

Is Trust-Commitment the Same as Trust-Adherence?

Extending Relationship Marketing Theory into Public Health.

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Outline: What We'll Cover Today

- **Some Definitions**

- Adherence / Compliance
- Commitment

- **Empirical Models**

- **Health Belief Model** - Hochbaum, G., Rosenstock, I., & Kegels, S. (1952). Health belief model. *United States Public Health Service*.
- **Commitment-Trust Theory** - Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *The journal of marketing*, 20-38.
- **Taxonomy of Sales Positions** - Moncrief, W. C., Marshall, G. W., & Lassk, F. G. (2006). A contemporary taxonomy of sales positions. *Journal of Personal Selling & Sales Management*, 26(1), 55-65.
- **Decision-Making Process** - Elwyn, G., Frosch, D., Thomson, R., Joseph-Williams, N., Lloyd, A., Kinnersley, P., ... & Edwards, A. (2012). Shared decision making: a model for clinical practice. *Journal of general internal medicine*, 27(10), 1361-1367.

- **Proposed Practical Applications**

Adherence / Non-Adherence

Comes from “adhaerere” (Latin)

- To cling to
- Keep close
- Remain constant

In the *Oxford English Dictionary* (OED) it is defined as:

- Persistence in a practice or tenet
- Steady observance or maintenance

Compliance / Non-Compliance

Comes from “complire” (Latin)

- To fill up and hence to complete an action, transaction, or process and to fulfil a promise.

In the OED:

- “The acting in accordance with, or the yielding to a desire, request, condition, direction, etc.; a consenting to act in conformity *with*; an acceding *to*; practical assent.”

Commitment

In the OED

- The state or quality of being dedicated to a cause, activity, etc.
- A pledge or undertaking.
- The state or an instance of being obligated or emotionally impelled.

Most Pervasive Issue in Business Today...

Information, education, products, and services are widely underused or not used at all.

Issue: Translating “effort” into highly effective outcomes.

Current Observations

(external validity check)

- Too many competing entities (pressure)
 - Time
 - Resources (money, people, etc.)
 - Information overload
 - Obtaining/ earning focused effort and attention (many competing priorities)
- Departure from “soft-skills”
 - Methods of available communication (forced)
 - Interpersonal effectiveness (less active)
- Translating thought/info into action

5 Principles

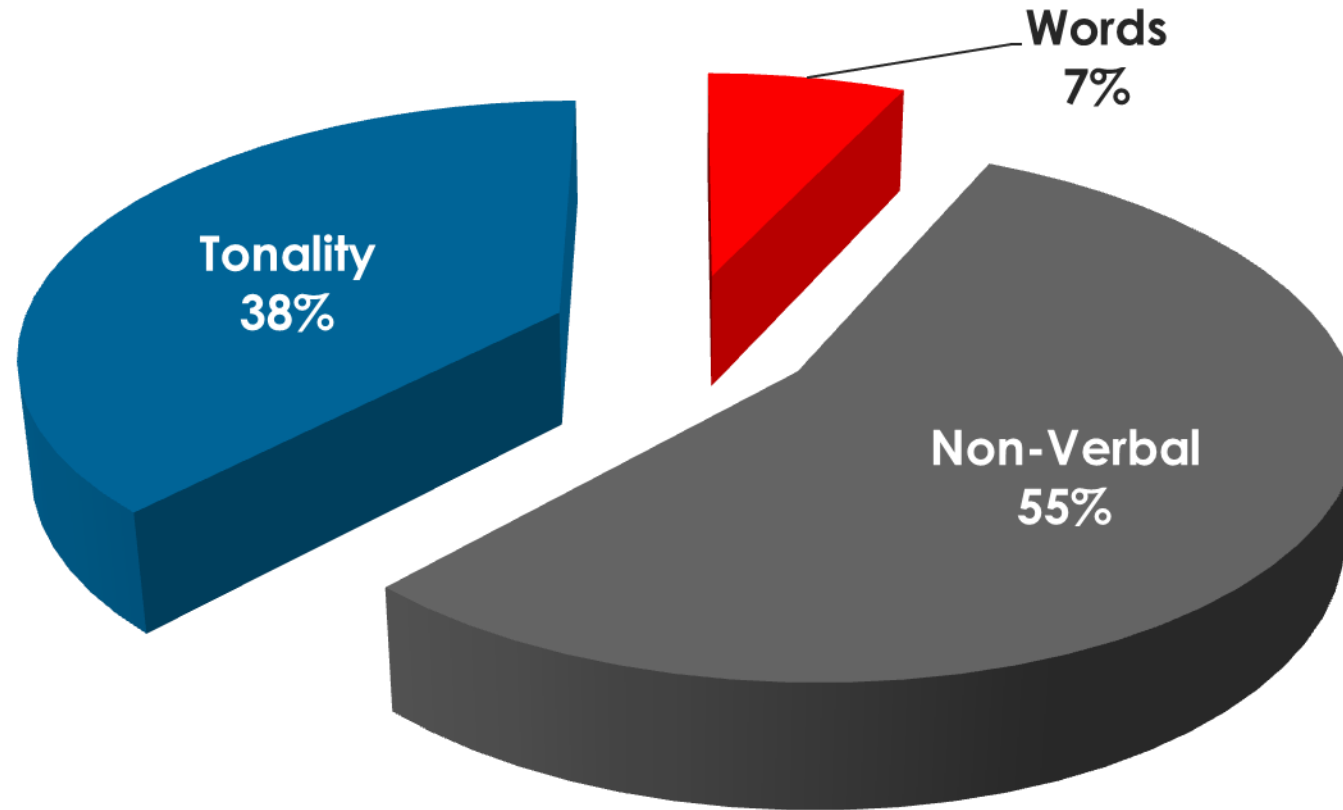
(principle = “rule of action”)

- Adapting to “change in demands”
- “Readiness for Change”
- Accurately identify consumer/ client/ customers “desires”
- Meeting patient/ consumer/ client/ customer expectations
- Ability to “deliver” desired outcomes

Theories and Models (Business)

- Protection Motivation Theory (PMT)
–Rogers 1975
- The Theory of Reasoned Action (TRA)
–Fishbein & Ajzen 1967
- Subjective Expected Utility (SEU)
Theory –Savage 1954

