

# Online Supplement

## Web Appendix 24.1

### Performance Measures and Their Use in Premiere Academic Research 1990–2020 (in chronological order)

Article	Journal	Rating		Discretion		Control system		Focus of analysis			
		Subjective	Objective	In-role	Extra-role	Outcome	Behavior	Sales rep	Manager role	Team role	Customer role
Spiro and Weitz 1990	JMR	X		X		X	X	X			
Johnston et al. 1990	JMR	X		X			X	X	X		
Singh and Rhoads 1991	JMR	X		X		X	X	X		X	
MacKenzie, Podsakoff, and Fetter 1993	JM	X	X	X	X	X	X	X	X		
Singh 1993	JM	X		X		X	X	X	X	X	X
Johnston and Kim 1994	JM	X		X			X	X			
Oliver and Anderson 1994	JM	X		X		X	X	X	X		
Sujan, Weitz, and Kumar 1994	JMR	X		X		X	X	X	X		
Challagalla and Shervani 1996	JM	X		X		X		X	X		
Singh, Verbeke, and Rhoads 1996	JM	X		X		X	X	X			
Brown, Cron, and Slocum 1997	JM		X	X			X	X			
Netemeyer et al. 1997	JM	X			X	X	X	X	X	X	
Brown, Cron, and Slocum 1998	JM	X		X		X		X		X	
Singh 1998	JM	X		X		X	X	X			
Chandrashekar et al. 2000	JMR	X		X			X	X			
Singh 2000	JM	X		X		X	X	X	X		
Ramaswami and Singh 2003	JM	X		X		X	X	X	X		
Palmatier, Scheer, and Steenkamp 2007	JMR	X		X		X	X	X	X		X
Verbeke et al. 2008	JM	X	X	X		X		X			
Ahearne et al. 2010a	JM		X	X		X		X			
Ahearne et al. 2010b	JMR		X	X	X	X	X	X	X		
Hughes and Ahearne 2010	JM	X	X	X	X	X	X	X			
Lam, Kraus, and Ahearne 2010	JM		X	X		X	X	X	X	X	
Homburg, Müller, and Klarmann 2011a	JAMS	X		X		X	X	X			
Homburg, Müller, and Klarmann 2011b	JM	X		X	X		X	X			X
Homburg et al. 2011	JAMS	X	X	X		X	X	X			
Kidwell et al. 2011	JM	X			X		X	X			X
Sarin, Challagalla, and Kohli 2012	JMR	X		X	X	X	X		X		
Schepers et al. 2012	JM	X		X	X	X	X	X			
Wieseke et al. 2012	JM	X	X	X		X	X	X	X	X	
Ahearne et al. 2013a	JM	X	X	X	X	X	X	X	X		
Ahearne et al. 2013b	JAMS	X	X	X		X	X	X	X		
Hughes 2013	JAMS	X	X	X		X	X	X			
Hughes, Le Bon, and Rapp 2013	JAMS	X	X	X		X	X	X			
Kishore et al. 2013	JMR		X	X		X	X	X			

