

Dear Hotel Salesperson:

Thank you for your interest in participating in this study designed to help improve the way that sales training is conducted in the hotel industry. This survey is being done in conjunction with a doctoral dissertation in the field of Hospitality and Tourism Management, so your support is greatly appreciated. The survey should take approximately 15 minutes to complete.

There are several options available to you to participate in the survey. First, the survey is a Microsoft Word document that can be sent as an attachment to an e-mail message. The format will allow you to take the survey on your computer, then save the file, and finally, return it as an e-mail attachment to the designated e-mail address found at the end of the survey. The second option is to print out this Microsoft Word document, complete it by hand (i.e., using a pen), and then fax it back to the designated fax number found at the end of the survey. A third option is to take the survey on the Internet at the following website address:

<http://members.tripod.com/jonesdlj/survey.htm>.

The website is self-explanatory and will allow you to send your results right from the website.

The survey is designed in five sections. The first two sections deal with a scenario of a top account you have sales responsibility for in your current sales position. Section I will pose questions regarding your perceptions of the buyer from that top account and Section II will ask questions regarding your feeling about the relationship with the customer. The third section will ask questions regarding your ideal job environment. Section IV asks you to respond to a series of concepts about what is important to you in life. The final section will ask some general information about you.

**Please note that all of the responses will be confidential and treated as anonymous. No association with either your organization or yourself will be made.**

Thank you again for taking the time to participate in this survey.

Sincerely,



David L. Jones  
Ph.D. Candidate in HTM

## INSTRUCTIONS

Please check the box “☒” with your response for each question. If you are taking the survey on your computer, click on the box “☒” in the appropriate column to mark an “X”. If you are taking the survey by hand, make an “X” in the box “☒”. Please be sure to answer ALL questions and only select one answer per question.

Example:

	1 - Not Very Important	2 - Somewhat Unimportant	3 - Neutral	4 - Somewhat Important	5 - Very Important
1. How important is taking this survey?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

## SECTION I – BUYER’S EXPECTATIONS

The three parts of this section will ask questions of your perceptions of the buyers (i.e., your primary contact within the customer’s organization for negotiating group business agreements). For each of the following questions, please answer with regard to your primary contact from one of your top accounts (i.e., your accounts that produce the highest level of business). Note that it may help to visualize a specific person as you answer the questions. Additionally, if you represent a number of hotels, think of the buyer as a customer that produces a high volume of business for all of the hotels you represent.

<b>Part I-A:</b> <b>For this type of account, how important would each of the following statements be to your primary contact (i.e., buyer) with the company.</b>	1 - Not Very Important	2 - Somewhat Unimportant	3 - Neutral	4 - Somewhat Important	5 - Very Important
1. He/she expects to receive a personal call from me at least one a month.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. He/she expects to receive gifts and exchange favors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. He/she believes maintaining good relationships is the best way to enhance business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. He/she prefers to do business with someone who fully understands his or her goals and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Part I-B:</b>  <b>For the primary contact (i.e., buyer) of this same top account, how frequently would you be faced with the situation described in the statement.</b>	<b>1 - Never</b>	<b>2 - Rarely</b>	<b>3 - Sometimes</b>	<b>4 - Often</b>	<b>5 - Very Often</b>
5. This customer and I easily reach consensus on major issues in our business dealings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. He/she can be very demanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. He/she seeks bids from other hotels for his/her guestroom/meeting needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Part I-C:</b>  <b>For this same primary contact with the top account, to what degree would you expect him/her to agree or disagree with the following statements.</b>	<b>1 - Strongly Disagree</b>	<b>2 - Disagree</b>	<b>3 - Uncertain</b>	<b>4 - Agree</b>	<b>5 - Strongly Agree</b>
8. He/she believes maintaining a long-term relationship with the hotel is important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. He/she is willing to make sacrifices to help the hotel from time to time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. He/she believes that over the long run his/her relationship with the hotel will be profitable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. He/she expects to be working with this hotel for a long time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. He/she focuses on long-term goals in his or her relationship with the hotel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION II - SELLING APPROACH

The six parts in this section of the survey are directed toward your feelings about the selling relationship that you have with the primary contact from one of your top accounts. Again, please check the box “” with your response for each question as described in the instructions above.

