Fall 1980

National Food Brokers Association Members Communicate Attitudes About Women Working in Food Brokerage Positions

Dennis S. Moore

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NATIONAL FOOD BROKERS ASSOCIATION MEMBERS
COMMUNICATE ATTITUDES
ABOUT WOMEN WORKING IN FOOD BROKERAGE POSITIONS

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In Partial Fulfillment
of the Course

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Fall Semester 1980
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SECTION 1

PURPOSE AND HYPOTHESES
PURPOSE

The purpose of this study is to identify the attitudes of the National Food Brokers Association Members in the East North Central States about women working in the food brokerage positions of retail sales representative, sales supervisor, and sales manager.

HYPOTHESES

The hypotheses of this study are:

1. The small percentage of women in the food brokerage industry in the positions of sales representative, sales supervisor, and sales manager is due to the fact that women are unaware of the job titles and job opportunities available.

2. The small percentage of women in the food brokerage industry in the positions of sales representative, sales supervisor, and sales manager is due to the fact that top management believes that men are more effective in relating to principals than women.

3. The small percentage of women in the food brokerage industry in the positions of sales representative, sales supervisor, and sales manager is due to the fact that top management believes that men are more effective in communicating with retail sales representatives than women.
SECTION 2

SITUATION ANALYSIS
SITUATION ANALYSIS

Historical Development

History of the Food Industry

The retail food industry represents the largest single retail business in the nation in both dollar sales volume and number of employees. The food industry in the United States is a history of an industry supplying the needs of its customers.

The beginning of food retailing appeared as trading posts for the pioneers and frontiersmen of the United States. These first retail stores served the Indians, trappers, and hunters. These customers traded animal skins for what they needed. Thus the trading post filled the needs of its customers of those early years.

By 1700 the trading post evolved into the general store. The general store, with its assortment of basic merchandise, satisfied the needs of the customers of that time.

2Ibid., p. 1.
3Ibid., pp. 3-4.
this era, two trends began causing a decrease of importance of the general store. The first was the decline of the dominating position of agriculture in the economy of the United States despite the increasing agricultural production and income. The second trend was the onset of work specialization. Not only did these two trends affect the general store, they also influenced the shaping of the country.5

Thus the declining importance of agriculture and the increasing specialization of work caused a transition from an agricultural economy to an industrial society. This transition caused the general store--geared to serve an agricultural society--to almost disappear, giving birth to specialty food stores.6

The specialty food store was a store that specialized in the sale of a specific kind of food. Each neighborhood was served by a grocery store that handled only dry groceries, a produce store that sold a limited line of seasonal fruits and vegetables, a meat market, a bakery, a dairy store, and sometimes a spice shop.7

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5Peak and Peak, op. cit., p. 5.

6Ibid.

The specialty store, like the general store and the trading posts, was not able to change along with its environment and was replaced. Its limited line of products served to bring about two major changes in the food industry. The first was the beginning of the chain-store form of organization. Because of their simplicity, specialty stores were easily standardized and managed as a group. The second change was the development of the combination store, marking the beginning of customer convenience.8

During the 1920s, retail shopping habits were being shaped by the rapid increase in automobile ownership, the further concentration of population in cities, and improvements in retailing techniques. The combination store of this era was a store carrying dry groceries, produce, meat, dairy products, and bakery goods.

Combination stores served the needs of the people in the metropolitan areas where the pace of life was increasing. Shoppers had less time to go from store to store buying their food. The new "one-stop" stores were welcomed by housewives who were finding new uses for their time.9

8Peak and Peak, op. cit., p. 6.
The chain store got its start in 1859 when the Great American Tea Company established the first chain. The first A & P (it was to become the Great Atlantic and Pacific Tea Company) stores only provided tea, spices, coffee, and a few other items to its customers. A chain is a group of stores under common ownership. The period between 1918 and 1932 is often referred to as "the era of the chain store."  

In 1912, A & P introduced the first "economy stores" eventually creating a separation between the chain store and the independent. These stores featured reduced operating costs and profit per item. All sales were on a cash-and-carry basis. The success of these stores caught on and A & P opened as many stores as possible while other chains hurried to set up their own.  

During the mid 1920s, the independent grocers and wholesalers took initiative in competing with the chains by developing the first cooperative and voluntary groups. The independents realized that buying and advertising could be done better as a group. This formation strengthened the independents' position with the chains.  

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10Bolen, op. cit., p. 11.
11Peak and Peak, op. cit., p. 7.
12Ibid.
13Ibid., p. 8.
During the time of the combination store there were two concepts that had a major influence on food retailing in the future. The combination store replacing the specialty store, then laid the groundwork for the complete food store of the future. These two concepts, volume and completeness, are essential parts of the food industry today. This set the stage for the supermarket.14

During the 1930s, the supermarket was born. Big Bear, a new store in Elizabeth, New Jersey, was opened to the public. This store, along with other early supermarkets, was a child of the Great Depression. Economic conditions forced the price to be the dominant factor during these times. The store blended some proven principles, some undeveloped ideas, and some new ideas into a large, high-volume, self-service, departmentalized, cash-and-carry supermarket.15

After World War II, the technological advancement of the supermarket was improved. Self-service meat departments, shopping carts, and cash register receipt tapes were some of the changes customers were accepting. These changes were fitting the customers' needs.16

14 Ibid., pp. 11-12.
15 Ibid., pp. 13-14.
16 Ibid., pp. 21-23.
The postwar changes in the food industry represented both a challenge and a threat to food brokers. After several decades of adjusting their operations, personnel, strategy, and service to accommodate the needs of the food wholesaler, this customer was becoming less important. It became increasingly clear to perceptive food manufacturers and food brokers that the selling job must be accomplished at both retail and wholesale levels.17