How We Communicate

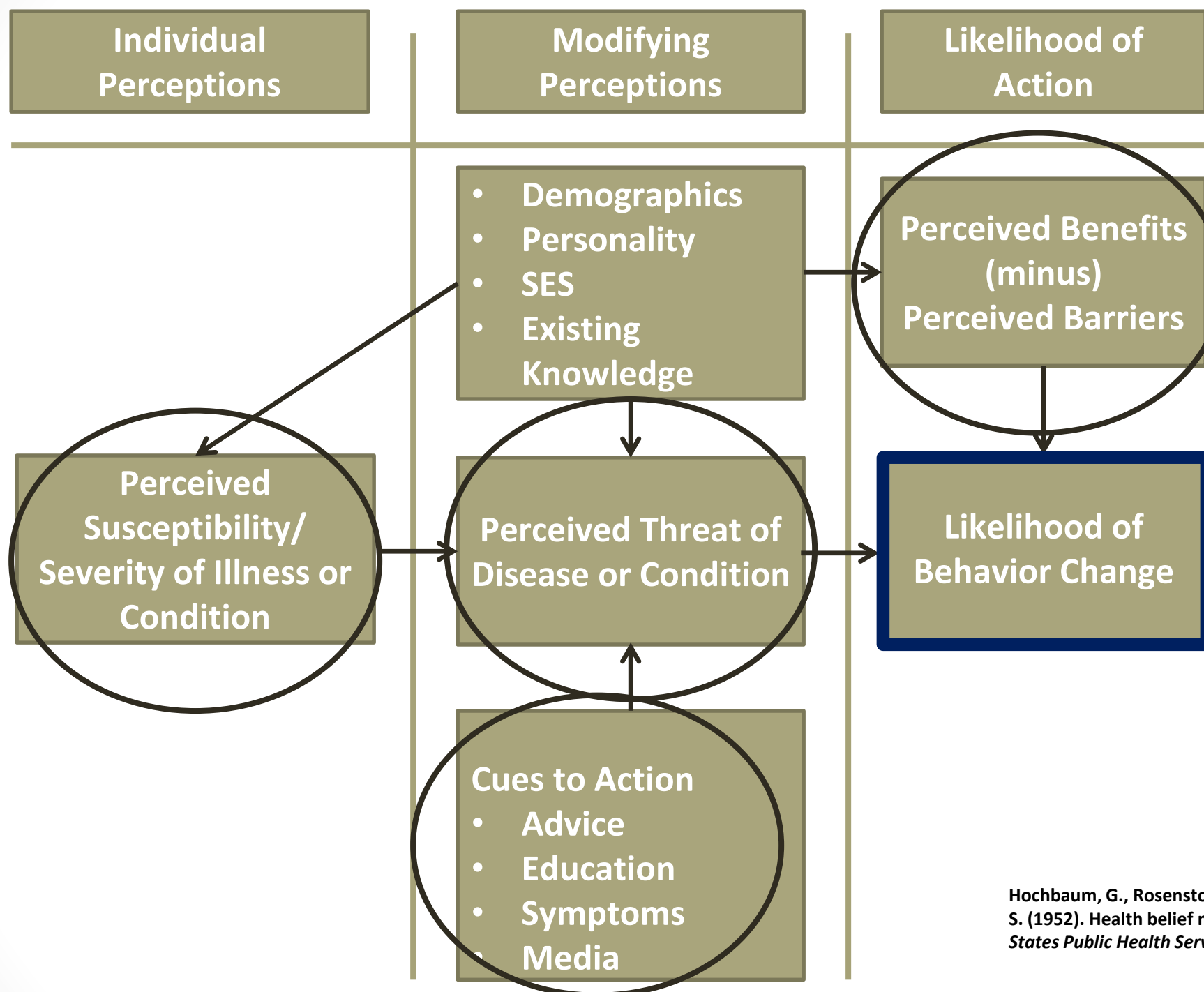


Mehrabian, A., & Ferris, S. R. (1967). Inference of attitudes from nonverbal communication in two channels. *Journal of consulting psychology*, 31(3), 248.

Health Belief Model

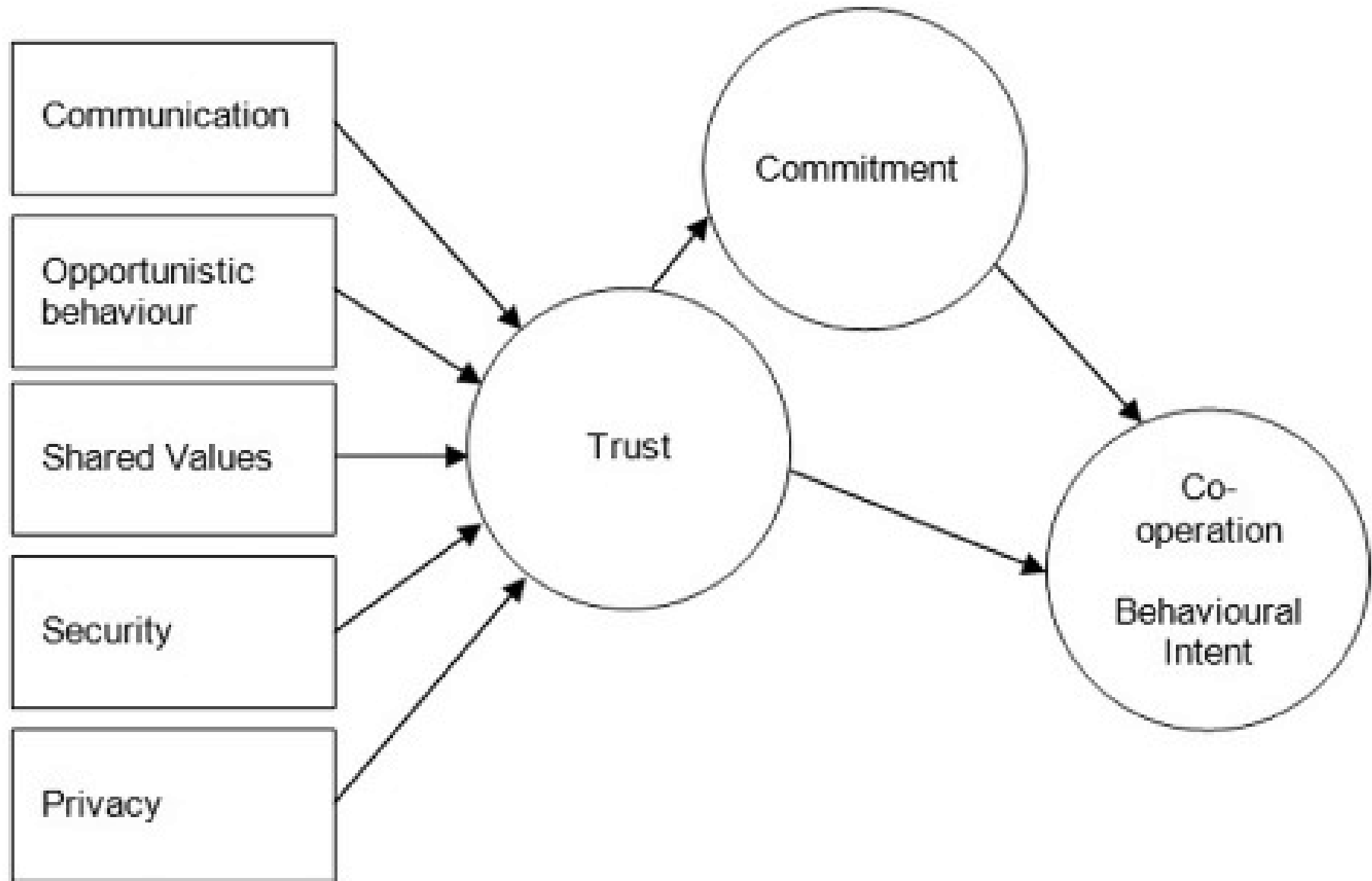
A person's motivation to undertake a health behavior – divided into 3 main categories:

