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銷售人員幫助行為分類之研究
－ 以台灣網通設備產業為例



A Typology of Salespeople Helping Behavior
－ A Case of Networking Equipment Industry in Taiwan

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摘要

本研究目的在運用深度訪談的技巧，來收集和分類台灣網通設備產業的銷售人員幫助行為。研究結果將銷售人員幫助行為分為與工作無關的私人幫助和與工作有關的額外服務。與工作無關的幫助可再細分為訊息分享、休閒活動、滿足未表明的需要、送禮和其他。與工作有關的幫助則分為出差行程協助、定單相關協助、提供市場情報、形象強化和客戶工作的協助。

除了幫助行為的分類外，研究結果也發現銷售人員幫助行為的主要動機在於生意上的利益，也證實了銷售人員幫助行為與銷售人員的工作有正向的關係。最後，本研究也顯示出工作有關的幫助比工作無關的幫助對銷售人員的工作有比較大的影響。

關鍵字：銷售人員幫助行為、分類

A Typology of Salespeople Helping Behavior – A Case of Networking Equipment Industry in Taiwan

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Abstract

In this study, in-depth interviews are conducted to collect and categorize the salespeople helping behavior (SHB) in the networking equipment industry in Taiwan. In the results of the study, the SHB is divided into Job-unrelated personal favor and Job-related extra-role service. Job-unrelated personal favor is sub-categorized into Information Sharing, Leisure Activities, Fulfillment of Implicit Needs, Gift Giving, and Others. Job-related extra-role service includes Assistance of Business Trips, Order-related Assistance, Market Information Provision, Impression Enhancement, and Assistance with Customer's own Job.

Besides, the business benefits are found to be the major motivation of SHB. The relationship between SHB and business is positively associated. Finally, the study also shows that the job-related SHB gives more influence on business than the job-unrelated SHB.

Key Words: SHB, Salespeople Helping Behavior, Typology

誌謝

回顧這段求學的歷程，忙碌於家庭、工作和學業之間，讓人格外珍惜學習的時光。課堂上的討論、同學間的友誼、閱讀時的領悟，都是難得的收穫。

指導教授張家齊老師對學術研究有一貫的堅持與認真，她的耐心指導，是本論文能夠完成最重要的原因。郭瑞卿和鄭佩瑜同學進行與本論文相關領域的研究，提供了許多寶貴的心得，讓本研究能夠順利的進行；江秋君、高奐宇、陳慧芸、陳淑懿、黃以江、廖為新、廖裕傑等其他同學，在論文研討的會議中，展現的研究精神，給予我持續進行論文的動力；此外，接受訪談的網通產業先進，也為本論文的研究提供許多寶貴的經驗。

在交大研讀的這段期間，梁義偉、汪顯欽、陳緯、高輔成先生等各級主管的支持與鼓勵，還有邱文廷、賴宏亮、沈政霆先生和王俐君小姐等其他同事的幫助，讓我能夠兼顧工作和課業。



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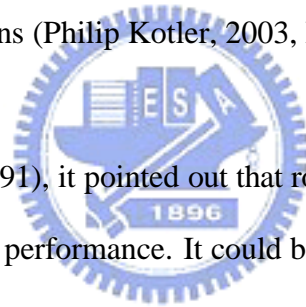
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Chapter 1 Introduction

1.1 Research Background and Motivation

Selling is one of the most important activities for businesses, because it brings in cash flow to maintain the operation of businesses. Salespeople not only offer acceptable products or service to their customers, they also need to have good relationship with key customers to facilitate the sales of products and service and to prevent from customer loss due to intense competition. Especially in the industrial market, salespeople have to monitor key accounts, understand their problems, and be ready to serve them in a number of ways. They must do more than the call of duty: call or visit customers frequently, take customers to dinner, and make useful business suggestions (Philip Kotler, 2003, P.660).




In the study of George (1991), it pointed out that role-prescribed helping behavior is positively associated with sales performance. It could be inferred that better service quality, faster delivery, and lower price might strengthen the business relationship between salespeople and customers and then contribute to the sales performance. However, salespeople also conduct a lot of extra-role helping behavior beyond the call of duty. The extra-role behavior defined as Salespeople Helping Behavior (SHB) in this study actually plays an important role in the selling process.

It is often read in newspapers that salespeople actively take care a lot of things for customers in addition to their duties, then become good friends with customers, and finally win customers' trust and business (夏淑賢, 2006). Price and Arnould (1995) also reported that extra attention is a significant factor in positive emotional responses to service encounters. If salespeople conduct more effective SHB than competitors, they get close to customers and

have the advantage of selling their service or products and thus get better job performance (Dyne & Lepine, 1998).

Although some studies report that organizations should encourage employees to go beyond the boundaries of their jobs in order to bring about positive change at work (Morrison & Phelps, 1999; Dubinsky & Skinner, 2002), there is barely any literature discussing how SHB affects the private relationship between salespeople and their customers (林崇孝, 2006). Therefore, it is important to explore the effects of SHB on the salespeople-customer relationship and the contribution of SHB on sales management.

1.2 Research Objectives



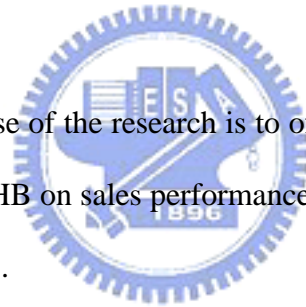
One of the major aims of this study is to collect and categorize business-to-business (B2B) SHB of the networking equipment industry in Taiwan. Because the current literature is limited (林崇孝, 2006), it is not enough to support related quantitative researches such as the effect of SHB on sales performance. There are also some other literatures in which extra service and prosocial organizational behavior are discussed, but the authors do not focus on SHB. After the types of SHB are identified and presented, the whole picture of extra-role helping behavior could be described, thus further quantitative studies could proceed.

In the B2B networking equipment industry, there exists long-term business partnership between buyers and sellers, so salespeople in the field have much incentive to maintain or promote the relationship. Therefore, SHB might be implemented to contribute to the progress or growth of closeness (Dyne & Lepine, 1998; George, 1991). In order to identify the types of SHB, experienced salespeople are ideal participants to be interviewed with.

Although it is obvious that extra-role helping has positive effect on the emotional responses of customers (Price & Arnould, 1995), salespeople in the networking equipment industry do not help customers on any occasion. Besides, some salespeople tend to help others but some do not. Knowing the motivation behind SHB would be helpful to understand the meaning of SHB to salespeople even though there might be individual differences.

Based on the study of Swan et al. (2001), SHB is expected to be positively associated with salespeople-customer relationship. George (1991) also suggested that role-prescribed prosocial behavior contributes to sales performance, so SHB is hypothesized to be positively associated with sales revenue in this study. Through interviews, the responses from salespeople are expected to verify the arguments.

Finally, the ultimate purpose of the research is to offer constructive reference for further studies to probe the effect of SHB on sales performance and the relationship between salespeople and their customers.



1.3 Research Framework

This study is conducted by following the research flow illustrated in Fig. 1.1. It is divided into five chapters. Chapter 1 introduces the research background, motivation, and objectives. Literature review is specified in Chapter 2 focusing on Salespeople Helping Behavior and Prosocial Behavior. The research method, in-depth interviewing, as well as interview questions design are discussed in Chapter 3. The interview records are analyzed and presented in Chapter 4. Finally, conclusions and suggestions are in Chapter 5 for further research.

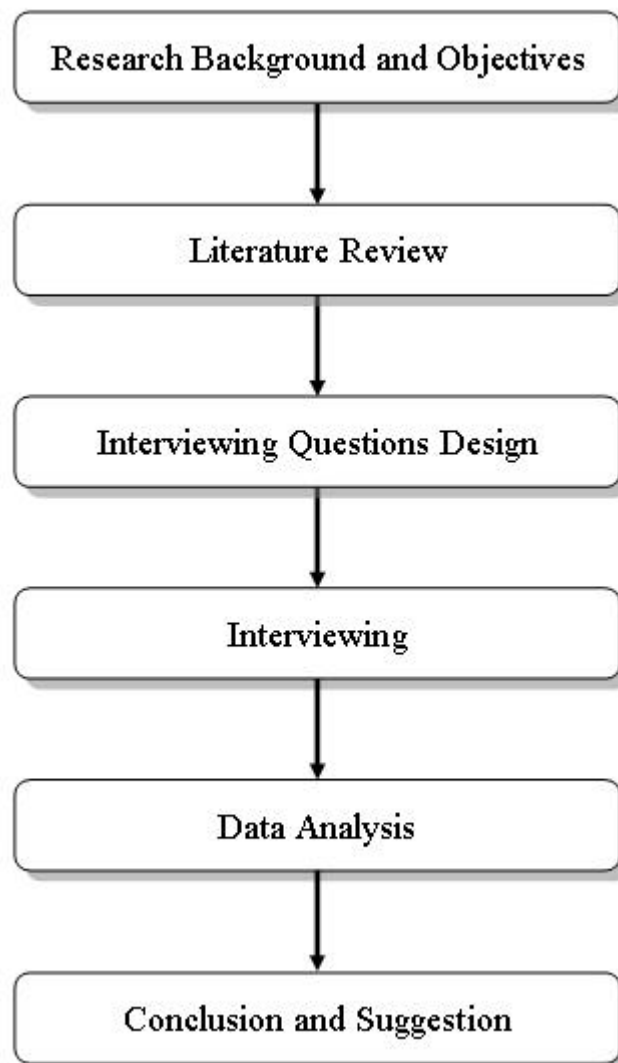


Figure 1.1 Research Flow

Chapter 2 Literature Review

Literature review is divided into five parts in this chapter. Firstly, the definition of Salespeople Helping Behavior (SHB) is stated to be the core of the thesis. The next is Prosocial Organizational Behavior. SHB is a kind of prosocial organizational behavior, so the related papers are discussed to help probe the essence of SHB. And then is Altruistic Helping Behavior. SHB is inspected from the standpoint of altruism. The fourth section is Commercial Relationships between Salespeople and Customers. The articles show the relationship between SHB and commercial friendship. The final part is about Selling and Buying Behavior in the Industrial Market. The behaviors of salespeople and customers are described to be the background of Business-to-Business SHB.

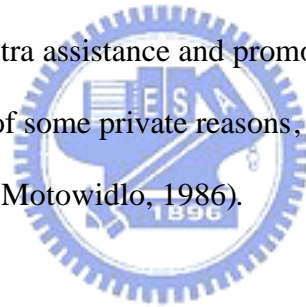
2.1 Definition of Salespeople Helping Behavior



The helping behavior that salespeople conduct on customers could be role-prescribed or extra-role. The role-prescribed is that salespeople follow the corporate regulations or managers' indications to execute their tasks and serve customers. The extra-role is that salespeople help their customer on something beyond the request of their companies. Salespeople Helping Behavior (SHB), proposed by Chang (2005), is the later and is defined as the extra-role assistance provided by salespeople directly at customers. The implementation of SHB is out of the discretion and willingness of salespeople.

Because there are limited empirical researches on SHB, the related discussion could only found in the literature of prosocial behavior (Brief & Motowidlo, 1986 and Bettencourt & Brown, 1997). SHB could be divided into two forms. One is job-unrelated personal favor; the other is job-related extra-role service. Based on the definition of Brief & Motowidlo,

job-unrelated personal favor of SHB is that salespeople help consumers with personal matters unrelated to organizational services or products, while job-related extra-role service of SHB, based on the study of Brief & Motowidlo and Bettencourt & Brown, means salespeople provide extra-role services or products to consumers both in organizationally consistent and inconsistent ways. For example, “Voluntarily assists customers even if it means going beyond job requirements.”, “Helps customers with problems beyond what is expected or required.”, “Often goes above and beyond the call of duty when serving customers.”, “Willingly goes out of his/her way to make a customer satisfied.”, “Frequently goes out the way to help a customer.” (Bettencourt & Brown, p.48), and “provide a service by ignoring important organizational rules and procedures and thereby help the client” (Brief & Motowidlo, p. 713). From the above statement, it is quite clear that companies would benefit from SHB when salespeople voluntarily offer extra assistance and promote the business image. But SHB is not always good for business. Out of some private reasons, salespeople may offer help against the benefits of companies (Brief & Motowidlo, 1986).



It is well known that salespeople try very hard within their capability to advance the relationship with customers for better sales performance. It is quite reasonable to infer that salespeople would catch opportunities to show the courtesy actively. But it is also possible that customers would ask salespeople a favor in explicit or implicit ways. It is not clear that whether salespeople expect to receive material or social rewards in return while they are planning and helping customers. They may conduct SHB due to altruism.