<b>Part II-A:</b>  <b>For your top account, how important do you feel the following are?</b>	<b>1 - Not Very Important</b>	<b>2 - Somewhat Unimportant</b>	<b>3 - Neutral</b>	<b>4 - Somewhat Important</b>	<b>5 - Very Important</b>
1. Formal contracts or agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Sharing of industry competitive information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Part II-A (cont.):</b>  <b>For your top account, how important do you feel the following are?</b>	<b>1 - Not Very Important</b>	<b>2 - Somewhat Unimportant</b>	<b>3 - Neutral</b>	<b>4 - Somewhat Important</b>	<b>5 - Very Important</b>
3. Electronic ties or linkages between your organizations such as electronic mail or access to computerized reservations systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Customer is interested in me not only as a salesperson, but also as a person.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Customer likes to talk to people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Customer is concerned with obtaining guestroom and meeting space commitments from the hotel as effectively as possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Establishing a personal relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Meeting away from the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Talk about family, sports or other personal interests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Meeting over breakfast, lunch or dinner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Feelings of belonging and acceptance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Friendship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Empathy/concern for the other's well being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Part II-B:</b>  <b>Again, for this same top account, in face-to-face and phone communication with the buyer, how important is ...?</b>	<b>1 - Not Very Important</b>	<b>2 - Somewhat Unimportant</b>	<b>3 - Neutral</b>	<b>4 - Somewhat Important</b>	<b>5 - Very Important</b>
14. Assuring the customer's meeting details, special requests, etc. will be handled as expected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Assuring the customer's meeting, business traveler's reservation, etc. are handled trouble free.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Assuring the customer's meeting, business traveler's reservation, etc. are treated uniformly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Part II-C:</b> <b>Again, for this same top account, to what degree would you agree or disagree with the following statements.</b>	<b>1 – Strongly Disagree</b>	<b>2 - Disagree</b>	<b>3 - Uncertain</b>	<b>4 - Agree</b>	<b>5 – Strongly Agree</b>
17. This customer can be counted on to do the right thing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. This customer has high integrity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. This customer has been frank in dealing with us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. This customer does not make false claims.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. This customer does not seem concerned with our needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. This customer is trustworthy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Part II-D:</b> <b>The relationship my hotel has with this top account customer is ....</b>	<b>1 – Strongly Disagree</b>	<b>2 - Disagree</b>	<b>3 - Uncertain</b>	<b>4 - Agree</b>	<b>5 – Strongly Agree</b>
23. Something we are very committed to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Something my hotel intends to maintain indefinitely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Deserving of our hotel's maximum effort to maintain.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Part II-E:</b> <b>Again, for this same top account, how likely would the following be to happen.</b>	<b>1 - Not Very Likely</b>	<b>2 - Somewhat Unlikely</b>	<b>3 - Neutral</b>	<b>4 – Somewhat Likely</b>	<b>5 - Very Likely</b>
26. How likely is it that this customer will book guestrooms/meeting space with us in the next 3 months?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. How likely is it that this customer will book guestrooms/meeting space with us in the next year?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. In your relationship with the contact from this type of account (i.e. top account), which of the following do you consider to be the MOST IMPORTANT: *(Please select only one answer)*

- Establishing mutually beneficial relationships between our companies/organizations.
- Establishing a personal relationship with the customer.
- Discussing the details and requirements for the meeting, travel arrangements, etc.
- Understanding the preferences and expectations of the customer in our discussions.
- Establishing a mutual trust between the customer and myself.