The broker's role as a merchandise expert has helped the profession gain acceptance both by manufacturers and retailers. The modern food broker has become a major introducer of new products, a promoter and merchandiser of existing products, and a distribution specialist through the warehouse and through the retail level to the consumer.18 It is not surprising to find that the evolution of the food broker business closely parallels the general development of the rest of the industry.19

The 1960s brought in different kinds of equipment to the supermarkets to handle the crowding-in of products and

18Ibid., p. 32.
19Ibid., p. 15.
services. The use of electronics for information processing of all kinds increased rapidly.\textsuperscript{20} The emphasis on convenience foods has led some operators to a "one-stop-shopping-for-household-goods" supermarket. Thus the supermarket matured during the 1960's, becoming not only a food-retailing institution but also a distinctively American symbol.\textsuperscript{21}

Consumerism in the 1970's gave supermarkets open dating, unit pricing, new grading standards, and one-stop shopping. During the seventies, the food industry seemed to be geared to the consumers' wants and needs.

The last major growth in the food retailing industry has been the super expansion into the hypermarkets, where the concept of one-stop shopping is prominent.\textsuperscript{22} The hypermarkets are just one of the many areas of food retailing which will carry the food industry into the future.

\textsuperscript{20}Peak and Peak, \textit{op. cit.}, p. 28.

\textsuperscript{21}\textit{Ibid.}, p. 29.

Historical Development of the Food Broker

What is a Food Broker?

The food broker is the manufacturer's local sales agent, performing the essential sales functions and related services for a number of different manufacturers. Food brokers call on grocery wholesalers and retailers for their manufacturer clients. Some aggressive brokers have become quite involved with their client's marketing strategy planning. The food broker may even work closely with the producer's advertising agency. Brokers are consulted for these roles because they are so intimately familiar with their territory.

The food broker fills the gap in the sales efforts of many manufacturers. The brokers generally have an effective sales force because they pay their people well and keep them in the field. Food brokers are independent business firms performing an indispensable sales function for thousands of food processors and grocery product manufacturers.

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25Ibid., p. 370.

26N.F.B.A., op. cit., p. 4.
Typical Career Path of a Food Broker

A food broker is an independent sales agent who negotiates sales of food and/or grocery products for the manufacturer. Total sales by food brokers have been constantly increasing and today the annual volume is over $13.5 billion at the wholesale level. Although there has been an increase over the years in the number of food brokerage firms, most of the increase in sales has originated from the established firms as they increased their size to handle the additional volume of sales.

Job Performed

The primary function of the food broker retail merchandising sales representative is to represent at the retail level his/her company, its principals, and to get the greatest possible distribution for all product lines his/her company represents. The job duties include sales to chain stores and independents, emphasizing "creative ideas" for merchandising products and assisting store managers in developing sufficient inventories, displays, and promotions. The duties might include physical handling of merchandise, keeping owners and managers informed regarding promotions, replacing unsaleable merchandise and keeping the brokerage office informed of the competitive situation.
Requirements

Applicants for this job should have the equivalent of a high school education, and rank in the upper one-third of their class. The individual should be cooperative, willing to travel, and enjoy people. Applicants should be at least 18 years of age.

Methods of Entrance

Jobs can be secured by applying directly to local food brokers, and private employment agencies.

Opportunities for Advancement

Most food brokerage firms have a relatively small number of employees. With few exceptions, today's management personnel came up through the ranks. The growth in size of individual firms has been accomplished by internal training. The expected growth in sales volume indicates that promotion opportunities will continue to be available.

Employment Outlook

All segments of the food industry are emphasizing the development of more effective selling skills. The employment picture is very good for an individual who will take advantage of the training offered and is willing to put forth the effort necessary to become a sales representative in this industry.
Pay and Benefits

The pay scale is well above the national average and usually includes bonus payments for extra efforts. Fringe benefits are available in most firms. These benefits could include major medical insurance, life insurance, profit sharing, paid vacations and retirement funds. These benefits are either fully or partially paid by the company.

Sources of Additional Information

Local food brokers, newspaper ads and the National Food Brokers Association, 1916 "M" Street, N.W., Washington, D.C. 20036, can furnish other information.
History of the National Food Brokers Association

Founded in 1904, NFBA include in its membership only qualified firms and persons whose business is to sell, at the wholesale level, food and non-food products for a commission or brokerage fee compensation. Its large membership includes food broker firms in every market in the United States as well as food brokers in Belgium, Canada, Denmark, England, Finland, France, Guam, Japan, Mexico, Norway, Puerto Rico, Sweden and West Germany.27

The NFBA has always directed its efforts toward improvement of business conditions—not only as they affect food brokers but also for continuing progress of the food industry. The Association has consistently fought for the elimination of unfair business practices. Today, the NFBA food broker is recognized as a leader in the food industry, both in sales effectiveness and professional operation. By adhering to the Association's Code of Ethics, the member food broker has achieved a level of operations unequaled in any other sales field.28

27Ibid., p. 5.
28Ibid.
Legislation Towards Women's Employment

The employment of women has been affected by many forms of legislation. The women's movement has brought about a good deal of these changes into public focus. The earliest women's movement was the suffragette movement, lasting from 1848 to 1920. This movement helped break down barriers for women. Suffragettes appealed to legislators and businessmen for legal maximum working hours and legal status for women in voting and in marriage. The culmination of the suffragette movement granted women the right to vote through the passage of the 19th amendment.29

The year before passage of the Civil Rights Act, the Fair Labor Standards Act of 1938 was amended by the Equal Pay Act, guaranteeing women equal pay for work equal to that of male employees. Unlike the Civil Rights Act, the Equal Pay Act was passed by Congress after hearings establishing the fact that wage discrimination on the basis of sex was widespread. In addition to these federal statutes more than half the states have by now legislated bans on sex discrimination in employment.30

29Eleanor B. Schwartz, The Sex Barrier in Business (Atlanta, Georgia: Georgia State University, 1971), p. 16.