SHB could be found both in business-to-business (B2B) and business-to-consumers (B2C) environment. B2C is a simple environment. A consumer is usually the right person to make a decision, purchase and utilize a product. Therefore, only few persons would be involved in a single event of SHB. On the other hand, the situations are more complicated in

B2B setting. The trade between two companies usually proceeds as a team-to-team activity and involve a lot of persons. The role of salespeople could be played by CEO, sales managers, product managers, or other employees. It depends on the organization structures and the job definitions in companies. Besides, salespeople need to face customers with different positions in a company because the buying decision is made by a group of persons called buying center (Anderson & Dubinsky, 2004; Solomon, 2004). Most of time, salespeople also face a challenge from competitors who may have common interest with members inside the buying center. Consequently, B2B SHB is conducted with a complex combination of people, interest, motivation, and other factors.

From the above statements, SHB is actually a form of prosocial behavior (Brief & Motowidlo, 1986) and a form of positive social acts carried out by salespeople to produce and maintain the well-being of customers.

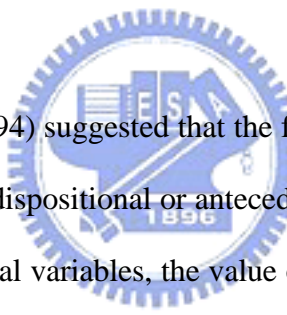


2.2 Prosocial Organizational Behavior

In the study of Brief and Motowidlo (1986), it defines “Prosocial organizational behavior is behavior which is (a) performed by a member of an organization, (b) directed toward an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role, and (c) performed with the intention of promoting the welfare of the individual, group, or organization toward which it is directed.” (p.711) Moreover, among the 13 kinds of prosocial organizational behaviors mentioned in the article, two of them are extra-role helping on customers. One is “Provide services or products to consumers in organizationally inconsistent ways”. It means “Customers or clients might be helped by providing goods or services in a manner that is detrimental for the organization”. The other is “Helping consumers with personal matters unrelated to organizational services or products”.

Based on the above statement, SHB is actually a particular form of prosocial organizational behavior carried out by salespeople to benefit customers. Therefore, it would help understand the facets of SHB through reviewing the literature of prosocial organizational behavior.

As we know, the job of salespeople is to assist or aid customers in determining and satisfying their differing needs, informing products features and characteristics, and being responsive to their concerns (George, 1998). Their sales performance is positively associated with the role-prescribed prosocial behavior (George, 1991). Puffer (1987) also pointed out that salespeople engage in more prosocial behavior, they perform better on job. It seems that managers should encourage salespeople to conduct prosocial behavior in working settings to get better work performance.



Meglino and McNeely (1994) suggested that the factors responsible for prosocial behavior could be divided into dispositional or antecedent variables by the beneficiaries. They claimed that the two dispositional variables, the value of concern for others and empathy, explain the influence in prosocial behavior directed only at specific individuals and the two situational variables, perceptions of reward equity and recognition, explain the influence in prosocial behavior directed only at the organization. The statement seems consistent with the studies of Puffer (1987) on nontask behavior, Bettencourt and Brown (1997) on fairness perception, Chebat and Kollias (1998) on empowerment, George (1991 & 1998) on mood, and the results of the studies of altruistic helping behavior discussed in the next section.

Puffer (1987) found that “need for achievement”, “satisfaction with material rewards”, and “low perceived peer competition” are positively related to prosocial behavior. He explained that achievement-oriented individuals tend to actualize their need to excel by performing nontask behavior that benefit the organization; satisfying financial security

improves one's situation and foster prosocial behavior; perceived peer competition could lead to focusing on oneself and ignore the opportunities for performing prosocial behavior.

Although the research of Puffer is quite persuasive, Baruch et al. (2004) conducted an experiment and have more detailed explanation about the relationship between "need for achievement" and prosocial behavior. People with a strong "need for achievement" are not always willing to conduct prosocial behavior. They perform prosocial behavior only when doing so is not at the expense of their own success.

Bettencourt and Brown (1997) proposed that fairness perception of contact employee is positively related with service quality. Fairness of job supervision, pay and promotion rules, and supervisor administration of these rules are used to be key predictors of contact employee prosocial service behavior, extra-role customer service, role-prescribed customer service and employee cooperation. Fairness of job supervision is significantly positive to the three types of prosocial behavior. It reveals that customer service managers should avoid bias in daily activities and allow contact employees appropriate authority in serving customers. Fairness in pay and promotion rules have employee believe that exceptional service will be recognized and rewarded in the long run. Fairness of supervisor administration is the basic consideration of contact employees engaging in performance above and beyond the call of duty.

Chebat and Kollias (2000) indicated empowerment is a way to promote prosocial behavior because it could increase the ability of employees to adjust their behavior to accommodate customer needs and requests. If contact employees are more adaptive, they are more effective when performing role-prescribed tasks and more willing to provide extra-role support to their clients. The discovery of empowerment on prosocial behavior is consistent with the effect of fairness of job supervision in the study of Bettencourt and Brown (1997).

George (1991) proposed positive moods at work foster both role-prescribed and extra-role prosocial behavior. People in positive moods are more likely to conduct helping behavior directed at customers no matter it is part of their job or beyond the call of duty. In addition, the customer-service behavior is positively related with sales performance. The study also supports the hypothesis that positive mood has more significant effects on prosocial behavior over and about the effects of fairness cognition. George (1998) explicitly pointed out “One important determinant of helping behavior is a help giver’s current mood state which, in the case of salespeople, refers to a salesperson’s mood at work or how a salesperson feels on the job”.

In the study of George (1998), George took a further step to explore the effect of mood on helping behavior. Moods could be separated into two independent and major dimensions, positive mood and negative mood. In daily activities, both positive and negative moods foster helping behavior (Cialdini et al., 1973). But in a sales context, positive mood facilitates salesperson helping behavior while negative mood may hinder help towards customers or provision of high quality service. George offered several explanations for the effects of positive mood. First, it results in a salesperson perceiving sales opportunities more positively. Second, it results in a salesperson having more helping and positive approach towards customer service. Third, it leads to salespeople finding others more pleasant or appealing and makes salespeople more likely to provide help. Lastly, it may lead to a more positive perspective on human nature and result in salespeople more genuinely desiring to be helpful to customers. George finally suggested that positive moods at work may be fostered by promoting a sense of competence, achievement, and meaning in the workplace, providing rewards and recognition, keeping work group or team size relatively small, and the leader's having a positive mood.

From the above description, prosocial organization behavior plays an important role in the work environment. Some factors could be controlled to facilitate it for creating better work performance such as fairness perception and empowerment. The others, such as empathy and concern for others, seem to come from the nature of human being and are hard to be influenced. Since SHB is a kind of prosocial organizational behavior, its characteristics should be similar with those of prosocial organizational behavior although it is left to be verified further.

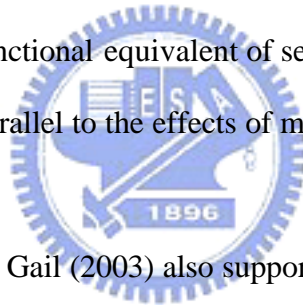
2.3 Altruistic Helping Behavior

From 1978, more than 100 helping behaviors have been studied with few systematical attempts to define the types of helping (Pearce & Amato, 1980). Until 1980, Pearce and Amato use multidimensional scaling procedures to distinguish helping behaviors and to define a three-dimensional framework: planned, formal vs. spontaneous, informal help; serious vs. nonserious help; and giving, indirect vs. doing, direct help. The framework contributes to stimulate new directions in helping research, create new helping forms, and plan helping studies.

Compared with the various and complicated helping behavior, altruistic helping behavior is the helping behavior due to altruism. It is a kind of prosocial behavior like SHB. When people are conducting SHB, do they expect tangible or intangible return? If salespeople engage in a kind of extra service on the job, they might expect rewards from supervisors or customers. But if the behavior is a kind of job-unrelated helping, it would be hard to know the truth. Some salespeople might expect something in return but hide the idea in their mind. Some salespeople might engage in helping behavior due to altruism. Because of the ambiguity between SHB and altruistic helping behavior, the related literature would be reviewed in this

section.

Baumann et al. (1981) has a general introduction on helping behaviors and contributes to probe the altruistic helping behavior. Baumann et al. followed the studies of Cialdini et al. (1973) and indicated two propositions of helping. One is “The U-Shaped Curve”. Both positive and negative mood increases helping for adults. But for young children, only positive mood has the effect because they have not completed socialization process like adults. The other is “An Instrumental Model for Negative Mood”. Helping is instrumental to the removal of the mood state while adults are in a negative mood. He stated further that “...when the costs of helping were low and the benefits high did individuals attempt to remove a negative mood state via prosocial action”. Baumann et al. also conducted an experiment to support the prediction that helping is the functional equivalent of self-gratification. The effects of mood state on self-gratification are parallel to the effects of mood on helping.



The study of Guéguen and Gail (2003) also supported the effect of mood on altruistic helping behavior. They conducted an experiment that subjects receiving smile from a stranger would enhance subsequent helping behavior towards another person. Because the subjects had no reason to help the third person, Guéguen and Gail explained that the effect of smiling on helping is mediated by a positive mood.

Intuitively, empathy-based helping is essentially a pure altruistic behavior, but Cialdini et al. (1987) had a different opinion. In order to explore that empathy-based helping is selflessly or selfishly motivated, Cialdini et al. conducted two experiments to investigate the effects of empathy and sadness. Empathy means selfless altruism and sadness means selfish altruism. The results of the first experiment show that helping is predicted by the levels of sadness that subjects are experiencing, not by their empathy scores. The results of the second

experiment show that subjects in the high-empathy set, labile-mood condition help at a higher level than subjects in other three combinations of empathy sets and mood conditions. With the results, Cialdini et al. indicated that empathy-based helping is a selfish behavior rather than a selfless one. While observing others are suffering, people with high empathy are more likely to help them but it is not due to selfless desire. In other words, when sadness is increased with higher empathy, people try to reduce the sadness by helping others. The helping behavior is out of egoistic desire to relieve the sadness under conditions of high empathy.

After reviewing the related studies, Resenhan et al. (1981) suggested that the relatively global terms, positive and negative, might make readers confused that all negative or positive moods have much in common. Resenhan et al. gave examples that “Fear and anger are more different than they are the same; sadness and shame, both negative affects, have less in common than that simple rubric might imply”. To tell from the effects of “joy experienced for the self” and “empathic joy” (joy for other people), they conducted an experiment of helping to distinguish the difference. The results show that joy experienced to the self facilitates altruistic behavior and empathic joy depresses the level of altruistic behavior. They further compared the data with those from Thompson et al. (1980) and got reverse results that empathic sadness promoted altruism and egocentric sadness retards it. They further explained “If one perceives that another’s sadness is much greater than one’s own, one’s subsequent thoughts are more likely to be directed to the plight of the other and to the fact that the other requires help.” and “The combined impact of cognitions about one’s own emotional wealth and another’s relatively impoverishment increments the likelihood that altruistic behavior will arise.”. It demonstrates that whether joy or sadness results in altruism depends critically on whether attention is directed to self or to others.

The above articles suggest that altruistic helping behavior may arise from subtle reasons

such as self-gratification or desire to relieve sadness. It seems that the motivation of altruistic helping behavior only exists in positive mood.

2.4 Commercial Relationships between Salespeople and Customers

Commercial friendship is an important type of marketing relationship. It develops in the encounters between service providers and clients. In addition to the key marketing objects: satisfaction, loyalty, and positive word of mouth, commercial friendship is also associated with affection, intimacy, social support, loyalty, and reciprocal gift giving as friendship (Arnould & Price, 1999). Arnould and Price also indicated characteristics and recurrent nature of service encounters could contribute to friendly commercial exchange for more intense friendships. Although the characteristics of the commercial friendship are quite similar with those of friendship, there exists differences between them. The business environment and interest conflicts lead to a significant minority of participants to consider it inappropriate to form a friendship with their commercial partners, even in an environment likely to foster relationships.

SHB involves positive individual characteristics, such as friendliness and social support, to provide structural opportunities the formation of commercial friendship, so there should be some kinds of connections between SHB and commercial friendship.

When the relationship between salespeople and customers are closer, it is more likely that SHB is conducted. On the other hands, when SHB is conducted, the relationship between salespeople and customers is more likely to get closer.

In the study of Swan (2001), it reported that the salespeople-customer relationships perceived by salespeople may guide their interactions with that customer. It conducted

in-depth interviews with salespeople to establish a classification schema of customer types for better understanding the relationships and identified three customer identities: commercial friends, customer coworkers and business acquaintances. Commercial friends have the closest relationships and business acquaintances have the least relationships. In the results of interviews, the relationship elements were divided into two sets (Figure 2.1). Intimacy, share casual conversation, share leisure activities, and spokesperson for customer's firm are in the first set; exchange of benefits, time frame for exchange of benefits, exchange of business information, account responsibility, mutual self-disclosure, tension between economic and friendship norms, and felt need to self-disclosure are in the second.