## SECTION III - YOUR IDEAL WORK ENVIRONMENT

Please think of an ideal job – disregarding your present job. In choosing an ideal job, how important would it be to you to:	1 - Not Very Important	2 - Somewhat Unimportant	3 - Neutral	4 - Somewhat Important	5 – Very Important
1. Have sufficient time left for your personal or family life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Have challenging tasks to do, from which you can get a personal sense of accomplishment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Have little tension and stress on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Have good physical working conditions (good ventilation and lighting, adequate workspace, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Have a good working relationship with your direct superior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Have considerable freedom to adopt your own approach to the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Work with people who cooperate well with one another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Be consulted by your direct superior in his/her decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Live in an area desirable to you and your family.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Have an element of variety and adventure in the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Have an opportunity for high earnings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Still considering your ideal job environment, please respond to the following two statements:**

12. A company or organization's rules should not be broken - even when the employee thinks it is in the organization's best interests.

- Strongly Agree
- Agree
- Uncertain
- Disagree
- Strongly Disagree

13. How frequently, in an ideal job environment, are subordinates afraid to express disagreement with their superior?

- Very frequently
- Frequently
- Sometimes
- Seldom
- Very seldom

## SECTION IV - IMPORTANT CONCEPTS IN LIFE

How important is each of the following concepts to you personally? Clicking the box “☒” under **1** would indicate you feel it is of no importance at all, while clicking the box “☒” under **5** would indicate it is of supreme importance. Answer each concept as quickly as possible. **Note: There are two separate columns of concepts to answer.**

Concept (1=no importance, 5=supreme importance)	1	2	3	4	5	Concept (1=no importance, 5=supreme importance)	1	2	3	4	5
Filial piety (Obedience to parents, respect for parents, honoring of ancestors, financial support of parents)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Reciprocation of greetings, favors, and gifts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tolerance of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Thrift	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harmony with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Prudence (Carefulness)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contentedness with one's position in life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Keeping oneself disinterested and pure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kindness (Forgiveness, compassion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Persistence (Perseverance)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being conservative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Trustworthiness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solidarity with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Having a sense of shame	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Having few desires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ordering relationships by status and observing this order	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Moderation, following the middle way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sense of righteousness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Protecting your “face”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patriotism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A close, intimate friend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-competitiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Chastity in women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal steadiness and stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Respect for tradition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Which one of the above concepts do you consider to be the MOST IMPORTANT in your life? *(Please type or write your response in the following space)*

## SECTION V - PERSONAL DATA

Please note that all of the answers you provide will be strictly confidential and kept anonymous. For those questions followed by a blank box or space, please type in your response, or if writing by hand, fill in the answer in pen.

1. How old are you?
2. What is your gender?      Male       Female
3. What is your title? (i.e., the position you hold in your company)
4. What market segment do you have responsibility for selling: (if you handle more than one market segment, please indicate the segment that was represented by the top account you were thinking of when answering the questions in Sections I and II ):

*(Please choose only one)*

- Corporate Meetings
- Association Meetings
- Business Travel Accounts
- Incentive Travel Companies
- Tour Operators/Wholesalers
- Travel Agents
- Other

5. What country are you based in?
6. How many years have you been in hotel sales?
  - Less than 1 year
  - 1-2 years
  - 2-3 years
  - 3-4 years
  - 4-5 years
  - More than 5 years
7. How many years have you been in your current position?
  - Less than 1 year
  - 1-2 years
  - 2-3 years
  - 3-4 years
  - 4-5 years
  - More than 5 years

8. What is your nationality (i.e., American, Japanese, Singaporean, British, etc.)?
9. What was your nationality at birth?



THANK YOU FOR TAKING THE TIME TO COMPLETE THE SURVEY. YOU MAY RETURN IT IN EITHER OF TWO WAYS.

1. SEND IT AS AN E-MAIL ATTACHMENT
  - A. SAVE THE FILE YOU HAVE JUST COMPLETED IN WHATEVER VERSION OF MICROSOFT WORD YOU HAVE. NOTE: THERE IS NO NEED TO CHANGE THE FILE NAME.
  - B. SEND THE FILE AS AN ATTACHMENT TO AN E-MAIL MESSAGE USING WHATEVER E-MAIL SYSTEM YOU HAVE TO:

[jonesdlj@vt.edu](mailto:jonesdlj@vt.edu)

2. SEND THE HAND WRITTEN FORM WITH YOUR RESPONSES VIA FAX TO:

**(815) 846-3924**  
in the USA