The passage of Title VII and the Equal Pay Act, coupled with the growing consciousness of women in our society, has resulted in progress toward equality working women that few have predicted. The Equal Employment Opportunity Commission (EEOC) is responsible for enforcing Title VII of the Civil Rights Act.31

In 1972 important amendments were made to both Title VII and the Equal Pay Act. Coverage under the Equal Pay Act has now been extended to executive, administrative, professional, and outside sales employees. This means that women working in such jobs must receive salaries equal to men performing the same duties.32

The Civil Rights Act of 1964, became another platform for women's rights. The Act prohibited sex discrimination against women in employment, as well as, discrimination because of race, color, or religion.33 The act was later amended by the "Guidelines on Sex Discrimination."34 The amendment centered its focus on the narrow interpretation of the "bona fide occupational qualification" exception. In 1972, the "Guidelines on Sex Discrimination" were revised. The revisions prohibited separate lines of progression. Men

31Ibid.
32Ibid., p. 63.
33Ibid., p. 59.
34Ibid., p. 65.
and women must be able to obtain promotion opportunities at the same job levels. It also eliminated discrimination in fringe benefits and maternity benefits.\textsuperscript{35}

**Equal Rights Amendment, (ERA)**

The Equal Rights Amendment was first introduced to Congress in 1923.\textsuperscript{36} After 49 years of lobbying, the proposal cleared the Congress on March 22, 1972.\textsuperscript{37} It was then released to the fifty states for ratification. Once thirty-eight states have ratified it, the amendment will be added to the United States Constitution. The ERA specifies the following: "Equality of rights under the law will not be denied by anyone because of an individual's sex."\textsuperscript{38}

\textsuperscript{35}Ibid., pp. 65-69.


\textsuperscript{37}Ibid.

\textsuperscript{38}Ibid., pp. 385-86.
Definition of New Pioneer Terms

The following are some specialized terms which will be defined to establish a mutual understanding when reading this market research study. The New Pioneer terms are as follows:

1. Expanding Roles: The term implies that the individual can keep what he/she values, while gaining new options. This phrase should replace the usage of "changing sex roles" or "eliminating sex bias."^39

2. Liberated: A liberated person is an autonomous person, one whom, within the obvious restraints of necessity, makes decisions about life by themselves.^40

3. Opposite Sex: An old phrase which implies that women and men are adversaries.^41

4. Other Sex: The meaning of this term is self-evident; there is definitely a sexual difference. "Other sex" should be used to replace "opposite sex."^42


[^40]: Ibid., p. viii.

[^41]: Ibid.

[^42]: Ibid.
5. **Pioneer:** Any student or worker who pursues a field traditionally dominated by the other sex is a pioneer.  

6. **Sex Bias:** The term refers to the underlying network of assumptions or beliefs that says that men and women are different and should be different, not only physically but in tastes, talents, interests, and personalities.  

7. **Sex Discrimination:** The practice of custom, habit, or action which limits or defines a person's opportunities, privileges, roles, rank, status, or reward on the basis of sex. This practice is against the law.  

8. **Sexism:** This is a word which is analogous to racism, assuming that one sex is superior to the other.  

9. **Sex Stereotype:** The term implies the assumption that all males or females are alike in certain ways.  

10. **Women's Libber:** This is a code word for "man hater", not always associated with the Women's Liberation Movement.  

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43 Ibid., p. vii.  
44 Ibid.  
46 Smith, op. cit., p. vii.  
47 Ibid.  
48 Ibid., p. viii.
How Sex Bias Hurts Men

Sex bias hurts everyone. In fact, the men who fight change the hardest, may simply be expressing, through anger, the pain they have felt at the sex bias that is directed against men. According to several studies, "it appears to be more difficult for males than females to unlearn stereotyped behaviors."49

Many men cannot understand how sex bias could possibly hurt them. Because men are supposed to have all the advantages of money, physical prowess, and prestige, it is hard to see that.50 Some of the realities of today's American male can be examined in the following sections.

Preschool

The long road to manhood narrows quite early. Studies indicate that "boys are under greater pressure than girls to exhibit sex appropriate behavior." Boys are aware of what is expected of them because they are male. On the other hand, girls amble in and out of "masculine" activities while boys are strongly discouraged to do so.51

49Ibid., p. 60.
50Ibid.
51Ibid.
The process of identification for a young boy is also difficult in these preschool years. In almost twenty percent of families, there is no father at home. But if there is, father's priorities may place the child behind work and the sports section of the newspaper. Learning about masculinity will come from television and comics where the boy will likely focus in on Superman, Batman, or Tarzan. Can you remember the last time these men failed at anything?\textsuperscript{52}

School Years

Boys may suffer through the early years of school. One of the areas where boys and school have a rough time is discipline. The traditional message given to boys is to stand up and fight for their rights. Couple this with the strong pressure to win and an individual may have many boys who can not understand the meaning of the word compromise. Since winning is valued in our society, boys see compromise not as a meeting of minds but as a loss which can be disastrous to a boy's self-concept. The "nobody tells me what to do" attitude is a result and may be the reason why boys are victims of strict disciplinary measures more times than girls. Low achieving boys are consistently found to be treated in negative ways.\textsuperscript{53}

\textsuperscript{52}ibid.