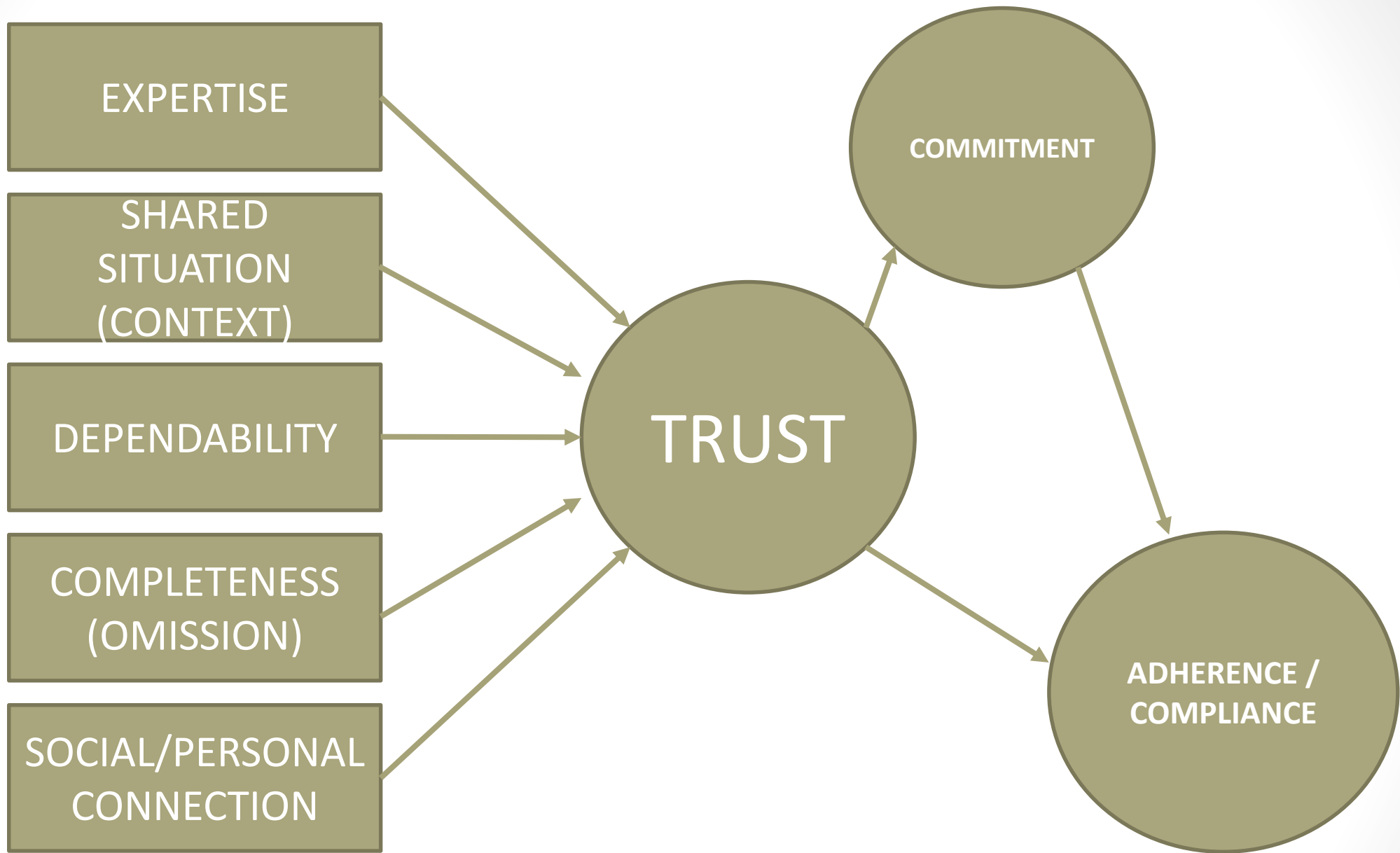




Hochbaum, G., Rosenstock, I., & Kegels, S. (1952). Health belief model. *United States Public Health Service.*

Commitment-trust theory based on Morgan and Hunt (1994) and Mukherjee and Nath (2003)





THE MODERATING ROLE OF PURCHASING SITUATION ON THE BEHAVIOR-PERFORMANCE RELATIONSHIP

David A. Reid, The University of Toledo
Ann P. Minton, East Carolina University
Richard E. Plank, Western Michigan University

INTRODUCTION

A burning question for the past 75 years is simply "what makes for a good salesperson". Empirical research dates to 1919 and a number of integrative models have been suggested (Oserlin 1919; Walker Churchill, and Ford 1977; Weitz 1981; Plank and Reid 1994). The concept of salesperson behaviors as mediating variables between aptitudes and skills and performance has been suggested by Walker, Churchill and Ford (1979), been the focus of the notion of adaptive selling (Weitz, Sujan and Sujan 1986), and more recently has been the central focus of a model which integrates the two aforementioned perspectives (Plank and Reid 1994).

1974

Combined Proceedings

Editor Ronald C

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Defining Industrial Sales Behavior: A Factor Analytic Study

Lawrence M. Lamont and William G. Lundstrom *

Selection research in selling usually begins with an understanding of the salesman's behavioral role. The research in this paper attempts to define this role for an industrial sales position using factor analytic techniques. Comparisons with other conceptual formulations of sales behavior are made and implications for sales management are discussed.

Table 1
SUMMARY OF VARIABLES
ASSOCIATED WITH ROTATED FACTOR PATTERN MATRIX

Variable	First Order Factors							
	F ₁	F ₂	F ₃	F ₄	F ₅	F ₆	F ₇	F ₈
5 Assisting district sales management in market surveys, new product evaluations, etc.	.35							
6 Preparing a yearly 250 report on sales goals and sales plans for the coming business year.	.68							
11 Preparing reports on territorial sales expenses.	.69							
13 Managing a sales territory within the expense budget.	.57							
21 Reviewing with district management progress toward achieving sales goals and territory objectives.	.62							
23 Using district management to make joint sales calls on customers.	.52							
51 Submitting a weekly business conditions report.	.47							
54 Participating in the activities of industry trade associations and local business groups.	.46					-.58		
1 Arranging credit adjustments on incorrect invoicing, shipping, and order shortages.	.47						-.35	
2 Fairness to customers and company in pricing, settling complaints, and allocating materials.	.50							
20 Distributing allocated products to customers.	.84							
24 Keeping customers informed of supply conditions on company products.	.50							
40 Informing customers of problems filling sales orders.	.46					-.40		
41 Assisting customers and prospects in providing credit information to the company.	.45							
12 Investigating and reporting customer complaints.						-.47		
38 Selling company products according to established prices.						-.57		
39 Representing company products at their true value.						-.69		
46 Maintaining high standards of personal conduct when representing the company.						-.45	.30	
50 Mocking within the merchandising plans and policies established by the company.						-.61		
53 Answering questions about company products and services honestly and accurately.						-.62		
14 Making sales presentations that have well-defined objectives.							.55	
42 Making sales presentations that communicate product benefits.							.50	
55 Knowing correct applications and installation of company products.							.70	
56 Handling sales objections.							.61	
16 Providing customers technical information on company products.								-.52
23 Using entertainment to strengthen the business relationship with customers.								.38
60 Maintaining a friendly, personal relationship with customers.								-.51
37 Keeping company and customers informed of market conditions that affect their business.								-.56
30 Closing the sale and obtaining the order.	.61						.45	
32 Identifying the individual with authority to make the purchasing decision.								-.68
44 Selling company products at a volume which meets or exceeds expectancy.								-.46
34 Checking customer inventory and recommending orders.								-.52
17 Maintaining customer records that are accurate, complete, and up to date.								.51
								.45

*Variables were selected as coefficients of oblique factors if a minimum loading of at least .45 on a factor was met. Variable loadings on other factors of .30 or less have been removed from the table structure to improve clarity.

