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Feature Paper

[The View from Both Sides of the Fence: Feedback About, and by, Salespeople](#)

This paper was presented by Suzan Burton, MGSM, Macquarie University during the WDSI 2002 Conference April 2-5, 2002 Las Vegas, Nevada.

In this exploratory study we analyze feedback from customers, sales representatives and sales managers about sales staff performance within organizations. Each group was asked a range of questions investigating the performance behavior that was seen as contributing to customer value. Key results include significant differences in the ratings of sales staff performance by customers and sales managers, and significant differences in the reciprocal ratings of sales managers. Sales staffs' ratings of their sales managers were shown to be significantly associated with their likelihood of remaining with the organization.

To read this entire paper on [The View from Both Sides of the Fence](#), visit our web site at <http://www.sbaer.uca.edu/Research/2002/wdsi/pdf/papers/059.pdf>

Tip Of the Week

["Marketing Plan"](#)

[Checklist Areas of Focus Within the Internal Environment](#)

Mission

- What is the organization's fundamental purpose?

- What is the organization's main focus?
- How does the organization add value for customers and other stakeholders?
- What are the implications for marketing planning?

Resources

- What are the skills, talents, training, and morale of employees and managers?
- What is the organization's financial situation and strength?
- What information does the organization have or need to address marketing?
- What supplies and suppliers can the organization tap to support marketing programs?
- How will resources affect marketing programs, implementation, and control?

Offerings

- What is the composition of the product mix?
- What product lines are offered to which customers at which price points?
- What are product age, sales, and profit trends and contributions?
- How do offerings relate to the organization's mission and resources?
- What are the implications for marketing planning?

Previous Results

- How do last year's sales and profit results compare with results of previous years?
- Which previous marketing programs were effective?
- What are the trends in customer relationship management?
- What are the implications for the current cycle of marketing planning?

Business Relationships

- Are costs of dealing with suppliers, distributors, and partners in line?
- Do suppliers, distributors, and partners have adequate capacity and quality?
- How have business relationships changed over time?
- Is the organization overly dependent on one supplier, distributor, or partner?
- What are the implications for marketing planning?

Keys to Success, Warning Signs

- What special factors make the difference between good and poor performance?
- What critical warning signs indicate potential problems leveraging keys to success?
- How can these keys to success and warning signs be factored into the marketing plan?

"The Marketing Plan" Wood, Marian Burk Moore, Pearson Education, Inc, 2003, page 24.

Call For Papers

The 2003 AMA Spring Educators' Conference

The conference is to be held at the Chicago Hilton and Towers, Chicago, IL, August 15-18, 2003.

Submission deadline for papers: February 1, 2003

For more details on the this conference, visit <http://ecommerce.ama.org/events/summered.htm>

Conference

2003 MMA Spring Conference

the 2003 MMA Spring Educators' Conference is to be held at the Palmer House Hilton, Chicago, IL
March 12-14

further information on this conference, visit <http://ac.stephens.edu/mma/>

Announcements

First Annual MMA Master Teacher Competition

The Marketing Management Association (MMA) is proud to announce the beginning of an annual tradition - *the MMA Master Teacher Competition*. MMA has long attracted some of the very best marketing teachers as members, and this competition is intended to reinforce this strength and at the same time provide another opportunity for members to learn the teaching secrets and at the same time provide another opportunity for members to learn the teaching secrets of the masters. Finalists in this competition will have the opportunity to share their expertise in a special teaching competition session at the 2003 MMA Spring Conference in Chicago.

For more information contact: Dr. Ashish Chandra, Associate Professor, Graduate School of Management, Marshall University Graduate College, 100 Angus E. Peyton Dr., South Charleston, WV 25303-1600, (304) 764-1964, Fax: (304) 764-2063 email: chandra2@marshall.edu

Announcements

SBAExchange Pilot Program

The U.S. Small; Business Administration is proud to announce the launch of the SBAExchange Pilot Program - an electronic purchasing tool designed to facilitate small business e-procurement opportunities and improve the efficiency and accountability of current government procurement

processes.

The SBAExchange is a streamlined electronic tool that allows agencies to award simplified acquisitions up to \$100,000 (including micro-purchases) and to make purchases and payments electronically with the Government-wide commercial purchase card. Agencies will be able to use SBAExchange to award purchases over \$25,000 that have been posted in Federal Business Opportunities (FebBizOpps), provided the notice states that the award will be made electronically.

The annual cost to participate in the SBAExchange Pilot Program is \$1,500. An additional transaction fee of 2 percent will be added to all orders.

For more information visit <http://www.SBAExchange.gov>

If you have any comments about the SBANC newsletter or if you know of any upcoming small business event to promote, please contact Christian Bol at cbol21@hotmail.com

The SBANC Newsletter is provided as a service to the members of our affiliates: **Academy of Collegiate Marketing Educators (ACME), Association for Small Business & Entrepreneurship (ASBE), Decision Sciences Institute (DSI), Federation of Business Disciplines (FBD), International Council for Small Business Congress (ICSB), Institute for Supply Management, The International Small Business Congress (ISBC), Marketing Management Association (MMA), Small Business Administration (SBA), Service Corps of Retired Executives, Small Business Institute (SBI), Society for Marketing Advances (SMA), United States Association for Small Business & Entrepreneurship (USASBE), U.S. Department of Veterans Affairs and Western Decision Sciences Institute (WDSI).** If you are interested in membership or would like further information on one of our affiliates, please see our web site at <http://www.sbaer.uca.edu>

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