate quote or bids	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discuss need specifications with user department	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Review labor relations	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Respond to Request For Information and/or demonstrate product	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Official identification of the purchase need	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Sign contract	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Select vendor(s)	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Visit plant	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Report reason for bid loss to non-selected suppliers	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Negotiate final agreement	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Product need is realized by user department or other source	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant

Approve payment of vendor invoice	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Issue formal Request For Quote/Bid to refined vendor list	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Respond to formal Request for Quote	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discuss product need with vendor	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Expedite delivery	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant

The following list represents 25 activities or events between a purchasing agent and a sales representative in a typical new contract purchasing/sale process for industrial goods, from the identification of purchase need to the approval of supplier payment. Please identify the 15 most relevant actions in the first column on the right (check 15 activities). In the next column on the right, please number these activities sequentially to indicate the normal order of occurrence. Finally, for each of these actions, in the left hand column, circle "S" if it is initiated by the sales representative, "B" if it is initiated by the buyer, or circle both "S" and "B" if both participate in the action.

Initiator		Check 15 Most Relevant	Order of Occurrence
S B Explore alternatives to reduce costs		_____	_____
S B Receive goods		_____	_____
S B Evaluate and clarify quality specifications		_____	_____
S B Use product to test performance		_____	_____
S B Initial sales interview		_____	_____
S B Follow-up with sales call after quote evaluation		_____	_____
S B Contact potential vendors/buyers		_____	_____
S B Contact supplier to determine quote status		_____	_____
S B Place order		_____	_____
S B Evaluate quote or bids		_____	_____
S B Discuss need specifications with user department		_____	_____
S B Review labor relations		_____	_____
S B Respond to Request for Information and/or demonstrate product		_____	_____
S B Official identification of the purchase need		_____	_____
S B Sign contract		_____	_____
S B Select vendor(s)		_____	_____
S B Visit plant		_____	_____
S B Report reason for bid loss to non-selected suppliers		_____	_____
S B Negotiate final agreement		_____	_____
S B Product need is realized by user department or other source		_____	_____
S B Approve payment of vendor invoice		_____	_____
S B Issue formal Request For Quote/Bid to refined vendor list		_____	_____
S B Respond to formal Request for Quote		_____	_____
S B Discuss product need with vendor		_____	_____
S B Expedite delivery		_____	_____

SECTION 2: INITIAL SALES CALL

The following list represents 25 activities or events between a purchasing agent and a sales representative in a typical initial sales call for industrial goods, from "entering the purchasing agent's office" to "leaving the office". For each of the following activities, please indicate how typical and how important the activity is in a general initial sales call for a new contract of industrial goods.

Initiation of business purpose	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discussion of price quotation (ballpark)	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Negotiate terms (other than price)	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Arrange for a trial run in buyer's plant	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Arrange for follow-up sales interview	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discussion of pro's/cons of specific units	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Agree on procedure for formal quotation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Sales presentation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Demonstration of the ability to meet demand	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Comparison of vendor product with one presently used	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Presentation of vendor literature	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Exchange handshakes/introductions	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Indicate the need to study the proposition	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discuss international border crossing issues	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Assess product advantage relative to competing products	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Thank you's	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Offer to participate in buying center meeting	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discuss possibility of technical assistance	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Summarize agreements and commitments	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Description of purchasing firm history	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Product demonstration	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Consider other suppliers	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discussion to narrow down needs to specific units	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant

Discussion of vendor company history/reputation

Typical 1 2 3 4 5 6 7 Atypical
Important 1 2 3 4 5 6 7 Unimportant

Small talk prior to initiating business

Typical 1 2 3 4 5 6 7 Atypical
Important 1 2 3 4 5 6 7 Unimportant

The following list represents 25 activities or events between a purchasing agent and a sales representative in a typical initial sales call for industrial goods, from entering the purchasing agent's office to leaving the office. Please identify the 15 most relevant actions in the first column on the right (check 15 activities). In the next column on the right, please number these activities sequentially to indicate the normal order of occurrence. Finally, for each of these actions, in the left hand column, circle "S" if it is initiated by the sales representative, "B" if it is initiated by the buyer, or circle both "S" and "B" if both participate in the action.

Initiator		Check 15 Most Relevant	Order or Occurrence
S B	Initiation of business purpose	<input checked="" type="checkbox"/>	_____
S B	Discussion of price quotation (ballpark)	_____	_____
S B	Negotiate terms (other than price)	_____	_____
S B	Arrange for a trial run in buyer's plant	_____	_____
S B	Arrange for follow-up sales interview	_____	_____
S B	Discussion of pro's/con's of specific units	_____	_____
S B	Agree on procedure for formal quotation	_____	_____
S B	Sales presentation	_____	_____
S B	Demonstration of the ability to meet demand	_____	_____
S B	Comparison of vendor product with one presently used	_____	_____
S B	Presentation of vendor literature	_____	_____
S B	Exchange handshakes/introductions	_____	_____
S B	Indicate the need to study the proposition	_____	_____
S B	Discuss international border crossing issues	_____	_____
S B	Assess product advantage relative to competing products	_____	_____
S B	Thank you's	_____	_____
S B	Offer to participate in buying center meeting	_____	_____
S B	Discuss possibility of technical assistance	_____	_____
S B	Summarize agreements and commitments	_____	_____
S B	Description of purchasing firm history	_____	_____
S B	Product demonstration	_____	_____
S B	Consider other suppliers	_____	_____
S B	Discussion to narrow down needs to specific units	_____	_____
S B	Discussion of vendor company history/reputation	_____	_____
S B	Small talk prior to initiating business	_____	_____

SECTION 2: POST-QUOTATION NEGOTIATION

The following list represents 25 activities or events between a purchasing agent and a sales representative in a typical post-quotation negotiation meeting for industrial goods, from "establishing meeting time and place" to "exchanging parting comments". For each of the following activities, please indicate how typical and how important the activity is in a general post-quotation negotiation of a new contract of industrial goods.

Review competing products and look for an edge	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discussion of terms with the legal department	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Initiate negotiation on specifics other than product, price, terms, or delivery	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Response on delivery negotiation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Sign contract	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Response on price negotiation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Verbal agreement on prices and terms	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Request annual forecast projections	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Initiate negotiation on terms	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Indicate satisfaction with product quality	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Initiate negotiation on delivery	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Small talk prior to initiating business purpose	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Describe general business conditions	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Response on negotiation of terms	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Review quotation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Identify product shortfalls in meeting firm's needs	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Response on negotiation of specifics other than product, price, terms, or delivery	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Review quote status and necessary changes in terms	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Refer to need for home office confirmation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Exchange of counters and responses on price	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Value-in-Use analysis	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Review final configuration	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Refer to need to consult with internal departments	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant

Exchange of parting comments

Typical	1	2	3	4	5	6	7	Atypical
Important	1	2	3	4	5	6	7	Unimportant

Initiate negotiation on price

Typical	1	2	3	4	5	6	7	Atypical
Important	1	2	3	4	5	6	7	Unimportant

The following list represents 25 activities or events between a purchasing agent and a sales representative in a typical post-quotation negotiation meeting for industrial goods, from "establishing meeting time and place" to "exchanging parting comments". Please identify the 15 most relevant actions in the first column on the right (check 15 activities). In the next column on the right, please number these activities sequentially to indicate the normal order of occurrence. Finally, for each of these actions, in the left hand column, circle "S" if it is initiated by the sales representative, "B" if it is initiated by the buyer, or circle both "S" and "B" if both participate in the action.

<u>Initiator</u>	<u>Check 15</u> <u>Most Relevant</u>	<u>Order of</u> <u>Occurrence</u>
S B Review competing products and look for an edge	_____	_____
S B Discussion of terms with the legal department	_____	_____
S B Initiate negotiation on specifics other than product, price, terms, or delivery	_____	_____
S B Response on delivery negotiation	_____	_____
S B Sign contract	_____	_____
S B Response on price negotiation	_____	_____
S B Verbal agreement on prices and terms	_____	_____
S B Request annual forecast projections	_____	_____
S B Initiate negotiation on terms	_____	_____
S B Indicate satisfaction with product quality	_____	_____
S B Initiate negotiation on delivery	_____	_____
S B Small talk prior to initiating business purpose	_____	_____
S B Describe general business conditions	_____	_____
S B Response on negotiation of terms	_____	_____
S B Review quotation	_____	_____
S B Identify product shortfalls in meeting firm's needs	_____	_____
S B Response on negotiation of specifics other than product, price, terms, or delivery	_____	_____
S B Review quote status and necessary changes in terms	_____	_____
S B Refer to need for home office confirmation	_____	_____
S B Exchange of counters and responses on price	_____	_____
S B Value-in-Use analysis	_____	_____
S B Review final configuration	_____	_____
S B Refer to need to consult with internal departments	_____	_____
S B Exchange of parting comments	_____	_____
S B Initiate negotiation on price	_____	_____

SECTION 2: SUPPORT SERVICE PURCHASE/SALE

The following list represents 20 activities or events between a purchasing agent and a sales representative in a typical purchase/sale of a support service for industrial goods, from "establishing meeting time and place" to "exchanging parting comments". For each of the following activities, please indicate how typical and how important the activity is in a general new contract purchase/sale of a support service for industrial goods.

Respond to buyer's call for service	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Promote vendor company history and reputation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Commitment to perform the necessary corrective action	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Obtain concurrence from internal users	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Agreement on service trial	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Establish meeting time and place	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Feedback	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Review services offered and required	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Review labor relations	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discussion of service contract benefits	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Set up plant tour	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discussion of specific problem/service requirements	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Telephone call regarding a service need to be satisfied	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Decision to buy/not to buy the service	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Research department input sought to solve specific problem	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discussion of service terms	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Initiate negotiation on price	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Review service quotation	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Discuss availability of parts	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant
Ask about insurance liability	Typical	1	2	3	4	5	6	7	Atypical
	Important	1	2	3	4	5	6	7	Unimportant

The following list represents 20 activities or events between a purchasing agent and a sales representative in a typical purchase/sale of a support service for industrial goods, from "establishing meeting time and place" to "exchanging parting comments". Please identify the 10 most relevant actions in the first column on the right (check 10 activities). In the next column on the right, please number these activities sequentially to indicate the normal order of occurrence. Finally, for each of these actions, in the left hand column, circle "S" if it is initiated by the sales representative, "B" if it is initiated by the buyer, or circle both "S" and "B" if both participate in the action.

<u>Initiator</u>	<u>Check 10 Most Relevant</u>	<u>Order of Occurrence</u>
S B Respond to buyer's call for service	_____	_____
S B Promote vendor company history and reputation	_____	_____
S B Commitment to perform the necessary corrective action	_____	_____
S B Obtain concurrence from internal users	_____	_____
S B Agreement on service trial	_____	_____
S B Establish meeting time and place	_____	_____
S B Feedback	_____	_____
S B Review services offered and required	_____	_____
S B Review labor relations	_____	_____
S B Discussion of service contract benefits	_____	_____
S B Set up plant tour	_____	_____
S B Discussion of specific problem/ service requirements	_____	_____
S B Telephone call regarding a service need to be satisfied	_____	_____
S B Decision to buy/not to buy the service	_____	_____
S B Research department input sought to solve specific problems	_____	_____
S B Discussion of service terms	_____	_____
S B Initiate negotiation on price	_____	_____
S B Review service quotation	_____	_____
S B Discuss availability of parts	_____	_____
S B Ask about insurance liability	_____	_____

RESPONDENT PROFILE

1. What is your present title? _____
2. Number of years in current position in your firm? _____
3. Total number of years in purchasing? _____
4. Have you received formal training in purchasing? Yes No
If No, please go to Question 5.
If Yes, have you received:
 Formal training program by present firm
 Formal training program by past firm
 Independent formal training program
 Other (please specify): _____
5. What is the highest level of education you have attained?
 High school Master's degree
 Some university Other (please specify): _____
 Bachelor's degree _____
6. Please indicate the percentage of time you allocate to purchasing of each of the following product categories. (Please be certain that your total allocation of time adds to 100%.)
 Installations (e.g., buildings, offices, generators, computers, equipment, etc.)
 Accessory Equipment (e.g., factory hand tools, lift trucks, typewriters, etc.)
 Raw Materials (e.g., wheat, livestock, lumber, iron ore, fruit, etc.)
 Manufactured Component Materials and Parts (e.g., steel, cement, textiles, small motors, etc.)
 Supplies (e.g., pencils, typing paper, lubricants, repair supplies such as paint and nails, etc.)
 Services (e.g., legal, consulting, advertising, typewriter repair, window cleaning, etc.)
100 %
7. In your firm, who is usually responsible for the purchase of the type of product examined in this survey? (Please check one.)
 Purchasing agent
 Buying center (group of firm members involved in the purchase decision)
 Other (please specify): _____
8. In your firm how would the purchase of the type of product examined in this survey be classified? (Check one.)
 New contract (previously bought, renegotiated)
 New buy
 Other (please specify): _____
9. What is the size of your company?
 less than 50 employees 101-500 employees
 50-100 employees more than 500 employees
10. How many purchasers are employed by your firm?
 less than 5 purchasers 11-25 purchasers
 5-10 purchasers more than 25 purchasers
11. What is your company's annual sales volume?
 less than \$1,000,000 \$10,000,000 to \$99,999,999
 \$1,000,000 to \$4,999,999 \$100,000,000 and more
 \$5,000,000 to \$9,999,999
12. Industry: (Please check one.)
 Agriculture, Forestry and Fishing Wholesale Trade
 Mining Retail Trade
 Manufacturing Finance
 Construction Services
 Transportation, Communication and other utilities Other (please specify): _____
13. In what province do you reside? _____

I would like to receive a summary of the results of this research:

NAME: _____

ADDRESS: _____

RESPONDENT PROFILE

1. What is your present title? _____
2. Number of years in current position in your firm? _____
3. Total number of years in sales? _____
4. Have you received formal training in sales? ___ Yes ___ No
If No, please go to Question 5.
If Yes, have you received:
 ___ Formal training program by present firm
 ___ Formal training program by past firm
 ___ Independent formal training program
 ___ Other (please specify): _____
5. What is the highest level of education you have attained?
 ___ High school ___ Master's degree
 ___ Some university ___ Other (please specify): _____
 ___ Bachelor's degree
6. Please indicate the percentage of time you allocate to selling each of the following product categories. (Please be certain that your total allocation of time adds to 100%.)
 ___ % Installations (e.g., buildings, offices, generators, computers, equipment, etc.)
 ___ % Accessory Equipment (e.g., factory hand tools, lift trucks, typewriters, etc.)
 ___ % Raw Materials (e.g., wheat, livestock, lumber, iron ore, fruit, etc.)
 ___ % Manufactured Component Materials and Parts (e.g., steel, cement, textiles, small motors, etc.)
 ___ % Supplies (e.g., pencils, typing paper, lubricants, repair supplies such as paint and nails, etc.)
 ___ % Services (e.g., legal consulting, advertising, typewriter repair, window cleaning, etc.)
 100 %
7. In your firm, who is usually responsible for the sale of the type of product examined in this survey? (Please check one.)
 ___ Sales agent ___ Other (please specify): _____
 ___ Marketer
8. In your firm, how would the sale of the type of product examined in this survey be classified? (Please check one.)
 ___ New contract (previously sold, renegotiated)
 ___ New sale
 ___ Other (please specify): _____
9. What is the size of your company?
 ___ less than 50 employees ___ 101-500 employees
 ___ 50-100 employees ___ more than 500 employees
10. How many sellers are employed by your firm?
 ___ less than 5 sellers ___ 11-25 sellers
 ___ 5-10 sellers ___ more than 25 sellers
11. What is your company's annual sales volume?
 ___ less than \$1,000,000 ___ \$10,000,000 to \$99,999,999
 ___ \$1,000,000 to \$4,999,999 ___ \$100,000,000 and more
 ___ \$5,000,000 to \$9,999,999
12. Industry: (Please check one.)
 ___ Agriculture, Forestry and Fishing ___ Wholesale Trade
 ___ Mining ___ Retail Trade
 ___ Manufacturing ___ Finance
 ___ Construction ___ Services
 ___ Transportation, Communication and other utilities ___ Other (please specify): _____
13. In what province do you reside? _____

I would like to receive a summary of the results of this research:

NAME: _____

ADDRESS: _____

CONCORDIA UNIVERSITY



Le 28 novembre 1986

Madame,
Monsieur,

Je suis étudiante en administration faisant ma thèse de doctorat à l'université Concordia. J'effectue une recherche sur l'action réciproque du vendeur/acheteur dans le marketing industriel. Cette thèse vise à décrire le genre, la série et l'importance des activités constituant le processus d'achat et de vente, avec une emphase particulière sur le développement des relations entre le vendeur et l'acheteur. Ceci est une question d'actualité pour les acheteurs et les vendeurs avec des implications importantes pour les programmes d'achat et de formation des vendeurs, ainsi que pour la formulation de stratégies et l'enseignement. Comme vous le savez, la raison d'être des recherches universitaires en administration est de contribuer à une meilleure compréhension de différents phénomènes et de propager les connaissances aux praticiens, pour le bénéfice de la communauté des affaires.

Comme cette recherche étudie à la fois le point de vue de l'acheteur et du vendeur, ce paquet contient deux questionnaires, un pour vous, et l'autre pour quelqu'un dans votre compagnie au département des ventes. Seriez-vous assez aimable pour remettre le questionnaire inclus dans l'enveloppe brune à quelqu'un dans le département des ventes?

J'apprécierais votre co-opération en remplissant et en retournant le questionnaire qui vous a été envoyé, comme à d'autres professionnels du Canada. Une enveloppe timbrée avec notre adresse est inclus pour le retour. S.V.P. veuillez retourner le questionnaire aussi tôt que possible car j'ai besoin des résultats pour ma thèse.

En remerciement pour votre co-opération, un sommaire des résultats de ma recherche vous sera envoyé à votre demande, si spécifié sur la dernière page du questionnaire.

Si vous avez des questions, S.V.P. n'hésitez pas à me contacter au (514) 848-2738. Merci encore pour votre temps et votre co-opération dans ce projet de recherche.

Bien à vous,

Lise Héroux
Candidate, Ph.D. Marketing

CONCORDIA UNIVERSITY



Le 28 novembre 1986

Madame,
Monsieur,

Je suis étudiante en administration faisant ma thèse de doctorat à l'université Concordia. J'effectue une recherche sur l'action réciproque du vendeur/acheteur dans le marketing industriel. Cette thèse vise à décrire le genre, la série et l'importance des activités constituant le processus d'achat et de vente, avec une emphase particulière sur le développement des relations entre le vendeur et l'acheteur. Ceci est une question d'actualité pour les acheteurs et les vendeurs avec des implications importantes pour les programmes d'achat et de formation des vendeurs, ainsi que pour la formulation de stratégies et l'enseignement. Comme vous le savez, la raison d'être des recherches universitaires en administrations est de contribuer à une meilleure compréhension de différents phénomènes et de propager les connaissances aux praticiens, pour le bénéfice de la communauté des affaires.

Comme cette recherche étudie le point de vue de l'acheteur et du vendeur, deux copies de ce questionnaire ont été envoyées à un acheteur de votre compagnie. On a demandé à l'acheteur de compléter un des questionnaires et de faire parvenir la deuxième copie à un autre professionnel dans le département des ventes de votre compagnie.

J'apprécierais votre co-opération en remplissant et en retournant le questionnaire qui vous a été envoyé, comme à d'autres professionnels du Canada. Une enveloppe timbrée avec notre adresse est inclus pour le retour. S.V.P. veuillez retourner le questionnaire aussi tôt que possible car j'ai besoin des résultats pour ma thèse.

En remerciement pour votre co-opération, un sommaire des résultats de ma recherche vous sera envoyé à votre demande, si spécifié sur la dernière page du questionnaire.

Si vous avez des questions, S.V.P. n'hésitez pas à me contacter au (514) 848-2738. Merci encore pour votre temps et votre co-opération dans ce projet de recherche.