\textsuperscript{53}ibid., p. 61.
Dating Situations

As boys become interested in the other sex, certain expectations are made. Males are taught that they should be the aggressor in any sexual activity. The girl is supposed to be passive, only reacting to advances. Because the male must always take the initiative, males must become callous to protect themselves from rejection. Too often this period is the beginning for males losing touch with themselves and learning that a show of emotion other than anger is unacceptable.\(^{54}\)

Superathlete

As males enter junior high and high school, athletics take on a new importance as one of the main components of manhood. As in sex, the "most masculine" male is the one who "scores" the most. The many good effects of athletics may be outweighed by the pressures males feel from parents, friends, and school. The comradery, the physical fitness, the team spirit may all be overshadowed by the endless sports camps, the pressure to play with injuries that have been

\(^{54}\text{Ibid.}, \text{p. 62.}\)
sprayed with pain killer, and the blase attitude that some coaches have about academics. The pressure to be athletic is everywhere.55

Occupational Choices

Between the ages of 18-24 most men begin their life sentence, fifty years at hard labor. Men are not given the choice of staying at home, they must work until retirement. Because man has traditionally been the provider, society in general and women in particular have come to see the male in terms of material success. "Can't he appreciate anything but my body?" Men might justly complain about being status objects, valued only for the size of their paychecks, their position in the community, or their political power.56

Superman Syndrome

By adulthood the superman syndrome is firmly ingrained for many men. They are supposed to solve all problems, have all the answers, and never express any doubts. This hurts men by forcing them into situations that they cannot handle.

55Ibid., pp. 62-63.
56Ibid., p. 63.
making them feel like failures when they do not have the answers, even though there is no way that they could have had the answers.57

Fatherhood

Because of the forces defining manhood, many men get effectively "defined out" of fatherhood. In the mind of current society, father means money. A recent crossword puzzle gave "father" as a clue for "breadwinner". Men think of their role as being the one to put the food on the table. Close emotional support with the children is discouraged. The doublecross for many men lies in the fact that in most young families with children, the man is probably working hard to secure a foothold in a career. Couple the career ladder with the uneasiness many men feel about hugging or playing with their children and it's easy to see why fathers so often lose touch with children.58

In almost half the families in the United States both partners are working. Men need to realize that the pressures felt are ones which can and should be shared. Masculinity is not what a male does, it is what a male is.59

57Ibid., p. 65.
58Ibid., pp. 65-66.
59Ibid., p. 66.
Males learn from childhood to avoid having anything to do with females. They also learn that certain personality traits, interests, and skills are feminine. Educators need to help males realize that "feminine" characteristics are really human characteristics, part of everyone. If males don't understand this, they may tragically deny these parts of themselves. At the least, they may overcompensate for their perceived disgrace into all kinds of neuroses or aggression.60

Men cling to the image of superman because they think it will bring happiness. Few realize that just the opposite may be the case.61

60Ibid., pp. 66-67.
61Ibid., p. 67.
Relation of Business to Industry and Community

This study is being conducted using the National Food Brokers Association (NFBA) Members operating in the East North Central States as the scope. This geographic area includes the following states: Illinois, Indiana, Michigan, Ohio, and Wisconsin.

The projected 1980 population of the United States is 221,530,000 people, 113,822,000 women, and 107,708,000 men.62 The female population has increased by 731,000 more than the male population during the 1970's. Today women account for fifty-one and four-tenths percent of the United States residents.63

In 1978, there were 55,491,000 males and 38,882,000 females in the labor force. Females accounted for forty-one and two-tenths percent of the total labor force in that year.64 There has recently been an influx of working mothers. Of married women with children under age six, the percentage in the labor force was forty-three and two-tenths percent in


63 Ibid.

1979. Of all married women with children ages eight to seventeen, fifty-nine and one-tenth percent now work or seek jobs. This figure represents an increase of twenty-eight and three-tenths percent since 1950. The median family income of four-person families in the United States in 1979 was almost $18,723.


69 Ibid., p. 454.

70 Ibid., p. 835.

71 N.F.B.A., op. cit., Attained through physical count.
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<tr>
<th></th>
<th>Illinois</th>
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<td>Labor Force:</td>
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<tr>
<td>Males</td>
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<td>% of Females To</td>
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Touchstones of Success

Research indicates that the social-emotional development of both sexes is hindered by role stereotyping. Though some believe that females are more apt to be limited by stereotyping, it would appear that males are more adversely affected in many ways. The eight touchstones of success help illustrate expanded or stereotyped roles. The touchstones are as follows:

1. Start With Problems People Already Know They Have.

"We have many old problems, which have been on our agenda all along, but which we may not have realized are partly rooted in sex stereotypes. If we address the problems of sex bias, we will more effectively meet our own previous agenda."  

This approach is likely to lead people to deal with a problem because it provides permanent motivation, enabling people to meet their own already established goals. They may not care about bias one way or the other, but it may help them solve real problems that they already know they have.  

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92Smith, op. cit., p. 13.
93Ibid., p. 5.
94Ibid., pp. 5-6.
2. **Look For Opportunity, Not Guilt.** As individuals work with each other, they should try to find a person's concerns and then discover whether there are any opportunities in their professional specialty for helping these people overcome the negative effects of stereotyping. Opportunities with little or no bias may have excellent possibilities to help individuals expand their self images. Seeking such opportunities is a positive approach with far wider applications than simply trying to identify and eliminate bias.95

3. **Distinguish Between Sex Discrimination And Sex Bias.** Discrimination has been defined as that which is against the law. Anything illegal must be obvious, because you have to be able to prove it happened. It is necessary to review the law, making clear people's legal responsibilities and rights.96

On the other hand, bias is the unconscious network of assumptions that says men and women are and should be different, not only physically, but also in their personalities, abilities, and occupations. All people are biased--only a few individuals intentionally discriminate.

Understanding bias leads to understanding how people unconsciously shape young men and women as well as adults.

95*ibid.*, p. 6.