Table 2
SALES ACTIVITIES, FREQUENCIES OF OCCURRENCE, FACTOR LOADINGS, CROMBACH ALPHAS,
AND SOURCES OF ACTIVITIES

Sales activity	Frequency	Factors										Source ^a
		F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	
1. Make sales presentation	4.45	.609										LL
2. Prepare sales presentation	4.37	.481										PI
3. Overcome objections	3.93	.317										PI
4. Call on potential accounts	4.51	.359										CPW
5. Set potential division making	3.33	.354										PI
6. Plan selling activities	3.45	.364										PI
7. Lead for prospects	4.39	.380										PI
8. Call on new accounts	4.46	.349										CPW
9. Make closure and obtain order	4.38	.405	.412									LL
10. Prepare to take on call	4.17	.333										PI
11. Prepare sales "aid"	4.15	.345										LL
12. Interview new prospects	4.47	.421										PI
13. Consultation with existing line	3.31	.401	.447									CPW
14. Plan daily routine	3.81	.404										PI
15. Study client's needs	4.33	.386	.403	.408								CPW
16. Help clients plan	3.95	.533										CPW
17. Demonstrate the product	3.87	.407		.477								CPW
18. Prepare closure sheet	3.65	.425										LL
19. Prepare visual displays	3.66	.490										LL
20. Explain orders	3.35		.793									CPW
21. Handle back orders	3.87		.607									CPW
22. Handle shipment problems	3.64		.640									LL
23. Find lost orders	3.98		.647									PI
24. Follow up client's order	4.21	.408	.631									PI
25. Talk to customer goods	3.26	.403	.685									CPW
26. Write up orders	3.88		.518									Te
27. Keep track of invoices	3.32		.490		.440							LL
28. Give orders to support people	3.78		.412									PI
29. Modify product	3.29											LL
30. Figure up bills	.7											LL
31. Verify commissions	3.10											PI
32. Repair dating copies	.91		.793									CPW
33. Test product	.98		.714									PI
34. Service installation	.89		.692									CPW
35. Perform maintenance	.79		.678									Te
36. Make deliveries	.68		.580									LL
37. Track safety instructions	.79		.557									CPW
38. Train customer to use product	3.28		.463									CPW
39. Order accessories	3.67		.574									Te
40. Loan sales product	3.40		.522									CPW
41. Order repair parts	3.09		.488									Te
42. Estimate price to installation	3.36		.431									CPW
43. Practice using product	3.60		.478					.448				CPW
44. Take clients on site	3.49											PI
45. Provide feedback	4.18			.718								Te
46. Check in with supervisor	4.34			.565								CPW
47. Feedback from clients	4.81			.411								CPW
48. Fill out expense account	4.02			.430								PI
49. Report on sales activities	3.18			.464								Te
50. Read company literature	3.11	.501		.460								Te
51. Read trade publications	4.45	.407		.541								PI
52. Phone office	4.66			.493								Te
53. Provide technical information	4.81			.517								LL
54. Coordinate activities	3.34			.498				.410				PI
55. Monitor competitor's product	4.25	.516		.531								PI
56. Provide info to management	3.22			.487				.457				PI
57. Assist management strategy	3.25			.449								LL
58. Travel with supervisor	3.88			.499								Te
59. Take inventory for client	3.34			.719								LL
60. Point of purchase	3.53			.455								PI
61. Break stations with product	.53			.369								Te
62. Handle local advertising	3.11			.512								PI
63. Fill out purchase orders	3.86		.448	.470								Te
64. File	3.82	.407		.411								PI

Table 2—(Continued)

Sales activity	Frequency	Factors										Source ^a
		F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	
65. Determine price by contact	3.31					.496						PI
66. Submit price bids	3.87					.517						PI
67. Sell to ultimate customer	3.52					.483						LL
68. Attend sales conferences	2.11					.459						CPW
69. Attend regional sales meet.	3.34					.462						CPW
70. Attend product training	3.23					.465						CPW
71. Work client conferences	3.87					.484						PI
72. Fill out questionnaires	3.55					.541						PI
73. Set up exhibitions	3.62					.459						PI
74. Review new company products	3.55	.498				.437						PI
75. Appointments by mail	3.05					.411						Te
76. Look for new sales reps	.84					.411						Te
77. Train new salespeople	3.35					.550						PI
78. Travel with orders	.88					.566						Te
79. Design sales plan	3.17					.539						PI
80. Send out notices	3.57					.468						PI
81. Write letters	3.69					.412						Te
82. Determine own pilot	.55					.411						PI
83. Determine inquiries	.99					.411						PI
84. Make guest speeches	.68					.411						PI
85. Provide seminars	3.35					.411						PI
86. Call on existing accounts	4.29	.402				.411						CPW
87. Estimate clients	3.44					.411			.318			CPW
88. Take clients to dinner	3.25					.411			.481			CPW
89. Take clients out to drink	3.17					.411			.476			CPW
90. Throw parties for clients	.84					.411			.574			CPW
91. Take client to lunch	4.58				.400	.411			.641			CPW
92. Have clients	3.62					.411			.489			PI
93. Politicking outside	3.06					.411			.411			PI
94. Send Christmas cards	3.81					.411			.411			Te
95. Spend night on road	3.97					.411			.411			Te
96. Travel out of town	4.78					.411			.411			Te
97. Work after hours	4.99	.428				.411			.411			PI
98. Work out of home	4.65	.481				.411			.411			PI
99. Travel in town	3.00					.411			.411			Te
100. Travel to office	3.15					.411			.411			Te
101. Attend local sales meet.	3.10					.411			.411			CPW
102. Sell to distributors	3.95					.411			.411			PI
103. Good relations with dist.	3.91					.411			.411			PI
104. Handle leads	3.87			.402		.411			.411			LL
105. Collect past due accounts	3.58					.411			.411			PI
106. Fill out credit forms	3.77					.411			.411			LL
107. Do public relations work	3.57					.411			.411			PI
108. Order samples	3.98					.411			.411			Te
109. Lead product	3.11					.411			.411			LL
110. Personal demand	3.00					.411			.411			Te
111. Plans for service	3.78			.407		.411			.411			Te
112. Reply lead financing	.54					.411			.411			PI
113. Politicking within company	.80					.411			.411			PI
114. Plans to follow up	4.92	.400				.411			.411			Te
115. Plans to set up appointments	4.13	.470				.411			.411			Te
116. Lock up pilot	4.25					.411			.411			CPW
117. Distribute flyers	3.77					.411			.411			PI
118. Make probing phone calls	3.54					.411			.411			Te
119. Keep office in order	4.50					.411			.411			PI
120. Research clients' background	3.94					.411			.411			PI
121. Study market trends	3.75	.471			.473	.411			.411			PI