Bien à vous,

Lise Héroux
Candidate, Ph.D. Marketing

Veuillez remplir le questionnaire ci-dessous sur le processus général de négociation d'un nouveau contrat d'achat/vente de produits industriels, tels du logiciel et du progiciel, des systèmes de télécommunications, du câble d'acier industriel, des produits chimiques, de la machinerie, ect.. La section 1 du questionnaire s'intéresse au processus général d'achat/vente de ce genre de produits industriels. La section 2 s'intéresse plus particulièrement à une sous-procédure d'achat/vente.

Il pourrait vous être plus facile de remplir ce questionnaire en ayant un produit particulier à l'esprit. Veuillez identifier le produit auquel vous pensez _____

SECTION 1 : PROCÉDURE GÉNÉRALE D'ACHAT/VENTE

La liste qui suit énumère 25 activités et événements généralement observables entre un acheteur et un représentant des ventes lors d'un processus général d'achat/vente de produits industriels, en commençant par l'identification du besoin d'achat jusqu'au paiement du contrat. Veuillez, pour chacune des activités suivantes, indiquer à quel point l'activité est typique et importante dans le processus général de négociation d'un nouveau contrat pour l'achat/vente de produits industriels.

Étudier les façons de réduire les coûts	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Recevoir les produits	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Évaluer et établir les normes de qualité	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Utiliser le produit pour en vérifier le fonctionnement	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Première entrevue de vente	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Assurer le suivi de la vente par téléphone après avoir soumis une proposition	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Contacter les acheteurs/vendeurs possibles	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Contacter le fournisseur pour déterminer la valeur de l'offre	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Passer la commande	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Évaluer les offres ou les propositions	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discuter les besoins spécifiques avec le département utilisateur	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Passer en revue les relations de travail	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Répondre à la demande d'information et/ou faire une démonstration du produit	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Identification officielle du besoin d'achat	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Signature du contrat	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Choisir le/les vendeur/s	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Visiter l'entreprise	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Donner aux fournisseurs qui n'ont pas été choisis les raisons pour lesquelles ils ont perdu cette vente	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Négocier l'entente finale	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
L'utilisateur du département ou quelqu'un d'autre se rend compte du besoin pour le produit	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance

Approuver le paiement de la facture du vendeur	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Envoyer une demande formelle pour un prix aux gens inscrits sur la liste des vendeurs sélectionnés	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Répondre à la demande formelle de prix	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discuter du besoin de produit avec le vendeur	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Expédier la commande	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance

La liste ci-dessous énumère 25 activités ou étapes généralement observables au cours du processus général de négociation d'un contrat d'achat/vente de produits industriels entre un acheteur et un représentant des ventes, en partant de l'identification du besoin d'achat jusqu'au paiement du contrat. Veuillez identifier les 15 actions les plus pertinentes dans la première colonne de droite (cochez 15 activités); dans la colonne plus à droite, veuillez attribuer un chiffre à ces actions correspondant à leur ordre chronologique. Enfin, dans la colonne de gauche, encerclez "R" à chacune de ces actions quand l'initiative vient du représentant des ventes et "A" quand elle est de l'acheteur, ou encore encerclez les deux lettres si tous deux prennent part à cette étape.

Initiateur	Cochez les 15 plus pertinentes		Ordre chronologique de l'action
R A Étudier les façons de réduire les coûts	_____	_____	_____
R A Recevoir les produits	_____	_____	_____
R A Évaluer et établir les normes de qualité	_____	_____	_____
R A Utiliser le produit pour en vérifier le fonctionnement	_____	_____	_____
R A Première entrevue de vente	_____	_____	_____
R A Assurer le suivi de la vente par téléphone après avoir soumis une proposition	_____	_____	_____
R A Contacter les acheteurs/vendeurs possibles	_____	_____	_____
R A Contacter le fournisseur pour déterminer la valeur de l'offre	_____	_____	_____
R A Passer la commande	_____	_____	_____
R A Évaluer les offres ou les propositions	_____	_____	_____
R A Discuter les besoins spécifiques avec le département utilisateur	_____	_____	_____
R A Passer en revue les relations de travail	_____	_____	_____
R A Répondre à la demande d'information et/ou faire une démonstration du produit	_____	_____	_____
R A Identification officielle du besoin d'achat	_____	_____	_____
R A Signature du contrat	_____	_____	_____
R A Choisir le/les vendeur/s	_____	_____	_____
R A Visiter l'entreprise	_____	_____	_____
R A Donner aux fournisseurs qui n'ont pas été choisis les raisons pour lesquelles ils ont perdu cette vente	_____	_____	_____
R A Négocier l'entente finale	_____	_____	_____
R A L'utilisateur du département ou quelqu'un d'autre se rend compte du besoin pour le produit	_____	_____	_____
R A Approuver le paiement de la facture du vendeur	_____	_____	_____
R A Envoyer une demande formelle pour un prix aux gens inscrits sur la liste des vendeurs sélectionnés	_____	_____	_____
R A Répondre à la demande formelle de prix	_____	_____	_____
R A Discuter du besoin de produit avec le vendeur	_____	_____	_____
R A Expédier la commande	_____	_____	_____

SECTION 2 : ACHAT/VENTE DE SERVICES APRÈS-VENTE

La liste qui suit énumère 20 activités ou étapes généralement observables lors d'une procédure normale de vente/achat de services après-vente concernant des produits industriels, entre un acheteur et un représentant des ventes, de "l'entente sur l'heure et le lieu" à "l'échange des formules de départ". Veuillez, pour chacune des activités suivantes, indiquer à quel point l'activité est typique et importante dans le processus normal de négociation d'un nouveau contrat d'achat/vente de services après-vente pour des produits industriels.

Répondre à l'appel de l'acheteur qui désire avoir du service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Promouvoir la réputation de la compagnie vendeuse en s'appuyant sur son histoire	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Obtenir de la concurrence des utilisateurs internes	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Engagement à apporter les correctifs nécessaires	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Entente sur un essai du service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Entente sur le lieu et l'heure de la rencontre	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Commentaires	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Étude des services offerts par rapport à ceux demandés	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Passer en revue les relations de travail	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discussion sur les avantages du contrat de service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Organisation d'une visite de l'entreprise	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discussion sur les problèmes particuliers et les exigences quant au service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Appel téléphonique au sujet d'un besoin de service à satisfaire	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Décision d'acheter ou non le service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Participation du service de recherche dans la quête d'une solution à un problème particulier	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discussion sur les termes du service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Entamer les négociations sur les prix	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Passer en revue les prix du service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discuter de la disponibilité des pièces	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
S'informer des assurances-responsabilité	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance

1- liste ci-dessous énumère 20 activités et étapes généralement observables entre un acheteur et un représentant des ventes au cours d'un processus général d'achat/vente de service après vente de produits industriels, en partant de "l'entente sur l'heure et l'endroit de la rencontre" à "l'échange des formules de départ". Veuillez identifier les 10 actions les plus pertinentes dans la première colonne de droite (cochez 10 activités); dans la colonne plus à droite, veuillez attribuer un chiffre à ces actions, correspondant à leur ordre chronologique. Enfin, dans la colonne de gauche, encerclez "R" à chacune de ces actions quand l'initiative vient du représentant des ventes, et "A" quand elle est de l'acheteur, ou encore encerclez les deux lettres si tous deux participent à l'action.

<u>Initiateur</u>	<u>Cochez les 10 plus pertinentes</u>	<u>Ordre chronologique de l'action</u>
R A Répondre à l'appel de l'acheteur qui désire avoir du service	_____	_____
R A Promouvoir la réputation de la compagnie vendeuse en s'appuyant sur son histoire	_____	_____
R A Engagement à apporter les correctifs nécessaires	_____	_____
R A Entente sur un essai du service	_____	_____
R A Entente sur le lieu et l'heure de la rencontre	_____	_____
R A Commentaires	_____	_____
R A Étude des services offerts par rapport à ceux demandés	_____	_____
R A Passer en revue les relations de travail	_____	_____
R A Discussion sur les avantages du contrat de service	_____	_____
R A Organisation d'une visite de l'entreprise	_____	_____
R A Discussion sur les problèmes particuliers et les exigences quant au service	_____	_____
R A Appel téléphonique au sujet d'un besoin de service à satisfaire	_____	_____
R A Décision d'acheter ou non le service	_____	_____
R A Participation du service de recherche dans la quête d'une solution à un problème particulier	_____	_____
R A Discussion sur les termes du service	_____	_____
R A Entamer les négociations sur les prix	_____	_____
R A Passer en revue les prix du service	_____	_____
R A Discuter de la disponibilité des pièces	_____	_____
R A S'informer des assurances-responsabilité	_____	_____

SECTION 2 : NEGOCIATION SUIVANT L'OFFRE

La liste qui suit énumère 25 activités et étapes généralement observables entre un acheteur et un représentant des ventes lors de la négociation générale suivant l'offre concernant des produits industriels, de "l'entente sur l'heure et le lieu" à "l'échange de formules de départ". Veuillez, pour chacune des activités suivantes, indiquer à quel point l'activité est typique et importante dans le processus général de négociation suivant l'offre, pour un nouveau contrat d'achat/vente de produits industriels.

Passer en revue les produits concurrents et chercher l'avantage du vôtre	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discussion des termes du contrat avec le service juridique	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Entamer la négociation sur des points autres que le produit lui-même, le prix, les termes ou la livraison	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Signature du contrat	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Réponse aux négociations de prix	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Réponse aux négociations sur la livraison	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Accord verbal sur les prix et les termes du contrat	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Demander des prévisions annuelles	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Commencer à négocier les termes	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Mentionner la satisfaction que donne la qualité du produit	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Commencer à négocier la livraison	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Conversation générale en guise d'entrée en matière	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Décrire les conditions générales dans les affaires	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Réponse aux négociations sur les termes	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Passer en revue les prix offerts	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Identifier les faiblesses du produit pour répondre aux besoins de l'entreprise	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Réponse aux négociations sur les points autres que les prix, le produit, les termes ou la livraison	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Revoir les prix offerts et les changements nécessaires aux termes	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Informar du besoin de l'approbation de la maison mère	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Échange d'arguments pour et contre sur les prix	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Analyse de la valeur à l'usage	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Révision de la forme finale	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance

Informez du besoin de consulter les départements de l'entreprise

Typique	1	2	3	4	5	6	7	Non typique
Important	1	2	3	4	5	6	7	Sans importance

Echange de formules de séparation

Typique	1	2	3	4	5	6	7	Non typique
Important	1	2	3	4	5	6	7	Sans importance

Entamer les négociations sur les prix

Typique	1	2	3	4	5	6	7	Non typique
Important	1	2	3	4	5	6	7	Sans importance

La liste qui suit énumère 25 activités ou étapes généralement observables entre un acheteur et un représentant des ventes lors des négociations suivant l'offre concernant des produits industriels, de "l'entente sur le lieu et l'heure" à "l'échange de formules de départ". Veuillez identifier les 15 activités les plus pertinentes dans la première colonne de droite (cochez 15 activités); dans la colonne plus à droite, veuillez attribuer un chiffre à ces activités, correspondant à leur ordre chronologique. Enfin, dans la colonne de gauche, encerclez "R" à chacune de ces actions quand l'initiative vient du représentant des ventes et "A" quand elle est de l'acheteur, ou encore encerclez les deux lettres si tous deux prennent part à cette étape.

<u>Initiateur</u>		Cochez les 15 plus pertinentes	Ordre chronologique de l'action
R	A	Passer en revue les produits concurrents et chercher l'avantage du vôtre	_____
R	A	Discussion des termes du contrat avec le service juridique	_____
R	A	Entamer la négociation sur des points autres que le produit lui-même, le prix, les termes ou la livraison	_____
R	A	Signature du contrat	_____
R	A	Réponse aux négociations de prix	_____
R	A	Réponse aux négociations sur la livraison	_____
R	A	Accord verbal sur les prix et les termes du contrat	_____
R	A	Démander des prévisions annuelles	_____
R	A	Commencer à négocier les termes	_____
R	A	Mentionner la satisfaction que donne la qualité du produit	_____
R	A	Commencer à négocier la livraison	_____
R	A	Conversation générale en guise d'entrée en matière	_____
R	A	Décrire les conditions générales dans les affaires	_____
R	A	Réponse aux négociations sur les termes	_____
R	A	Passer en revue les prix offerts	_____
R	A	Identifier les faiblesses du produit pour répondre aux besoins de l'entreprise	_____
R	A	Réponse aux négociations sur les points autres que les prix, le produit, les termes ou la livraison	_____
R	A	Revoir les prix offerts et les changements nécessaires aux termes	_____
R	A	Informez du besoin de l'approbation de la maison mère	_____
R	A	Echange d'arguments pour et contre sur les prix	_____
R	A	Analyse de la valeur à l'usage	_____
R	A	Révision de la forme finale	_____
R	A	Informez du besoin de consulter les départements de l'entreprise	_____
R	A	Echange de formules de séparation	_____
R	A	Entamer les négociations sur les prix	_____

SECTION 2 : ACHAT/VENTE DE SERVICES APRÈS-VENTE

La liste qui suit énumère 20 activités ou étapes généralement observables lors d'une procédure normale de vente/achat de services après-vente concernant des produits industriels, entre un acheteur et un représentant des ventes, de "l'entente sur l'heure et le lieu" à "l'échange des formules de départ". Veuillez, pour chacune des activités suivantes, indiquer à quel point l'activité est typique et importante dans le processus normal de négociation d'un nouveau contrat d'achat/vente de services après-vente pour des produits industriels.

Répondre à l'appel de l'acheteur qui désire avoir du service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Promouvoir la réputation de la compagnie vendeuse, en s'appuyant sur son histoire	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Obtenir de la concurrence des utilisateurs internes	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Engagement à apporter les correctifs nécessaires	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Entente sur un essai du service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Entente sur le lieu et l'heure de la rencontre	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Commentaires	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Étude des services offerts par rapport à ceux demandés	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Passer en revue les relations de travail	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discussion sur les avantages du contrat de service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Organisation d'une visite de l'entreprise	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discussion sur les problèmes particuliers et les exigences quant au service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Appel téléphonique au sujet d'un besoin de service à satisfaire	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Décision d'acheter ou non le service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Participation du service de recherche dans la quête d'une solution à un problème particulier	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discussion sur les termes du service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Entamer les négociations sur les prix	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Passer en revue les prix du service	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
Discuter de la disponibilité des pièces	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance
S'informer des assurances-responsabilité	Typique	1	2	3	4	5	6	7	Non typique
	Important	1	2	3	4	5	6	7	Sans importance

La liste ci-dessous énumère 20 activités et étapes généralement observables entre un acheteur et un représentant des ventes au cours d'un processus général d'achat/vente du service après vente de produits industriels, en partant de "l'entente sur l'heure et l'endroit de la rencontre" à "l'échange des formules de départ". Veuillez identifier les 10 actions les plus pertinentes dans la première colonne de droite (cochez 10 activités); dans la colonne plus à droite, veuillez attribuer un chiffre à ces actions, correspondant à leur ordre chronologique. Enfin, dans la colonne de gauche, encerclez "R" à chacune de ces actions quand l'initiative vient du représentant des ventes et "A" quand elle est de l'acheteur, ou encore encerclez les deux lettres si tous deux participent à l'action.

<u>Initiateur</u>		Cocher les 10 plus pertinentes	Ordre chronologique de l'action
R A	Répondre à l'appel de l'acheteur qui désire avoir du service	_____	_____
R A	Promouvoir la réputation de la compagnie vendeuse en s'appuyant sur son histoire	_____	_____
R A	Engagement à apporter les correctifs nécessaires	_____	_____
R A	Entente sur un essai du service	_____	_____
R A	Entente sur le lieu et l'heure de la rencontre	_____	_____
R A	Commentaires	_____	_____
R A	Étude des services offerts par rapport à ceux demandés	_____	_____
R A	Passer en revue les relations de travail	_____	_____
R A	Discussion sur les avantages du contrat de service	_____	_____
R A	Organisation d'une visite de l'entreprise	_____	_____
R A	Discussion sur les problèmes particuliers et les exigences quant au service	_____	_____
R A	Appel téléphonique au sujet d'un besoin de service à satisfaire	_____	_____
R A	Décision d'acheter ou non le service	_____	_____
R A	Participation du service de recherche dans la quête d'une solution à un problème particulier	_____	_____
R A	Discussion sur les termes du service	_____	_____
R A	Entamer les négociations sur les prix	_____	_____
R A	Passer en revue les prix du service	_____	_____
R A	Discuter de la disponibilité des pièces	_____	_____
R A	S'informer des assurances-responsabilité	_____	_____

PROFIL DU REpondant

1. Quelle fonction exercez-vous présentement? _____
2. Depuis quand exercez-vous cette fonction dans l'entreprise au sein de laquelle vous travaillez présentement? _____ ans
3. Depuis quand êtes-vous concerné par la vente industrielle? _____ ans
4. Avez-vous reçu une formation spécifique en vente industrielle? _____ Oui _____ Non
Si non, veuillez passer à la question 5.
Si oui, avez-vous reçu :
 un programme de formation spécifique offert par l'entreprise au sein de laquelle vous travaillez présentement
 un programme de formation spécifique offert par l'entreprise au sein de laquelle vous travailliez auparavant
 un programme de formation spécifique offert par un organisme indépendant
 Autre (veuillez préciser) : _____
5. Quel niveau d'instruction (le plus élevé) avez-vous atteint?
 Ecole secondaire
 Quelques cours universitaires
 Diplôme de baccalauréat
 Diplôme de maîtrise
 Autre (veuillez préciser) : _____
6. Veuillez indiquer le pourcentage de temps que vous consacrez à chaque type de vente suivant (le total du temps devrait être égal à 100%).
 Installations (p.ex. édifices, bureaux, ordinateurs, génératrices, équipement, etc.)
 Accessoires et outillage (p.ex. outils d'usine, chariots élévateurs, machines à écrire, etc.)
 Matières premières (p.ex. blé, bois, fruits, bétail, minerais de fer, etc.)
 Pièces détachées et produits manufacturiers (p.ex. fer, ciment, textiles, petits appareils, etc.)
 Fournitures (p.ex. crayons, papier, lubrifiants, accessoires tels que la peinture, les clous, etc.)
 Services (p.ex. services juridiques, conseillers, publicité, entretien de machines à écrire, laveurs de vitres, etc.)
7. Au sein de votre entreprise, qui est habituellement responsable de la vente de produits tels que ceux identifiés dans ce sondage?
 Représentant des ventes
 Marketer
 Autre (veuillez préciser) : _____
8. Quel type de démarche correspond le mieux à la vente contractuelle de produits (tels que ceux identifiés dans ce sondage) effectué par votre entreprise?
 Nouveau contrat (vendu préalablement mais renégocié)
 Nouvelle vente
 Autre (veuillez préciser) : _____
9. Quelle est la taille de votre entreprise?
 Moins de 50 employés
 Entre 50 et 100 employés
 Entre 101 et 500 employés
 Plus de 500 employés
10. Combien y-a-t-il de représentants des ventes au sein de votre entreprise?
 Moins de 5
 Entre 5 et 10
 Entre 11 et 25
 Plus de 25
11. Quel est le chiffre de vente annuel de votre entreprise?
 Moins de 1 000 000 \$
 Entre 1 000 000 \$ et 4 999 999 \$
 Entre 5 000 000 \$ et 9 999 999 \$
 Entre 10 000 000 \$ et 99 999 999 \$
12. Dans quel secteur de l'industrie votre entreprise œuvre-t-elle?
 Agriculture, foresterie et pêche
 Mines
 Transformation
 Construction
 Transport, communications et autres services d'utilité publique
 Commerce en gros
 Commerce de détail
 Finance
 Services
 Autre (veuillez préciser) : _____