96*ibid.*, p. 7.
An analysis of how individuals bend other people out of shape to meet their preconceptions indicates that bias can be transferred to everyone.\(^\text{97}\)

If individuals understand bias, they are likely to get excited and involved, then discrimination will take care of itself. "Leapfrogging" over discrimination to deal directly with bias may in the long run be the most effective way to comply with the law.\(^\text{98}\)

4. Understand First, Act Later. A person should never assume anyone shares, or even understands, your goal. Discussion of bias—where it comes from, how to recognize it, how pervasive it is, what it does to people—should precede any effort to develop or recommend specific practical strategies, or to persuade anyone to begin to take any sort of action. An individual must remember that every person will acknowledge a discussion in one way or another on a personal level.\(^\text{99}\)

5. Keep A Balanced Program: Include Men. Although discrimination works mostly against women, bias hurts men and women equally. In order for men to gain interest or

\(^{97}\)Ibid.

\(^{98}\)Ibid., p. 8.

\(^{99}\)Ibid.
become interested, they must see how the knowledge about bias can actually benefit them, or younger versions of themselves. Women's lives cannot change unless men's lives change, too.\textsuperscript{100}

6. Talk Openly How Sexism Affects Minorities. Many minority women and men are reluctant to address sex bias because they perceive it as being in competition with race bias for public attention and federal resources. They may even feel they are being asked to divert their own attention away from the problems of racism. Nothing could be further from the case. Whether or not individual minority people choose to actively involve themselves in expanding roles, there are some specific reasons why they gain from understanding stereotypes.\textsuperscript{101}

As individuals, minority women and men are affected almost the same way. Although every group has an important cultural identity, all ethnic groups in America have similar ideas of what it means to be male and female. One of the most significant results of expanding roles may be the

\textsuperscript{100}\textit{Ibid.}, pp. 8-9.

\textsuperscript{101}\textit{Ibid.}, p. 10.
experience of people looking across the "barrier" of race and discovering how similar their feelings and experiences really are.\textsuperscript{102} Expanding role options for all people really does mean all people.\textsuperscript{103}

7. Never Laugh At Anyone. Fears of integrated rest rooms, lost femininity, or males growing up homosexual if they play with dolls, are real fears. These fears should be answered seriously.\textsuperscript{104} It is generally acceptable for females to express fears, anxieties, possible weaknesses, and tenderness, but usually not acceptable for males to express such feelings.\textsuperscript{105}

8. Laugh As Much As Possible With Others, At Yourself. Expanding role options can be fun if an individual grins spontaneously with the 108th person who tells them they aren't biased against sex.\textsuperscript{106} The principle which regulates the existing relations between the sexes is wrong in itself and is now one of the chief hindrances to human improvement;

\textsuperscript{102} Ibid.
\textsuperscript{103} Ibid., p. 12.
\textsuperscript{104} Ibid.
\textsuperscript{105} Ibid., p. 13.
\textsuperscript{106} Ibid., p. 12.
and it ought to be replaced by a principle of perfect equality, admitting no power or privilege on the one side, nor disability on the other.107

107Ibid., p. 13.
Language and Equity

To many people, the story of words seems a remote and academic pastime, bearing little relation to the real world. Actually, however, it is in words and their changing use that people find important clues to the social and psychological drifts of society. The language in the United States accurately reflects the prejudices of its people. 108

Language is the most common tool of people. It is used in both written and spoken forms of communication. It not only mirrors individuals' thoughts, it also shapes them. 109

In these consciousness-raising times, certain masculine word usages are being re-examined by language experts. These experts are even changing one grammar rule. 110 The re-examination of language appears to be a necessity for equity.

In the past, it was grammatically proper to use "he" or its possessive, "his," to refer to both sexes, as in the sentence, "Everyone brought his newspaper." It would be correct to say, "Everyone brought his or her newspaper," but language experts believe that this usage gets awkward.


109 Smith, op. cit., p. 75.

110 Jon Ziomek, "Grammar takes back seat to feminist drive," The Sun-Times, September 17, 1975, p. 20-B.
Thus, substituting the plural "they," or its possessive, "their" has become acceptable. People who avoid "he or she" as unnecessarily awkward solve the problem by using the plural pronoun "they."111

Since language is not only a means of communication, but also a conveyor of cultural biases, individuals have much to gain from studying, understanding, and freeing themselves from a sex-restrictive language. Individuals can see first-hand the fluidness of language as they examine sexist usage and begin to implement changes designed to eliminate outdated phraseology about women and men.112 The following recommendations for avoiding bias in written materials can be used to help individuals see the bias in these materials.113

The Omission of Women

Terms and titles which use "man" to represent humanity have the effect of excluding women from participation in various human activities. It is usually easy to find some other way of expressing the same idea. For example, the

111 Ibid.
113 Ibid., p. 8.
phrase, "When man invented the wheel ...," should be expressed as, "When people invented the wheel ..."114

Occupational terms often ignore the existence of women workers. An acceptable way of expression is using terms that reflect the actual composition of a group. The term, "businessmen," should be expressed as either "business men and women" or "business people."115

Furthermore, males are often chosen to represent the "typical" examples, thereby excluding women from the reader's thought. There are many ways to include women in such examples. "Typical" examples, such as "the common man" or "the man on the street," should be expressed as "ordinary people." Whenever possible, avoiding the use of "he-him" referents is suggested.116

The Demeaning of Women

Individuals should avoid the usage of sentence constructions implying that women because they are women, are always dependent on male initiative. This phrase, "the farmer and

114Ibid.
115Ibid.
116Ibid.
and his wife," could be avoided by using the phrase, "a farm couple." Individuals need to analyze their written materials for these biases.117

Writers often judge women's achievements by standards different from those by which they judge men's. This is necessary in some professional sports where the same standards do not apply. However, in other areas one's sex does not affect one's competence. Therefore, writers should avoid constructions that place women in a special class. For example, the sentence, "Mary Wells Lawrence is a highly successful woman advertising executive," should be avoided. The sentence, "Mary Wells Lawrence is a highly successful advertising executive," is a possible alternative.118

A patronizing tone toward women must be avoided. References to a woman's appearance and family should be avoided unless it would be appropriate to refer to a man's appearance and family in the same context. The sentences, "Galileo was the astronomer who discovered the moons of Jupiter. Marie Curie was the beautiful chemist who discovered radium," are biased. One possible alternative is: Galileo was the astronomer who discovered the moons of Jupiter. Marie Curie was the chemist who discovered radium.119

117Ibid.
118Ibid., p. 9.
119Ibid.
If any written materials contain biased attitudes, then these attitudes should be discussed in accompanying descriptive material. Otherwise the text will convey to the reader the impression that bias is socially acceptable, rather than a form of prejudice or a lack of sensitivity.\textsuperscript{120} The avoidance of bias in written materials appears to be a step toward equity in language.