Crombach's alpha .82 .80 .81 .82 .75 .76 .76 .73 .74 .75
Percent variance explained by factor 18.7 11.9 11.8 12.5 8.2 10.4 8.2 7.4 4.5 4.5

^aCPW = activity obtained from Churchill, Ford, and Walker (1961)
LL = activity obtained from Lambert and Lundstrom (1954)
Te = activity obtained from sales management group
PI = activity obtained from personal interview or focus group
Te-LL = activity obtained from focus interview & included in last focused comparison

How Successful Firms “Move” People to Adopt Services/ Products/ Behaviors

Work Ethic	Ability to Persuade Change Behaviors
Relationships Trust Rapport	Technical / Clinical Knowledge

How Successful Firms “Move” People to Adopt Services/ Products/ Behaviors

<p>Work Ethic</p>	<ul style="list-style-type: none">• Determines my needs• Feels my situation is important• Solves my problems effective products/solutions/services• Always recommends what is best for me
<p>Relationships Trust Rapport</p>	<p>Technical / Clinical Knowledge</p>


Decision Process




Need/Problem
Recognition



Information
Search



Alternative
Evaluation



Decision

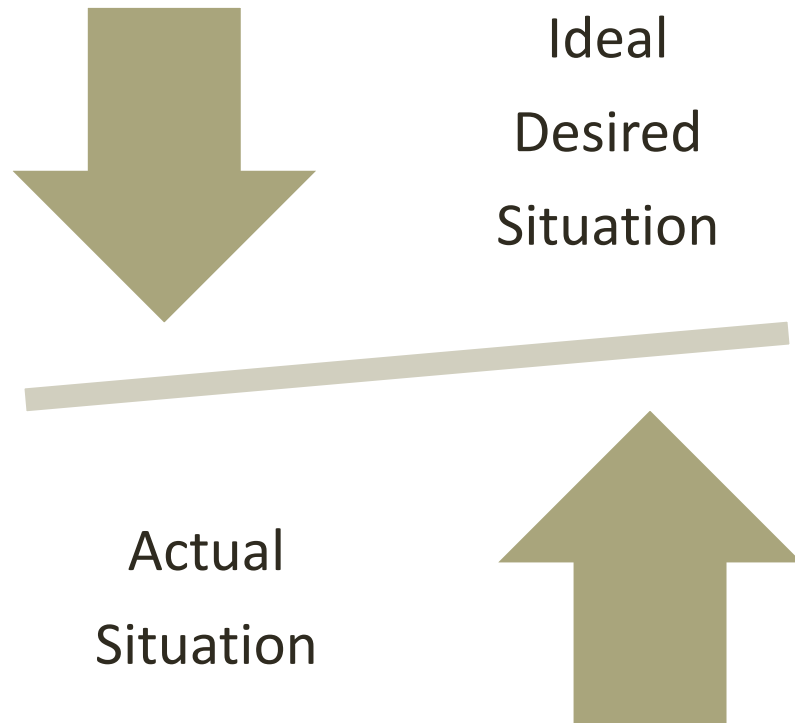


Post-Decision
Behavior

Decision Process



The “Need” is the 1st and foremost step in the buying/ behavior change process.



If there is “no” need, there is no purchase/ behavior change

Decision Process



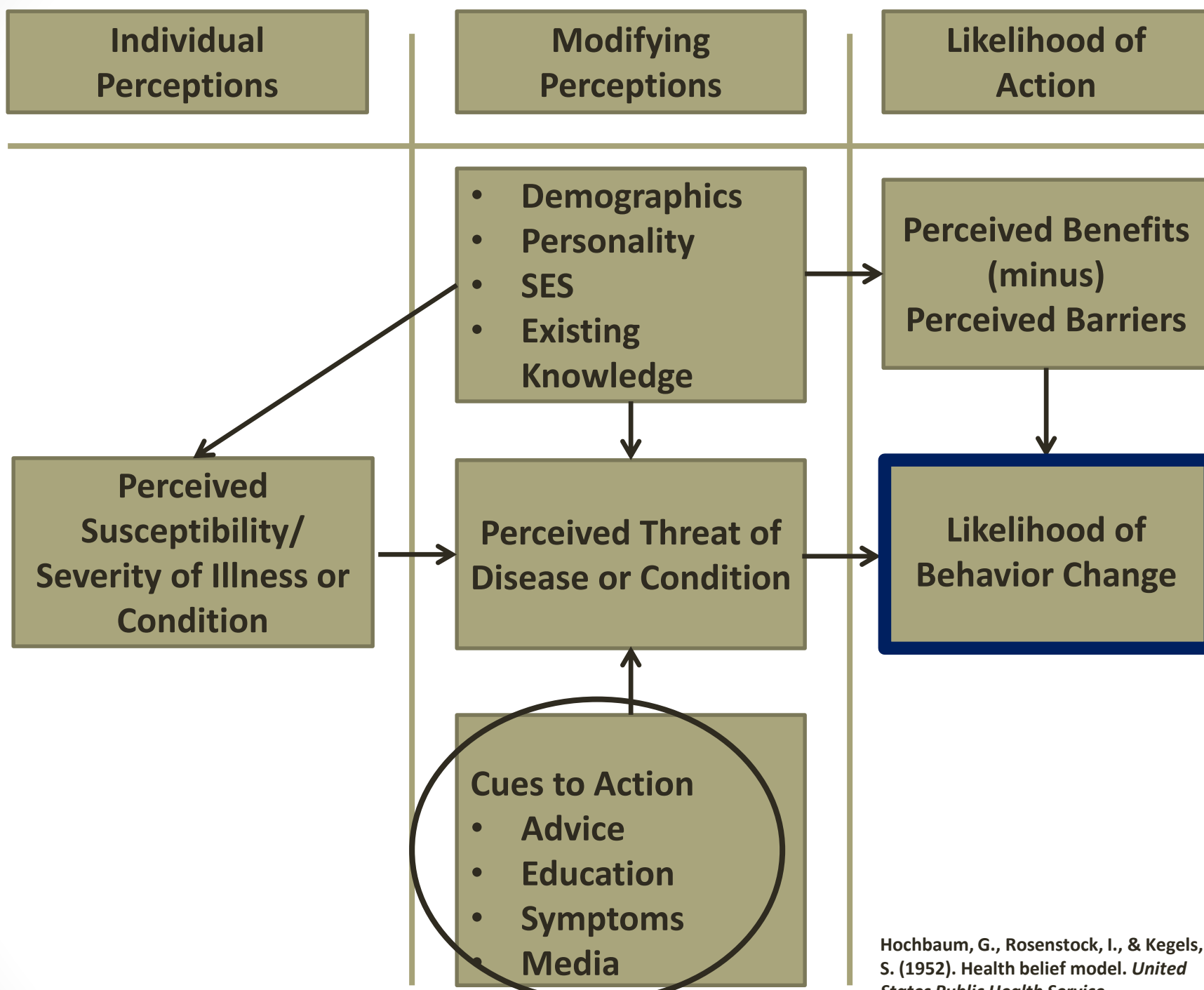
Decision Process



Once the “need” is identified...