13. Province de résidence : _____

J'aimerais recevoir un résumé des résultats de ce sondage

NOM : _____

ADRESSE : _____

1. Quelle fonction exercez-vous présentement? _____
2. Depuis quand exercez-vous cette fonction dans l'entreprise au sein de laquelle vous travaillez présentement? _____ ans
3. Depuis quand êtes-vous concerné par l'achat industriel? _____ ans
4. Avez-vous reçu une formation spécifique en achat industriel? _____ Oui _____ Non.
Si non, veuillez passer à la question 5.
Si oui, avez-vous reçu :
 _____ un programme de formation spécifique offert par l'entreprise au sein de laquelle vous travaillez présentement
 _____ un programme de formation spécifique offert par l'entreprise au sein de laquelle vous travailliez auparavant
 _____ un programme de formation spécifique offert par un organisme indépendant
 _____ Autre (veuillez préciser) : _____
5. Quel niveau d'instruction (le plus élevé avez-vous atteint)?
 _____ École secondaire
 _____ Quelques cours universitaires
 _____ Diplôme de baccalauréat
 _____ Diplôme de maîtrise
 _____ Autre (veuillez préciser) : _____
6. Veuillez indiquer le pourcentage de temps que vous consacrez à chaque type d'achat suivant (le total du temps devrait être égal à 100%).
 _____ % Installations (p.ex. édifices, bureaux, ordinateurs, génératrices, équipement, etc.)
 _____ % Accessoires et outillage (p.ex. outils d'usine, chariots élévateurs, machines à écrire, etc.)
 _____ % Matières premières (p.ex. blé, bois, fruits, bétail, minerais de fer, etc.)
 _____ % Pièces détachées et produits manufacturiers (p.ex. fer, ciment, textiles, petits appareils, etc.)
 _____ % Fournitures (p.ex. crayons, papier, lubrifiants, accessoires tels que la peinture, les clous, etc.)
 _____ % Services (p.ex. services juridiques, conseillers, publicité, entretien de machine à écrire, laveurs de vitres, etc.)
 100 %
7. Au sein de votre entreprise, qui est habituellement responsable de l'achat de produits tels que ceux identifiés dans ce sondage?
 _____ L'acheteur
 _____ Le groupe d'achat (formé d'employés impliqués dans les décisions d'achats de l'entreprise)
 _____ Autre (veuillez préciser) : _____
8. Quel type de démarche correspond le mieux à l'achat contractuel de produits (tels que ceux identifiés dans ce sondage) effectué par votre entreprise?
 _____ Nouveau contrat (acquis mais renégocié)
 _____ Nouvelle acquisition
 _____ Autre (veuillez préciser) : _____
9. Quelle est la taille de votre entreprise?
 _____ Moins de 50 employés
 _____ Entre 50 et 100 employés
 _____ Entre 101 et 500 employés
 _____ Plus de 500 employés
10. Combien y-a-t-il d'acheteurs au sein de votre entreprise?
 _____ Moins de 5
 _____ Entre 5 et 10
 _____ Entre 11 et 25
 _____ Plus de 25
11. Quel est le chiffre de vente annuel de votre entreprise?
 _____ Moins de 1 000 000 \$
 _____ Entre 1 000 000 \$ et 4 999 999 \$
 _____ Entre 5 000 000 et 9 999 999 \$
 _____ Entre 10 000 000 \$ et 99 999 999 \$
 _____ 100 000 000 \$ et plus
12. Dans quel secteur de l'industrie votre entreprise oeuvre-t-elle?
 _____ Agriculture, foresterie et pêche
 _____ Minés
 _____ Transformation
 _____ Construction
 _____ Transport, communication et autres services d'utilité publique
 _____ Commerce en gros
 _____ Commerce de détail
 _____ Finance
 _____ Services
 _____ Autre (veuillez préciser) : _____
13. Province de résidence : _____

J'aimerais recevoir un résumé des résultats de ce sondage

NOM : _____

ADRESSE : _____

APPENDIX C: SCRIPT AND UNIQUE ACTIVITIES

Overall Purchase Process

Initial Sales Call

Post-Quotation Negotiation

Support Service

TABLE C1

Overall Purchase Process
Script Activities and Unique Activities

Script Activities

1. Product need is realised by user department or other source
2. Official identification of the purchase need
3. Discuss need specifications with user department
4. Contact potential vendors/buyers
5. Initial sales interview
6. Discuss product need with vendor
7. Respond to Request for Information and/or demonstrate product
8. Issue formal Request for Quote/Bid to refined vendor list
9. Evaluate and clarify quality specifications
10. Respond to formal Request for Quote
11. Evaluate quote or bids
12. Follow-up with sales call after quote evaluation
13. Select vendor(s)
14. Negotiate final agreement
15. Place order
16. Sign contract
17. Expedite delivery
18. Receive goods
19. Use product to test performance
20. Approve payment of vendor invoice

Unique Activities

Explore alternatives to reduce costs
Contact supplier to determine quote status
Review labor relations
Visit plant
Report reason for bid loss to non-selected suppliers

TABLE C2

Initial sales call
Script Activities and Unique Activities

Script Activities

1. Exchange handshakes/introductions
2. Small talk prior to initiating business purpose
3. Initiation of business purpose
4. Discussion to narrow down needs to specific units
5. Description of purchasing firm history
6. Discussion of vendor company history/reputation
7. Presentation of vendor literature
8. Sales presentation
9. Product demonstration
10. Discussion of pro's/con's of specific units
11. Discuss possibility of technical assistance
12. Discussion of price quotation (ballpark)
13. Arrange for follow-up sales interview
14. Negotiate terms (other than price)
15. Arrange for a trial run in the buyer's plant
16. Summarize agreements and commitments
17. Indicate the need to study the proposition
18. Consider other suppliers
19. Agree on procedure for formal quotation
20. Thank you's

Unique Activities

Demonstration of the ability to meet demand
Comparison of vendor product with one presently used
Discuss international border crossing issues
Assess product advantage relative to competing products
Offer to participate in buying center meeting

TABLE C3

Post Quotation Negotiation
Script Activities and Unique Activities

Script Activities

1. Small talk prior to initiating business purpose
2. Review quotation
3. Identify product shortfalls in meeting firm's needs
4. Indicate satisfaction with product quality
5. Review quote status and necessary changes in terms
6. Initiate negotiation on price
7. Response on price negotiation
8. Exchange of counters and responses on price
9. Initiate negotiation on terms
10. Response on negotiation of terms
11. Initiate negotiation on delivery
12. Response on delivery negotiation
13. Initiate negotiation on specifics other than product, price, terms, or delivery
14. Response on negotiation of specifics other than product, price, terms, or delivery
15. Review final configuration
16. Refer to need to consult with internal departments
17. Refer to need for home office confirmation
18. Verbal agreement on prices and terms
19. Sign contract
20. Exchange of parting comments

Unique Activities

Review competing products and look for edge
Discussion of terms with the legal department
Request annual forecast projections
Describe general business conditions
Value-in-Use analysis

TABLE C4

Support Service
Script Activity and Unique Activities

Script Activities

1. Telephone call regarding a service need to be satisfied
2. Respond to buyer's call for service
3. Establish meeting time and place
4. Discussion of specific problem/service requirements
5. Review services offered and required
6. Promote vendor company history and reputation
7. Set up plant tour
8. Discussion of service contract benefits
9. Discussion of service terms
10. Research department input sought to solve specific problem
11. Commitment to perform the necessary corrective action
12. Review service quotation
13. Initiate negotiation on price
14. Agreement on service trial
15. Decision to buy/not to buy the service

Unique Activities

Obtain concurrence from internal users
Feedback
Review labor relations
Discuss availability of parts
Ask about insurance liability

APPENDIX D: PHASE 1 RESPONDENT PROFILE

Time: (% of buyers and sellers who spent some time on).

	<u>Buyers</u>	<u>Sellers</u>
Installations	50.0%	30.0%
Accessory Equipment	60.0%	10.0%
Raw Materials	50.0%	40.0%
Parts	50.0%	10.0%
Supplies	50.0%	20.0%
Services	60.0%	90.0%

<u>Responsibility for Buying:</u>	Buyer	50.0%
	Buying Center	10.0%

<u>Responsibility for Sale:</u>	Seller	50.0%
	Marketer	20.0%

<u>Type of Buy:</u>	New contract	50.0%
	New buy	10.0%

<u>Type of Sale:</u>	New contract	60.0%
	New sale	10.0%

<u>Company Size:</u>		
(total employees)	less than 50	20.0%
	50-100	5.0%
	101-500	10.0%
	over 500	65.0%

(annual sales volume)	less than \$10,000,000	20.0%
	\$10,000,000-99,999,999	15.0%
	over \$100,000,000	65.0%

<u>Industry:</u>		
Agriculture, Forestry, Fishing		0.0%
Mining		15.0%
Manufacturing		40.0%
Construction		0.0%
Transportation, Communications & Utilities		20.0%
Wholesale trade		5.0%
Retail trade		10.0%
Finance		0.0%
Services		10.0%

<u>City:</u>		
Toronto		50.0%
Montreal		50.0%

APRENDIX E: PHASE 2 RESPONDENT PROFILE

Education: 12.2% Highschool
 39.2% University courses
 27.6% Bachelor degree
 6.8% Master degree
 14.2% other

Time: (% of buyers and sellers who spent some time on)

	<u>Buyers</u>	<u>Sellers</u>
Installations	69.8%	26.0%
Accessory Equipment	77.9%	14.0%
Raw Materials	57.0%	14.0%
Parts	77.9%	44.0%
Supplies	74.4%	24.0%
Services	72.1%	66.0%

Responsibility for Buying: Buyer 80.7%
 Buying Center 19.3%

Responsibility for Sale: Seller 82.0%
 Marketer 18.0%

Type of Buy: New contract 68.2%
 New buy 31.8%

Type of Sale: New contract 66.7%
 New sale 33.3%

Company Size:
 (total employees) less than 50 5.4%
 50-100 10.1%
 101-500 29.5%
 over 500 55.0%

	<u>Purchaser</u>	<u>Sellers</u>
(number of)		
less than 5	52.7%	16.7%
5-10	28.4%	16.7%
11-25	6.3%	16.7%
over 25	12.6%	50.0%

(annual sales volume)	less than \$1,000,000	7.76%
	\$1,000,000-4,999,999	5.30%
	\$5,000,000-9,999,999	17.70%
	\$10,000,000-99,999,999	48.10%
	over \$100,000,000	32.10%

Industry:

Agriculture, Forestry, Fishing	4.1%
Mining	6.1%
Manufacturing	40.1%
Construction	8.2%
Transportation, Communications & Utilities	14.3%
Wholesale trade	6.1%
Retail trade	1.4%
Finance	2.7%
Services	17.0%

City:

Vancouver	21.6%
Toronto	23.6%
Montreal	46.0%
Halifax	8.1%

Language:

English	68.7%
French	31.3%

Product in Mind:

Installations	13.8%
Accessory equipment	11.8%
Raw materials	11.8%
Parts	24.3%
Supplies	5.3%
Services	8.6%
None mentioned	24.3%

Buyer-Seller Differences:

Experience:	Chi-square=14.5283, df=22, sig.=.8817
Education:	Chi-square= 1.3455, df= 4, sig.=.8536
Firm size:	Chi-square= 9.1311, df= 3, sig.=.0276
Annual sales:	Chi-square=13.2173, df= 5, sig.=.0214
Industry:	Chi-square=15.4681, df= 9, sig.=.0789
City:	Chi-square=18.7621, df= 4, sig.=.0009
Language:	Chi-square= 4.2697, df= 1, sig.=.0389
Product in mind:	Chi-square=22.6489, df= 6, sig.=.0009

APPENDIX F: PRODUCT IN MIND

Phase 2 Questionnaire
Product in Mind

<u>Respondent</u>	<u>Title</u>	<u>Product in Mind</u>
001	S	Cutting tools
002	S	
003	S	Petroleum products (gas, diesel)
004	S	Polypropylene film
005	S	Aluminum heat exchangers
006	S	Steel pipe
007	S	Steel storage system
008	S	Glass containers
009	S	
010	S	Jet engine components
011	S	Lubrication
012	S	
013	S	Electronic equipment
014	S	Preheaters/fans
015	S	
016	S	Machinery
017	S	
018	S	
019	S	Pâtisseries alimentaires
020	S	Toles laminees a froids
021	S	Mobile telephone
022	S	Calfeutrants
023	S	Telecommunications systems
024	S	Steel and plastic drums
025	S	Semi-conductors
026	S	Equipment
027	S	
028	B	Cartons
029	B	Steel
030	B	
031	B	Computer hardware
032	B	
033	B	Packaging (boxes, bottles, drums)
034	B	IBM PC computers
035	B	Sand (raw material for glass)
036	B	Computer hardware and software
037	B	Electronic station pumps
038	B	
039	B	New equipment
040	B	Corrugated boxes
041	B	Computers
042	B	
043	B	Computer hardware and software
044	B	Furniture
045	B	Vehicle components
046	B	Material handling equipment
047	B	Photo-electrics
048	B	Photocopiers
049	B	Steel pipe
050	B	Cable

051	B	Chemicals
052	B	Mineral oil
053	B	Machinery
054	B	
055	B	Equip./service for transit system
056	B	Flexible packaging
057	B	Professional services
058	B	
059	B	Rolling equipment
060	B	Computer
061	B	
062	B	
063	B	Telecommunications
064	B	Hydrolyzed plant protein
065	B	Engineering test equipment
066	B	Fixtures
067	B	Gauges
068	B	Computer/office equipment
069	B	Bulk paper
070	B	Air handling unit
071	B	
072	B	Mechanical and fabrication
073	B	Computer
074	B	Daily newspapers
075	B	Parking meters
076	B	Person weight scales
077	B	Computer hardware and software
078	B	Building materials
079	B	
080	B	Raw materials (steel)
081	B	Chemicals
082	B	
083	B	Raw materials
084	B	Underground conduit
085	B	Air conditioning equipment
086	B	Air conditioning equipment
087	B	
088	B	Cables
089	B	
090	B	
091	B	Refractaires
092	B	Raw materials (steel, copper)
093	B	
094	B	Dimensional lumber
095	B	Classeur
096	B	Hydraulic
097	B	Logiciel
098	B	Chemicals
099	B	
100	B	
101	B	Corrugated boxes
102	B	Hand tools
103	B	Glycerin
104	B	Telecommunications system

105	B	
106	B	
107	B	Chemicals
108	B	Steel pipes
109	B	Production machinery (folder)
110	B	
111	B	Medical supplies
112	B	Services
113	B	Industrial rubber products
114	B	Multiplexeur optique
115	B	Steel
116	B	M.R.O. items
117	B	Packaging
118	B	
119	B	
120	B	
121	B	
122	S	Defense items
123	S	
124	S	

(Montreal callbacks)

125	B	Packaging
126	B	
127	S	Private line, voice/data
128	S	Camion malaxeur
129	S	Cement
130	S	Cement
131	S	
132	S	Cement
133	S	Cement
134	B	Transformer
135	B	Amoniac
136	B	Industrial tools
137	S	Mass transit vehicles
138	S	Yellow pages
139	S	
140	S	Yellow pages
141	S	
142	S	Newsprint
143	B	Machinery
144	S	Newspaper
145	S	Yellow pages
146	S	Telephone systems
147	S	Chemicals
148	S	
149	S	Assurance vie et placement
150	S	Equipement telephonique
151	S	
152	S	Publicite annuaire
153	S	Diesel
154	S	Motor oil
155	S	Petroleum products
156	B	Computer hardware

APPENDIX G: OVERALL PURCHASE PROCESS

COMPLETE RESULTS OF SCRIPT VALIDATION TASKS

TABLE G1: Activity Typicality Task Results

TABLE G2: Activity Importance Task Results

TABLE G3: Activity Relevance Task Results

TABLE G4: Activity Initiator Task Results

TABLE G5: Paired Comparison Sequence (Overall Sample)

TABLE G6: Paired Comparison Sequence (Buyers)

TABLE G7: Paired Comparison Sequence (Sellers)

TABLE G8a: Suggested Sequence Changes (Overall Sample)

TABLE G8b: Suggested Sequence Changes (Buyers)

TABLE G8c: Suggested Sequence Changes (Sellers)

TABLE G1
Overall Purchase Process
Typicality Task Results

Order	Activity	Overall Sample*		Buyers**		Sellers***	
		\bar{x}	σ	\bar{x}	σ	\bar{x}	σ
1	Product need is realized by user department or other source	2.734	1.577	2.371	1.377	3.333	1.745
2	Official identification of the purchase need	2.760	1.577	2.713	1.535	2.870	1.708
3	Discuss need specifications with user department	2.458	1.664	2.095	1.369	3.205	2.041
4	Contact potential vendors/buyers	2.281	1.475	2.263	1.370	2.326	1.739
5	Initial sales interview	2.924	1.805	3.183	1.811	2.304	1.685
6	Discuss product need with vendor	2.529	1.589	2.275	1.350	2.977	1.947
7	Respond to Request for Information and/or demonstrate product	3.169	1.774	3.165	1.740	3.109	1.935
8	Issue formal Request for Quote/Bid to refined vendor list	3.358	2.124	3.000	1.972	4.000	2.306
9	Evaluate and clarify quality specifications	2.116	1.525	1.798	1.275	2.830	1.785
10	Respond to formal Request for Quote	2.955	1.890	2.847	1.893	3.114	1.956
11	Evaluate quote or bids	1.986	1.504	1.505	.921	2.870	1.951
12	Follow-up with sales call after quote evaluation	3.112	1.712	3.308	1.568	2.787	1.955
13	Select vendor(s)	2.697	1.924	2.274	1.753	3.512	2.028
14	Negotiate final agreement	2.347	1.711	1.183	1.574	2.587	1.927
15	Place order	1.958	1.486	1.860	1.380	2.152	1.699
16	Sign contract	2.552	1.911	2.404	1.804	2.956	2.142
17	Expedite delivery	2.468	1.637	2.478	1.537	2.523	1.898
18	Receive goods	2.887	2.087	2.516	1.888	3.609	2.380
19	Use product to test performance	3.356	2.100	3.106	1.846	2.783	2.449
20	Approve payment of vendor invoice	3.471	2.268	3.319	2.282	3.810	2.319
	Explore alternatives to reduce costs	2.404	1.497	2.116	1.193	2.978	1.903
	Contact supplier to determine quote status	3.600	1.992	3.356	1.807	4.200	2.272
	Review labor relations	5.373	1.757	5.076	1.841	6.000	1.414
	Visit plant	4.125	1.858	4.362	1.722	3.644	2.058
	Report reason for bid loss to non-selected suppliers	4.156	1.976	3.737	1.925	5.071	1.827

*n = 153

**n = 97

***n = 50

1 = Typical; 7 = Atypical

TABLE G2

Overall Purchase Process

Activity Importance Task Results

Order	Activity	Overall Sample*		Buyers**		Sellers***	
		X	σ	X	σ	X	σ
1	Product need is realized by user department or other source	2.599	1.493	2.484	1.385	2.800	1.714
2	Official identification of the purchase need	2.333	1.551	2.312	1.511	2.391	1.680
3	Discuss need specifications with user department	1.748	1.418	1.546	1.173	2.250	1.832
4	Contact potential vendors/buyers	2.041	1.364	2.095	1.337	1.978	1.498
5	Initial sales interview	2.897	1.889	3.223	1.844	2.196	1.759
6	Discuss product need with vendor	2.092	1.449	1.924	1.242	2.500	1.798
7	Respond to Request for Information and/or demonstrate product	2.806	1.731	3.022	1.729	2.457	1.747
8	Issue formal Request for Quote/Bid to refined vendor list	3.273	2.091	2.968	1.964	3.857	2.248
9	Evaluate and clarify quality specifications	1.694	1.225	1.442	1.039	2.174	1.387
10	Respond to formal Request for Quote	2.549	1.873	2.565	1.886	2.455	1.910
11	Evaluate quote or bids	1.642	1.240	1.402	0.897	2.156	1.678
12	Follow-up with sales call after quote evaluation	2.937	1.862	3.516	1.810	1.957	1.563
13	Select vendor(s)	2.413	1.871	2.115	1.654	3.119	2.074
14	Negotiate final agreement	1.918	1.497	1.787	1.327	2.152	1.825
15	Place order	1.938	1.520	1.915	1.464	1.957	1.659
16	Sign contract	2.400	1.872	2.316	1.703	2.689	2.234
17	Expedite delivery	2.093	1.439	2.141	1.387	1.977	1.581
18	Receive goods	2.343	1.808	1.957	1.474	3.089	2.234
19	Use product to test performance	2.728	2.029	2.526	1.893	3.156	2.316
20	Approve payment of vendor invoice	3.187	2.142	3.108	2.051	3.381	2.378
	Explore alternatives to reduce costs	2.007	1.387	1.732	1.159	2.600	1.671
	Contact supplier to determine quote status	3.397	1.982	3.280	1.772	3.682	2.428
	Review labor relations	4.545	2.051	4.261	2.059	5.156	1.906
	Visit plant	3.401	1.860	3.490	1.729	3.178	2.081
	Report reason for bid loss to non-selected suppliers	3.465	1.964	3.454	1.871	3.476	2.244