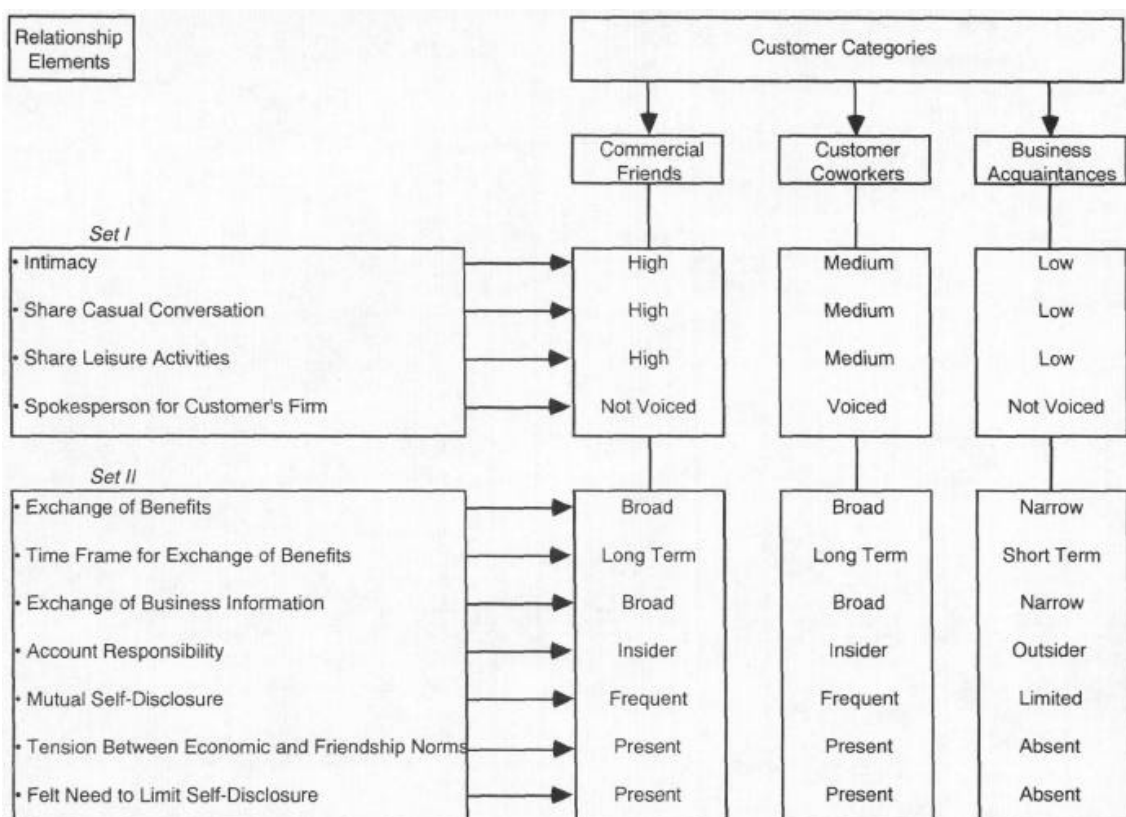


Figure 2.1 Salesperson-Customer Relationships and Classification of Customers

Source: Swan et al., 2005

The first set defines the extent to which customers and salesperson relate personally and

the second set relates the expectations and trust that salespeople hold for the relationships. According to the definition of SHB, some relationship elements in Figure 2.1 could be referred to salespeople helping behavior. “Share Casual Conversation”, “Share Leisure Activity”, and “Mutual Self-Disclosure” are types of job-unrelated personal favor while “Exchange of Business Information” is a type of job-related extra-role service. When the relationship between salespeople and customers are stronger, there are more frequent SHB. This gives strong support for the connection between commercial friends and SHB.

Although the commercial relationship is decided both by salespeople and customers, customers might have more power to affect it because salespeople have incentives to maintain it. In the study of Lagace et al. (1991), a model of relationship quality developed by Crosby et al. (1990) was extended by adding ethical behavior of salespeople as an independent variable (Figure 2.2). The model is developed from the point of view that customers observe the behavior of salespeople. Ethical selling behavior, salesperson expertise, and extent of relational contact would impact trust toward salespersons and satisfaction with exchanges.

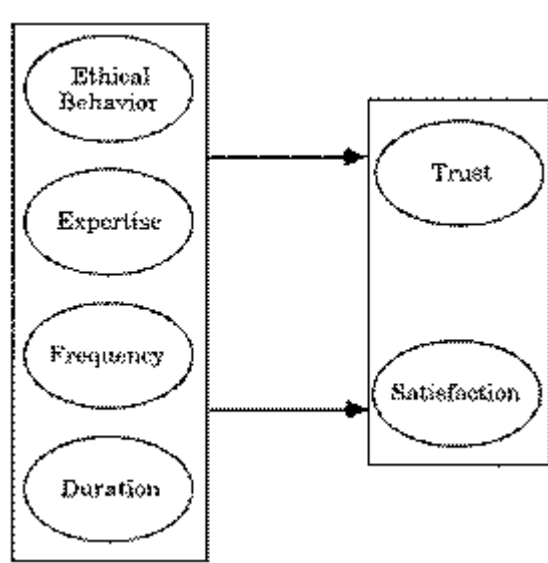


Figure 2.2 Model of Relationship Quality

Source: Lagacy et al., 1991

2.5 Selling and Buying in the Industrial Market

Selling in the industrial market is much more challengeable than in the consumer market. Many industrial products are made and based on specifications and tend to be homogeneous. It is easy for competitors to slightly improve a product and sell it as their own or to cause competition on price. If all factors are equal, industrial customers accepting industry standards may sign the contract with the seller submitting the lowest price. The pricing is also complex. There are a lot of factors for salespeople to estimate the final price: period of agreement, current and future labor and material costs, availability of materials, expected salvage value of equipments, product service agreements, cost-effectiveness of manufacturing facilities, and return on investment. Because of the many factors affecting the price, salespeople may be given a range of prices to negotiate with customers (Futrell, 1993).



Because industrial products often involve a lot of knowledge about the product category, salespeople face knowledgeable buyers and need more product training and considerable expertise. Usually industrial customers are professional and their decisions are based on past experience and weighting of alternatives. The purchase decisions are actually made by a group of organization members. When a collective decision is made, the members play a number of specific roles (Anderson & Dubinsky, 2004; Solomon, 2004). These roles include:

1. Initiator: The person who brings up the idea or needs.
2. Gatekeeper: The person who conducts the information search and controls the flow of information available to the group. In organizational contexts, the gatekeeper identifies possible vendors and products for the rest of the group to consider.
3. Influencer: The person who tries to sway the outcome of the decision.
4. Decider: In many cases these are higher-level managers who have power to select or approve suppliers and final purchase decisions. For routine purchases, the purchasing

agents are the deciders.

5. Buyer: People with formal authority to order supplies and negotiate purchase terms within organizational constraints.

6. User: People who will actually use the product or service purchased.

Depending on the decision, some or all of the organizational members may participate in and one person may play one or more roles.

The relationships between buyers and sellers are critical in industrial market. Both sides need to create and maintain long-term relationship. Buyers want to do business with trusted, reliable salespeople who can truly look out for their organization's best interests while sellers want long-term business to bring in steady income. Both parties need to have mutual trust in one another and cooperate with one another to pursue win-win solutions for more profits (Anderson & Dubinsky, 2004).



Chapter 3 Research Methodology

3.1 Overview of Research Method

As little work has been reported in the literature on SHB, this study employs in-depth interviewing, a qualitative inductive research approach, to collect SHB from salespeople. Maintaining good relationship is essential to business, so salespeople usually take it for granted to do favors to customers and the helping behaviors eventually become tacit knowledge. To transfer SHB into explicit knowledge, in-depth interviews are employed to interactively communicate with salespeople and to elicit stories in their sales career.

Personal interviewing is one of methods which collect primary data. Through moderately design and professional skills, an experienced interviewer could guide the interviewee to share inner opinions and thinking in the face-to-face process. The advantage of personal interviewing is to acquire detailed and deep data. Interviewers could explain questions further or ask extra questions to collect more information. On the other hand, the disadvantage of personal interviewing is the high cost of time and money, especially in broad sampling area. Another drawback of personal interviewing is that the quality of collected data depends on the ability and the willingness of interviewee cooperation. Interviewees may reply with unreliable answers while privacy is involved in the questions. Therefore, a qualified interviewee must be able to offer useful information, understand his own role, and be willing to cooperate in the interview (Cooper & Emory, 1996; Cavana et al., 2005).

Generally speaking, there are three structure types for interviews, structured, unstructured, and semi-structured (Cavana et al, 2005). The structured interview is based on a strict order of presentation of questions which are carefully designed in limited response format. The

interviewer follows a prepared agenda to control and guide the whole process. It is quite useful to collect quantitative data. For the unstructured interview, there is no clear agenda and list of questions but it just aims to enable the interviewee to talk generally about issues. It relies on interaction or conversation between an interviewer and an interviewee to find out the answers for studies. The position of the semi-structured interview is between the structured and the unstructured. It predefines some topics to be addressed in the interview but allow the respondent to initiate new topics or relevant issues (Memon & Bull, 1999). From the above statement, in-depth interviewing is actually a semi-structured interview (杜幼章, 2006) and a highly skilled activity which needs carefully preparation.

In-depth interviewing is much different from simple interviews. It is conducted to get real feeling and important data which is unable to be obtained by ordinary interviews. Researchers must understand the research problems and the purpose of interviews very well. With open, direct, and oral questions, real messages and thinking hidden inside the deep mind of interviewees are revealed through the description for stories and cases (Crabtree & Miller, 2002). By means of analyzing the messages and thinking, researchers could understand the meaning, the impact, and the solutions to a study. In-depth interviews take much more time than ordinary interviews, but they could probe the essence of study more thoroughly for further analysis (萬文隆, 2004).

In the in-depth interviews for SHB, open-ended questions are designed to have salespeople freely talk about their experience of helping customers. If replies are not reasonable enough or some other doubt arises, further questions would be proposed to make them clear. It allows the interviewees to have wide choices to answer questions, so the contents of interviews would finally depend on the interaction between the interviewer and the interviewee.

3.2 Design of Interview Questions

The purpose of the interview questions design is to collect and categorize salespeople helping behavior from the points of view of salespersons. According to the interview objective, the agenda of the in-depth interviews is developed and divided into stages:

- (1) Explain the purpose and procedures of the in-depth interview.
- (2) Inquire the markets of the interviewees.
- (3) Follow the designed questions to conduct the interview.
- (4) Collect the basic information of the interviewees.
- (5) Express appreciation to the interviewees.

Based on the literature, SHB could be job-unrelated personal favor or job-related extra-role service, so the questions are designed to collect various SHB from different scenarios. Before the formal questions are decided, three salespersons are interviewed for question adjustment. According to the results of pre-interviews and literature review, eight questions are finally designed to collect SHB.

Question 1: What topics do you usually talk with customers in addition to business?

Salespeople and customers do not always talk about business. They need other topics to alleviate the business tension and create personal relationship. To take a further step, they may develop a kind of commercial friendship which might accompany with mutual help. The focus of this question is to collect job-unrelated helping behavior. In the beginning, interviewees would be asked about the chat topics and then guided to reveal the interaction between salespeople and customers. Gift giving, information sharing, and motional disclosure would be typical job-unrelated helping.

Question 2: What have you ever done to impress important customers?

Trust is a key factor for the long-term salespeople-customer relationship. To win customer's trust, salespeople need to pay attention to a lot of things including impressing customers. The question is designed to start with this topic. While interviewees are answering the question, it is expected that both in-role and extra-role helping behaviors would be found. In addition to gift giving, business trip assistance, and entertainment, there should be other significant events which largely improved the image.

Question 3: How do you have customers satisfy your products or services?

To satisfy customers, it needs to provide better products or services than competitors. In the fiercely competitive market nowadays, salespeople may do much more beyond the call of duty to get business. They should have their own methods to find customers' needs and satisfy them. During the process, it is expected that both job-related and unrelated extra-role service would be found. The question is designed to have interviewees show their selling skills first and then directly ask what extra-role assistance they have ever given to customers.

Question 4: What things on business have you ever done to copy with urgent requests from your customers?

Urgent requests from customers usually involve product manufacturing, product delivery, and a large sum of money. To deal with those requests, salespeople may need to interrupt current going tasks, communicate with or persuade coworkers in other departments. It takes a lot of effort, so salespeople are not always pleased to do such things unless it brings more profits. To some extent, there is ambiguous room for salespeople to decide how to respond to the requests. Especially, in the business-to-business environment, a contract is usually signed before products are shipped to the customer. If there are conflicts between the contract and the

request, salespeople would have some alternatives to choose. Therefore, this question is designed to collect such kind of job-related helping behavior.

Question 5: What resources have you ever utilized to serve customers in addition to those from your company?

Helping customers with resources other than companies offer is actually a kind of extra-role service because employees are under no obligation to do so and it is out of their own discretion. Working overtime, use one's own money to pay bills, and asking friends to do favors to customers are all included in the definition of SHB. The question is intended to have interviewees recall for more examples and to observe if salespeople often use personal resources to facilitate their business.