\textsuperscript{120}\textit{Ibid.}, p. 10.
Benefits of this Study to Men and Women

The benefits of this study to men and women are as follows:

1. A benefit of this study is to assist men and women in making career choices.\textsuperscript{121}

2. A benefit of this study is to assist men and women in receiving proper recognition and responsibilities associated with food brokerage positions.\textsuperscript{122}

3. A benefit of this study is to assist men and women in identifying their accessibility to supervisory and management positions with food brokers.\textsuperscript{123}

\textsuperscript{121}Interview with Ms. Allene Dietrich, Kalamazoo, Michigan, September 24, 1980.

\textsuperscript{122}Ibid.

\textsuperscript{123}Ibid.
INFORMAL INVESTIGATION
Benefits of this Study to Food Brokers

The benefits of this study to food brokers are as follows:

1. A benefit of this study is to assist food brokers in voluntary compliance and cooperation with governmental agencies regarding employment practices of women.\(^{124}\)

2. A benefit of this study is to assist food brokers in gaining knowledge on the composition of their sales organization.\(^{125}\)

3. A benefit of this study is to assist food brokers in raising the conscious levels of management regarding the abilities of women.\(^{126}\)

4. A benefit of this study is to assist food brokers in planning workshops and seminars for the purpose of professional development.\(^{127}\)

\(^{124}\) N.F.B.A., op. cit., "NFBA Code of Ethics."

\(^{125}\) Ibid., p. 5.

\(^{126}\) Dietrich, op. cit., September 24, 1980.

\(^{127}\) Ibid.
INFORMAL INVESTIGATION

The informal investigation for this study involved five personal interviews with food brokers, employed in different food brokerage positions, and a director of a university women's center. The purpose of the informal investigation is to identify and review needed questions for the mail questionnaire. The informal investigation included:

1. An interview with the Director of the Center for Women's Services at Western Michigan University, Kalamazoo, Michigan.

2. An interview with a frozen foods accounts manager of a Grand Rapids area food brokerage firm.

3. An interview with an owner of a Grand Rapids area food brokerage firm.

4. An interview with a sales manager of a Grand Rapids area food brokerage firm.

5. An interview with a retail sales manager of a Grand Rapids area food brokerage firm.
Interview with the Director of the Center for Women's Services

Interviewer: How long have you been working at Western Michigan University?

Interviewee: I've been here about six years. I was teaching for two years and then I moved into this position four years ago.

Interviewer: What are your major responsibilities as the Director for the Center?

Interviewee: I am to plan and administer programs for both women and men in the community and on campus that relates to the changing roles of women. These programs are workshops and seminars but they're also to provide resources in the library to provide career counseling and consultation to faculty members and so on.

Interviewer: What do you consider some of the changing roles of women?

Interviewee: Well, more and more women are working all the time. Women who are in college now can expect that they will be supporting themselves and so that's one change. They will be working for longer outside the home than perhaps their mothers were. Another change is the type of jobs they will do. There are not enough teachers' jobs to take care of all these women so that many of the things that they would traditionally have gone into will not be open to them, so they need to be encouraged to go into other jobs and have the right preparation for those and get some support while they're trying to do it. At the same time, the business people need to understand that women are coming into the work force. Those are two of the roles. I think also the changes with birth control and sexual liberation and so forth are things that affect women that are making their lives different so we deal with

131 Interview with Ms. Allene Dietrich, Kalamazoo, Michigan, October 1, 1980.
that issue. Their role of taking care of the home is different if they are working and the same is true of men. If men are married all their lives to a woman who is working full-time, yet they both want to have children and a home, then they're going to have to make some adjustments. Those are examples.

Interviewer: What are the stated goals of the Center?

Interviewee: The goal is to provide women with information necessary to make choices about careers and changes in their lives. It is to encourage women to take advantage of all the educational opportunities and it is to stimulate an interest in these issues in the university and in the community.

Interviewer: What types of services or programs do you do in order to help achieve those goals?

Interviewee: Well, we offer the career counseling which gives information to these people so that they can come in and find out in a non-biased way about job opportunities and can get some guidance in how to make decisions. The programs that we offer related to that--to opening up opportunities for women--whether it's teaching in a skill or giving them an outline for action, as in how to start your own business. That's what some of the programs lead to. The library, of course, provides this kind of information. We spend a lot of our money and time in the library. Those are some examples of programs that meet our goals.

Interviewer: What are your feelings about women in business?

Interviewee: I think it's very important for women to be in business. It's a major part of our economy, a field that employs a fantastic number of people in this country, so women, if they are to have opportunities in all fields will certainly look to business as a field. I noted recently in the Michigan Chronicle that about twenty-four percent of business executives surveyed by Standard & Poor come from the top twelve educational institutions. Those are Harvard, Yale, University of Michigan, Columbia, Princeton, many of them are schools and now just have a
few women. Even a co-ed school like the University of Michigan is still male-dominated. So, I see that these executives are coming from a background where they may not understand much about women in business. Women will need to get into these schools as students, as faculty members, as administrators, so that they are an equal part of the education of business executives. Women will do beautifully in business. They will do great things and I think they already have, but they need the opportunity to get ahead. It's still a very male-dominated occupation in many of the areas.