*n = 153

**n = 97

***n = 50

1 = Important; 7 = Unimportant

TABLE G3

Overall Purchase Process
Activity Relevance Task Results

Order	Activity*	Overall Sample* %	Buyers** %	Sellers*** %
1	Product need is realized by user department or other source	41.8	45.4	38.0
2	Official identification of the purchase need	60.1	61.9	58.0
3	Discuss need specifications with user department	74.5	79.4	68.0
4	Contact potential vendors/buyers	79.1	83.5	70.0
5	Initial sales interview	48.4	36.1	76.0
6	Discuss product need with vendor	64.7	69.1	56.0
7	Respond to Request for Information and/or demonstrate product	48.4	37.1	72.0
8	Issue formal Request for Quote/Bid to refined vendor list	46.4	54.6	30.0
9	Evaluate and clarify quality specifications	79.1	84.5	68.0
10	Respond to formal Request for Quote	47.4	43.3	56.0
11	Evaluate quote or bids	79.1	90.7	56.0
12	Follow-up with sales call after quote evaluation	37.9	16.5	72.0
13	Select vendor(s)	66.1	81.4	18.0
14	Negotiate final agreement	79.1	82.5	72.0
15	Place order	75.8	79.4	70.0
16	Sign contract	66.0	66.0	64.0
17	Expedite delivery	49.7	46.4	58.0
18	Receive goods	51.6	57.7	38.0
19	Use product to test performance	40.5	41.2	40.0
20	Approve payment of vendor invoice	44.4	48.5	38.0
	Explore alternatives to reduce costs	81.0	89.7	64.0
	Contact supplier to determine quote status	22.9	26.8	16.0
	Review labor relations	7.8	11.3	2.0
	Visit plant	36.6	30.9	48.0
	Report reason for bid loss to non-selected suppliers	34.6	42.3	22.0

*n = 153

**n = 97

***n = 50

TABLE G4

Overall Purchase Process

Activity Initiator Results

Order	Activity	Overall Sample Initiator %				Buyers Initiator %				Sellers Initiator %			
		B*	S*	BS*	N	B	S	BS	N	B	S	BS	N
1	Product need is realized by user department or other source	37.5	8.6	14.8	39.1	40.5	4.8	15.5	39.3	27.5	17.5	15.0	40.0
2	Official identification of the purchase need	43.8	12.5	14.8	28.9	52.4	1.2	15.5	31.0	20.0	37.5	15.0	27.5
3	Discuss need specifications with user department	44.5	11.7	30.5	13.3	63.1	0	27.4	9.5	7.5	35.5	37.5	20.0
4	Contact potential vendors/buyers	47.7	25.0	14.8	12.5	61.9	9.5	16.7	11.9	15.0	60.0	16.0	15.0
5	Initial sales interview	10.9	36.7	10.0	34.4	14.3	19.8	20.2	46.4	5.0	72.5	12.5	10.0
6	Discuss product need with vendor	39.1	7.8	31.3	21.9	42.9	1.2	32.1	23.8	30.0	22.5	27.5	20.5
7	Respond to Request for information and/or demonstrate product	11.7	40.6	12.5	35.2	11.9	28.6	13.1	46.4	12.5	62.5	12.5	12.5
8	Issue formal Request for Quote/Bid to refined vendor list	64.1	5.5	8	29.7	72.6	0	0	27.4	45.0	15.0	2.5	37.5
9	Evaluate and clarify quality specifications	40.6	10.9	37.5	10.9	47.6	4.8	38.1	9.5	25.0	25.0	35.0	15.0
10	Respond to formal Request for Quote	10.9	49.2	6.3	33.6	13.1	41.7	6.0	39.3	7.5	60.0	7.5	25.0
11	Evaluate quote or bids	78.9	6.3	7.8	7.0	92.9	0	3.6	3.6	47.5	20.0	17.5	15.0
12	Follow-up with sales call after quote evaluation	5.5	48.4	7.0	39.1	6.0	29.8	8.3	56.0	5.0	85.0	2.5	7.5
13	Select vendor(s)	73.4	1.6	3.9	21.1	89.3	1.2	0	9.5	37.5	2.5	12.5	47.5
14	Negotiate final agreement	25.0	7.0	56.3	11.7	32.1	1.2	57.1	9.5	10.0	20.0	52.5	17.5
15	Place order	75.8	9.4	4.7	10.2	89.3	0	1.2	9.5	47.5	30.0	10.0	12.5
16	Sign contract	32.0	8.6	36.7	22.7	40.5	1.2	32.1	26.2	15.0	25.0	42.5	17.5
17	Expedite delivery	35.4	26.0	9.4	29.1	53.0	7.2	7.2	32.9	2.5	62.5	12.5	22.5
18	Receive goods	57.0	7.8	7.0	28.1	61.9	3.6	9.5	25.0	45.0	17.5	0	37.5
19	Use product to test performance	30.5	10.9	18.0	40.6	36.9	6.0	19.0	38.1	15.0	20.0	17.5	47.5
20	Approve payment of vendor invoice	56.3	4.7	3.9	35.2	59.5	1.2	2.4	36.9	50.0	12.5	5.0	32.5
	Explore alternatives to reduce costs	46.1	7.8	38.3	7.8	54.8	0	40.5	4.8	27.5	25.0	32.5	15.5
	Contact supplier to determine quote status	34.4	11.7	1.6	52.3	40.5	3.6	1.2	54.8	17.5	30.0	0	52.5
	Review labor relations	21.9	3.1	10.9	64.1	19.0	2.4	13.1	65.5	25.0	2.5	7.5	65.0
	Visit plant	21.1	20.3	18.8	39.8	28.6	6.0	22.6	42.9	2.5	52.5	10.0	35.0
	Report reason for bid loss to non-selected suppliers	46.1	5.5	5.5	43.0	52.4	1.2	7.1	39.3	30.0	15.0	2.5	52.5

*B = Buyer initiates activity
 *S = Seller initiates activity
 *BS = Buyer and Seller initiate activity
 *N = Neither

TABLE G5

Paired Comparison Procedure Results

Overall Purchase Process (Overall)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	25	35	37	14	29	22	27	33	30	41	17	35	35	35	45	31	26	28	25	29
2	15	26	46	21	47	30	38	48	35	60	24	49	68	62	58	38	41	32	39	
3	19	42*	69	31	66	45	45	62	46	83	32	67	89	79	69	52	57	46	51	
4	16	27	27	52	65	51	48	45	44	90	38	66	91	93	73	59	63	45	55	
5	12	21	25	8	36	34	22	33	28	50	34	29	49	51	46	37	33	26	28	
6	9	12	12	15	11	21	24	26	25	52	24	38	64	61	51	46	51	31	42	
7	15	17	15	9	9	24	23	22	26	38	25	29	50	45	47	40	26	17	31	
8	6	5	6	12	8	23	14	11	35	55	20	40	51	49	44	33	35	16	28	
9	17	28	33	53	24	56*	42*	46*	47	86	39	69	91	86	76	57	60	48	57	
10	5	6	7	13	6	19	14	3	11	34	21	22	45	47	38	31	30	16	35	
11	10	14	11	12	7	32	23	10	17	27	23	65	95	91	77	55	62	25	57	
12	4	11	11	7	5	10	15	5	11	10	18	15	38	38	31	30	21	9	21	
13	4	5	4	12	6	25	9	10	7	21	9	12	63	70	57	42	51	18	39	
14	10	8	4	9	6	18	6	4	7	13	6	9	12	71	67	56	53	17	53	
15	7	6	7	2	5	15	9	4	7	8	6	8	2	35	57	57	14	54		
16	7	7	6	7	5	15	7	4	8	10	8	4	18	47	49	41	15	41		
17	3	3	1	2	3	1	1	2	4	4	7	0	4	4	2	28	7	27		
18	4	4	5	5	3	7	6	3	11	8	10	6	16	13	12	17	18	42		
19	7	6	6	5	3	13	16	10	15	25	20	18	37*	39*	28*	26	20	9		
20	3	4	1	2	1	3	3	2	4	4	3	3	2	7	7	8	3	2		

ij events: 40% frequency of mention (individual event)

n = 153

* significant differences at .05

TABLE G6

Paired Comparison Procedure Results

Overall Purchase Process (Buyers)

Event j i	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	19	29	7	30	10	27	17	24	27	20	33	6	31	26	33	23	18	24	19	20
2	10	21	38	17	35	22	32	38	38	21	49	10	42	47	40	37	23	31	25	27
3	9	25	60	25	52	26	39	48	31	67	13	13	61	63	57	48	31	42	34	35
4	7	11	7	30	49	27	41	28	27	70	14	14	59	66	63	51	36	48	30	37
5	3	5	3	3	17	12	11	11	8	26	5	5	24	24	25	22	13	18	10	11
6	2	6	3	8	7	14	14	21	20	15	40	12	33	44	40	35	29	40	22	29
7	5	5	5	6	4	11	15	15	10	10	22	8	23	26	24	24	17	15	10	15
8	6	4	3	8	7	18	12	10	10	24	49	12	38	44	41	37	25	30	14	22
9	8	14	18	40	19	37*	25*	36*	27	67	15	15	59	64	60	51	34	47	35	39
10	3	6	3	8	4	14	10	3	8	17	25	7	18	27	30	23	15	23	13	22
11	8	7	5	6	6	24	16	5	10	17	10	10	56	74	70	59	39	53	22	42
12	0	1	0	0	2	0	3	0	2	0	6	4	9	12	7	10	7	8	1	5
13	4	4	2	7	4	22	7	7	6	18	18	4	9	53	59	47	34	46	15	33
14	6	5	1	3	3	13	4	2	4	8	3	2	12	53	52	50	34	42	11	37
15	4	5	3	2	2	13	5	2	4	4	2	2	2	52	24	36	46	10	38	38
16	4	4	2	3	2	10	5	2	4	7	3	1	4	8	29	29	31	9	28	28
17	0	1	0	0	1	0	0	0	2	0	0	0	0	2	0	0	21	4	17	17
18	0	2	3	1	2	3	3	2	4	3	4	3	5	8	7	7	7	14	35	35
19	3	2	1	3	2	9	7	8	3	7	18	7	16	24*	2*	19*	12	12	7	7
20	3	4	1	1	1	2	2	1	2	2	3	2	3	2	3	3	2	1	2	2

ij events: 40% frequency of mention (individual event)

n = 97

* significant differences at .05

TABLE G7

Paired Comparison Procedure Results

Overall Purchase Process (Sellers)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	5	5	5	6	4	2	4	3	5	9	7	10	3	8	11	7	8	4	6	8
2	5	15*	5	7	4	11	7	5	8	12	8	12	4	18	19	18	15	8	7	11
3	10	14	19*	7	6	12	17	5	12	14	13	17	4	23	20	18	20	13	11	15
4	9	14	19*	21	21	14	22	6	15	16	17	21	5	20	26	17	21	12	13	16
5	9	16*	21*	5	18	18	21	11	21	20	23	28	5	24	26	23	23	14	15	17
6	7	5	9	5	4	4	7	2	6	9	10	10	4	16	18	12	15	8	7	12
7	10*	12	10	3	5	12	2	8	11	16	14	15	5	22	20	21	22	10	6	15
8	0	0	3	2	1	3	2	2	1	11	6	8	2	7	8	7	8	5	2	6
9	9	13	14	10	5	15*	16	10	2	18	15	22	6	22	22	20	21	10	11	16
10	2	0	4	3	2	4	3	0	2	8	8	12	3	15	14	12	15	6	2	11
11	2	7	6	4	1	6	7	5	6	8	11	11	5	16	17	13	14	6	1	13
12	4	10	11	7	3	10	12	5	8	10	11	4	5	24	23	19	23	12	8	15
13	0	1	2	3	2	1	2	3	1	1	3	4	6	6	7	6	7	3	2	4
14	4	3	3	6	3	5	2	2	3	5	3	6	0	18	14	14	20	8	5	14
15	3	1	4	0	3	2	4	2	3	4	4	6	0	7	8	8	20	9	3	14
16	3	3	4	4	3	5	2	2	4	3	5	6	0	8	17*	19	7	5	11	11
17	3	2	1	2	2	1	1	2	2	4	4	6	0	2	4	1	19	6	3	9
18	4	2	2	3	1	3	3	1	6	7	3	6	0	7	5	4	9	4	7	7
19	4	4	5	2	1	4	9	2	7	8	7	12	2	12*	13*	8	12*	8	4	2
20	0	0	0	1	0	1	1	1	1	2	1	1	0	0	4	4	6	2	0	0

ij events: 40% frequency of mention (individual event)

n = 50

* significant differences at .05

TABLE 68a

Overall Purchase Process
Suggested Changes in Sequential Order of Script
(Overall Sample)

Suggested Script Sequence

1. Product need is realized by user department or other source
3. Discuss need specifications with user department
2. Official identification of the purchase need
4. Contact potential vendors/buyers
5. Initial sales interview
9. Evaluate and clarify quality specifications
6. Discuss product need with vendor
7. Respond to Request for Information and/or demonstrate product
8. Issue formal Request for Quote/Bid to refined vendor list
10. Respond to formal Request for Quote
11. Evaluate quote or bids
12. Follow-up with sales call after quote evaluation
13. Select vendor(s)
19. Use product to test performance
14. Negotiate final agreement
15. Place order
16. Sign contract
17. Expedite delivery
18. Receive goods
20. Approve payment of vendor invoice

TABLE G8b

Overall Purchase Process
Suggested Changes in Sequential Order of Script
(Sample of Buyers)

Suggested Script Sequence

1. Product need is realised by user department or other source
2. Official identification of the purchase need
3. Discuss need specifications with user department
4. Contact potential vendors/buyers
5. Initial sales interview
9. Evaluate and clarify quality specifications
6. Discuss product need with vendor
7. Respond to Request for Information and/or demonstrate product
8. Issue formal Request for Quote/Bid to refined vendor list
10. Respond to formal Request for Quote
11. Evaluate quote or bids
12. Follow-up with sales call after quote evaluation
13. Select vendor(s)
19. Use product to test performance
14. Negotiate final agreement
15. Place order
16. Sign contract
17. Expedite delivery
18. Receive goods
20. Approve payment of vendor invoice

TABLE G8c

Overall Purchase Process
Suggested Changes in Sequential Order of Script
(Sample of Sellers)

Suggested Script Sequence

1. Product need is realized by user department or other source
4. Contact potential vendors/buyers
5. Initial sales interview
3. Discuss need specifications with user department
2. Official identification of the purchase need
9. Evaluate and clarify quality specifications
6. Discuss product need with vendor
7. Respond to Request for Information and/or demonstrate product
8. Issue formal Request for Quote/Bid to refined vendor list
10. Respond to formal Request for Quote
11. Evaluate quote or bids
12. Follow-up with sales call after quote evaluation
13. Select vendor(s)
19. Use product to test performance
14. Negotiate final agreement
16. Sign contract
15. Place order
17. Expedite delivery
18. Receive goods
20. Approve payment of vendor invoice

APPENDIX H: INITIAL SALES CALL

COMPLETE RESULTS OF SCRIPT VALIDATION TASKS

- TABLE H1: Activity Typicality Task Results
- TABLE H2: Activity Importance Task Results
- TABLE H3: Activity Relevance Task Results
- TABLE H4: Activity Initiator Task Results
- TABLE H5: Paired Comparison Sequence (Overall Sample)
- TABLE H6: Paired Comparison Sequence (Buyers)
- TABLE H7: Paired Comparison Sequence (Sellers)
- TABLE H8a: Suggested Sequence Changes (Overall Sample)
- TABLE H8b: Suggested Sequence Changes (Buyers)
- TABLE H8c: Suggested Sequence Changes (Sellers)

TABLE HI
Initial Sales Call
Activity Typicality Task Results

Order	Activity	Overall Sample ^a		Buyers ^{**}		Sellers ^{***}	
		\bar{x}	σ	\bar{x}	σ	\bar{x}	σ
1	Exchange handshakes/ introductions	1.644	1.264	1.581	1.285	1.500	.905
2	Small talk prior to initiating business purpose	2.756	1.734	3.067	1.856	1.917	1.084
3	Initiation of business purpose	2.133	1.392	2.323	1.514	1.750	1.055
4	Discussion to narrow down needs to specific units	3.295	1.837	3.194	1.869	3.455	1.968
5	Description of purchasing firm history	3.761	1.864	3.774	1.961	3.833	1.899
6	Discussion of vendor company history/reputation	2.773	1.669	2.742	1.591	2.909	1.973
7	Presentation of vendor literature	2.674	1.910	2.581	1.876	2.833	2.167
8	Sales presentation	2.739	1.757	3.097	1.921	2.167	1.115
9	Product demonstration	3.689	1.917	3.531	1.814	4.273	2.328
10	Discussion of pro's/con's of specific units	3.378	1.775	3.233	1.695	4.000	1.954
11	Discuss possibility of technical assistance	3.022	1.422	2.871	1.335	3.364	1.690
12	Discussion of price quotation (ballpark)	3.455	1.848	3.200	1.808	3.833	1.992
13	Arrange for follow-up sales interview	2.977	1.819	3.367	1.790	1.900	1.197
14	Negotiate terms (other than price)	3.978	1.983	3.719	1.988	4.417	2.021
15	Arrange for a trial run in the buyer's plant	4.273	1.993	4.233	1.851	4.273	2.240
16	Summarize agreements and commitments	3.170	1.845	3.531	1.984	2.500	1.314
17	Indicate the need to study the proposition	2.956	1.770	2.800	1.846	3.167	1.801
18	Consider other suppliers.	3.357	1.778	3.133	1.833	4.000	1.563
19	Agree on procedure for formal quotation	3.932	1.771	3.968	1.816	3.818	1.834
20	Thank you's	2.152	1.475	1.969	1.356	2.167	1.403
	Demonstration of the ability to meet demand	2.913	1.697	3.156	1.668	2.417	1.782
	Comparison of vendor product with one presently used	2.933	1.876	3.067	1.721	2.667	2.309
	Discuss international border crossing issues	5.364	1.844	5.032	1.888	6.455	1.293
	Assess product advantage relative to competing products	3.065	1.731	3.000	1.571	3.333	2.229
	Offer to participate in buying centre meeting	4.744	1.977	4.667	1.953	5.300	2.058