Question 6: What kinds of helping behaviors have you ever conducted to benefit customers which are not related to your business directly?

The various products or parts in a company may be provided by different suppliers. When the problems occur, customers would first find related persons to take care them. However, the problems are not always easy to be solved due to complexity or other reasons. To solve these problems as soon as possible, customers might turn to other people who have no responsibility to the issues but are capable of offering solutions. There are similar SHB found in the pre-test interviews, so the question is designed to collect such kinds of helping behaviors.

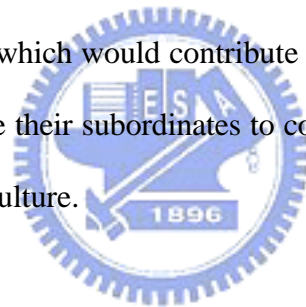
Question 7: What kinds of gifts have you ever given to customers?

Gift giving is a kind of typical SHB. Because the types of gifts may vary from person to

person, this question is specifically designed to deal with and classify complicated situations. Gifts are usually manipulated to please customers, so it is worthy to pay more attention on the motivations and considerations while listening to interviewees. Customized gifts and gifts for other family members are also collected in this question.

Question 8: Do you think that the help you mentioned towards customers could also facilitate your sales revenue? What is the most effective help?

After replying the above seven questions, the influence of SHB on business may or may not be revealed in the answers of interviewees. To confirm the effect of SHB, the question is designed to have interviewees make conclusions. Another purpose of this question is to collect the most effective SHB which would contribute to sales management. The behavior of whether interviewees encourage their subordinates to conduct SHB is also inquired to understand the organizational culture.



3.3 Sampling and Background of Interviewees

This study is to conduct in-depth interviews with salespersons of the networking equipment industry in Taiwan to collect and categorize SHB because the industry with long-term salespeople-customer relationship could provide an ideal environment for SHB. Salespersons in the industry sell products for data, voice, and video traffic transmission through Internet such as WLAN, xDSL CPE, SOHO routers, Ethernet LAN switches, Cable CPE, IP Phone, etc. There exists a selling model consists of vendors, distributors, resellers, system integrators, and end users (Figure 3.1).

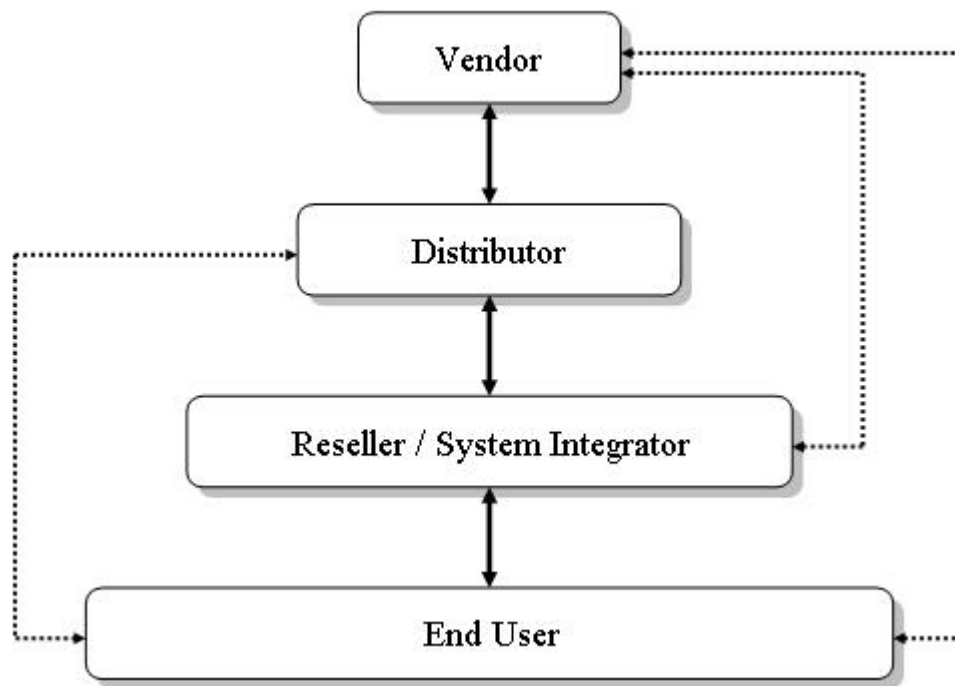
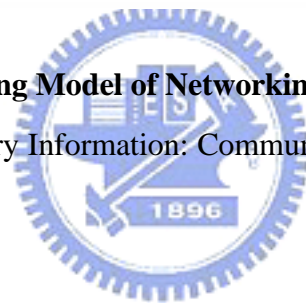


Figure 3.1 Selling Model of Networking Equipment Industry

Source: Industry Information: Communication Industry, 2005



Due to different business models, the vendors can be divided further into Own Brand Manufacturer (OBM), Original Design Manufacturer (ODM), and Original Equipment Manufacturer (OEM). According to the selling model, convenience sampling is used to select 20 experienced salespersons as interviewees. In Table 3.1, the IDs of participants are assigned by the interview sequence from A to T. The information of job title, market, business model, products, and working experience is also displayed in the table. According to the study of Lin (林玉如, 2007), the output value of the networking equipment industry is NT\$226.2 billion in 2006. The total sales revenue of the companies that the interviewees work for is NT\$182.7 billion (80.77%) in 2006. To a certain extent, it explains the representativeness of the samples.

Table 3.1 Basic Information of Interviewees

ID	Job Title	Market	Business Model	Products	Working Experience (years)
A	Vice President	America, Asia, Europe	ODM	Cable Modem, ADSL	18
B	Senior Manager	Asia, Europe	OBM	Cable Modem	6
C	Manager	Europe, TW, US	ODM, OEM	Wireless	10
D	Vice President	America, Asia, Europe	OBM	Cable Modem, Wireless	15
E	Director	America, Asia, Europe	ODM, OEM	Wireless, VOIP	15
F	Director	US	ODM, OEM	Switch	15
G	Manager	JP, TW, US	ODM, OEM	Switch	8
H	Director	Europe, JP, US	ODM	ADSL, IAD, Wireless	12
I	Project Manager	Asia, Europe, US	OEM, SI	Wireless	23
J	Assistant Manager	DE, JP, KR, NL, US	ODM, OEM	Wireless	9
K	Manager	TW	SI	Switch, Router	15
L	Product Manager	America, Europe	OBM, ODM, OEM	Switch	10
M	Manager	JP	ODM, OEM	Router	10
N	Account Manager	America, Asia	ODM	Wireless Router	9
O	General Manager	Europe, CN, TW	OBM, ODM, OEM	Router, IP DSLAM	21
P	Special Assistant	JP	ODM	VOIP, Cellular Phone	13
Q	Special Assistant	America, Asia, Europe	ODM, OEM	Bluetooth, Wireless	18
R	Senior Manager	Africa, Asia, Europe	OBM, OEM, Distributor, SI	Switch, Router, Wireless, ADSL, Dial-up Modem	15

S	Assistant Manager	Europe	OBM, Distributor, SI	ADSL Router, Security, VPN	5
T	Supervisor	JP	ODM, OEM	Wireless, Bluetooth	7

Note: AU: Australia; CN: China; DE: Germany; IN: India; JP: Japan; KR: Korea; NL: Netherlands; TW: Taiwan; US: United States; SI: System Integrator

3.4 Interview Process and Contents Analysis

Before the interviews are conducted, interviewees would be informed the research objective, the interview questions and procedures, and the recording of the conversation. The interviews would proceed as the sequence of the questions, but if participants mention SHB beyond the design, it would be adjusted to have participants reveal more information. During the interviews, if participants do not understand the questions well, more explanation would be provided to make sure that they can offer useful information to the study. It takes about one hour for each interview. The conversation would be recorded for later analysis.

After an interview is finished, the recorded conversation files are transferred into the verbatim transcriptions. Based on the grounded theory, the verbatim transcriptions are coded sentence by sentence to collect SHB for further content analysis..

3.5 Reliability and Validity

After all the in-depth interviews are finished, the reliability test is conducted by another researcher who is quite familiar with this study. After the author finished extracting and counting SHB from the verbatim transcriptions, the researcher do it again to get the amount of

SHB. The reliability of the research is expressed by the ratio of the number of the overlapped SHB over the total number of SHB in the two times of inspections. With the compromise of two results, the reliability reaches 87%. Besides, experts in the SHB field are invited to do the validity test. The experts are informed the types of SHB and check the validity of the typology. After that, the experts express that the typology is reasonable and the validity is acceptable.



Chapter 4 Data Analysis

4.1 Analysis of Interviewee Background

4.1.1 Statistics of Basic Interviewee Information

The statistics of the basic interviewee information in Table 3.1 is calculated and listed in Table 4.1 for further analysis. Companies usually have their own systems define job titles. A job title in different organizational structures may denote different experience, ability, and power. The job titles in Table 4.1 (1) are divided in to 6 classes. Based on the interview contents, the senior managers are classified to the manager class; the project manager is classified to the assistant manager class; one of special assistants is classified to the class of director and the other is classified to the class of manager. In Table 4.1 (1), 14 interviewees (70%) have the titles same with or higher than the manager class. In Table 4.1 (4), 14 interviewees (70%) have 10 years or more working experience. The data in the two table show that the salespersons are experienced and qualified participants for the study as a whole.

In Table 4.1 (2), salespersons with experience in multiple markets are counted to respective markets. Salespersons who mentioned Taiwan, Japan, or US markets instead of just mentioning Asia or America are also counted and listed in Table 4.1 (2) because Japan and US are big markets and Taiwan is a domestic market. Fourteen salespersons have experience in multiple markets. It is reasonable because they may be assigned to different markets or be promoted to higher positions to take over multiple markets during the past years. In Table 4.1 (3), the number of subordinate is listed. Five salespersons (25%) have 15 or more subordinates. It means the job contents of these salespersons may involve a lot of sales strategies and management, not only selling products. Fifteen salespersons (75%) who lead 14 or less subordinates respectively should really execute the selling tasks.

The business models that the salespersons have experienced are listed in Table 4.1 (5). The data fit the selling model of the networking equipment industry in Taiwan. Most companies are manufacturers which consist of OBM, ODM, and OEM. Distributors and system integrators are the minor. In Table 4.1 (6), 4.1 (7), and 4.1 (8), the job performance of these persons are displayed. It is consistent that 13 salespersons (65%) think their performance just meet the self-request while the sales revenues of 12 salespersons (60%) are close to the quotas set by their companies. Ten salespersons (50%) shows that their annual sales revenues are in the range of NT\$ 1 and 10 billion. Combined this with data in Table 4.1 (1), it seems that a manager-class or director-class salesperson should bring in NT\$ 1 to 10 billion sales revenue annually.

In Table 4.1 (9), 14 salespeople (70%) do not disclose their annual income because it is too sensitive. In Table 4.1 (10), seventeen salespersons (85%) are male and three (15%) are female. There are two reasons for the result. One is most salespersons in this field are male. The other is that female salespersons have much lower willingness to interviews than male salespersons because of some personal considerations.

Table 4.1 Statistics of Basic Interviewee Information

(1) Title	Number	Percentage
General Manager	1	5%
Vice President	2	10%
Director	4	20%
Manager	7	35%
Assistant Manager	5	25%
Supervisor	1	5%

(2) Market	Number	Percentage
America	12	60%
Asia	15	75%
Europe	13	65%
Africa	1	5%
Taiwan	6	30%
Japan	9	45%
US	10	50%
Multiple Markets	14	70%
Single Market	6	30%
(3) Number of Subordinates	Number	Percentage
Over 100	2	10%
15 ~ 100	3	15%
6 ~ 14	4	20%
1 ~ 5	8	40%
0	3	15%
(4) Working Experience	Number	Percentage
Over 20 years	2	10%
16 ~ 20	2	10%
10 ~ 15	10	50%
5 ~ 9	6	30%
(5) Business Model	Number	Percentage
OBM	6	30%
ODM	14	70%
OEM	11	55%
Distributor	2	10%
System Integrator	4	20%
(6) Self-Rating Performance	Number	Percentage
Close to Self-Request	1	5%
Meet Self-Request	13	65%
Beyond Self-Request	5	15%

Excellent	1	5%
(7) Annual Sales Revenue		
Over NT\$ 30 Billion	1	5%
NT\$ 10 ~ 30 Billion	2	10%
NT\$ 1 ~ 10 Billion	10	50%
NT\$ 100 Million ~ 1 Billion	5	25%
Below NT\$ 100 Million	2	10%
(8) Performance Rating		
Below Quota More Than 20%	1	5%
Below Quota 5 ~ 20%	2	10%
Meet Quota (-5% ~ 5%)	12	60%
Beyond Quota 5 ~ 20%	5	25%
(9) Annual Income		
NT\$ 3 ~ 5 Million	1	5%
NT\$ 1 ~ 3 Million	4	20%
Below NT\$ 1 Million	1	5%
Not Disclosure	14	70%
(10) Gender		
Male	17	85%
Female	3	15%

4.1.2 Classification of Interviewees

In order to explore the difference among the behaviors of the interviewees, these persons are classified by their job titles, numbers of subordinates, sales revenues, and business model to distinguish their status and simplified business models. Based on the criteria in Table 4.2, salespersons that score 3 or more are classified to the high-level while the other salespersons are classified to the middle-level. The results are shown in Table 4.3. The status of

Interviewee A, D, E, F, G, H, J, N, O, and P is high-level and that of Interviewee B, C, I, K, L, M, Q, R, S, and T is middle-level.