Consumer/client seeks information about possible solutions to the problem.

1. Internal information
 - ✓ Pays more attention
 - ✓ Friends/family/own
2. External information

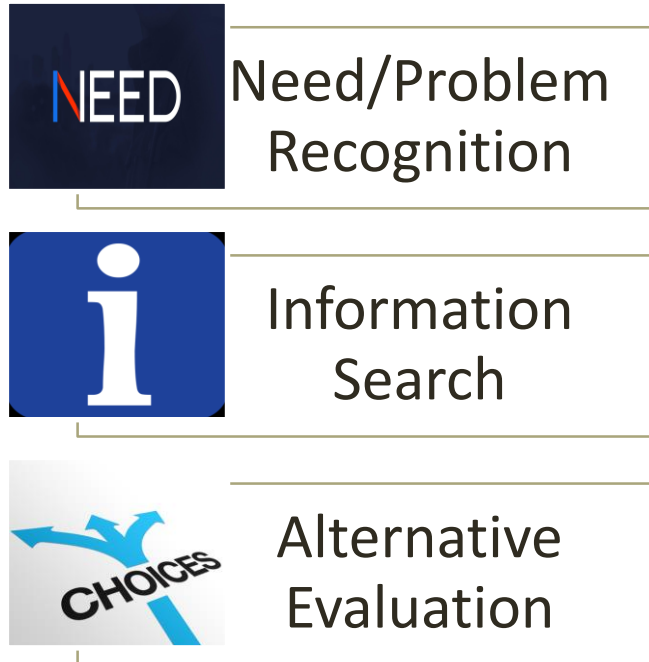


Hochbaum, G., Rosenstock, I., & Kegels, S. (1952). Health belief model. *United States Public Health Service*.

Decision Process



Decision Process



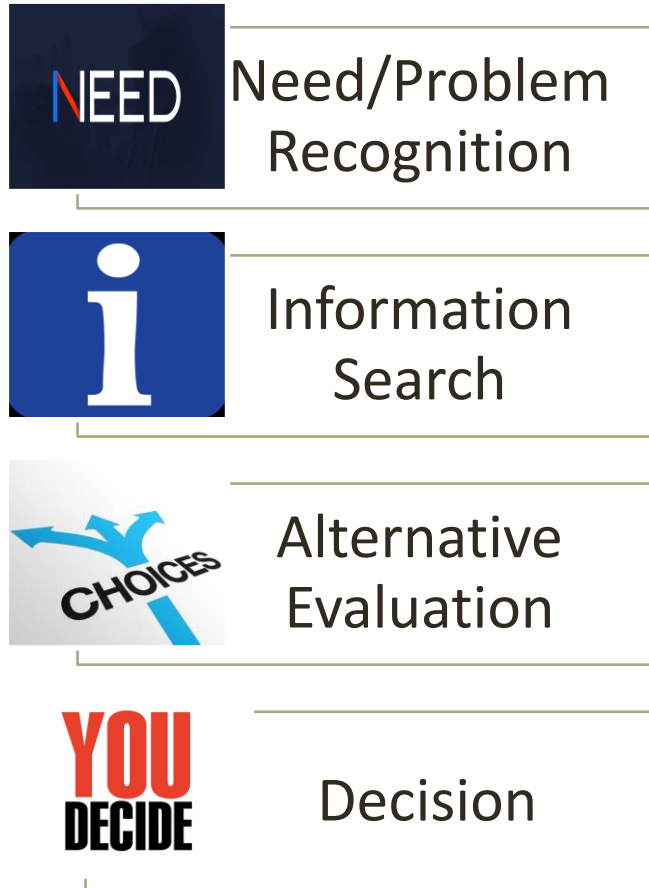
Once the information is collected...

The consumer/client evaluates the different offers available.

Determines which is most suitable to their needs based on:

- ✓ Features
- ✓ Advantages
- ✓ Benefits

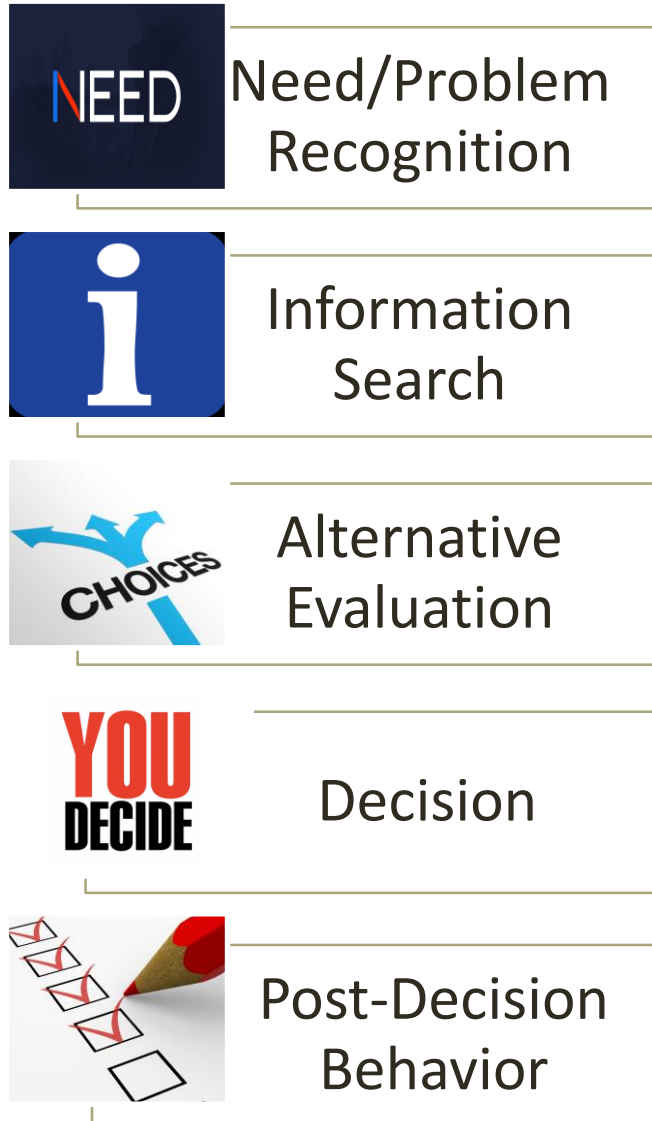
Decision Process



Now, the consumer/client decides...

- ✓ Transaction is made
- ✓ Behavior change is made
- ✓ Etc...