^an = 48; ^{**}n = 33; ^{***}n = 12
1 = Typical; 7 = Atypical

TABLE H2

Initial Sales Call

Activity Importance Task Results

Order	Activity	Overall Sample*		Buyers**		Sellers***	
		X	σ	X	σ	X	σ
1	Exchange handshakes/ introductions	3.022	2.061	3.290	2.239	2.087	1.165
2	Small talk prior to initiating business purpose	4.045	2.068	4.900	1.826	2.333	1.231
3	Initiation of business purpose	1.826	1.161	1.935	1.237	1.667	1.073
4	Discussion to narrow down needs to specific units	2.545	1.691	2.200	1.375	3.455	2.162
5	Description of purchasing firm history	3.614	1.755	3.467	1.795	4.000	1.706
6	Discussion of vendor company history/reputation	2.622	1.922	2.645	1.799	2.818	2.442
7	Presentation of vendor literature	2.867	1.817	2.581	1.566	3.250	2.261
8	Sales presentation	2.455	1.470	2.733	1.530	2.000	1.206
9	Product demonstration	3.221	1.879	3.219	1.845	3.545	2.207
10	Discussion of pro's/con's of specific units	2.886	1.742	2.600	1.545	3.750	2.050
11	Discuss possibility of technical assistance	2.773	1.683	2.290	1.296	3.727	2.054
12	Discussion of price quotation (ballpark)	3.400	1.935	3.200	1.972	3.833	2.082
13	Arrange for follow-up sales interview	2.833	1.724	3.133	1.697	1.800	1.135
14	Negotiate terms (other than price)	3.638	2.131	3.344	2.149	4.417	2.234
15	Arrange for a trial run in the buyer's plant	3.721	2.074	3.567	2.012	3.909	2.256
16	Summarize agreements and commitments	2.783	1.943	2.969	2.102	2.583	1.505
17	Indicate the need to study the proposition	2.744	1.605	2.448	1.454	3.500	1.883
18	Consider other suppliers	2.976	1.760	2.690	1.713	3.700	1.636
19	Agree on procedure for formal quotation	3.511	1.646	3.484	1.877	3.636	1.027
20	Thank you's	2.745	1.994	2.781	2.075	2.750	1.865
	Demonstration of the ability to meet demand	2.064	1.524	2.031	1.513	2.250	1.712
	Comparison of vendor product with one presently used	3.000	1.929	2.867	1.737	3.167	2.368
	Discuss international border crossing issues	4.977	2.096	4.533	2.030	6.545	1.214
	Assess product advantage relative to competing products	3.378	2.015	3.419	2.029	3.333	2.188
	Offer to participate in buying centre meeting	4.643	1.973	4.600	1.993	5.200	1.751

*n = 48; **n = 33; ***n = 12
1 = Important; 7 = Unimportant

TABLE H3

Initial Sales Call

Activity Relevance Task Results

Order	Activity	Overall Sample [*] %	Buyers ^{**} %	Sellers ^{***} %
1	Exchange handshakes/ introductions	62.5	63.6	75.0
2	Small talk prior to initiating business purpose	47.9	36.4	75.0
3	Initiation of business purpose	81.3	75.8	91.7
4	Discussion to narrow down needs to specific units.	58.3	63.6	41.7
5	Description of purchasing firm history	45.8	30.3	75.0
6	Discussion of vendor company history/reputation	68.8	66.7	66.7
7	Presentation of vendor literature	58.3	60.6	50.0
8	Sales presentation	62.5	51.5	83.3
9	Product demonstration	56.3	54.5	58.3
10	Discussion of pro's/coh's of specific units	62.5	66.7	50.0
11	Discuss possibility of technical assistance	72.9	75.8	66.7
12	Discussion of price quotation (ballpark)	72.9	75.8	66.7
13	Arrange for follow-up sales interview	50.0	39.4	75.0
14	Negotiate terms (other than price)	56.3	57.6	50.0
15	Arrange for a trial run in the buyer's plant	27.1	24.2	33.3
16	Summarize agreements and commitments	66.7	66.7	83.3
17	Indicate the need to study the proposition	62.5	66.7	50.0
18	Consider other suppliers	43.8	48.5	33.3
19	Agree on procedure for formal quotation	39.6	36.4	41.7
20	Thank you's	52.1	54.5	50.0
	Demonstration of the ability to meet demand	70.8	66.7	75.0
	Comparison of vendor product with one presently used	68.8	66.7	75.0
	Discuss international border crossing issues	12.5	9.1	16.7
	Assess product advantage relative to competing products	62.5	63.6	66.7
	Offer to participate in buying center meeting	12.5	9.1	16.7

*n = 48; **n = 33; ***n = 12

TABLE H4

Initial Sales Call

Activity Initiator Task Results

Order	Activity	Overall Sample Initiator %				Buyers Initiator %				Sellers Initiator %			
		B*	S*	BS*	N*	B	S	BS	N	B	S	BS	N
1	Exchange handshakes/ introductions	5.7	20.0	48.6	25.7	9.1	9.1	50.0	31.8	0	45.5	49.5	9.1
2	Small talk prior to initiating business purpose	2.9	31.4	28.6	37.1	4.5	18.2	27.3	50.0	0	63.6	18.2	18.2
3	Initiation of business purpose	11.4	54.3	25.7	8.6	18.2	50.0	22.7	9.1	0	63.6	27.3	9.1
4	Discussion to narrow down needs to specific units	28.6	17.1	25.7	28.6	45.5	4.5	27.3	22.7	0	36.4	27.3	36.4
5	Description of purchasing firm history	45.7	14.3	8.6	31.4	36.4	4.5	9.1	50.0	63.6	27.3	9.1	0
6	Discussion of vendor company history/reputation	20.0	51.4	14.3	14.3	31.8	31.8	18.2	18.2	0	81.8	9.1	9.1
7	Presentation of vendor literature	5.7	74.3	0	20.0	9.1	68.2	0	22.7	0	81.8	0	18.2
8	Sales presentation	2.9	80.0	2.9	14.3	4.5	77.3	4.5	13.6	0	81.8	0	18.2
9	Product demonstration	5.7	65.7	8.6	20.0	4.5	72.7	13.6	9.1	9.1	45.5	0	45.5
10	Discussion of pro's/con's of specific units	20.0	25.7	37.1	17.1	27.3	18.2	36.4	18.2	9.1	36.4	36.4	18.2
11	Discuss possibility of technical assistance	22.9	34.3	28.6	14.3	27.3	27.3	36.4	9.1	18.2	36.4	18.2	27.3
12	Discussion of price quotation (ballpark)	28.6	14.3	40.0	17.1	22.7	4.5	54.5	18.2	36.4	36.4	9.1	18.2
13	Arrange for follow-up sales interview	0	57.1	20.0	22.9	0	40.9	27.3	31.8	0	81.8	9.1	9.1
14	Negotiate terms (other than price)	20.0	5.7	45.7	28.6	22.7	4.5	50.0	22.7	9.1	9.1	36.4	45.5
15	Arrange for a trial run in the buyer's plant	17.1	22.9	11.4	48.6	18.2	18.2	13.6	50.0	9.1	36.4	9.1	45.5
16	Summarize agreements and commitments	20.0	22.9	37.1	20.0	31.8	4.5	45.5	18.2	0	54.5	27.3	18.2
17	Indicate the need to study the proposition	51.4	17.1	5.7	25.7	63.6	4.5	9.1	22.7	18.2	45.5	0	36.4
18	Consider other suppliers	57.1	2.9	8.6	31.4	68.2	4.5	4.5	22.7	36.4	0	18.2	45.5
19	Agree on procedure for formal quotation	25.7	11.4	20.0	42.9	36.4	0	27.3	36.4	9.1	27.3	9.1	54.5
20	Thank you's	17.1	20.0	34.3	28.6	22.7	4.5	36.4	36.4	9.1	45.5	36.4	9.1
	Demonstration of the ability to meet demand	8.6	60.0	14.3	17.1	13.6	50.0	18.2	18.2	0	72.7	9.1	18.2
	Comparison of vendor product with one presently used	28.6	17.1	34.3	20.0	40.9	0	40.9	18.2	9.1	54.5	18.2	18.2
	Discuss international border crossing issues	28.0	5.7	20.0	54.3	18.2	4.5	22.7	54.5	18.2	9.1	18.2	54.5
	Assess product advantage relative to competing products	20.0	25.7	25.7	28.6	27.3	9.1	36.4	27.3	9.1	54.5	9.1	27.3
	Offer to participate in buying center meeting	11.4	22.9	8.6	57.1	13.6	9.1	13.6	63.6	9.1	36.4	0	54.5

B* = Buyer initiates activity
 S* = Seller initiates activity
 BS* = Buyer and seller initiate activity
 N* = Neither

TABLE H5

Paired Comparison Procedure Results

Initial Sale Call (Overall)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	15	16	10	8	12	19	15	14	10	19	20	21	14	14	3	18	15	12	6	20
2	8	10	23	3	5	8	9	10	22	26	28	31	22	22	11	26	22	12	17	20
3	10	0	7	15*	10	3	8	9	7	14	13	17	12	13	4	14	16	7	9	14
4	4	1	3	14*	10*	11	9	10	12	18	17	20	18	7	4	13	12	7	6	13
5	4	2	2	15*	12*	13	12	8	11	17	18	17	14	18	7	22	20	13	11	18
6	6	3	3	10	4	8	6	4	17	19	18	22	18	18	14	6	19	18	10	10
7	5	2	2	9	6	5	7	3	9	11	12	17	16	13	8	15	14	9	9	12
8	5	1	2	7	5	9	5	3	9	8	17	17	19	13	4	20	21	10	11	17
9	2	1	2	5	8	6	5	2	7	11	15	15	17	15	5	20	14	7	12	19
10	3	1	1	3	3	4	4	0	0	2	1	1	19	17	6	21	21	8	10	20
11	3	0	1	3	3	2	1	0	4	5	7	5	9	3	0	4	3	0	3	11
12	2	1	2	3	3	4	2	0	2	2	4	3	6	6	1	8	7	3	3	5
13	3	1	0	3	2	2	2	0	3	2	4	3	4	4	1	8	7	3	3	5
14	2	1	2	3	3	1	2	0	2	2	1	6	11*	7	1	12	2	2	5	16
15	3	0	1	3	2	1	2	0	3	1	6	4	11*	7	1	12	5	5	6	17
16	5	0	2	4	1	2	1	0	1	3	8	9	8	10*	4	14*	9	7	9	9
17	3	0	2	4	2	3	2	0	2	2	2	2	6	6	4	8	5	2	6	17
18	0	0	2	5	2	1	2	0	1	3	1	8	8	10*	4	14*	9	7	9	9
19	2	1	0	2	1	3	2	0	3	2	2	4	6	6	4	8	5	2	7	8
20	1	0	1	0	1	0	0	0	1	0	1	0	1	1	0	0	0	2	0	8

ij events: 40% frequency of mention (individual event)

n = 48

* significant differences at .05

TABLE H6
Paired Comparison Procedure Results

Event j	Initial Sales Call (Buyers)																			
i	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	10	4	0	0	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	1	6	0	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
8	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
9	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
10	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
11	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
12	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
13	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
15	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
16	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
17	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
18	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
19	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
20	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

ij events: 40% frequency of mention (individual event)

n = 33

* significant differences at .05

TABLE H7

Paired Comparison Procedure Results

Initial Sales Call (Sellers)

Event j i	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	5	4	2	2	4	5	1	2	2	3	5	5	5	4	1	4	1	2	2	6
2	3	5	2	2	6	6	4	3	4	4	6	7	6	3	2	5	2	2	2	5
3	4	0	5	5	7	7	6	6	7	6	6	7	7	4	3	8	3	1	4	5
4	1	0	0	3*	0	1	0	0	1	1	2	1	2	1	1	1	0	0	2	2
5	3	1	0	4*	3	3	3	2	4	4	4	2	7	2	1	5	2	0	2	4
6	2	0	1	4*	3	4*	1	3	3	5	5	4	6	3	2	6	3	2	2	5
7	5*	1	1	4*	3	4	4	2	3	3	3	2	4	2	1	3	2	0	2	3
8	5	3	2	5*	4	4	4	2	5	5	5	6	6	5	2	7	3	1	4	5
9	3	1	0	3*	1	2	2	2	5	4	4	4	5	3	1	4	2	0	3	5
10	2	1	0	2	1	1	2	1	1	4	1	0	5	2	1	0	2	1	3	3
11	1	0	0	1	1	2	0	0	0	3	2	2	5	2	0	5	2	0	1	3
12	2	0	0	2	4	3	2	0	1	5*	5*	2	6	3	2	6	3	2	2	4
13	2	1	0	0	0	0	1	0	0	1	0	0	6	1	0	2	1	0	1	5
14	0	0	0	1	0	1	0	0	0	1	1	0	2	1	0	2	1	0	2	5
15	1	0	0	1	2	1	1	0	1	0	2	0	2	1	0	3	1	0	2	5
16	3	2	0	2	2	1	2	0	2	1	1	0	5*	1	1	2	1	0	0	2
17	2	0	1	2	0	0	0	0	0	0	0	0	1	1	0	2	1	0	1	4
18	0	0	0	0	2	0	0	0	0	0	2	0	2	1	1	2	1	0	0	3
19	0	0	0	0	0	1	0	0	1	0	1	0	2	1	1	2	1	0	0	2
20	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	2

ij events: 40% frequency of mention (individual event)

n = 12

* significant differences at .05

TABLE H8a

Initial sales call
Suggested Changes in Sequential Order of Script
(Overall Sample)

Suggested Script Sequence

1. Exchange handshakes/introductions
2. Small talk prior to initiating business purpose
3. Initiation of business purpose
6. Discussion of vendor company history/reputation
7. Presentation of vendor literature
8. Sales presentation
4. Discussion to narrow down needs to specific units
5. Description of purchasing firm history
9. Product demonstration
10. Discussion of pro's/con's of specific units
11. Discuss possibility of technical assistance
16. Summarize agreements and commitments
17. Indicate the need to study the proposition
12. Discussion of price quotation (ballpark)
13. Arrange for follow-up sales interview
14. Negotiate terms (other than price)
15. Arrange for a trial run in the buyer's plant
18. Consider other suppliers
19. Agree on procedure for formal quotation
20. Thank you's

TABLE H8b

Initial sales call
Suggested Changes in Sequential Order of Script
(Sample of Buyers).

Suggested Script Sequence

1. Exchange handshakes/introductions
2. Small talk prior to initiating business purpose
3. Initiation of business purpose
6. Discussion of vendor company history/reputation
7. Presentation of vendor literature
8. Sales presentation
4. Discussion to narrow down needs to specific units
5. Description of purchasing firm history
9. Product demonstration
10. Discussion of pro's/con's of specific units
11. Discuss possibility of technical assistance
16. Summarize agreements and commitments
17. Indicate the need to study the proposition
12. Discussion of price quotation (ballpark)
13. Arrange for follow-up sales interview
14. Negotiate terms (other than price)
15. Arrange for a trial run in the buyer's plant
18. Consider other suppliers
19. Agree on procedure for formal quotation
20. Thank you's

TABLE H8c

Initial sales call
Suggested Changes in Sequential Order of Script
(Sample of Seller's)

Suggested Script Sequence

7. Presentation of vendor literature
8. Sales presentation
1. Exchange handshakes/introductions
3. Initiation of business purpose
2. Small talk prior to initiating business purpose
5. Description of purchasing firm history
4. Discussion to narrow down needs to specific units
6. Discussion of vendor company history/reputation
9. Product demonstration
12. Discussion of price quotation (ballpark)
10. Discussion of pro's/con's of specific units
11. Discuss possibility of technical assistance
16. Summarize agreements and commitments
13. Arrange for follow-up sales interview
14. Negotiate terms (other than price)
15. Arrange for a trial run in the buyer's plant
17. Indicate the need to study the proposition
18. Consider other suppliers
19. Agree on procedure for formal quotation
20. Thank you's

APPENDIX I: POST-QUOTATION NEGOTIATION

COMPLETE RESULTS OF SCRIPT VALIDATION TASKS

- TABLE 11: Activity Typicality Task Results
- TABLE 12: Activity Importance Task Results
- TABLE 13: Activity Relevance Task Results
- TABLE 14: Activity Initiator Task Results
- TABLE 15: Paired Comparison Sequence (Overall Sample)
- TABLE 16: Paired Comparison Sequence (Buyers)
- TABLE 17: Paired Comparison Sequence (Sellers)
- TABLE 18a: Suggested Sequence Changes (Overall Sample)
- TABLE 18b: Suggested Sequence Changes (Buyers)
- TABLE 18c: Suggested Sequence Changes (Sellers)

TABLE II

Post-Quotation Negotiation
Activity Typicality Task Results

Order	Activity	Overall Sample ^a		Buyers ^{**}		Sellers ^{***}	
		\bar{x}	σ	\bar{x}	σ	\bar{x}	σ
1	Small talk prior to initiating business purpose	2.941	1.902	3.250	1.901	2.500	1.855
2	Review quotation	2.333	1.669	2.063	1.480	2.889	1.906
3	Identify product shortfalls in meeting firm's needs	2.961	1.788	2.563	1.544	3.611	2.062
4	Indicate satisfaction with product quality	3.000	1.625	3.156	1.588	2.722	1.742
5	Review quote status and necessary changes in terms	3.118	1.751	2.938	1.664	3.556	1.854
6	Initiate negotiation on price	2.804	1.898	2.688	1.731	3.111	2.193
7	Response on price negotiation	2.700	1.753	2.484	1.610	3.111	1.997
8	Exchange of counters and responses on price	3.490	1.759	3.469	1.646	3.667	1.940
9	Initiate negotiation on terms	3.471	1.826	3.438	1.722	3.667	2.000
10	Response on negotiation of terms	3.255	1.787	3.031	1.492	3.778	2.157
11	Initiate negotiation on delivery	2.580	1.386	2.469	1.270	2.765	1.640
12	Response on delivery negotiation	2.700	1.653	2.844	1.648	2.444	1.723
13	Initiate negotiation on specifics other than product, price, terms, or delivery	3.824	2.170	3.688	2.101	4.222	2.264
14	Response on negotiation of specifics other than product, price, terms, or delivery	3.941	1.984	3.969	2.102	3.889	1.875
15	Review final configuration	2.673	1.875	2.581	1.649	2.588	2.063
16	Refer to need to consult with internal departments	2.882	1.451	2.844	1.167	3.056	1.862
17	Refer to need for home office confirmation	4.863	1.887	4.813	1.839	4.833	2.007
18	Verbal agreement on prices and terms	3.314	2.195	3.656	2.364	2.833	1.790
19	Sign contract	2.800	2.050	2.677	2.039	3.111	2.111
20	Exchange of parting comments	3.520	2.023	3.516	2.031	3.333	1.940
	Review competing products and look for edge	2.922	1.896	3.125	1.897	2.667	1.910
	Discussion of terms with the legal department	4.961	1.673	4.938	1.759	4.944	1.589
	Request annual forecast projections	3.333	2.113	3.031	1.992	4.000	2.223
	Describe general business conditions	3.608	2.089	3.469	1.934	4.000	2.326
	Value-in-Use analysis	3.765	1.996	3.969	1.858	3.389	2.279

^an = 52

^{**}n = 33

^{***}n = 18

1 = Typical; 7 = Atypical

TABLE 12

Post-Quotation Negotiation

Activity Importance Task Results

Order	Activity	Overall Sample*		Buyers**		Sellers***	
		X	σ	X	σ	X	σ
1	Small talk prior to initiating business, purpose	4.115	2.093	4.364	2.104	3.611	2.090
2	Review quotation	2.346	1.748	2.091	1.646	2.889	1.875
3	Identify product shortfalls in meeting firm's needs	2.558	1.883	2.152	1.603	3.278	2.218
4	Indicate satisfaction with product quality	2.654	1.607	2.970	1.649	2.056	1.434
5	Review quote status and necessary changes in terms	2.843	1.654	2.758	1.733	3.118	1.495
6	Initiate negotiation on price	2.776	2.044	2.613	1.801	3.176	2.455
7	Response on price negotiation	2.420	1.752	2.250	1.646	2.706	1.993
8	Exchange of counters and responses on price	3.240	1.880	3.188	1.786	3.294	2.144
9	Initiate negotiation on terms	2.940	1.953	2.969	1.942	3.000	2.031
10	Response on negotiation of terms	3.059	1.848	2.788	1.673	3.706	2.054
11	Initiate negotiation on delivery	2.404	1.459	2.303	1.311	2.556	1.756
12	Response on delivery negotiation	2.423	1.433	2.485	1.372	2.278	1.602
13	Initiate negotiation on specifics other than product, price, terms, or delivery	3.462	2.200	3.212	2.118	4.056	2.287
14	Response on negotiation of specifics other than product, price, terms, or delivery	3.440	1.918	3.500	2.110	3.294	1.611
15	Review final configuration	2.388	1.766	2.290	1.575	2.471	2.125
16	Refer to need to consult with internal departments	2.558	1.602	2.424	1.480	2.889	1.811
17	Refer to need for home office confirmation	4.740	2.018	4.781	1.913	4.525	2.239
18	Verbal agreement on prices and terms	3.039	2.191	3.333	2.341	2.588	1.839
19	Sign contract	2.529	1.953	2.469	2.016	2.722	1.904
20	Exchange of parting comments	3.714	2.000	3.733	2.149	3.500	1.654
	Review competing products and look for edge	2.667	1.851	2.875	1.963	2.222	1.629
	Discussion of terms with the legal department	3.980	2.015	3.594	2.030	4.556	1.886
	Request annual forecast projections	3.096	2.079	2.788	1.965	3.722	2.244
	Describe general business conditions	3.904	1.983	3.818	2.007	4.056	2.043
	Value-in-Use analysis	3.192	2.105	3.394	2.030	2.944	2.261