Table 4.2 Criteria of Interviewee Classification

Job Title	Number of Subordinates	Annual Sales Revenue	Score
Director or above	15 or more	NT\$ 10 ~ 30 Billion or more	2
Manager	6 ~ 14	NT\$ 1 ~ 10 Billion	1
Assistant Manager or below	5 or less	NT\$ 100 Million ~ 1 Billion or less	0



Table 4.3 Classification of Interviewees Status

	Interviewee
High-level salespeople	A, D, E, F, G, H, J, N, O, P
Middle-level salespeople	B, C, I, K, L, M, Q, R, S, T

The companies that the salespersons work for are divided into OBM, ODM, OEM, distributors, and system integrators. In the interview process, the SHB of OBM, distributors, and system integrators is found to be similar and that of OEM and ODM are similar, too. Salespersons in OBM, distributors, or system integrators sell their products through their own sales channels in different markets. They usually have only one customer in a region and maintain long-term cooperation with it. Salespersons in OEM or ODM sell their products to companies which own brands and sales channels. They need to compete with other

manufacturers to get business order by order. They have stronger incentives to maintain good relationships with their customers. Interviewee I, L, O, and R have experienced the two simplified business models, so they are discarded in the classification (Table 4.4). From Table 4.3 and 4.4, the matrix of Status and Business Model is shown in Table 4.5.

Table 4.4 Simplified Business Models of Companies of Interviewees

	Interviewee
OBM/SI	B, D, K, S
OEM/ODM	A, C, E, F, G, H, J, M, N, P, Q, T

Table 4.5 Interviewee Classification by Status and Business Model

	High-level salespeople	Middle-level salespeople
OBM/SI	D	B, K, S
OEM/ODM	A, E, F, G, H, J, N, P	C, M, Q, T

4.2 Typology of Salespeople Helping Behavior

From the coding of the verbatim transcriptions of interviews, the salespeople helping behavior is categorized by the functions into job-unrelated personal favor and job-related extra-role service in Table 4.6. There are two kinds of helping behavior which is mentioned by the interviewees but is discarded. One is in-role helping behavior. For example, a salesperson quickly responds to the inquiry of a customer about the questions of product manufacturing. It

indeed helps the customer a lot on handling the progress of manufacturing but it would be discarded because it does not meet the definition of SHB. The other is that the helping behavior is actually provisioned by the company policies or other persons' decisions such as payment postponement. It usually involves the opinions of the financial division and the final decision of the CEO to give financial assistance, so the risk and responsibility are taken by the whole group, not only by the salesperson. Therefore, this kind of helping behavior is also discarded. The details of the SHB typology are explained more in the following sections.

Table 4.6 Typology of Salespeople Helping Behavior

Job-unrelated personal favor	Job-related extra-role service
<ol style="list-style-type: none"> 1. Information Sharing 2. Leisure Activities 3. Fulfillment of Implicit Needs 4. Gift Giving 5. Other Personal Favors 	<ol style="list-style-type: none"> 1. Assistance of Business Trips 2. Order-related Assistance 3. Market Information Provision 4. Impression Enhancement 5. Assistance with Customer's Own Job (unrelated to business with salespeople)

4.2.1 Job-unrelated personal favor

As the definition in Section 2.1, Job-unrelated personal favor is sub-categorized further into Information Sharing, Leisure Activities, Fulfillment of Implicit Needs, Gift Giving, and Others. The five categories of job-unrelated personal favor are classified further to form subcategories respectively in Table 4.7.

Table 4.7 Subcategory of Job-unrelated Personal Favor

No.	Typology	Subcategory
1	Information Sharing	1. Casual Conversations 2. Private Talks
2	Leisure Activities	1. Activities of Common Interests 2. Activities of Entertainment 3. Activities of Needs Fulfillment
3	Fulfillment of Implicit Needs	1. Taboos Avoidance 2. Fulfillment of Unsolicited Needs
4	Gift Giving	1. Ordinary Gifts 2. Corporate Gifts 3. Customized Gifts
5	Others	1. Others in Daily Life 2. Others on Business Trips

4.2.1.1 Information Sharing

Information sharing is the help that salespeople exchange job-unrelated information with customers for customers' reference or satisfying their emotional needs. Talking topics other than work is quite important for the relationship between both sides. Interviewee N said:

“Customers are just like us. Work is actually very dreary to them. If you get down to business just after you meet a customer, it would not help on the relationship between he and you. Of course, he would respect your professionalism, but I do not think that it would help a lot on enhancing relationship with him.” (Appendix C, 1)

Information sharing could also help salespeople understand their customers. Interviewee J described how he observes his customers:

“Talking about these things make me find his interests and personality. Judge this person by his personality. What are his decision procedures? What does he consider when he is making a decision? What is his thinking model?” (Appendix C, 2)

Usually, salespeople would try to find out the customer's favorite topics, follow his intention, and make him feel comfortable, so they need to know a lot of common sense and like to talk and communicate with others. Information sharing could be divided into casual conversations and private talks. Casual conversations are ordinary talks in daily life which usually include topics on interests of a customer or a salesperson, local customs and practices, or living information.



The topics of interest are talked a lot especially when customers and salesperson have common interests. Sports are the most popular topic in casual conversations (55%). It may be because most of the interviewees are male which are interested in various sports. The topics of local customs and practices are mentioned when customers come to Taiwan at the first time or salespeople go to a new place. They might be interested to know something in different culture. When customers come to Taiwan, if they are not familiar with the country, they need some living information, such as places to shopping and sight-seeing.

Private talks involve the disclosure of secrets, privacy, or emotions. Private talks are usually conducted when commercial friendship exists between salespersons and customers. Personal life, politics in office, and complaint against job are the typical topics. Family is a frequent topic in personal life because it is closely related to most of people (85%).

4.2.1.2 Leisure Activities

It is quite common that customers and salespersons engage in leisure activities together. It is a kind of favor that salespeople entertain or satisfy the needs of customers through common activities. Especially when a customer has a business trip to Taiwan, the salesperson would politely inquire the needs of arranging leisure activities. There is a description from Interviewee C:

“No matter customers would like or not, you have to ask them in advance. ... Even if he would not like to go with you, out of politeness, you still need to ask whether he would like to take the trip which is planned for him.” (Appendix C, 3)

Leisure activities could be subcategorized into activities of common interests, activities of entertainment, and activities of needs fulfillment. Salespeople and customers engage in activities of common interests when they are interested in the same activity. For example, playing golf is such an activity because many senior managers and salespeople enjoy the exercise. Activities of entertainment are the most conventional ways for salespeople to enhance the relationships. Salespeople usually treat customers in a nice restaurant to show that they value the customers. Interviewee D had a comment on it:

“Think from another point of view. You think. Korean and Japanese people are quite frugal in the daily life. While they have such a rare opportunity to go to Taiwan on business, treat them to eat a little better. If you do so, they would remember you.” (Appendix C, 4)

When customers come to Taiwan, they may have the needs to go to shopping or sight-seeing. Activities of needs fulfillment are such leisure activities to satisfy their needs.

4.2.1.3 Fulfillment of Implicit Needs

Fulfillment of implicit needs is to find customers' needs and actively satisfy them. It could be separated into taboos avoidance and fulfillment of unsolicited needs. Taboos avoidance is to keep off something which a customer does not inform but raises his aversion. Some customers have tabooed talking topics such as age and politics while some customers have tabooed food. Fulfillment of unsolicited needs means that actively satisfying the need which a customer does not solicit. For example, let customers have opportunities to show special skills, have a meal in a customer-preferred style restaurant, or give an award to have customer feel that he is valuable.

It seems that everyone has more or less particular habits. When customers come to Taiwan, they may have some inconvenience to keep their habits. They do not always speak out their requirement and ask salespeople to give them favors. Some salespersons with carefulness would keep monitoring the needs of their customers. After knowing the implicit needs of customers, salespersons take the actions to fulfill customers' needs. Interviewee L said:

“We would notice that some customers only drink coffee, some only drink cola, and what food some customers only eat and what topics they like to talk when they come. In fact, we pay attention to all these things. We would purposely solve these issues.” (Appendix C, 5)

Interviewee Q had a statement about how he find out and fulfill customer's preference:

“Off the record, what he likes. Try to have he feel that when he comes here, firstly he is valued and secondly, he is comfortable about all the arrangement.”

(Appendix C, 6)

4.2.1.4 Gift Giving

Gift-giving is essentially a favor and is the most common SHB. The decision power and the relationship between customers and salespeople are the major considerations for salespeople to decide the values of gifts. When a customer has higher importance or better commercial friendship, the salesperson might give a gift of higher value unless the favorite of the customer is given instead. Interviewee C explained how he selected the gift:

“When you do not understand this guy, you could really use money to represent importance. Ofcourse, while you are gradually familiar with he, what he likes, what he dislike, you don’t need to give a precious gift. If you can find and buy his favorite which is not always expensive, you can make him happy. ” (Appendix C, 7)



Although many companies have the regulations of gift giving, it is not easy for salespeople to enhance the relationship by it. It is difficult for salespeople to estimate the perception of customers on the value, the timing, and the reason of gift giving. Interviewee E explained more:

“I thing giving a gift is the most difficult. ...the most difficult, because you do not know what he wants. How you deliberate on a gift. Let its value not too high to have them think you are bribing. When the value is low, they do not think you are careless. The gift is just he desires. Too difficult. Very difficult.” (Appendix C, 8)

In the interviews, there are a great number of gift giving cases collected. They are subcategorized into ordinary gifts, corporate gifts, and customized gifts. A gift which is not a corporate gift or a customized gift is called ordinary gift such as wine, tea or Chinese-style souvenirs. Some gifts in this subcategory are for the other family members or the whole

family of a customer. For example, a red envelope for a new-born baby. A corporate gift is prepared by a company. It could be a corporate product, a corporate souvenir with logo, or a festival gift. A customized gift is specifically made for a customer or with the customer's name on it. For example, Chinese-style seals, award dishes, and medals.

4.2.1.5 Others

Job-unrelated help which is not categorized to the above 4 categories is classified to Others. The SHB in this category varies because the helping behavior with commercial friendship is same as that between friends. This category is divided to others in daily life and others on business trips. Others in daily life mean to give a favor on the personal life. For example, help a customer move. Others on business trips mean to give a favor on something which results from a business trip. For example, tell a customer how to dial an international phone call.



4.2.2 Job-related extra-role service

As the definition in Section 2.1, Job-related extra-role service is sub-categorized into Assistance of Business Trips, Order-related Assistance, Market Information Provision, Impression Enhancement, and Assistance with Customers' Own Job (unrelated to business with salespeople). The five categories of job-related extra-role service are classified further to form subcategories respectively in Table 4.8.

Table 4.8 Subcategory of Job-related Extra-role Service

No.	Typology	Subcategory
1	Assistance of Business Trips	<ol style="list-style-type: none"> 1. Transportation service 2. Accommodations service
2	Order-related Assistance	<ol style="list-style-type: none"> 1. Help on Product Manufacturing 2. Help on Product Delivery 3. Favor on Product Price
3	Market Information Provision	<ol style="list-style-type: none"> 1. Product Information Provision 2. Competitor Information Provision
4	Impression Enhancement	<ol style="list-style-type: none"> 1. Praise on Cooperation 2. Job Performance Improvement
5	Assistance with Customer's own Job (unrelated to business with salespeople)	<ol style="list-style-type: none"> 1. Assistance on Product Selling 2. Assistance on Product Supply 3. Others

4.2.2.1 Assistance of Business Trips

When customers come to Taiwan on business, they need help on business trip if they are not familiar with the country. The assistance of business trips could be separated into transportation service and accommodation service. Transportation service is to give transportation assistance for a customer to travel from a place to another. It includes help on confirming a flight, calling a taxi, applying visa, etc. Accommodation service is to arrange an accommodation for a customer's business trip such as the reservation of a hotel room.