Interviewer: What kinds of barriers do you feel women must overcome in order to be successful in business?

Interviewee: Well, some are internal and some are external. Women, certainly, have to develop confidence and conviction and they have to test some of their habits, maybe that they don't want to move, or they don't like to travel alone, or whatever it may be. They're going to have to look at those things and balance that off against what is required in business and make some choices. There are many external barriers. A woman was promoted to vice president of the Bendix Corporation this week and people thought she was having an affair with the boss, or else why would she be promoted. Then when the issue was dealt with and a denial was made there was so much publicity that her effectiveness was lessened, so she resigned. The resignation wasn't accepted, but it's that kind of thing that still exists—you have to be involved with somebody if you're going to get ahead. It's not accepted that women get ahead on their own merits.

Interviewer: When do you feel equity will become the predominant issue in business?

Interviewee: Well, I think that will come very soon. I don't think it will become the dominant issue though. I don't think it will be more important than productivity to them. I think that business will continue to have the goals that it does, but that it will see that equity can achieve greater productivity. If you are using all of your trainees to the best of their abilities,
then you're not rating them on the basis of sex—you're rating them on their productivity and what they can do. I think that smart managers in times when things are bad will look at all employees without regard to race or sex to have the most effective company possible.

Interviewer: Who do you believe is responsible for the small percentage of woman in the food brokerage industry?

Interviewee: I don't have statistics on the food brokerage industry. I would say, generally, men are responsible when there is a low number. They're the ones who do the hiring and the encouraging and the promoting, at least if this industry is the same as the transportation industry, or banking, or any others, and I'm assuming that it is. I'm not going to blame the victims. Certainly, women didn't try to achieve in the brokerage business to the same extent that they tried to achieve in nursing and teaching and so forth and didn't prepare themselves for it. But I think if this industry follows the pattern of others, even the women who did try to get into the business in the last twenty years were not equally rewarded with the men. In fields where there are a low percentage of women, for example in physics, everybody says if we could only find a woman physicist, we would hire her immediately. Even in those fields, women physicists are more likely to be unemployed than male physicists, that is, of all the people who want to work as physicists, a higher percentage of women will be unemployed.

Interviewer: How much effort will be needed by women to attain top management positions in traditionally male-dominated businesses?

Interviewee: Well, it will take certainly as much effort as men have put into it. It takes a lot of effort for a man to get into a top management position, a lot of skills, a lot of compromising, a lot of knowing somebody. Women have to just work harder at it. That's always been the case, as in the example of the woman I cited from the Bendix Corporation. They have more strikes against them. They have more to look down. The people in power aren't used to them and
aren't used to dealing with them. They're not as comfortable making decisions with them, so it will be more difficult. In addition, women historically have had more responsibilities than men have had in their lives. Statistics are interesting on married men, single men, married women, and single women. Married men sleep better than anybody in the other groups. The average married man sleeps better; is sick less; makes more money; reports himself to be happier than the other groups. For a man in business to be married is good. He's more likely to achieve. It's better for a woman to be single, according to statistics. A single woman will advance more. Marriage is a detriment to a business woman.

Interviewer: What factors would attribute to women being less likely to become business people?

Interviewee: An employer perceives that a man who is married is really in shape. Everything is taken care of for him. His social life is taken of. His kids are taken care of, somebody makes sure he has clean clothes or may even pack a lunch for him, or at least puts his wallet in plain sight. A married woman doesn't have anybody to do those things for her generally. A married woman would like to have a wife, too, but it's very difficult. Also an employer perceives or believes that a married woman must have a lot of things to do at home, so how can she give all her time to the job. The employer may not want to give her the same responsibility that might be given to a married man. So there are many, many factors involved, not only what is true in the lives of those two people, but also what is true in the perception of the manager who makes the decisions about how far they will get.

Interviewer: What steps need to be taken in order for women to attain more positions with food brokerages?

Interviewee: Well, women have to be encouraged in high school to be interested in these courses, taking courses that will lead to those kinds of careers. Then when they are receiving information about majors in college they need to see that as an option. They need to see that there are women in that field who are doing well and to believe
that they can do well in it. I mean a male student sees a lot of successful people in food brokerages, he thinks, "Well, I could be one of those people if I try hard enough." Women need the same examples set for them. Companies can do this by special programs, by providing very good training to their employees so that female employees will be able to take advantage of opportunities and get into higher positions. And when they are, they'll be able to make very helpful suggestions about how to get more women into the industry.
Interview with a Frozen Foods Accounts Manager

Interviewer: How long have you been a part of the food industry?

Interviewee: Four years now.

Interviewer: How long have you been an account manager?

Interviewee: I started this position the first of the year, so I'd say just about nine months actually.

Interviewer: What are your major responsibilities as an account manager?

Interviewee: As an account manager, my job is to coordinate between the manufacturer of our products and the warehouses, to get the promotions lined up that the manufacturer gives us and get those set up with the warehouse and then work on any problems we have with promotion dates set up and rearrange those to fit everyone's schedule. I'd say one of the other things to do is the introduction of new products with our existing companies that we represent. Also I go out to look for new products, to try and obtain new accounts with companies that would fit in with us. I also follow up on any problems. A lot of times, we have billing problems, or shipping problems and to help trace down any of those type of problems. I think those are the main categories or main responsibilities of an account manager.

Interviewer: How many accounts do you handle for your company?

Interviewee: I represent approximately eleven accounts that we have in our section. I'm in the frozen and dairy division and I'm the account manager for that section. We have a general merchandise division and then we have a grocery division, so they have different responsibilities, too.

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132 Interview with Mr. Robert Beahan, Grand Rapids, Michigan, October 2, 1980.
Interviewer: How many women work with your company?

Interviewee: We only have one at the moment right now working for us in the sales force.

Interviewer: In what position?

Interviewee: She's a retail merchandiser for us.