*n = 52

**n = 33

***n = 18

TABLE-13
Post-Quotation Negotiation
Activity Relevance Task Results

Order	Activity	Overall Sample* %	Buyers** %	Sellers*** %
1	Small talk prior to initiating business purpose	38.5	36.4	44.4
2	Review quotation	78.8	81.1	72.2
3	Identify product shortfalls in meeting firm's needs	69.2	75.8	61.1
4	Indicate satisfaction with product quality	50.0	45.5	61.1
5	Review quote status and necessary changes in terms	67.3	75.8	50.0
6	Initiate negotiation on price	76.9	81.8	66.7
7	Response on price negotiation	73.1	78.8	61.1
8	Exchange of counters and responses on price	51.9	54.5	44.4
9	Initiate negotiation on terms	67.3	72.7	55.6
10	Response on negotiation of terms	63.5	69.7	50.0
11	Initiate negotiation on delivery	80.8	87.9	66.7
12	Response on delivery negotiation	67.3	57.6	83.3
13	Initiate negotiation on specifics other than product, price, terms, or delivery	65.4	78.8	38.9
14	Response on negotiation of specifics other than product, price, terms, or delivery	53.8	63.6	33.3
15	Review final configuration	63.5	75.8	44.4
16	Refer to need to consult with internal departments	53.8	60.6	38.9
17	Refer to need for home office confirmation	15.4	9.1	27.8
18	Verbal agreement on prices and terms	65.4	54.5	83.3
19	Sign contract	63.5	60.6	66.7
20	Exchange of parting comments	32.7	33.3	33.3
	Review competing products and look for edge	76.9	75.8	83.3
	Discussion of terms with the legal department	23.1	30.3	11.1
	Request annual forecast projections	44.2	36.4	55.6
	Describe general business conditions	32.7	36.4	27.8
	Value-in-Use analysis	42.3	42.4	44.4

*n = 52

**n = 33

***n = 18

TABLE 14

Post-Quotation Negotiation

Activity Initiator Task Results

Order	Activity	Overall Sample Initiator %				Buyers Initiator %				Sellers Initiator			
		B*	S*	BS*	N*	B	S	BS	N	B	S	BS	N
1	Small talk prior to initiating business purpose	9.1	24.2	30.3	36.4	13.6	9.1	31.8	45.5	0	54.5	27.3	18.2
2	Review quotation	59.4	9.4	18.8	12.5	76.2	0	9.5	14.3	27.3	27.3	36.4	9.1
3	Identify product shortfalls in meeting firm's needs	50.0	6.3	18.8	25.0	61.9	0	14.3	23.8	27.3	18.2	27.3	27.3
4	Indicate satisfaction with product quality	39.4	21.2	9.1	30.3	40.9	13.6	9.1	36.4	36.4	36.4	9.1	18.2
5	Review quote status and necessary changes in terms	50.0	6.3	21.9	21.9	71.4	0	9.5	19.0	9.1	18.2	45.5	27.3
6	Initiate negotiation on price	53.1	3.1	28.1	15.6	57.1	0	28.6	14.3	45.5	9.1	27.3	18.2
7	Response on price negotiation	21.9	40.6	21.9	15.6	28.6	38.1	23.8	9.5	9.1	45.5	18.2	27.3
8	Exchange of counters and responses on price	15.6	6.3	37.5	40.6	19.0	4.8	38.1	38.1	9.1	9.1	36.4	45.5
9	Initiate negotiation of terms	40.6	3.1	28.1	28.1	42.9	0	33.3	23.8	36.4	9.1	18.2	36.4
10	Response on negotiation of terms	21.9	25.0	21.9	31.3	19.0	23.8	23.8	33.3	27.3	27.3	18.2	27.3
11	Initiate negotiation on delivery	57.6	12.1	21.2	9.1	72.7	0	22.7	4.5	27.3	36.4	18.2	18.2
12	Response on delivery negotiation	12.5	28.1	37.5	21.9	9.5	23.8	33.3	33.3	18.2	36.4	45.5	0
13	Initiate negotiation on specifics other than product, price, terms, or delivery	39.4	9.1	30.3	21.2	45.5	9.1	31.8	33.6	27.3	9.1	27.3	36.4
14	Response on negotiation of specifics other than product, price, terms, or delivery	15.2	27.3	18.2	39.4	22.7	22.7	18.2	36.4	0	36.4	18.2	45.5
15	Review final configuration	36.4	3.0	36.4	24.2	40.9	0	36.4	22.7	27.3	9.1	36.4	27.3
16	Refer to need to consult with internal departments	51.5	6.1	12.1	30.3	59.1	0	9.1	31.8	36.4	18.2	18.2	27.3
17	Refer to need for home office confirmation	12.5	15.6	3.1	68.8	9.5	9.5	4.8	76.2	18.2	27.3	0	54.5
18	Verbal agreement on prices and terms	21.2	9.1	45.5	24.2	22.7	0	45.5	31.8	18.2	27.3	45.5	9.1
19	Sign contract	28.1	18.8	18.8	34.4	28.6	19.0	19.0	33.3	27.3	18.2	18.2	36.4
20	Exchange of parting comments	12.5	6.3	37.5	43.8	14.3	4.8	33.3	47.6	9.1	9.1	45.5	36.4
	Review competing products and look for edge	43.8	18.8	28.1	9.4	52.4	4.8	33.3	9.5	27.3	45.5	18.2	9.1
	Discussion of terms with the legal department	31.3	0	18.8	50.0	33.3	0	14.3	52.4	27.3	0	27.3	45.5
	Request annual forecast predictions	12.5	40.6	9.4	37.5	9.5	28.6	14.3	47.6	18.2	63.6	0	18.2
	Describe general business conditions	12.5	21.9	31.3	34.4	9.5	23.8	28.6	38.1	18.2	18.2	36.4	27.3
	Value-in-Use analysis	46.9	15.6	3.1	34.4	47.6	9.5	4.8	38.1	45.5	27.3	0	27.3

B* = Buyer initiates activity; S* = Seller initiates activity; BS* Buyer and seller initiate activity; N* = Neither.

TABLE I5

Paired Comparison Procedure Results

Post-Quotation Negotiation (Overall)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	15	14	11	14	12	11	7	13	8	14	13	11	10	13	9	2	12	10	12	
2	0	16	7	22	10	12	12	12	11	13	18	10	13	21	8	5	15	21	17	
3	1	12	8	18	16	12	10	10	13	17	17	10	11	20	12	5	15	17	14	
4	1	11	7	6	8	8	8	7	10	14	12	5	9	13	4	2	12	15	10	
5	0	4	5	6	6	7	7	8	8	7	14	4	5	18	5	2	12	17	14	
6	1	19	9	8	20*	4	26	18	19	17	23	21	14	13	8	4	22	25	12	
7	1	19	11	10	16*	4	11	10	9	16	16	17	10	14	5	4	21	16	19	
8	0	6	4	3	10	4	11	11	6	9	9	15	5	3	5	4	12	13	9	
9	0	17*	10	7	17*	10	14	11	4	16	21	18	8	13	6	1	18	19	11	
10	0	16	9	5	15	7	10	8	4	15	13	17	5	13	6	3	12	16	13	
11	1	19	12	4	21*	9	14	11	6	15	13	17	9	14	12	4	21	20	17	
12	1	8	8	4	10	4	7	4	3	5	5	23	2	4	11	5	3	10	9	18
13	2	16	11	9	17*	10	15	9	11	15*	17	19*	2	20	17	8	3	20	17	11
14	0	9	8	4	10	8	6	8	3	4	8	12*	2	17	7	4	10	13	13	
15	0	3	2	4	3	3	3	3	4	4	4	9	1	4	2	1	7	15	14	
16	2	12	8	6	13*	13	13*	7	10	10	12	12*	11	9	17*	5	16	16	8	
17	0	2	1	1	2	2	2	1	3	2	3	3	1	1	5	1	2	2	3	
18	2	10	6	6	10	5	4	7	8	8	8	13	1	9	13	4	5	13	16	
19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	
20	0	2	2	2	2*	3	1	1	4	0	2	3	1	1	4	2	3	4		

ij events: 40% frequency of mention (individual event)

n = 52

* significant differences at .05

TABLE 16

Paired Comparison Procedure Results
Post-Quotation Negotiation (Buyers)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
1	9	9	9	7	9	7	8	4	7	7	7	10	7	9	8	9	6	0	6	5	6
2	0	11	9	6	15	7	8	7	4	7	7	9	9	8	10	17	5	2	7	14	11
3	1	3	2	5	13	10	9	6	6	8	8	11	10	8	10	15	8	3	9	11	9
4	1	3	4	5	3	2	3	3	2	4	4	7	4	3	5	9	1	0	4	6	6
5	0	3	4	5	4	4	6	5	4	6	5	8	8	3	4	15	5	1	6	12	11
6	0	12	7	7*	13*	2	18	11	13	10	14	12	9	10	18	4	1	12	18	8	8
7	0	12	7	8*	11	2	6	6	7	10	9	9	6	8	15	3	1	11	12	12	12
8	0	3	3	3	7	3	6	8	4	5	6	9	3	1	11	3	1	6	8	6	6
9	0	12*	8	6*	12*	6	9	8	8	10	13	10	4	10	16	5	0	9	12	8	8
10	0	11	7	5	11	6	7	6	4	10	8	9	3	9	14	4	0	5	12	8	8
11	1	12	9	4	15*	8	11	7	6	10	10	14	7	11	19	8	1	13	13	12	12
12	0	4	4	2	6	1	4	2	1	3	1	1	2	2	6	2	0	3	5	7	9
13	1	11	9	7*	13*	8	12	6	10	12*	13	11*	0	15	16	7	1	12	13	9	9
14	0	5	4	3	7	5	5	5*	2	2	5	6*	0	4	11	5	1	5	10	9	9
15	0	1	1	3	2	2	2	2	2	2	2	7	1	4	11	2	0	3	11	12	6
16	1	10	7	4	9	11*	10*	5	7	8	10	8*	8	7	12*	0	3	11	11	6	6
17	0	1	0	1	0	1	1	0	1	2	2	2	1	1	2	0	1	1	1	1	1
18	1	5	2	4	6	2	2	4	6	5*	4	5	1	6	10*	2	1	0	8	7	7
19	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	8	5
20	0	0	1	1	0	1	0	0	1	0	1	2	0	0	1	0	1	1	1	1	1

ij events: 40% frequency of mention (individual events)

n = 33

* significant differences at .05

TABLE 17

Paired Comparison Procedure Results

Post-Quotation Negotiation (Sellers)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	0	6	5	4	5	5	3	3	6	1	4	6	2	2	4	3	2	6	5	6
2	0	3	5	1	6	3	3	4	4	3	4	8	1	2	4	2	3	7	6	6
3	0	8*	5	3	5	6	3	4	4	5	6	7	2	1	5	4	2	6	6	5
4	0	1	5	1	3	6	5	5	4	6	7	8	2	4	4	3	2	8	9	4
5	0	6	2	1	2	2	1	2	4	2	2	5	1	1	3	0	1	5	5	2
6	1	7*	4	2	6*	2	7	6	5	6	8	7	4	2	5	3	3	9	6	4
7	1	3	1	0	4*	2	4	4	2	6	7	5	3	5	4	2	3	9	4	6
8	0	4	2	1	2	1	4	2	2	3	3	5	1	1	3	1	3	5	4	3
9	0	5	2	0	4	4	4	2	0	5	7	7	3	2	2	3	1	8	6	3
10	0	6	3	0	5	1	2	3	0	4	5	7	1	3	3	1	3	6	3	5
11	0	4	4	2	4	3	3	2	0	2	4	8	1	2	5	3	3	7	6	5
12	1	5*	2	2	3	2	3	2	2	2	4	7*	0	2	5	3	3	7	4	10
13	1	4	4*	2	2	3	3	3	1	3	4*	5	2	4	1	1	2	7	4	1
14	0	2	1	1	2	3	1	3	1	2	3	5	2	0	2	2	3	4	3	3
15	0	1	1	2	1	1	1	1	2	2	2	2	0	0	2	0	1	4	4	2
16	1	2	1	2	3	2	2	2	0	2	2	3	2	1	5*	1	2	4	4	2
17	1	1	1	0	2	1	1	1	2	0	1	1	0	0	3	1	4	1	4	2
18	1	5	4	2	4	3	2	3	2	3	4	7	0	3	3	2	4*	1	1	8
19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0
20	0	2	1	1	2	2	1	1	3	0	1	1	1	1	3	2	1	2	3	0

ij events: 40% frequency of mention. (individual events)

n = 18

* significant differences at .05

TABLE 18a

Post-Quotation Negotiation
Suggested Changes in Sequential Order of Script
(Overall Sample)

Suggested Script Sequence

1. Small talk prior to initiating business purpose
2. Review quotation
3. Identify product shortfalls in meeting firm's needs
4. Indicate satisfaction with product quality
5. Review quote status and necessary changes in terms
6. Initiate negotiation on price
16. Refer to need to consult with internal departments
7. Response on price negotiation
8. Exchange of counters and responses on price
9. Initiate negotiation on terms
10. Response on negotiation of terms
11. Initiate negotiation on delivery
12. Response on delivery negotiation
13. Initiate negotiation on specifics other than product, price, terms, or delivery
14. Response on negotiation of specifics other than product, price, terms, or delivery
15. Review final configuration
17. Refer to need for home office confirmation
18. Verbal agreement on prices and terms
19. Sign contract
20. Exchange of parting comments

TABLE 18b

Post-Quotation Negotiation
Suggested Changes in Sequential Order of Script
(Sample of Buyers)

Suggested Script Sequence

1. Small talk prior to initiating business purpose
2. Review quotation
3. Identify product shortfalls in meeting firm's needs
6. Initiate negotiation on price
16. Refer to need to consult with internal departments
7. Response on price negotiation
8. Exchange of counters and responses on price
9. Initiate negotiation on terms
10. Response on negotiation of terms
11. Initiate negotiation on delivery
12. Response on delivery negotiation
13. Initiate negotiation on specifics other than product,
price, terms, or delivery
4. Indicate satisfaction with product quality
5. Review quote status and necessary changes in terms
14. Response on negotiation of specifics other than product,
price, terms, or delivery
15. Review final configuration
17. Refer to need for home office confirmation
18. Verbal agreement on prices and terms
19. Sign contract
20. Exchange of parting comments

TABLE 18c

Post-Quotation Negotiation
Suggested Changes in Sequential Order of Script
(Sample of Sellers)

Suggested Script Sequence

1. Small talk prior to initiating business purpose
2. Review quotation
3. Identify product shortfalls in meeting firm's needs
4. Indicate satisfaction with product quality
5. Review quote status and necessary changes in terms
6. Initiate negotiation on price
7. Response on price negotiation
8. Exchange of counters and responses on price
9. Initiate negotiation on terms
10. Response on negotiation of terms
11. Initiate negotiation on delivery
12. Response on delivery negotiation
13. Initiate negotiation on specifics other than product, price, terms, or delivery
14. Response on negotiation of specifics other than product, price, terms, or delivery
16. Refer to need to consult with internal departments
15. Review final configuration
17. Refer to need for home office confirmation
18. Verbal agreement on prices and terms
19. Sign contract
20. Exchange of parting comments

APPENDIX J: SUPPORT SERVICE

COMPLETE RESULTS OF SCRIPT VALIDATION TASKS

TABLE J1: Activity Typicality Task Results

TABLE J2: Activity Importance Task Results

TABLE J3: Activity Relevance Task Results

TABLE J4: Activity Initiator Task Results

TABLE J5: Paired Comparison Sequence (Overall Sample)

TABLE J6: Paired Comparison Sequence (Buyers)

TABLE J7: Paired Comparison Sequence (Sellers)

TABLE J8a: Suggested Sequence Changes (Overall Sample)

TABLE J8b: Suggested Sequence Changes (Buyers)

TABLE J8c: Suggested Sequence Changes (Sellers)

TABLE J1

Support Service

Activity Typicality Task Results

Order	Activity	Overall Sample*		Buyers**		Sellers***	
		X	σ	X	σ	X	σ
1	Telephone call regarding a service need to be satisfied	2.864	1.564	2.560	1.158	3.176	2.038
2	Respond to buyer's call for service	2.476	1.452	2.458	1.062	2.500	2.000
3	Establish meeting time and place	2.477	1.303	2.800	1.000	1.882	1.536
4	Discussion of specific problem/service requirements	2.907	1.586	2.840	1.179	3.000	2.160
5	Review services offered and required	2.773	1.583	2.600	1.118	2.941	2.164
6	Promote vendor company history and reputation	3.047	1.632	3.120	1.424	3.000	2.033
7	Set up plant tour	4.209	1.794	4.620	1.636	3.688	2.056
8	Discussion of service contract benefits	3.419	1.842	3.040	1.457	4.063	2.294
9	Discussion of service terms	3.279	1.723	3.000	1.443	3.625	2.156
10	Research department input sought to solve specific problem	3.326	1.728	3.520	1.558	2.938	2.048
11	Commitment to perform the necessary corrective action	3.405	1.697	3.250	1.327	3.688	2.213
12	Review service quotation	3.068	1.848	2.400	1.258	4.000	2.264
13	Initiate negotiation on price	2.795	1.799	2.080	1.077	3.824	2.215
14	Agreement on service trial	3.814	1.562	3.440	1.227	4.500	1.897
15	Decision to buy/not to buy the service	2.884	1.854	2.840	1.573	2.813	2.344
	Obtain concurrence from internal users	3.209	1.820	2.917	1.742	3.588	2.002
	Feedback	3.143	1.407	3.250	1.260	2.938	1.692
	Review labor relations	5.256	1.560	4.880	1.616	5.938	1.340
	Discuss availability of parts	2.860	1.922	2.360	1.578	3.625	2.306
	Ask about insurance liability	3.930	1.957	3.520	1.711	4.625	2.277

*n = 45

**n = 25

***n = 18

1 = Typical; 7 = Atypical

TABLE J2

Support Service

Activity Importance Task Results

Order	Activity	Overall Sample*		Buyers**		Sellers***	
		X	σ	X	σ	X	σ
1	Telephone call regarding a service need to be satisfied	2.75	1.740	2.520	1.159	3.059	2.436
2	Respond to buyer's call for service	1.857	1.507	1.583	.776	2.375	2.187
3	Establish meeting time and place	2.364	1.348	2.760	1.128	1.824	1.551
4	Discussion of specific problem/service requirements	2.326	1.658	2.280	1.208	2.500	2.280
5	Review services offered and required	2.295	1.374	2.280	.891	2.353	1.935
6	Promote vendor company history and reputation	2.932	1.731	3.080	1.352	2.647	2.206
7	Set up plant tour	3.860	1.833	4.320	1.574	3.250	2.145
8	Discussion of service contract benefits	2.907	1.849	2.400	1.080	3.813	2.509
9	Discussion of service terms	2.698	1.726	2.400	1.354	3.250	2.206
10	Research department input sought to solve specific problem	2.791	1.807	3.000	1.443	2.625	2.335
11	Commitment to perform the necessary corrective action	2.571	1.876	2.375	1.740	2.875	2.187
12	Review service quotation	2.705	1.924	2.120	1.364	3.588	2.399
13	Initiate negotiation on price	2.455	1.810	1.760	.779	3.588	2.373
14	Agreement on service trial	3.163	1.603	2.880	1.166	3.625	2.125
15	Decision to buy/not to buy the service	2.372	1.648	2.480	1.475	2.188	2.007
	Obtain concurrence from internal users	2.930	2.028	2.542	1.744	3.529	2.401
	Feedback	2.476	1.401	2.667	1.129	2.125	1.746
	Review labor relations	4.744	1.801	4.320	1.574	5.438	2.065
	Discuss availability of parts	2.488	1.804	2.000	1.291	3.313	2.301
	Ask about insurance liability	3.405	2.119	2.750	1.726	4.375	2.446