4.2.2.2 Order-related Assistance

Business deals are the most connections between two companies, so the order-related assistance is very important for customers. It could be divided into help on product manufacturing, help on product delivery, and favor on product price. Help on product manufacturing means that salespeople give extra service beyond the purchasing contract to meet a customer's request on the manufacturing of products such as the change of order quantity and delivery date. To help a customer pull in the delivery schedule or increase the quantity of order, salespeople need to put a lot of effort. Interviewee C said:

“For instance, this is a pull in. Pull-in involves the conditions of the material, the capacity of your factory. A lot of things are involved. Almost every division is affected. ... It may need to contact the purchase division. The material needs to pull in and then the delivery date of the material needs to come out. The next is that it needs to have the capacity of the product line. ... How you negotiate to pull out other products with higher priority and pull in your products.” (Appendix C, 9)

But when customers ask to cancel the order and pull out the delivery schedule, salespeople could only help customers mitigate the loss. Interviewee E stated:

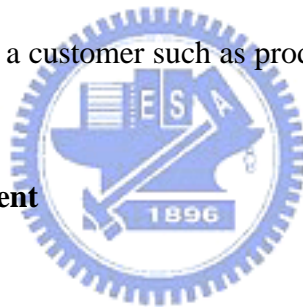
“It needs to talk about compensation. ... How to deal with these. (parts or products) You will buy them back or what you will do? Or resell it after changing the package. Is it possible to resell them to others? If possible, how much I would lose. Who is going to compensate me?” (Appendix C, 10)

Help on product delivery means that salespeople give extra service beyond the purchasing contract to meet a customer's request on the delivery of products. For example, the

change of shipping destination and shipping way. Favor on product price means that salespeople, within the authority, offer assistance to lower the product price.

4.2.2.3 Market Information Provision

Marketing information is often exchanged between customers and salespeople to more understand the market. The market information provision consists of product information provision and competitor information provision. Product information provision is defined to offer market information on products for the reference of a customer. For example, suggest to place extra order in case of shortage of parts supply or recommend to stop a project because of poor prospects. Competitor information provision is defined to offer information of competitors for the reference of a customer such as product price of competitors.



4.2.2.4 Impression Enhancement

Impression enhancement helps customers to build good image before the boss. Because it helps the career of the customer, it is also a useful method to enhance the commercial relationship with the customer. But in the companies with OBM or SI business models, the customers are usually the company owners, so this SHB would not work. Impression enhancement could be implemented by praise on cooperation or job performance improvement.

Praise on cooperation is to praise a customer before his boss for the good handling of related business such as good ability, good work attitude, and smooth cooperation.

Interviewee H talked about his habit:

“After a project is finished, we would write a thanks letter to his boss. Tell him

(the boss) that because of his help, the progress of the whole project goes smoothly. Keep his profile in his company. Sometimes we do this to help him. ”
(Appendix C, 11)

If the customer is in the purchase division, praise would not impress his boss.

Interviewee C mentioned how he helps purchase people to impress the boss:

“Purchase people need to negotiate to get a good price, so you can tell his boss that it is hard to negotiate price with that guy in your division. He always cuts my price to death. Even if you make 20% profit, you have to say that you get nothing back. His job is to get low price, so it have his boss think he do a great job. ”
(Appendix C, 12)

Job performance improvement is to significantly improve the job performance of a customer to impress his boss such as helping build credit by offering lower product price or better payment term. In other words, let a customer’s boss know his contribution to business.

4.2.2.5 Assistance with Customer’s Own Job

Assistance with customers’ own job is to help a customer deal with their own job which is not related to business with salespeople. It could be divided into assistance on product selling, assistance on product supply, and others. Assistance on product selling is to help a customer increase his sales revenue of products. For example, introduce new buyers for a customer to sell his products, offer product selling strategies to promote a customer’s products, and even purchasing a customer’s products.

Assistance on product supply is to help a customer maintain the product supply. For

example, introduce better forwarders to prompt the shipping and help get critical parts.

Interviewee L recalled how he helps a customer purchase an accessory:

“He does not want to do the purchasing himself because the cost of purchasing is too high. In other words, he had never purchased this and it took too much effort to persuade his boss. He simply gave us the specification, ask us to do the survey, and then they do the verification. After the verification is done, we bundle them with our products and sell them to him.” (Appendix C, 13)

Other assistance with customer’s own job is classified to others. It could be that offering information of a potential job candidate for reference, introducing a job candidate, or covering or mitigating the impact due to a customer’s fault.



4.3 Analysis of Salespeople Helping Behavior

4.3.1 Motivation of Salespeople Helping Behavior

Because salespersons may not give the real answers, the interview questions are not designed to inquire the motivation of SHB directly. By analyzing the interview contents, the business benefits are found to be the major consideration of SHB. The motivation of SHB could be business-oriented, friendship-oriented, or unknown. The business-oriented motivation means salespersons conduct SHB out of the expectation of direct or indirect business benefits while the friendship-oriented motivation means salespersons take customers as friends and do not expect other benefits in return. Salespersons with unclear motivation are classified to the unknown. If a salesperson shows both business-oriented and friendship-oriented motivation, the motivation type would be judged based on the interview

contents.

In Table 4.9, the motivation of thirteen interviewees (65%) is found to be business-oriented while the motivation of four interviewees (20%) is found to be friendship-oriented. They treated customers just like friends and did not link SHB and business benefits. In the high-level salespeople group, eight salespersons (40%) have the business-oriented motivation while only one salesperson (5%) has the friendship-oriented motivation. In the middle-level salespeople group, five salespersons (25%) have business-oriented motivation while three salespersons (15%) have friendship-oriented motivation. Interviewee F described his motivation of SHB:

“The bad relationship does not mean that we do not support him. Sometimes it is just because the relationship is not good, you need to support him more. Because he is not your friend, you must try to get him to be your friend. ... Some of them are really bad customers, but he (they) could give you a lot of business. ... The start point of I and he is making friends. But there is a purpose behind it. It is called business. Take business as the destination.” (Appendix C, 14)

Table 4.9 Motivation of Salespeople Helping Behavior

Motivation	High-level salespeople	Middle-level salespeople	Total
Business-oriented	40% (A, D, E, F, H, J, N, P)	25% (B, C, K, L, Q)	65%
Friendship-oriented	5% (O)	15% (M, R, S)	20%
Unknown	5% (G)	10% (I, T)	15%

Most interviewees are willing to offer extra-role help as long as it does not take much effort. If it takes much effort, salespersons with business motivation would estimate the effort and its potential benefits. While dealing with business, these salespersons usually separate it from personal relationship because business benefits are more important than commercial friendship. Interviewee K said:

“I would not give a lower price to his company because he has a better relationship with me. I would see the strength of the competitor and decide to give a good or bad price. For this customer, if there is no competitor, the price I give him is just very high.” (Appendix C, 15)

4.3.2 Relationship between SHB and Business

The 8th interview question is designed to inquire the relationship between SHB and business. While asked the effect of SHB on business, eighteen interviewees (90%) agree this point and two interviewees (10%) think there is no obvious effect (Table 4.10). In the high-level salespeople group, all salespersons (50%) think there is a positive effect. In the middle-level salespeople group, eight salespersons (40%) agree the point while two salespersons (10%) do not agree. The results strongly support that the relationship between SHB and business is positively associated.

Table 4.10 Effect of SHB on Business

	High-level salespeople	Middle-level salespeople	Total
Positive effect	45% (A, D, E, F, G, H, J, N, O, P)	45% (B, C, K, L, M, Q, R, S)	90%
Unclear effect	0%	10% (I, T)	10%

When being asked what the most effective SHB on business is, interviewees who agree the effect of SHB on business have different opinions, but most of them agree that the job-related SHB has more influence on business than the job-unrelated SHB. Twelve interviewees (60%) agree this point and four interviewees (20%) think the job-unrelated SHB is more effective (Table 4.11). Interviewee I and T are not listed in the table because they showed unclear effect of SHB on business; Interviewee J and N are not listed in the table because they did not point out what kind of SHB is the most effective on Business is. In the high-level salespeople group, six salespersons (30%) support the point of job-related SHB while two salespersons (10%) support the point of job-unrelated SHB. In the middle-level salespeople group, six salespersons (30%) support the point of job-related SHB while two salespersons (10%) support the point of job-unrelated SHB. Interviewee E had an explanation about the results:

“How do you get close to a customer? It is to satisfy his need. His need is if I let he succeeds on work, he would be valued and get promoted, and then meet his personal objective.” (Appendix C, 16)

Table 4.11 Most Effective SHB to Business

	High-level salespeople	Middle-level salespeople	Total
Job-related SHB	30% (A, D, E, F, G, H)	30% (B, C, L, Q, R, S)	60%
Job-unrelated SHB	10% (O,P)	10% (K, M)	20%

When talking about what kind of benefits SHB has on business, most interviewees did not directly connect SHB with sales revenue but stated the help on doing their jobs.

Interviewee F described:

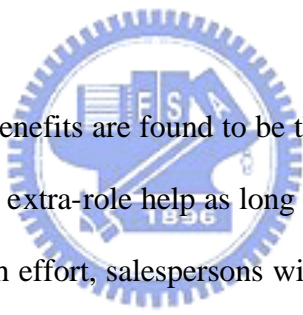
“It involves the people, not the contents of the help. ... It (the contents) does not help on revenue. It just has you work easier. Why? He is not the decision maker. It can just make me work easier, more convenient. ... It depends on the power of the person you buy in the company. ” (Appendix C, 17)

When being asked the SHB difference between a salesperson and a sales manager, the interviewees replied consistent answers. Sales managers have more resources or to help customers or it is easier for them to negotiate with other divisions to help customers. But sales managers spend much time on management and sales strategies, so salespersons have more opportunities to contact customers and offer extra-role service.

Chapter 5 Conclusions

5.1 Conclusions

The study successfully collects and categorizes the SHB in the networking equipment industry. The SHB in this field is divided into job-unrelated personal favor and job-related extra-role service. Job-unrelated personal favor is sub-categorized further into Information Sharing, Leisure Activities, Fulfillment of Implicit Needs, Gift Giving, and Others. Job-related extra-role service is sub-categorized into Assistance of Business Trips, Order-related Assistance, Market Information Provision, Impression Enhancement, and Assistance with Customer's own Job (unrelated to business with salespeople).



In this study, the business benefits are found to be the major motivation of SHB. Most interviewees are willing to offer extra-role help as long as it does not take much effort. But when it is expected to take much effort, salespersons with business motivation would estimate the effort and its potential benefits.

Finally, the study supports the relationship between SHB and business is positively associated. Although there is no conclusion on what kind of SHB helps the most on business, the results show the job-related SHB exerts more influence on business than the job-unrelated SHB.

5.2 Managerial Implications

This study categorizes SHB in the networking industry in Taiwan and reaches two conclusions: first, the business benefits are the major motivation of SHB and second, the

relationship between SHB and business is positively associated. It shows that by mastering the implementation of SHB, salespeople could effectively build good relationship with customers and even to contribute to long-term business benefits. Sales managers should also encourage subordinates to conduct SHB to enhance the service quality. Besides, by offering extra-role service, both job-related and job-unrelated, companies could build the entry barrier to get more competition advantages.

5.3 Research Limitations

This study conducts in-depth interviews to collect the salespeople helping behavior. Because of the essence of the qualitative research, the results are subjective and affected by the personal values and biases. Sampling is the second issue. The aim of the research is collect as more SHB as possible, so experienced salespersons are selected as participants. The more business these persons are in charge of, the more difficult to make appointments with them. They are usually busy on business. One or two hours interview would be too long for them, as a result, many salespersons are not willing to accept the interview. This limit leads to the adoption of the convenience sampling and thus worsens the generalizability of the research. For the interviewees are salespersons in the networking equipment industry, it is possible that this study can only be applied to this field.

5.4 Suggestions for Future Research

One of the intentions in this study to collect SHB as more as possible by interviewing with senior salespersons for more SHB. The deficiency is the lack of SHB from junior salespersons. If interviews with junior salespeople could be implemented, the SHB comparison of senior and junior salespeople could be made. The comparison may provide

clues of how SHB influence the career of salespersons. An emphasis in this suggestion is that many junior salespersons only stay in office to deal with daily operations and do not actually contact customers to get orders. It increases the difficulty to find enough qualified participants.

The second suggestion is to interview with customers of these salespersons. When only salespersons are investigated, there is no idea about whether their customers take these SHB as real favors. When combining with the two kinds of data from salespersons and their customers to form dyads, the effects of SHB could be further verified. However, because most networking equipment manufacturers export their products to oversea markets, it would take much time and expense to interview these persons. Another consideration is that customers may reject the interview invitation to avoid annoyance from revealing SHB from suppliers.

The third suggestion is to conduct interviews in other industries. Due to the different characteristics in various industries, more researches should be able to collect more SHB. With investigating rich SHB in various industries, the usefulness of SHB could be further verified and the results can contribute to sales management.