Decision Process



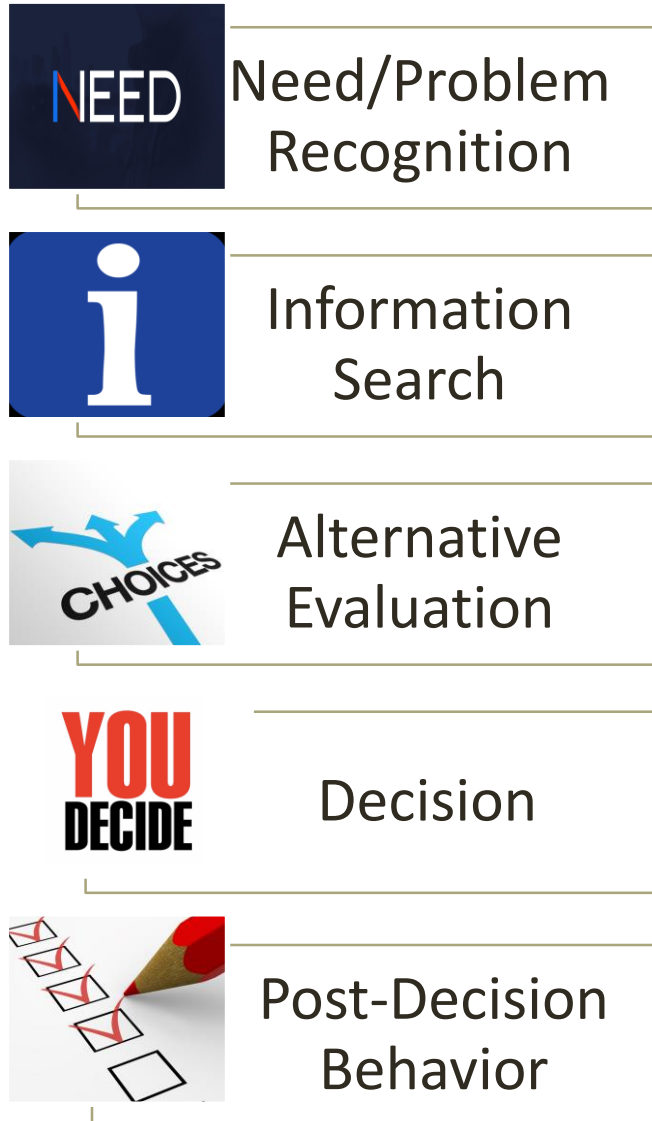
Once product/service is used, or behavior change is implemented...

- Consumer/client evaluates the adequacy of choice based on sense of satisfaction.

Determinants of Customer/ Client Decisions

Determinant	Percent of references cited in
Prospect's perception of risk	64%
Prospect's perception of value/price	39
Prospect's perception of his company's urgency and ability of the vendor to comply	36
Availability to prospect of a better deal (competition)	32
Prospect's perception of his company's need and desire	29
Prospect's perception of quality	29
Prospect's perception of service	29
Prospect's ability to purchase	25