*n = 45

**n = 25

***n = 18

1 = Important; 7 = Unimportant

TABLE J3

Support Service

Activity Relevance Task-Results

Order	Activity	Overall Sample %	Buyers** %	Sellers*** %
1	Telephone call regarding a service need to be satisfied	44.4	48.0	44.4
2	Respond to buyer's call for service	73.3	68.0	83.3
3	Establish meeting time and place	57.8	40.0	77.8
4	Discussion of specific problem/service requirements	53.3	56.0	44.4
5	Review services offered and required	66.7	72.0	55.6
6	Promote vendor company history and reputation	42.2	32.0	61.1
7	Set up plant tour	24.4	16.0	38.9
8	Discussion of service contract benefits	42.2	52.0	27.8
9	Discussion of service terms	57.8	64.0	50.0
10	Research department input sought to solve specific problem	24.4	24.0	22.2
11	Commitment to perform the necessary corrective action	37.8	40.0	33.3
12	Review service quotation	55.6	72.0	33.3
13	Initiate negotiation on price	68.9	80.0	50.0
14	Agreement on service trial	35.6	40.0	27.8
15	Decision to buy/not to buy the service	68.9	80.0	50.0
	Obtain concurrence from internal users	46.7	48.0	44.4
	Feedback	28.9	20.0	38.9
	Review labor relations	6.7	12.0	0
	Discuss availability of parts	62.2	84.0	33.3
	Ask about insurance liability	26.7	36.0	16.7

*n = 45

**n = 25

***n = 18

TABLE J4

Support Service

Activity Initiator Task Results

Order	Activity	Overall Sample Initiator %				Buyers Initiator %				Sellers Initiator %			
		B*	S*	BS*	N*	B	S	BS	N	B	S	BS	N
1	Telephone call regarding a service need to be satisfied	51.4	5.7	14.3	28.6	47.6	4.8	14.3	33.3	58.3	0	16.7	25.0
2	Respond to buyer's call for service	11.4	65.7	2.9	19.0	14.3	52.4	4.8	28.6	8.3	83.3	0	8.3
3	Establish meeting time and space	11.4	11.4	51.4	25.7	14.3	0	47.6	38.1	8.3	33.3	50.0	8.3
4	Discussion on specific problem/service requirements	25.7	2.9	42.9	28.6	23.8	0	42.9	33.3	25.0	8.3	41.7	25.0
5	Review services offered and required	31.4	11.4	48.6	8.6	33.3	14.3	47.6	4.8	33.3	8.3	41.7	16.6
6	Promote vendor company history and reputation	2.9	65.7	2.9	28.6	0	57.1	0	42.9	8.3	75.0	8.3	8.3
7	Set up plant tour	11.4	17.1	17.1	54.3	9.5	9.5	14.3	66.7	16.7	25.0	16.7	41.7
8	Discussion of service contract benefits	14.3	17.1	37.1	31.5	9.5	23.8	33.3	33.3	25.5	8.3	33.3	33.3
9	Discussion of service terms	14.3	5.7	60.0	20.0	14.3	0	66.7	19.0	16.7	16.7	41.7	25.0
10	Research department input sought to solve specific problem	17.1	11.4	17.1	54.3	14.3	0	23.8	61.9	16.7	33.3	41.7	8.3
11	Commitment to perform the necessary corrective action	5.7	20.0	11.4	62.9	9.5	19.0	14.3	57.2	50.0	25.0	16.7	8.3
12	Review service quotation	45.7	2.9	22.9	28.6	52.4	4.8	19.0	23.8	25.0	0	33.3	41.7
13	Initiate negotiation on price	37.1	37.1	22.9	2.9	42.9	0	42.9	14.3	25.0	25.0	41.7	8.3
14	Agreement on service trial	8.6	11.4	37.1	42.9	9.5	9.5	47.6	33.3	8.3	16.7	8.3	66.6
15	Decision to buy/not to buy the service	80.0	8.6	8.6	2.9	81.0	0	4.8	14.3	75.0	0	16.7	8.3
	Obtain concurrence from internal users	20.0	25.7	14.3	40.0	19.0	19.0	19.0	42.9	16.7	33.3	8.3	41.6
	Feedback	20.0	5.7	22.9	51.4	14.3	4.8	23.8	57.1	25.0	8.3	16.7	50.0
	Review labor relations	17.1	20.0	60.0	2.9	9.5	0	23.8	66.7	25.0	8.3	58.3	8.3
	Discuss availability of parts	31.4	8.6	37.1	22.9	42.9	0	47.6	9.5	16.7	25.0	8.3	50.0
	Ask about insurance liability	40.0	17.1	40.0	2.9	47.6	0	14.3	38.1	25.0	16.7	50.0	8.3

B* = Buyer initiates activity
 S* = Seller initiates activity
 BS* = Buyer and seller initiate activity
 N* = Neither

TABLE J5

Paired Comparison Procedure Results

Support Service (Overall)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	5	7	5	6	7	3	5	8	1	5	9	6	3	7	
2	9	19	15	21	14	9	16	18*	7	11	16	21	9	20	
3	3	6	15	19	10	7	13	17	4	9	14	18	5	17	
4	5	3	3	8	5	3	7	16	5	9	17	17	2	17	
5	5	3	1	13	5	4	14	15	4	10	16	19	5	19	
6	4	4	5	8	6	4	8	8	3	3	9	9	3	9	
7	1	0	1	2	1	1	0	4	3	1	3	6	0	6	
8	4	1	1	7	3	2	4	9	2	6	11	9	3	16	
9	2	4	2	0	4	3	3	3	2	5	13	10	3	12	
10	3	2	2	1	3	1	1	4	4	1	4	8	1	5	
11	3	1	1	0	5	1	2	5	2	2	5	6	4	10	
12	2	3	1	0	2	1	1	2	1	3	3	4	2	8	
13	3	3	2	1	4	1	4	7	1	5	13*	5	5	16	
14	1	5	4	6	2	5	3	7	3	3	4	6	4	8	
15	4	3	1	7	3	2	2	7	3	4	8	6	6	4	

ij events: 40% frequency of mention (individual events)

n = 45

* significant differences at .05

TABLE J6

Paired Comparison Procedure Results

Service (Buyers)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	2	4	7	3	3	5	2	3	6	1	2	7	5	3	4
2	6*	7	12	7	12	7	3	10	10	2	6	12	14	5	12
3	1	3	7	7	9	5	2	7	8	0	3	9	10	2	8
4	4	4	2	10*	3	3	2	4	10	1	5	13	11	2	10
5	4	2	1	4	2	3	2	10	10	2	5	13	13	5	11
6	1	0	0	4	2	1	1	3	4	0	0	6	6	1	4
7	0	0	0	1	1	1	4	0	0	0	0	2	2	0	3
8	3	1	1	6	2	1	1	7	7	1	4	9	7	3	11
9	2	2	1	0	2	1	2	2	1	2	3	10	8	1	8
10	2	2	1	1	2	1	1	1	1	1	1	3	3	1	3
11	3	0	1	0	4	1	1	1	3	2	2	4	4	3	5
12	2	3	1	0	2	1	1	1	2	1	2	2	2	2	7
13	2	2	1	1	4	1	1	4	4	1	3	12*	4	4	12
14	1	0	2	1	3	1	3	2	3	2	1	3	4	2	5
15	4	3	2	1	5	2	1	1	3	2	3	7	4	3	

ij events: 40% frequency of mention (individual events)

n = 25

* significant differences at .05

TABLE J7

Paired Comparison Procedure Results

Service (Sellers)

Event j	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	3	2	1	0	2	4	3	5	4	3	1	1	1	0	3
2	3	12	0	0	4	2	2	3	4	1	4	2	4	0	6
3	2	1	0	0	4	2	2	3	4	3	3	3	4	0	5
4	1	0	0	2	4	2	2	3	4	3	3	2	4	0	6
5	3	4	5	1	2	0	3	5	4	3	3	3	3	2	5
6	1	0	1	2	1	0	0	4	4	3	1	1	4	0	3
7	1	0	0	1	1	1	0	2	2	1	1	1	1	0	4
8	0	2	1	0	2	2	1	1	0	0	2	3	2	0	3
9	1	0	1	0	1	0	0	0	2	0	2	1	4	0	1
10	0	1	0	0	1	0	2	1	2	0	0	0	1	1	4
11	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0
12	1	1	1	0	2	0	1	0	2	0	2	1	1	1	2
13	0	1	2	2	2	1	2	1	3	0	2	1	1	1	3
14	0	2	1	0	2	1	1	1	4	1	1	1	2	1	1
15	0	2	1	0	2	1	1	1	4	1	1	1	2	1	1

ij events: 40% frequency of mention (individual events)

n = 18

* significant differences at .05

TABLE J8a

Support Service
Suggested Changes in Sequential Order of Script
(Overall Sample)

Suggested Script Sequence

1. Telephone call regarding a service need to be satisfied
2. Respond to buyer's call for service
3. Establish meeting time and place
4. Discussion of specific problem/service requirements
5. Review services offered and required
6. Promote vendor company history and reputation
7. Set up plant tour
8. Discussion of service contract benefits
9. Discussion of service terms
10. Research department input sought to solve specific problem
11. Commitment to perform the necessary corrective action
13. Initiate negotiation on price
12. Review service quotation
14. Agreement on service trial
15. Decision to buy/not to buy the service

TABLE J8b

Support Service
Suggested Changes in Sequential Order of Script
(Sample of Buyers)

Suggested Script Sequence

2. Respond to buyer's call for service
1. Telephone call regarding a service need to be satisfied
3. Establish meeting time and place
5. Review services offered and required
4. Discussion of specific problem/service requirements
6. Promote vendor company history and reputation
7. Set up plant tour
8. Discussion of service contract benefits
9. Discussion of service terms
10. Research department input sought to solve specific problem
11. Commitment to perform the necessary corrective action
13. Initiate negotiation on price
12. Review service quotation
14. Agreement on service trial
15. Decision to buy/not to buy the service

TABLE J8c

Support Service
Suggested Changes in Sequential Order of Script
(Sample of Sellers)

Suggested Script Sequence

1. Telephone call regarding a service need to be satisfied
2. Respond to buyer's call for service
3. Establish meeting time and place
4. Discussion of specific problem/service requirements
5. Review services offered and required
6. Promote vendor company history and reputation
7. Set up plant tour
8. Discussion of service contract benefits
9. Discussion of service terms
10. Research department input sought to solve specific problem
11. Commitment to perform the necessary corrective action
12. Review service quotation
13. Initiate negotiation on price
14. Agreement on service trial
15. Decision to buy/not to buy the service

APPENDIX K: SCRIPT DIFFERENCES BETWEEN BUYERS AND SELLERS

OVERALL PURCHASE PROCESS:

TABLE K1: Differences in Activity Typicality

TABLE K2: Differences in Activity Importance

TABLE K3: Differences in Activity Initiator

INITIAL SALES CALL:

TABLE K4: Differences in Activity Typicality

TABLE K5: Differences in Activity Importance

TABLE K6: Differences in Activity Initiator

POST-QUOTATION NEGOTIATION:

TABLE K7: Differences in Activity Typicality

TABLE K8: Differences in Activity Importance

TABLE K9: Differences in Activity Initiator

SUPPORT SERVICE:

TABLE K10: Differences in Activity Typicality

TABLE K11: Differences in Activity Importance

TABLE K12: Differences in Activity Initiator

TABLE K1

Overall Purchase Process: Buyer-Seller Differences

Typicality Task Results

Order	Activity	Buyer		Seller		T Value	DF	Sig.
		X	σ	X	σ			
1	Product need is realized by user department or other source	2.3708	1.377	3.3333	1.745	-3.23	72.46	.002*
2	Official identification of the purchase need	2.7128	1.535	2.8696	1.708	-.53	81.48	.600
3	Discuss need specifications with user department	2.0947	1.369	3.2045	2.041	-3.28	61.56	.002*
4	Contact potential vendors/buyers	2.2632	1.370	2.3261	1.739	-.22	72.95	.830
5	Initial sales interview	3.1828	1.811	2.3043	1.685	2.82	95.85	.006*
6	Discuss product need with vendor	2.2747	1.350	2.9773	1.947	-2.16	63.69	.035*
7	Respond to Request for Information and/or demonstrate product	3.1648	1.740	3.1087	1.935	.17	82.43	.869
8	Issue formal Request for Quote/Bid to refined vendor list	3.0000	1.972	4.0000	2.306	-2.43	69.73	.018*
9	Evaluate and clarify quality specifications	1.7979	1.275	2.8298	1.785	-3.54	70.19	.001*
10	Respond to formal Request for Quote	2.8471	1.893	3.1136	1.956	-.74	84.64	.460
11	Evaluate quote or bids	1.5053	.921	2.8696	1.951	-4.51	54.93	.000*
12	Follow-up with sales call after quote-evaluation	3.3077	1.568	2.7872	1.955	1.58	77.29	.118
13	Select vendor(s)	2.2737	1.753	3.5116	2.028	-3.46	71.56	.001*
14	Negotiate final agreement	2.1828	1.574	2.5870	1.927	-1.23	75.56	.221
15	Place order	1.8602	1.380	2.1522	1.699	-1.01	75.23	.315
16	Sign contract	2.4043	1.804	2.9556	2.142	-1.49	74.86	.140
17	Expedite delivery	2.4783	1.537	2.5227	1.898	-.14	70.89	.893
18	Receive goods	2.5165	1.888	3.6087	2.380	-2.71	74.40	.008*
19	Use product to test performance	3.1064	1.846	3.7826	2.449	-1.66	70.86	.102
20	Approve payment of vendor invoice	3.3191	2.282	3.8095	2.319	-1.14	77.75	.256
	Explore alternatives to reduce cost	2.1158	1.193	2.9783	1.903	-2.82	62.66	.006*
	Contact supplier to determine quote status	3.3556	1.807	4.2000	2.272	-2.17	72.63	.033*
	Review labor relations	5.0761	1.841	6.0000	1.414	-3.24	110.48	.002*
	Visit plant	4.3617	1.722	3.6444	2.058	2.02	74.48	.047*
	Report reason for bid loss to non-selected suppliers	3.7368	1.925	5.0714	1.827	-3.88	82.49	.000*

* significant at .05 level

TABLE K2

Overall Purchase Process: Differences - Buyer & Seller

Activity Importance Task

Order	Activity	Buyer		Seller		T Value	DF	Sig.
		\bar{X}	σ	\bar{X}	σ			
1	Product need is realized by user department or other source	2.4835	1.385	2.8000	1.714	-1.08	73.29	.285
2	Official identification of the purchase need	2.3118	1.511	2.3913	1.680	-.27	81.81	.787
3	Discuss need specifications with user department	1.5464	1.173	2.2500	1.832	-2.34	59.56	.023*
4	Contact potential vendors/buyers	2.0947	1.337	1.9783	1.498	.45	80.69	.655
5	Initial sales interview	3.2234	1.844	2.1957	1.759	3.20	03.36	.002*
6	Discuss product need with vendor	1.9239	1.242	2.5000	1.798	-1.92	63.32	.060
7	Respond to Request for Information and/or demonstrate product	3.0217	1.729	2.4565	1.747	1.80	89.25	.076
8	Issue formal Request for Quote/Bid to refined vendor list	2.9677	1.964	3.8571	2.248	-2.21	70.42	.030*
9	Evaluate and clarify quality specifications	1.4421	1.039	2.1739	1.387	-3.17	70.27	.002*
10	Respond to formal Request for Quote	2.5647	1.886	2.4545	1.910	.31	86.13	.756
11	Evaluate quote or bids	1.4021	.897	2.1556	1.678	-2.83	56.00	.006*
12	Follow with sales call after quote evaluation	3.5165	1.810	1.9565	1.563	5.23	103.01	.000*
13	Select vendor(s)	2.1146	1.654	3.1190	2.074	-2.78	64.80	.007*
14	Negotiate final agreement	1.7572	1.327	2.1522	1.825	-1.21	69.05	.231
15	Place order	1.9149	1.464	1.9565	1.659	-.14	80.18	.885
16	Sign contract	2.3158	1.703	2.6889	2.234	-.99	69.09	.325
17	Expedite delivery	2.1413	1.387	1.9767	1.581	.59	73.29	.560
18	Receive goods	1.9565	1.474	3.0889	2.234	-3.09	63.35	.003*
19	Use product to test performance	2.5258	1.893	3.1556	2.316	-1.59	72.34	.115
20	Approve payment of vendor invoice	3.1075	2.051	3.3810	2.378	-.64	69.66	.521
	Explore alternatives to reduce costs	1.7320	1.159	2.6000	1.671	-3.15	64.38	.002*
	Contact supplier to determine quote status	3.2796	1.772	3.6818	2.428	-.98	65.44	.330
	Review labor relations	4.2609	2.059	5.1556	1.906	-2.51	93.77	.014*
	Visit plant	3.4896	1.729	3.1778	2.081	.87	73.51	.385
	Report reason for bid loss to non-selected suppliers	3.4536	1.871	3.4762	2.244	-.06	66.81	.995

*significant at .05 level

TABLE K3

Overall Purchase Process: Buyer-Seller Differences

Activity Initiator Task Results

Order	Activity	X ²	DF	Sig.
1	Product need is realized by user department or other source	6.22103	3	.1013
2	Official identification of the purchase need	34.57335	3	.0000*
3	Discuss need specifications with user department	51.15513	3	.0000*
4	Contact potential vendors/buyers	40.52836	3	.0000*
5	Initial sales interview	34.68676	3	.0000*
6	Discuss product need with vendor	16.77951	3	.0008*
7	Respond to Request for Information and/or demonstrate product	16.69955	3	.0008*
8	Issue formal Request for Quote/Bid to refined vendor list	18.84975	3	.0003*
9	Evaluate and clarify quality specifications	14.05773	3	.0028*
10	Respond to formal Request for Quote	4.36076	3	.2251
11	Evaluate quote or bids	35.32098	3	.0000*
12	Follow-up with sales call after quote evaluation	34.62539	3	.0000*
13	Select vendor(s)	38.74727	3	.0000*
14	Negotiate final agreement	20.05280	3	.0002*
15	Place order	36.88536	3	.0000*
16	Sign contract	24.46212	3	.0000*
17	Expedite delivery	53.30744	3	.0000*
18	Receive goods	13.15813	3	.0043*
19	Use product to test performance	10.07535	3	.0179*
20	Approve payment of vendor invoice	8.32242	3	.0398*
	Explore alternatives to reduce costs	29.35775	3	.0000*
	Contact supplier to determine quote status	20.47381	3	.0001*
	Review labor relations	1.21176	3	.7502
	Visit plant	39.87676	3	.0000*
	Report reason for bid loss to non-selected suppliers	14.28039	3	.0026*