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Appendix A: Questions of In-depth Interviews

您好！非常感謝您撥冗接受此次訪談。本訪談的目的在研究業務人員對客戶提供工作份外的幫助行為。訪談中並無標準答案，請您根據自身的經驗來回答。本訪談記錄僅供學術研究，並且不會披露您的身分與隱私。您所提供的資料對本研究有極大的助益，在此衷心感謝您的合作與支持！

敬祝

萬事如意

國立交通大學管理科學研究所

指導教授：張家齊 博士

研究生：郭哲銘 敬上

訪談題目一：除了工作外，請問您和客戶談論哪些話題？

訪談題目二：當面對重要客戶時，您用過什麼方法來給客戶好印象？

訪談題目三：請問在工作上，您如何讓客戶滿意您所提供的產品或服務？

訪談題目四：請問在工作上，客戶曾經緊急要求您配合哪些事情？

訪談題目五：在工作上，請問您使用過哪些公司以外資源來服務客戶？

訪談題目六：請問您曾經提供哪些與您工作無直接關係，但有益於客戶生意的幫助？

訪談題目七：請問您曾經送給客戶哪些種類的禮物？

訪談題目八：就您所提到對於客戶的幫助，是否也會對您的業績有幫助？以哪一種最有效果？

Appendix B: Questions of Interviewee Basic Information

職稱:

上司職稱:

部屬人數:

年資:

銷售產品:

銷售模式:

OEM

ODM

OBM

Distributor (分銷商)

Reseller/System Integrator (代理商或系統整合商)

您覺得自己的工作表現:

有待加強

接近預期

符合水準

高於水準

非常優秀

您負責單位的年營業額:

NT\$1 億以下

NT\$1 億以上~ NT\$10 億

NT\$10 億以上~ NT\$100 億

NT\$100 億以上~ NT\$300 億

NT\$300 億以上

您負責單位業績與公司的要求:

低於要求 20% 以下

低於要求 5%~20%

符合要求 -5% ~5%

高於要求 5%~20%

高於要求 20% 以上

這份工作的年收入:

NT\$100 萬以下

NT\$100 萬以上~ NT\$300 萬

NT\$300 萬以上~ NT\$500 萬

NT\$500 萬以上~ NT\$1000 萬

NT\$1000 萬以上

性別: 男

女

Appendix C: Quotations of Interview Contents

1. (Interviewee N) 客戶跟我們一樣 其實工作已經很沉悶了 如果你一見面一開始就談工作的事情 人家跟你不會跟你有更多的relationship 當然他會respect你的專業 但是我是覺得你在增進跟他之間的relationship沒有太大的幫助
2. (Interviewee J) 聊這些事情會發現他的興趣 發現他的個性 然後從個性去判斷這個人 那從這個人去判斷他的決策程序是什麼 他在做一個決策他可能會考慮到什麼樣的事情 他的思維模式是什麼
3. (Interviewee C) 不管客人要不要 你一定要先問他 ... 那他就算不想帶你去玩 你也要禮貌上問他說你有幫他安排行程你是不是想參加
4. (Interviewee D) 從另外一個角度來想 你這樣想 韓國人和日本人平日的消費都蠻節儉的 那他們好不容易有機會出差來台灣 對他們好一點 吃好一點的 這種事情做了 人家自然會記得你
5. (Interviewee L) 我們會注意某些客戶他只喝咖啡 某些他只喝可樂 然後某些客戶他來的時候只吃些什麼 或喜歡談什麼話題 其實我們都會注意 那這個我們就會刻意解決這個事情
6. (Interviewee Q) 他私底下喜歡什麼樣的東西啊 想辦法就是去 讓他覺得說他來這邊 他有第一被重視 第二個他覺得說所有安排他覺得很舒服這樣
7. (Interviewee C) 那你在不了解這個人的時候 你真的只能用錢 用錢的方法來衡量重要性 那當然你慢慢和他熟悉之後 那他喜歡什麼 不喜歡什麼 就不需要送貴重禮物了 你如果買得到他喜歡的東西 價錢不一定很貴啊 就可以讓他很高興啊
8. (Interviewee E) 我覺得送禮物最難 ... 是最難的 因為你不知道人家要什麼 你怎樣去拿捏一個禮物 讓價值不會高到讓人家覺得你在賄賂 太便宜 讓人家不會覺得這個人很隨便 送東西又是人家想要的東西 太難了 非常的困難
9. (Interviewee C) 譬如說這是個pull in嘛 那pull in牽涉到你的料況 你工廠的產能 很多東西都要牽涉到 幾乎每個部門都會動到...可能需要聯絡採購部 這些材料要往前pull 然後材料的交期要進來 再來就是生產線的產能要運用出來...那你怎麼去協調廠內把人家的priority往後拉 那把你的往前拉

10. (Interviewee E) 那就要談索賠 ... 這些要怎麼辦 你要買回 還是要怎麼辦 還是要轉賣重新改包裝 要賣給別人有沒有這個可能 有可能的話 我損失多少 誰要來賠我

11. (Interviewee H) Project告一個段落之後 大家都會寫一個感謝函給他的老闆...告訴他說就是因為他的幫忙 所以讓整個project的progress順利 讓他在自己公司內部有曝光率就是了 有時候會用這種方式來幫他這樣子

12. (Interviewee C) 採購是一定要價格談的漂亮嘛 所以你就在他老闆面前說 跟你們家這個誰談那個價錢 超難談的 都把我砍到很死 即使你賺了20% 你都要講說你血本無歸這樣子 因為對他來講 他就要談到很低的價格嘛 所以讓他老闆覺得 他把這部分做的很好

13. (Interviewee L) 他自己不要採購 因為採購的成本太高 就是說他本來就沒在買這東西 建議主管買東西很辛苦 乾脆就把條件給我們 然後叫我們去survey清楚 然後他們做驗證 驗證完之後呢 我們配套賣給他就好了

14. (Interviewee F) 關係不好不代表我們不 support 他 因為有時候正因為關係不好更要 support 他 因為他不是你的朋友 你要想辦法讓他變成你的朋友 ...有客人真的是澳客 可是他可以給你很多 business ... 我跟他的出發點就是交朋友 其實背後還是有一個目的 叫 business 以生意為終點

15. (Interviewee K) 不會因為他跟我關係比較好 給他們公司的價格就比較低 我要看這個客戶在裡面的競爭廠商的強弱去決定 我要給他的價錢是好是壞 如果這個客戶是沒有競爭廠商在裡面 我要給他的價格就是很高

16. (Interviewee E) 你怎麼去拉近與客戶的關係 其實就要滿足他的需求 他的需求就是我如果讓他的工作成功 他就會受到重視 就會得到promotion 就會滿足個人的objective

17. (Interviewee F) 牽扯到對象 不是幫助的內容 ... 對業績沒幫助 那只是作業方便 他不會讓我們業績增加 為什麼 他不是decision maker 他只是讓我好作業 方便 ... 看你收買人心的對象在這家公司的影響力

Appendix D: Table of Job-unrelated Personal Favor

Typology	Subcategory	Interviewee A	Interviewee B
Information Sharing	1. Casual conversations	Gossips	Leisure activities, Local customs and practices, Information of local goods or local delicious food, Dressing (femail), Information of shopping
	2. Private talks	Family (children)	
Leisure Activities	1. Activities of common interests	Play golf	
	2. Activities of entertainment	Drink, Have a meal. Have a cup of coffee.	Go to pubs. Have a meal. Take a look around. Take a hot spring bath. Go to customer's home.
	3. Activities of needs fulfillment		Shopping
Fulfillment of implicit needs	1. Taboos avoidance		
	2. Fulfillment of unsolicited needs	Take breakfast to meet with customers who seldom have breakfast.	Have a meal in a customer-preferred style restaurant.
Gift Giving	1. Ordinary Gifts	Red envelope for new -born baby, Pen, Purse, Wallet, China, Pottery, Artwork	Wine, Tea, China, Pottery, Lazurite, Gift certificate, Electronical products (iPod, MP3 player)
	2. Corporate Gifts	iPod, PSP	
	3. Customized Gifts	Chinese painting, Brass-made lion sculpture with customer's name on it.	
Others	1. Others in daily life	Help a customer move. Ask a friend to name a customer's new -born baby. Take a customer's child to school because he is too busy.	
	2. Others on business trips	Tell customer how to dial an international phone call.	

Interviewee C	Interviewee D	Interviewee E	Interviewee F
Gossips in office, Stocks, News, Messages in Taiwan	Car, House, Wine, Sports, Information for shopping	Sports, Politics, Food, Weather, Cars, Joys and difficulties in different businesses	Sports (baseball, football, soccer, basketball), Interesting topics or jokes due to culture difference, People and things observed in Taiwan
Family (children) Difficulty that a customer's child encountered in school.	Family Information of studying abroad for a customer's child. Intention to quit	Family	Family
	Play golf, Play table tennis		Play golf
Have a meal. Arrange a tour.	Drink, Drink beer, Have a cup of coffee, Have a meal, Take a sauna bath	Have a meal. Sing songs in MTV. Sight-seeing. Drink Invite customer to a birthday party. Arrange a tour.	Have a meal. Sing songs in MTV. Arrange a tour. Tour around Taiwan for customer's family.
Shopping, Sight-seeing	Sight-seeing	Shopping	Shopping
Avoid tabooed topics (age). Avoid tabooed food (pork, seafood, beef).			
Pay attention to details of business trip for customers.			
Food, Perfume, Card case, PS2, Chinese-style souvenirs, Wine	Souvenirs of hot spots, Electronic products, Wine, Cigarette, Pottery, China, Lazurite, Specialty of scenic spots	Wine, Wallet, Fur products, Chinese style souvenirs, iPod, PSP, Crystal decoration	Chinese-style souvenirs: china, jade, China-knot, china tableware
Pen, Belt, Wallet, Wireless AP	Moon cake, Christmas Basket		
Chinese-style seal, Calendar notebook with a customer's name on it.	Silk banner (as an award of purchasing one million units of products)	Arrange a tour	Golf equipments, Company badge
Ask family members or friends to do personal errands for customers. Help contact friend in Taiwan. Help buy something available only in Taiwan.	Help forward resume to the related person in salesperson's company		Lend money to customers. (their Taiwan dollar cash is not enough to pay for shopping or credit card is not acceptable.)
Help bring stuff to customers as request. Give medicine from US to a customer when he became ill in Taiwan. Help buy something with lower price in Taiwan.			Send customer to Hong Kong to see a doctor.

Interviewee G	Interviewee H	Interviewee I	Interviewee J
Sports (baseball, football), Favorite food, Hometown Information of customer's favorite sports team which is unavailable in Taiwan, Recommendations on audio or video stuff	Sports (Soccer), Friends Places to have fun or sightseeing, Something particular in Taiwan, Information of restaurants, Cars, Information of sight-seeing	Travel, Cars, Real estate, Fortune-telling, Wine	Sports (MLB, NBA, Soccer, F1, Tennis) Politics Leisure Activities
Family	Family, Complaint about job	Extramarital relations, Family	Family Politics in office
	Fly a little and private airplane		Play Ball
Have a meal. Have fun. Diving. Bicycle-riding.	Have a meal. Drink. Have Taiwan traditional dishes in food stand.	Have a cup of coffee. Sing songs in Kala-OK. Have a meal (seafood).	Go to night markets. Go to pubs.
Buy DVD, Sight-seeing	Shopping	Sight-seeing	
Avoid tabooed dishes.	Avoid religion-tabooed dishes.		
Have a meal in a customer-preferred style restaurant. Give free products that customers feel embarrassed to ask for personal use.	Inquire and help buy something which customers would not ask actively. Let customers have opportunities to show special skills. Choose customer-preferred food for meals.		
Pens, Watches, Perfume, Wine, Lazurite, Tea, PS3, Cash	Chopsticks, Cigarette, Wine, Chinese-style accessories, Moon cake, Greeting card, Wedding gift, Chinese-style tableware, bicycle, Gifts for new-born baby, Electronic chick	Pottery-bottled wine, Chinese-style decorations, Chinese-style doll, Wine, Coffee, Gifts for new-born baby (diaper), crackers, candies	Chinese-style stuff: dish, cup, Lazurite, snack Tea, cheongsam, embroidered shoes,
Wireless router, Moon cake, Laser pointer, Notebooks, Card case	T-shirt, Laser pointer, Pen (with corporate logo)	Gift certificate, Water bottle, Pot for cooking rice	
Award dish, Medal, Golf ball (with memorial words)	Chinese-style seal		Chopsticks with customer's name on it, Lazurite with name
Advice on personal network equipments	Help request accessories when shopping. Offer information for customer to find a new job.		
Help report a theft to the police and purchase stuff.			