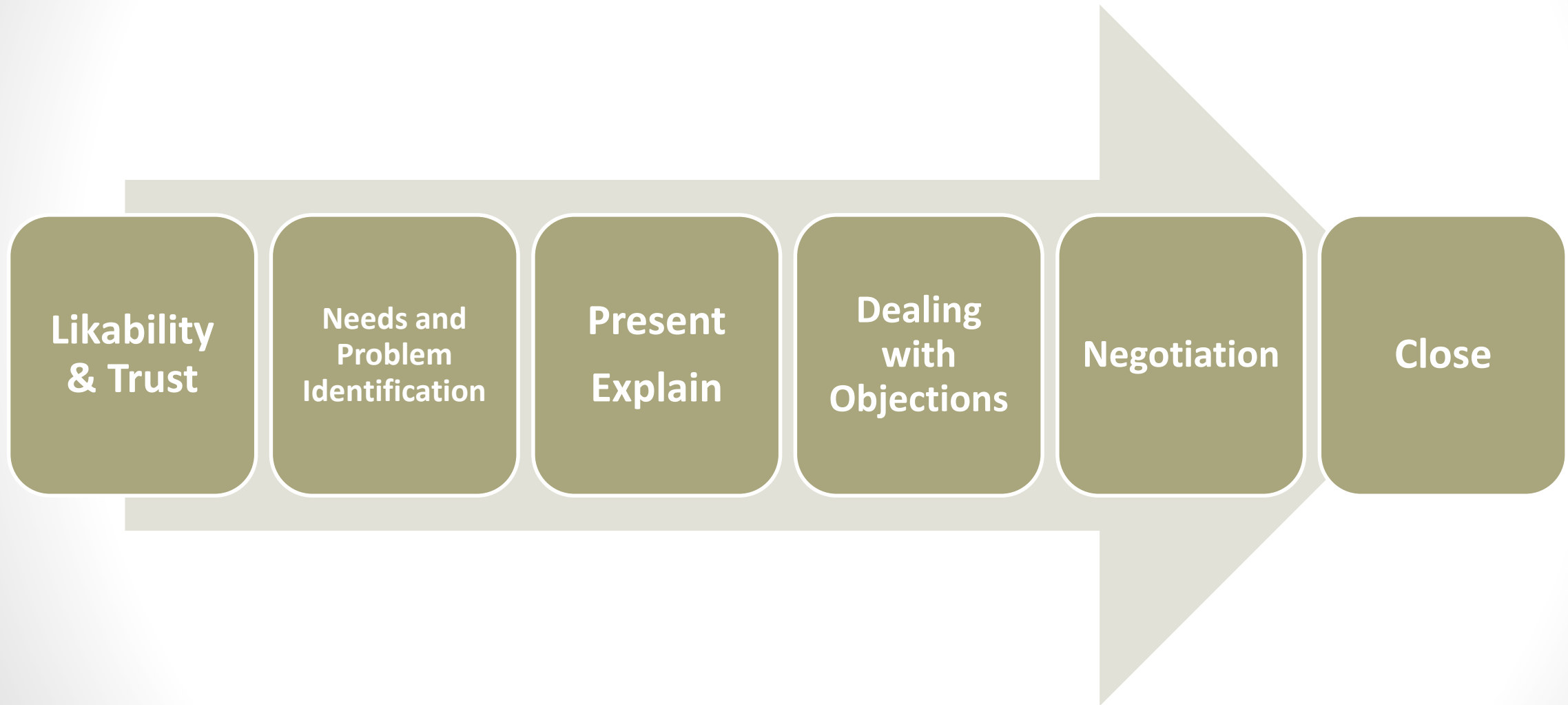
Decision Process



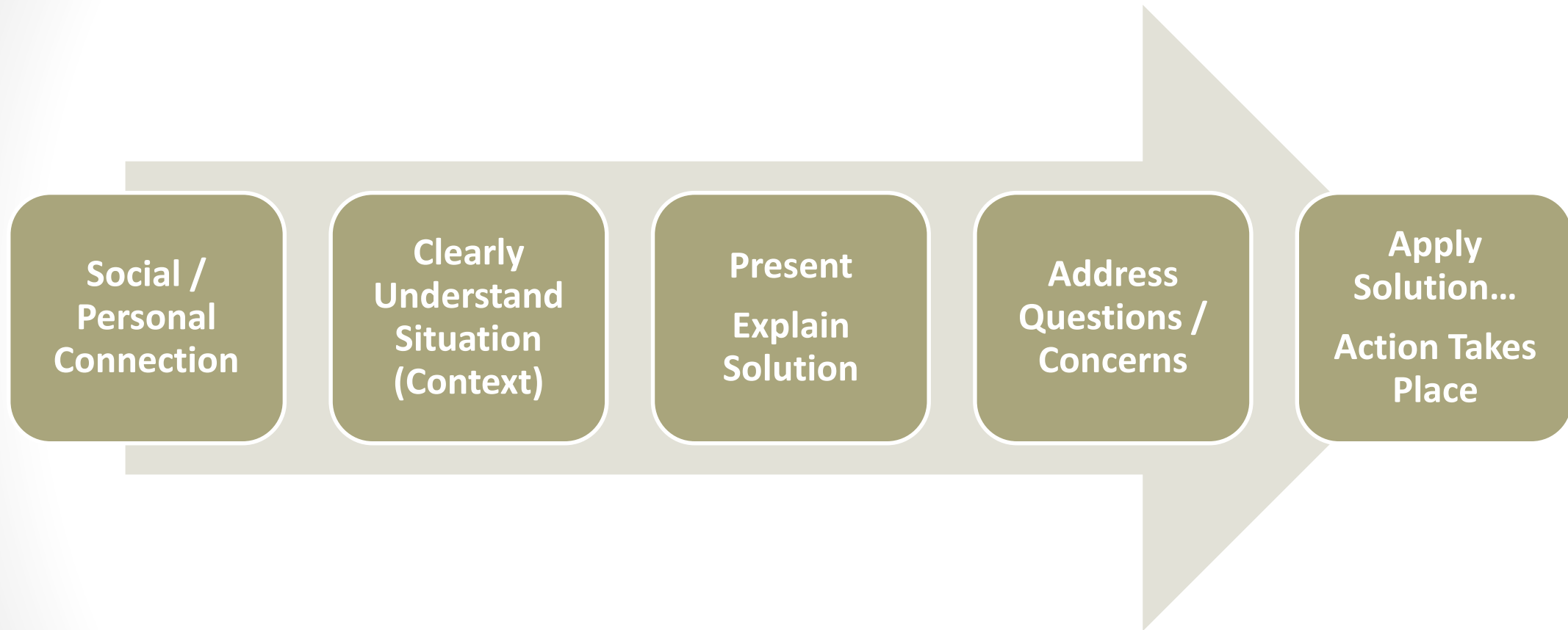
- ✓ DATA is the new priority.
- ✓ Less emphasis on “tactics” (what)...more on “how.”
- ✓ Communication is the “engine” that drives successful outcomes.
- ✓ Execution of plans... ALL about people.

Steps Leading to Client Centered Commitment

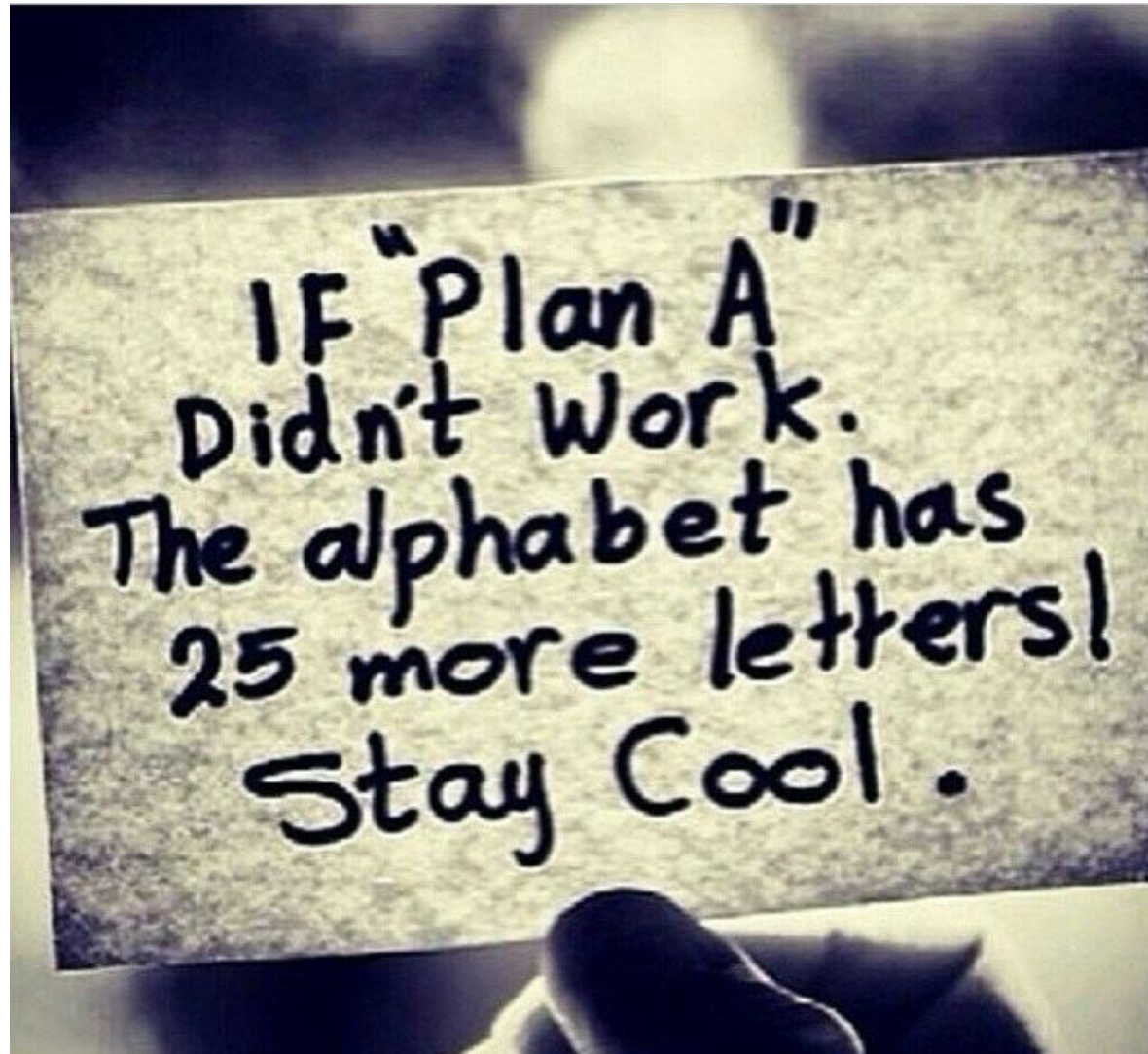
Evidence Based Business Principles



Proposed Process



Thank you for what you do !!!



Questions & Comments ?

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