* significant at .05 level

TABLE K4

Initial Sales Call: Buyer-Seller Differences

Typicality Task Results

Order	Activity	Buyer		Seller		T Value	DF	Sig.
		\bar{X}	σ	\bar{X}	σ			
1	Exchange handshakes/ introductions	1.5806	1.285	1.5000	.905	.23	28.52	.819
2	Small talk prior to initiating business purpose	3.0667	1.856	1.9167	1.084	2.49	34.13	.018*
3	Initiation of business purpose	2.3226	1.514	1.7500	1.055	1.40	28.81	.171
4	Discussion to narrow down needs to specific units	3.1935	1.869	3.4545	1.968	-.38	16.85	.707
5	Description of purchasing firm history	3.7742	1.961	3.8333	1.899	-.09	20.67	.929
6	Discussion of vendor company history/reputation	2.7419	1.591	2.9091	1.973	-.25	14.89	.803
7	Presentation of vendor literature	2.5806	1.876	2.8333	2.167	-.36	17.76	.726
8	Sales presentation	3.0968	1.921	2.1667	1.115	1.97	34.24	.057*
9	Product demonstration	3.5313	1.814	4.2727	2.328	-.96	14.41	.353
10	Discussion of pro's/con's of specific units	3.2333	1.695	4.0000	1.954	-1.19	18.00	.249
11	Discuss possibility of technical assistance	2.8710	1.335	3.3636	1.690	-.88	14.68	.395
12	Discussion of price quotation (ballpark)	3.2000	1.808	3.8333	1.992	-.96	18.67	.352
13	Arrange for follow-up sales interview	3.3667	1.790	1.9000	1.197	2.93	23.39	.007*
14	Negotiate terms (other than price)	3.7188	1.988	4.4167	2.021	-1.02	19.52	.318
15	Arrange for a trial run in the buyer's plant	4.2333	1.851	4.2727	2.240	-.05	15.30	.959
16	Summarize agreements and commitments	3.5313	1.984	2.5000	1.314	2.00	30.04	.055*
17	Indicate the need to study the proposition	2.8000	1.846	3.1667	1.801	-.59	20.80	.560
18	Consider other suppliers	3.1333	1.833	4.0000	1.563	-1.45	17.97	.164
19	Agree on procedure for formal quotation	3.9677	1.816	3.8182	1.834	.23	17.47	.819
20	Thank you's	1.9688	1.356	2.1667	1.403	-.42	19.21	.679
	Demonstration of the ability to meet demand	3.1563	1.668	2.4167	1.782	1.25	18.70	.227
	Comparison of vendor product with one presently used	3.0667	1.721	2.6667	2.309	.54	16.13	.595
	Discuss international border crossing issues	5.0323	1.888	6.4545	1.293	-2.75	25.91	.011*
	Assess product advantage relative to competing products	3.0000	1.571	3.3333	2.229	-.47	15.42	.642
	Offer to participate in buying center meeting	4.6667	1.953	5.3000	2.058	-.85	14.81	.407

* Significant at .05 level

TABLE K5

Initial Sales Call: Buyer-Seller Differences

Activity Importance Task

Order	Activity	Buyer		Seller		T Value	DF	Sig.
		\bar{X}	σ	\bar{X}	σ			
1	Exchange handshakes/ introductions	3.2903	2.239	2.0833	1.165	2.30	37.13	.027*
2	Small talk prior to initiating business purpose	4.9000	1.826	2.333	1.231	5.27	30.06	.000*
3	Initiation of business purpose	1.9335	1.237	1.6667	1.073	.71	22.99	.488
4	Discussion to narrow down needs to specific units	2.2000	1.375	3.4545	2.162	-1.80	13.09	.096
5	Description of purchasing firm history	3.4667	1.795	4.0000	1.706	-.90	21.32	.377
6	Discussion of vendor company history/reputation	2.6452	1.799	2.8182	2.442	-.22	14.05	.833
7	Presentation of vendor literature	2.5806	1.566	3.2500	2.261	-.94	15.27	.361
8	Sales presentation	2.7333	1.530	2.0000	1.206	1.64	25.68	.112
9	Product demonstration	3.2188	1.845	3.5455	2.207	-.44	15.10	.666
10	Discussion of pro's/con's of specific units	2.6000	1.545	3.7500	2.050	-1.75	16.24	.099
11	Discuss possibility of technical assistance	2.2903	1.296	3.7273	2.054	-2.17	12.94	.049*
12	Discussion of price quotation (ballpark)	3.2000	1.972	3.8333	2.082	-.90	19.37	.377
13	Arrange for follow-up sales interview	3.1333	1.697	1.8000	1.135	2.81	23.37	.101*
14	Negotiate terms (other than price)	3.3438	2.149	4.4167	2.234	-1.43	19.14	.168
15	Arrange for a trial run in the buyer's plant	3.5667	2.012	3.9091	2.256	-.44	16.20	.664
16	Summarize agreements and commitments	2.9688	2.102	2.5833	1.505	.67	27.72	.506
17	Indicate the need to study the proposition	2.4483	1.454	3.5000	1.883	-1.73	16.70	.101
18	Consider other suppliers	2.6897	1.713	3.7000	1.636	-1.66	16.34	.116
19	Agree on procedure for formal quotation.	3.4839	1.877	3.6364	1.027	-.33	32.53	.741
20	Thank you's	2.7813	2.075	2.7500	1.865	.05	21.91	.962
	Demonstration of the ability to meet demand	2.0313	1.513	2.2500	1.712	-.39	17.84	.702
	Comparison of vendor product with one presently used	2.8667	1.737	3.1667	2.368	-.40	15.96	.696
	Discuss international border crossing issues	4.5333	2.030	6.5455	1.214	-3.86	30.11	.001*
	Assess product advantage relative to competing products	3.4194	2.029	3.3333	2.188	.12	18.78	.907
	Offer to participate in buying center meeting	4.6000	1.993	5.2000	1.751	-.91	17.44	.378

* Significant at .05 level

TABLE K6

Initial Sales Call: Buyer-Seller DifferencesActivity Initiator Task Results

Order	Activity	X ²	DF	Sig.
1	Exchange handshakes/introductions	7.16518	3	.0668
2	Small talk prior to initiating business purpose	7.18007	3	.0664
3	Initiation of business purpose	2.31250	3	.5101
4	Discussion to narrow down needs to specific units	10.40000	3	.0155*
5	Description of purchasing firm history	9.82500	3	.0201*
6	Discussion of vendor company history/reputation	8.08125	3	.0444*
7	Presentation of vendor literature	1.25893	2	.5329
8	Sales presentation	1.11923	3	.7724
9	Product demonstration	7.17857	3	.0664
10	Discussion of pro's/con's of specific units	2.14286	3	.5433
11	Discuss possibility of technical assistance	2.85000	3	.4153
12	Discussion of price quotation (ballpark)	9.24615	3	.0262*
13	Arrange for follow-up sales interview	4.95532	3	.0839
14	Negotiate terms (other than price)	2.55000	3	.4663
15	Arrange for a trial run in the buyer's plant	1.55625	3	.6694
16	Summarize agreements and commitments	12.75824	3	.0052*
17	Indicate the need to study the proposition	11.37500	3	.0099*
18	Consider other suppliers	4.53947	3	.2088
19	Agree on procedure for formal quotation	9.71429	3	.0212*
20	Thank you's	9.50000	3	.0233*
	Demonstration of the ability to meet demand	2.55789	3	.4649
	Comparison of vendor product with one presently used	15.58636	3	.0014*
	Discuss international border crossing issues	.32143	3	.9959
	Assess product advantage relative to competing products	9.39286	3	.0245*
	Offer to participate in buying center meeting	4.72500	3	.1931

* significant at .05 level

TABLE K7

Post-Quotation Negotiation: Buyer-Seller Differences

Typicality Task Results

Order	Activity	Buyer		Seller		T Value	DF	Sig.
		\bar{X}	σ	\bar{X}	σ			
1	Small talk prior to initiating business purpose	3.2500	1.901	2.5000	1.855	1.36	36.10	.182
2	Review quotation	2.0625	1.480	2.8889	1.906	-1.59	28.67	.123
3	Identify product shortfalls in meeting firm's needs	2.5625	1.544	3.6111	2.062	-1.88	27.89	.070
4	Indicate satisfaction with product quality	3.1563	1.588	2.7222	1.742	.87	32.69	.389
5	Review quote status and necessary changes in terms	2.9375	1.664	3.5556	1.854	-1.17	32.27	.249
6	Initiate negotiation on price	2.6875	1.731	3.1111	2.193	-.71	29.04	.486
7	Response on price negotiation	2.4839	1.610	3.1111	1.997	-1.14	29.84	.265
8	Exchange of counters and responses on price	3.4688	1.646	3.6667	1.940	-.37	30.78	.717
9	Initiate negotiation on terms	3.4375	1.722	3.6667	2.000	-.41	31.16	.686
10	Response on negotiation of terms	3.0313	1.492	3.7778	2.157	-1.30	26.33	.204
11	Initiate negotiation on delivery	2.4688	1.270	2.7647	1.640	-.65	26.42	.523
12	Response on delivery negotiation	2.8438	1.648	2.4444	1.723	.80	34.06	.430
13	Initiate negotiation on specifics other than product, price, terms, or delivery	3.6875	2.101	4.2222	2.264	-.82	33.20	.417
14	Response on negotiation of specifics other than product, price, terms, or delivery	3.9688	2.102	3.8889	1.875	.14	38.87	.891
15	Review final configuration	2.5806	1.649	2.5882	2.063	-.01	27.38	.990
16	Refer to need to consult with internal departments	2.8438	1.167	3.0556	1.862	-.44	24.68	.666
17	Refer to need for home office confirmation	4.8125	1.839	4.8333	2.007	-.04	32.83	.971
18	Verbal agreement on prices and terms	3.6563	2.364	2.8333	1.790	1.39	43.66	.173
19	Sign contract	2.6774	2.039	3.1111	2.111	-.70	34.65	.487
20	Exchange on parting comments	3.5161	2.031	3.3333	1.940	.31	37.02	.756
	Review competing products and look for edge	3.1250	1.897	2.6667	1.910	.82	35.16	.420
	Discussion of terms with the legal department	4.9375	1.759	4.9444	1.589	-.01	38.47	.989
	Request annual forecast projections	3.0313	1.992	4.0000	2.223	-1.53	32.22	.135
	Describe general business conditions	3.4688	1.934	4.0000	2.326	-.82	30.28	.417
	Value-in-Use analysis	3.9688	1.858	3.3889	2.279	.92	29.80	.364

TABLE KB

Post-Quotation Negotiation: Buyer-Seller Differences

Activity Importance Task

Order	Activity	Buyer		Seller		T Value	DF ^a	Sig.
		\bar{X}	σ	\bar{X}	σ			
1	Small talk prior to initiating business purpose	4.3636	2.104	3.6111	2.090	1.23	35.26	.228
2	Review quotation	2.0909	1.646	2.888	1.875	-1.51	31.35	.140
3	Identify product shortfalls in meeting firm's needs	2.1515	1.603	3.2770	2.218	-1.90	26.91	.068
4	Indicate satisfaction with product quality	2.9697	1.649	2.0556	1.434	2.06	39.46	.046*
5	Review quote status and necessary changes in terms	2.7576	1.733	3.1176	1.495	-.76	36.95	.450
6	Initiate negotiation on price	2.6129	1.801	3.1765	2.455	-.83	25.65	.413
7	Response on price negotiation	2.2500	1.646	2.7059	1.993	-.81	27.82	.426
8	Exchange of counters and responses on price	3.1875	1.786	3.2941	2.144	-.18	28.01	.862
9	Initiate negotiation on terms	2.9688	1.942	3.0000	2.031	-.05	31.49	.959
10	Response on negotiation of terms	2.7879	1.673	3.7059	2.054	-1.59	27.21	.123
11	Initiate negotiation on delivery	2.3030	1.311	2.5556	1.756	-.53	27.54	.597
12	Response on delivery negotiation	2.4848	1.372	2.2778	1.602	.46	30.72	.646
13	Initiate negotiation on specifics other than product, price, terms, or delivery	3.2121	2.118	4.0556	2.287	-1.29	32.80	.206
14	Response on negotiation of specifics other than product, price, terms, or delivery	3.5000	2.110	3.2941	1.611	.38	40.91	.705
15	Review on final configuration	2.2903	1.575	2.4706	2.125	-.31	25.84	.762
16	Refer to need to consult with internal departments	2.4242	1.480	2.8889	1.811	-.93	29.55	.359
17	Refer to need for home office confirmation	4.7813	1.913	4.5294	2.239	.39	28.60	.697
18	Verbal agreement on prices and terms	3.3333	2.341	2.5882	1.839	1.23	39.94	.225
19	Sign contract	2.4688	2.016	2.7222	1.904	-.44	37.11	.661
20	Exchange of parting comments	3.7333	2.149	3.5000	1.654	.42	43.01	.675
	Review competing products and look for edge	2.8750	1.963	2.2222	1.629	1.26	41.09	.214
	Discussion of terms with the legal department	3.5938	2.030	4.5556	1.886	-1.68	37.62	.100
	Request annual forecast projections	2.7879	1.965	3.7222	2.244	-1.48	31.28	.148
	Describe general business conditions	3.8182	2.007	4.0556	2.043	-.40	34.53	.692
	Value-in-Use analysis	3.3939	2.030	2.9444	2.261	.70	31.95	.487

*significant at .05 level

TABLE K9

Post-Quotation Negotiation: Buyer-Seller Differences

Activity Initiator Task Results

Order	Activity	X ²	DF	Sig.
1	Small talk prior to initiating business purpose	9.30000	3	.0256*
2	Review quotation	11.56588	3	.0090*
3	Identify product shortfalls in meeting firm's needs	6.23377	3	.1008
4	Indicate satisfaction with product quality	2.62418	3	.4533
5	Review quote status and necessary changes in terms	13.91218	3	.0030*
6	Initiate negotiation on price	2.16919	3	.5380
7	Response on price negotiation	2.90848	3	.4060
8	Exchange of counters and responses on price	.77647	3	.8551
9	Initiate negotiation on terms	2.97776	3	.3951
10	Response on negotiation of terms	.44725	3	.9303
11	Initiate negotiation on delivery	12.20301	3	.0067*
12	Response on delivery negotiation	4.78692	3	.1881
13	Initiate negotiation on specifics other than product, price, terms, or delivery	2.45110	3	.4842
14	Response on negotiation of specifics other than product, price, terms, or delivery	3.15385	3	.3685
15	Review final configuration	2.43750	3	.4867
16	Refer to need to consult with internal departments	5.28529	3	.1521
17	Refer to need for home office confirmation	2.90405	3	.4067
18	Verbal agreement on prices and terms	7.63393	3	.0542*
19	Sign contract	.02938	3	.9987
20	Exchange of parting comments	.86415	3	.8341
	Review competing products and look for edge	8.00605	3	.0459*
	Discussion of terms with the legal department	.80346	2	.6692
	Request annual forecast projections	5.85725	3	.1188
	Describe general business conditions	.92364	3	.8197
	Value-in-Use analysis	2.23240	3	.5256

* significant at .05 level

TABLE K10

Support Services: Buyer-Seller Differences

Typicality Task Results

Order	Activity	Buyer		Seller		T Value	DF	Sig.
		X	S	X	S			
1	Telephone call regarding a service need to be satisfied	2.5600	1.158	3.1765	2.038	-1.13	23.05	.270
2	Respond to buyer's call for service	2.4583	1.062	2.5000	2.000	-.08	20.70	.940
3	Establish meeting time and place	2.8000	1.000	1.8824	1.536	2.17	25.16	.040*
4	Discussion of specific problem/service requirements	2.8400	1.179	3.0000	2.160	-.27	20.79	.789
5	Review services offered and required	2.6000	1.118	2.9412	2.164	-.60	21.85	.556
6	Promote vendor company history and reputation	3.1200	1.424	3.0000	2.033	.21	24.39	.839
7	Set up plant tour	4.5200	1.636	3.6875	2.056	1.37	26.86	.183
8	Discussion of service contract benefits	3.0400	1.457	4.0625	2.294	-1.59	22.80	.126
9	Discussion of service terms	3.0000	1.443	3.6250	2.156	-1.02	23.62	.317
10	Research department input sought to solve specific problem	3.5200	1.558	2.9375	2.048	.97	25.94	.340
11	Commitment to perform the necessary corrective action	3.2500	1.327	3.6875	2.213	-.71	22.22	.485
12	Review service quotation	2.4000	1.258	4.0000	2.264	-2.65	22.76	.014*
13	Initiate negotiation on price	2.0800	1.077	3.8235	2.215	-3.01	21.20	.007*
14	Agreement on service trial	3.4400	1.227	4.5000	1.897	1.98	23.08	.059*
15	Decision to buy/not to buy the service	2.8400	1.573	2.8125	2.344	.04	23.66	.967
	Obtain concurrence from internal users	2.9167	1.742	3.5882	2.002	-1.12	31.48	.273
	Feedback	3.2500	1.260	2.9375	1.692	.63	25.84	.533
	Review labor relations	4.8800	1.616	5.9375	1.340	-2.27	36.27	.029*
	Discuss availability of parts	2.3600	1.578	3.6250	2.306	-1.92	23.99	.066
	Ask about insurance liability	3.5200	1.711	4.8250	2.277	-1.66	25.70	.108

* significant at .05 level

TABLE K11

Support Service: Buyer-Seller Differences

Activity Importance Task

Order	Activity	Buyer		Seller		T Value	DF	Sig.
		\bar{x}	σ	\bar{x}	σ			
1	Telephone call regarding a service need to be satisfied	2.5200	1.159	3.0588	2.436	-.85	20.97	.405
2	Respond to buyer's call for service	1.5833	.776	2.3750	2.187	-1.39	17.54	.181
3	Establish meeting time and place	2.7600	1.128	1.8235	1.551	2.14	27.24	.042*
4	Discussion of specific problem/service requirements	2.2800	1.208	2.5000	2.280	-.36	20.46	.726
5	Review services offered and required	2.2800	.891	2.3529	1.935	-.15	20.66	.886
6	Promote vendor company history and reputation	3.0800	1.352	2.6471	2.206	.72	24.16	.477
7	Set up plant tour	4.3200	1.574	3.2500	2.145	1.72	25.25	.098
8	Discussion of service contract benefits	2.4000	1.080	3.8125	2.509	-2.13	18.61	.047*
9	Discussion of service terms	2.4000	1.354	3.2500	2.206	-1.38	22.29	.180
10	Research department input sought to solve specific problem	3.0000	1.443	2.6250	2.335	.58	22.40	.571
11	Commitment to perform the necessary corrective action	2.3750	1.740	2.8750	2.187	-.77	27.17	.450
12	Review service quotation	2.1200	1.364	3.5882	2.399	-2.28	23.06	.032*
13	Initiate negotiation on price	1.7600	.779	3.5882	2.373	-3.07	18.36	.007*
14	Agreement on service trial	2.8800	1.166	3.6250	2.125	-1.28	20.85	.213
15	Decision to buy/not to buy the service	2.4800	1.475	2.1875	2.007	.50	25.28	.620
	Obtain concurrence from internal users	2.5417	1.744	3.5294	2.401	-1.45	27.52	.159
	Feedback	2.6667	1.129	2.1250	1.746	1.10	23.35	.284
	Review labor relations	4.3200	1.574	5.1375	2.065	-1.85	25.98	.076
	Discuss availability of parts	2.0000	1.291	3.3125	2.301	-2.08	21.12	.050*
	Ask about insurance liability	2.7500	1.726	4.3750	2.446	-2.30	24.82	.030*

* significant at .05 level

TABLE R12

Support Service: Buyer-Seller Differences

Activity Initiator Task Results

Order	Activity	X ^a	DF	Sig.
1	Telephone call regarding a service need to be satisfied	.94517	3	.8145
2	Respond to buyer's call for service	7.12287	3	.1295
3	Establish meeting time and place	9.71230	3	.0212*
4	Discussion of specific problem/service requirements	4.28479	3	.3688
5	Review services offered and required	2.19345	3	.7002
6	Promote vendor company history and reputation	6.08622	3	.6756
7	Set up plant tour	2.38609	3	.4962
8	Discussion of service contract benefits	4.13810	3	.3876
9	Discussion of service terms	4.48507	3	.2136
10	Research department input sought to solve specific problem	12.20913	3	.0159*
11	Commitment to perform the necessary corrective action	5.25000	3	.2626
12	Review service quotation	3.36735	3	.3384
13	Initiate negotiation on price	5.45089	3	.1416
14	Agreement on service trial	6.74405	3	.1500
15	Decision to buy/not to buy the service	4.68910	3	.1960
	Obtain concurrence from internal users	3.17106	4	.5296
	Feedback	.89796	8	.8259
	Review labor relations	4.04643	3	.2565
	Discuss availability of parts	15.82653	3	.0033*
	Ask about insurance liability	3.02543	3	.3877

* significant at .05 level