Interviewee K	Interviewee L	Interviewee M	Interviewee N
Information of tasty food, Information of place to have fun, Management	News, Sports (hockey)	Game, Earthquake, Delicious food, Stock, Shopping information	
Conflict and Complaint in Family, Gossips, Politics in office, Family	Complaint about job, Family	Family, Complaint against bosses, Gossips in office, Intention to find a new job, Salary increase, Worries about job, Complaint against the price of goods	Family, Problems on job, Change in organization, Business pressure, Race discrimination
Have a meal	Have a meal. Taste wine or beer of Taiwan. during a meal.	Have a meal. Drink. Go to a night club. Have fun on weekends.	Have a meal. sight-seeing. Have a fun.
	Have a city tour. Shopping	Shopping	
		Avoid food (seafood) which leads to allergy.	
	Have a meal in a restaurant which can offer vegetarian dishes that customer accepts. Pay attention to and offer customer's favorite beverage. Give an award to have customer feel that he is valuable.		
Christmas Turkey, Card case, Tea, Food	Bookmarker, Poker, Clock, desk calendar, Jacket, Pencil for kids, Doll with makeup in Chinese Opera	Birthday gift, Baby car, Digital camera, CD, Necktie, Belt, Wine, V8	Food, Hat of MLB, Chocolate, Tea, Wine, Paperweight, Tea cup, Perfume
Notebooks, Memo, Notepaper, Internet bandwidth service (Free or Discount), Moon cake, Gift certificate, Wireless AP, VOIP phone	Little backpack, Tool kit of screwdriver	Wireless AP, Router,	
Self-made cake, Laser pointer with name	Medal with customer's name for the contribution of his proposal to cost down system.	Lazurite with a customer's name, Chinese-style seal	Pen with a customer's name on it.
Offer medical information. Drive customer to where he needs to go. Give customer a pen for requirement. Suggests on career or further education.		Help find a job opportunity.	
	Help cut price while shopping. Offer living Information.		Help apply for a phone service.

Interviewee O	Interviewee P	Interviewee Q	Interviewee R
Sports (soccer), Sports TV programs	Ball playing, Shopping	Ball playing, Diving, Sports, Local living information for business trips, Information of shopping (pearl necklace)	National conditions of different countries, Politics, Sports, Difference between Taiwan and Mainland China
Family, Complaint against company, Gossips in office	Family	Family, Career planning, Planning on life	Family, Girl friend, A lecture given by boss
Invite a customer to have a meal at home. Taste local food (Rice ball).	Playing golf. Drink. Go to night clubs. Go to pubs.		Have a meal. Visit scenic spots with less tourists. Go to a night market.
Shopping	Shopping		
		Try to know and avoid customer's disliked dishes.	
		Find out and fulfill customer's preference to have him feel valuable and comfortable. Try to know and arrange customer's favorite dishes for meals.	
Tea, Dish made of bamboo, Stamps, CD, Watch, Electrical products (iPod), Plateau, Food, Gold (for a new-born baby)	Jazz CD, Figures, Game player (PSP, Nintendo DS), Wine, Tableware of famous brand, iPod, Turquoise, Ring made of turquoise	Infant dress for a new-born baby, Cuban cigars, Handmade graver, Pen of famous brand, Wine, Chinese-style cloth, Toys for children, Stuff for children	Chinese-style gifts, Crackers, Taiwan traditional food, Painting, Pottery artwork, chopsticks, Little stone with Chinese words, Chinese-style cloth for child, Green tea
		Golf ball with corporate logo	
			Hand lace, Chinese-style seal
Sports shoes, Bicycle Help find a call girl.			Find Industrial data in Taiwan for the thesis of customer's child. Be a consultant on customer's association with his girl friend. Help buy a cheongsam for customer's wife.
		Assistance on the schedule of leisure time	Help collect sight-seeing information and arrange a tour. Help buy sauce and bring it to customer.

Interviewee S	Interviewee T
Friends, Local customs and practices, Weather (typhoon), Earthquake,	Interests
Family, Complaint against company.	Family, Complaint against job or company.
Take a look around on weekends.	Have a meal. Entertain customers to night clubs.
Shopping (buy gifts)	
Gifts for new -born baby, Chinese painting, Tea, Food, Decorations, China, China vase	Food, Card case, Pen, Wallet, Specialties in Taiwan
	Corporate products
Cup with customer's name and date for a seminar.	
Information of learning Chinese	

Appendix E: Table of Job-related Extra-role Service

Typology	Subcategory	Interviewee A	Interviewee B
Assistance of Business Trips	1. Transportation service	Arrange a car for a customer's convenience.	Arrange a car to greet or see off customers in the airport.
	2. Accommodations service		Arrange a hotel as customer's preference.
Order-related Assistance	1. Help on product manufacturing	Change delivery schedules (pull in).	Change quantity of order (increase, decrease). Change delivery schedules (pull in, pull out).
	2. Help on product delivery		
	3. Favor on product price	Support a customer with lower product price.	
Market Information Provision	1. Product information provision	Market trend, New technology and its application.	
	2. Competitors Information provision		
Impression Enhancement	1. Praise on cooperation		
	2. Job performance improvement		
Assistance with Customer's own Job (unrelated to business with salespeople)	1. Assistance on product selling	Introduce customers.	
	2. Assistance on product supply	Introduce a supplier of digital cameras. Lend or sell parts to customers for urgency.	Help set a hub to manage inventory.
	3. Others	Help solve problems on job. Suggestion of how to make a proposal to convince a customer's boss.	Help do customer's job (Offer data for presentation). Help newcomers in customer's company to be familiar with the business. Help decrease customer complaint (Design label for USB).

Interviewee C	Interviewee D	Interviewee E	Interviewee F
Arrange a car to greet or see off customers in the airport.	Arrange a car to greet or see off customers in the airport.		
Help reserve a hotel room.			
Change delivery schedules (pull in, pull out). Shorten manufacturing period due to RD delay. Urgent manufacturing due to wrong forecast.	Change quantity of order (increase, cancel). Change delivery schedules (pull in, pull out).	Change quantity of order (increase, cancel). Change delivery schedules (pull in, pull out). Change a word on the box (Engineering Change).	Rework products in manufacturing process with bug-fixed software (programmed by customers). Change delivery schedules (pull in, pull out).
		Change product shipping destination.	Emergent products supply Performance in delivery of purchasing (support of product delivery).
	Lower product price to support a customer to win a bidding.		Performance in price of purchasing (support of product price).
Give a hint to choose a product with a better chipset.	Recommend to stop a project because of poor prospects.	Share product information for purchasing reference (quality, price, performance, word of mouth). Recommend to sell good sale products. Market trend.	Planning for products in the future.
			Information of customer's competitors.
Praise a customer before his boss.			Impress boss because of good handling and communication with suppliers.
			Performance in price and delivery of purchasing.
	Decline buyers and introduce them to other customers. Introduce forwarders and shipping companies for lower cost. Report higher price to help customers persuade the buyers that the product price is reasonable.		Introduce customers. Suggest a corrective selling strategy (wrong positioning).
Introduce suppliers.	Introduce other manufacturers because the order is too small. Introduce suppliers of parts. Introduce suppliers of accessories.	Introduce supplier which offers parts for lower price.	Introduce suppliers. Emergent parts supply (unable to get parts because of a lawsuit).
Offer information of job candidates. Introduce job candidates. Give free samples. Make reports for customers. Offer reasons of product purchasing decisions for a customer to report to his boss.	Offer phone numbers and comments of potential candidates for customers to contact.	Have customer and job candidate meet by offering information to both parties. Help debug a product in which salesperson's part was integrated.	Help solve problems in product development.

Interviewee G	Interviewee H	Interviewee I	Interviewee J
Drive customers from hotel to office and then back to hotel.	Help reserve a car. Drive customers to office or hotel. Help apply visa.	Confirm flight seats .	Arrange a Taxi.
	Help reserve a hotel room.		
Change quantity of order (increase, cancel). Change delivery schedules (pull in, pull out). Cover mistakes of orders.	Change quantity of order (increase, cancel). Change delivery schedules (pull in, pull out).	Change quantity of order (increase, decrease, cancel). Change delivery schedules (pull in, pull out).	
Advance delivery date actively.			Delivery Date
		Offer lower price to support customer's marketing expense.	
Suggest to place extra order in case of shortage of parts supply. Suggest to place less order in case of sales slump.	Offer product information as customers' urgent request. Information or suggestions of customers' own product development. Information of new products.	Suggestions of product combination (package). Offer knowledge of product and its application.	Marketing Information and analysis
	Information and summary of customers' competitors	Price of other manufacturer's products	
	Send a thanks letter to customer's boss for the project goes along smoothly.		Praise customer before his boss.
			Help build good image on job performance (Cost Down, Pull in).
Help contact related people, potential customers, or deal with errands while entering a new market. Inform of potential customers.		Offer strategies to selling products. Suggest better business model (bidding, channel).	Introduce customers. Strategies to sell products . Help sell out defect goods .
Introduce suppliers. Help get more discount while purchasing parts.	Introduce supplier (customer is an agent.).		Introduce suppliers .
Offer information of job candidate. Cover job mistakes.	Offer product planning and combination.	Help debug a product in which salesperson's part was integrated.	Suggestions of developing new products together. Remind not to get payment date wrong (pay early).

Interviewee K	Interviewee L	Interviewee M	Interviewee N
	Drive customer from office to hotel or from hotel to office.	Help call a taxi.	Transportation assistance
	Recommendation of Hotel		Accommodations assistance
Change delivery schedules (pull in).	Suggestions to manufacturing arrangement. Change quantity of order (increase, cancel). Suggest lower cost of parts for manufacturing. Flexible rework for software bug developed and caused by customers. Change product spec during manufacturing. Change delivery schedules (pull in, pull out).	Rework products for wrong color of labels. Change quantity of order (increase). Change product spec during manufacturing. Change delivery schedules (pull in, pull out).	Extra order. Change specification during manufacturing. Pull in schedule.
Deliver products to customers before company procedures are finished.			
Reduce product price.			
	Suggestions or offer information for product development.	Suggestion of product application	Comparison of products Suggest to change product specification or packing for cost down.
			Information of competitors
Praise customer before his boss.	Praise customer before his boss.	Praise customer before his boss for good ability, work attitude, and smooth co-operation.	
			Let customer's boss know his contribution on business.
Introduce friends to buy customer's product. Purchase customer's products.		Introduce buyers. Offer information of bidding which is not related the products of the salesperson.	
Introduce supplier.	Offer information of suppliers. Purchase accessories and then resell to customer as customer's request.	Introduce other product suppliers. Introduce parts suppliers.	Introduce product suppliers (Mobile phone).
Introduce friends to be job candidates. Lend products (equipments) to customers. Discuss business issues on weekend as request. Find extra resources to reduce the damage and then solve customer's problem. Pay attention to details of work for customer. Help configure equipments purchased from other companies. Take the responsibility of customer's mistake in product configuration.	Offer solutions to help avoid attack of hacker.	Work overtime for 3 nights to solve a problem. Agree to a free accessory (cable) in every unit of products to cover a job mistake. Cover job mistakes. Work overtime on weekend to meet a customer's urgent request.	Suggestions to increase work efficiency. Help apply a patent. Help investigate product problems.

Interviewee O	Interviewee P	Interviewee Q	Interviewee R
Arrange a car to greet or see off customers in the airport. Drive customer to where he needs to go.	Help on transportation.		
Help reserve a hotel room.			
Change delivery schedules (pull in, pull out). Change quantity of order (cancel).	Change quantity of order (increase). Change delivery schedules (pull in).	Change delivery schedules (pull in, pull out).	Change delivery schedules (pull in, pull out). Change quantity of order (cancel).
Change product delivery from by sea to by air en route. Urgent product supply.	Change product delivery from by sea to by air.	Urgently deliver products in Chinese new year.	Negotiate with company to help deliver products earlier than the company policy.
	Suggestions on product purchasing. Provide market information.	Offer solutions to do cost-down.	Market trend, Offer product knowledge.
	Competitor information		Product price of competitors
Praise customer before his boss.		Praise before customer's boss for contribution to cooperation.	Praise before customer's boss for hard work.
	Impress boss by helping reaching job target.	Help build credit by offering lower product price or better payment term.	
			Tell customer how to promote products Forward information of buyers to customer. Help reduce inventory by selling products to another customer.
Help find goods for reselling (VOIP). Help examine goods. Help find parts (IC).		Introduce suppliers.	Help ease suppliers' mind to do business with African customers. Help collect information of accessories for reference.
Cover a job mistake on the user's manual. Help contact to visit another company. Cover a mistake of products without UCC and UL. Pay for goods purchased by a customer (the money would be reimbursed later). After receiving money from a customer, pay another currency of equal value for goods purchased by the customer due to foreign exchange control. Train employees for a customer.	Suggestions on time management	Cover mistakes during product development.	Suggestion to better stock management

Interviewee S	Interviewee T
Arrange a car to receive customer in the airport or send customer to the airport.	
Help book a hotel.	
	Change quantity of order (cancel).
Urgent product delivery. Help apply for bigger quota for product shipping. Help correct the order mistake. Suspend product delivery.	
Information of PC or other industries. Market trend. Help watch market trend.	Market trend. Information of popular goods .
Competitor information	
Praise customer before his boss.	Praise customer before his boss.
Introduce buyers. Help analyze product strategies .	
Help survey or buy accessories. Introduce suppliers.	Introduce contact windows of suppliers.
	Suggestions about product design. Help customer's goods to pass the customs .