Menguc, Auh, and Uslu 2013	JAMS	X	X	X		X	X		X	X	
Miao and Evans 2013	JAMS	X	X	X		X	X	X			
Sabnis et al. 2013	JM	X		X		X	X	X			
Schmitz 2013	JAMS	X	X	X		X	X	X		X	
Shannahan, Bush, and Shannahan 2013	JAMS	X		X		X	X	X	X		
Boichuk et al. 2014	JM	X		X		X	X	X	X		
Chan et al. 2014	MS		X	X		X	X			X	
Chung, Steenburgh, and Sudhirm 2014	MS		X	X		X		X			
Gonzalez, Claro, and Palmatier 2014	JM	X	X	X	X	X	X	X			
Johnson and Sohi 2014	JAMS	X		X		X	X	X			
Kumar, Sunder, and Leone 2014	JMR		X	X		X	X	X			
Mullins et al. 2014	JM	X	X	X		X	X	X			X
Schmitz and Ganesan 2014	JM	X		X		X	X	X	X		
Schmitz, Lee, and Lilien 2014	JM	X	X	X	X	X	X		X		
Bolander et al. 2015	JM	X	X	X	X	X	X	X			
Hall, Ahearne, and Sujan 2015	JM	X	X	X	X	X	X	X			
Rapp, Agnihotri, and Baker 2015	JAMS	X	X	X		X	X	X	X		
DeCarlo and Lam 2016	JAMS	X	X	X		X	X	X			
Gillespie, Noble, and Lam 2016	JAMS	X	X	X		X	X		X		
Kim and Tiwana 2016	JAMS	X		X		X	X	X	X		
Plouffe et al. 2016	JM	X	X	X	X	X	X	X			
Chung and Narayandas 2017	JMR		X	X		X		X			
Panagopoulos, Rapp, and Ogilvie 2017	JM	X	X	X	X	X	X	X			
Shi et al. 2017	JM		X	X		X		X			
Sunder et al. 2017	JMR		X	X		X		X		X	
Alavi et al. 2018	JAMS	X	X	X		X	X		X		
Atefi et al. 2018	JMR		X	X		X	X	X			
Bommaraju et al. 2018	JMR	X	X	X		X	X	X			
Bommaraju and Hohenberg 2018	JM		X	X		X		X			
Hayati, Atefi, and Ahearne 2018	JAMS	X	X	X		X	X		X		
Katsikeas et al. 2018	JM	X		X		X	X	X			
Mayberry, Boles, and Donthu 2018	JAMS		X	X		X		X	X		
Patil and Syam 2018	JM		X	X		X		X			
Van der Borgh and Schepers 2018	JAMS	X	X	X		X	X	X	X		
Viswanathan et al. 2018	JMR	X	X	X		X		X			
Boichuk et al. 2019	JMR	X	X	X		X	X		X		
Gonzalez and Claro 2019	JAMS	X	X	X		X	X	X			
Gupta et al. 2019	JM	X	X	X		X	X			X	
Hochstein et al. 2019	JAMS	X	X	X		X	X	X			X
Hohenberg and Homburg 2019	JAMS	X	X	X		X	X	X	X		
Kim et al. 2019	JMR		X	X		X	X	X			
Lam, DeCarlo, and Sharma 2019	JAMS	X	X	X		X	X	X			

Yang, Chan, and Thomadsen 2019	MS		X	X		X		X			
Schmitz et al. 2020	JM		X	X		X		X			X
Singh, Marinova, and Singh 2020	JM	X	X	X		X	X	X			

Notes: JM = *Journal of Marketing*, JMR = *Journal of Marketing Research*, MS = *Marketing Science*, JAMS = *Journal of the Academy of Marketing Science*.

**Web Appendix 24.2**  
**Sales Executives' Perspective on Sales Force Performance Evaluation**

Scale item	Frequency
<p><i>Basis for evaluating salesperson performance</i> (N = 101; anchors: 1 = none at all, 5 = a great deal)</p> <ul style="list-style-type: none"> <li>• Sales call volume</li> <li>• Sales revenue quota</li> <li>• Gross profit quota</li> <li>• Customer satisfaction</li> <li>• Number of new customers acquired</li> <li>• Quality of new customers acquired</li> <li>• Number of returning customers</li> </ul>	<p>Top two boxes:</p> <ul style="list-style-type: none"> <li>• 35.6%</li> <li>• 64.4%</li> <li>• 46.5%</li> <li>• 42.6%</li> <li>• 58.4%</li> <li>• 47.5%</li> <li>• 51.5%</li> </ul>
<p><i>Sales force performance management stage</i> (N = 165)</p> <ul style="list-style-type: none"> <li>• Manual: primarily using spreadsheets</li> <li>• Digital platform: using a platform, but siloes exist across processes</li> <li>• Data-driven: leveraging data, some benchmarking, and some integration across processes.</li> <li>• Most advanced: Transformed, high level of integration across processes to optimize, predict, and create a path for sustained growth</li> </ul>	<p>Top two boxes:</p> <ul style="list-style-type: none"> <li>• 30.9%</li> <li>• 34.5%</li> <li>• 20%</li> <li>• 14.5%</li> </ul>
<p><i>Compensation cap</i> (N = 103; Yes/No)            For your top sales performers (top 20%), do you impose a cap on their compensation?</p>	<p>Yes: 32%</p>
<p><i>Inside sales force compensation</i> (N = 60; anchors: 1 = strongly disagree, 7 = strongly agree)            Inside salespeople get paid less than field reps.</p>	<p>Top two boxes:            48.4%</p>

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