Interviewer: What advantages are there in hiring women to work in food brokerages?

Interviewee: I think the advantages would be about the same as hiring a male. Maybe in certain lines it might help out. They may have a little better knowledge of certain products in general merchandise or health and beauty aids. That might be an advantage there. It seems like a lot of the people that sell feminine-type products do have more women working for them. Maybe when they do call on managers of departments that are normally female that might be an advantage. I'm not really sure that would be or not.

Interviewer: What disadvantages are there in hiring women as food brokers?

Interviewee: One of the disadvantages, I would think, would be physical strength. Depending on the products that the broker represents, you would, a lot of times like we're called on to build displays. We would go out and sell the display and then we will go back and build it. Sometimes it gets physically impossible for a female, maybe, if she is of small stature, to build a display of pop where each case weighs almost fifty pounds and you're building a 300 to 500 case display. It can get a little out of hand there and they may need a little help then. Physical limitations might be one, but you have physical limitations of a salesman with a bad back or something, or of a small salesman. Not all our salesmen are six foot and 190 pounds. So that kind of balances out in a way, but a physical limitation is sometimes something you have to consider—in a display that can slow you down a bit. That's one disadvantage that I can think of off hand.
Interviewer: Do you see any other disadvantages?

Interviewee: The disadvantages I've seen while I worked as a sales representative have been that a lot of the grocers, at least in the territory that I covered, did have somewhat of a negative attitude toward women. A female, I feel has a problem of when they do make a call they can be labeled "too aggressive." They could be called "pushy," whereas if it's a male, they'll be called an aggressive salesman. If it's a woman, they're called "pushy." A lot of times, I think the grocer himself, the manager or the buyer has a negative attitude toward women. So that's one thing that you have to be careful of, too, is the attitude of the grocer himself. So that's somewhat of a disadvantage, there's a fine line between being aggressive and being pushy.

Interviewer: One function of a sales supervisor in the food brokerage industry is to motivate workers. How effective are women in this area?

Interviewee: I would think that they would be all right. The only problem on that is that I've never seen any. I don't know of any other companies who have women in the supervisory capacity. I don't feel there would be any problem. A motivator is a motivator. I wouldn't think that there would be any problem if the motivator was a female, but I haven't seen any.

Interviewer: What do you like about men who are sales supervisors?

Interviewee: I think that one good thing, at least for a male to male type thing as a supervisor, you can talk a little more basic or something. Maybe they can be a little more forceful or something maybe at times. That's about the only thing that I like, otherwise I can't see any pros or cons of a male supervisor.

Interviewer: What do you dislike about men who are sales supervisors?

Interviewee: We have been fortunate to have some good supervisors, so I can't think of anything either plus or negative about them.
Interviewer: Another function of a sales supervisor is controlling employees. How effective do you think women can be in this area?

Interviewee: I think that if they had a good grasp of the market and the whole business, I don't think they'd have any problem. If they had a knowledge to back them up, I think they could be effective.

Interviewer: What type of knowledge do you think they need?

Interviewee: No real special knowledge different than a male.

Interviewer: Who do you believe is more effective in relating to principals--men or women?

Interviewee: Again, having only seen men talking to principals, I'd have to say that only because that's all I've seen. I haven't seen that many, say account managers, dealing with principals and most of the principals have been male. The effectiveness that I've seen is all male, but I think that with a female, I would think there wouldn't be any problem on that. I don't really know if I could say that a male or a female is any better.

Interviewer: Why do you believe there is such a small percentage of women in the positions of sales representative, sales supervisor, and sales manager?

Interviewee: I think mainly because the industry, from what I've seen of it, has been just very conservative on that score. I don't know why exactly. A lot of the old line of thinking has been that women don't get out into the sales force and it's taken the grocery industry a while to catch up with that. I think you're seeing more and more of them now, but I think it's just a matter of time. I think they're just a little behind in their way of thinking and hiring females.

Interviewer: What steps do you think need to be taken in order to have more women in the food brokerage industry?
Interviewee: The thing to do would be just to get out there and start hiring and interviewing more females. It is a good work source. I think that would be basically it—just get out there and be more open-minded and to be interviewing and looking for people not for males or females.
Interview with an Owner of a Food Brokerage

Interviewer: How long have you been involved with the food industry?

Interviewee: Thirty-four years.

Interviewer: What types of involvements have you had in those thirty-four years?

Interviewee: I've been a food broker for that length of time, owning and operating my own business.

Interviewer: In what year did your company begin operations?

Interviewee: Well, my dad started back in 1932 and I started in 1947 as a sole proprietor. After four years I entered into a partnership which lasted for about sixteen years and then for the last thirteen or fourteen years I went back to a sole proprietorship.

Interviewer: What changes have you seen your food brokerage go through over those years?

Interviewee: Well, probably the biggest change has been the concentration of buying power within the market to a very few people who buy at the wholesale or direct level. Because of that change we have been required as brokers to give increasingly more and more service—both in an administrative and in a retail merchandising effort. Where in the early 1950's we did not have the need for as many retail people as we now have, nor were the stores as yet calling for that kind of help. Now, it's pretty much routine that we have enough people to satisfy the needs of the stores and our principals. So that's probably the two greatest changes—the concentration of buying power and the added services that we have to perform for the existing customers.

133 Interview with Mr. Robert Clark, Grand Rapids, Michigan, October 2, 1980.
Interviewer: What do you look for in prospective employees?

Interviewee: Optimally, we would like to have someone who has a sense of interest in the food business and also who has a sense of responsibility. We are looking for someone to be with us a long time. We are not looking for a temporary or turnover kind of help. We're looking for someone who is interested in being with us a long time. We would like to have not too many habits are already ingrained. We'd like to teach them how we want them to work a store if we are in fact hiring someone at the retail level. We're not necessarily looking for all young people or not making any kind of educational requirements. We're not making any sexual requirement. We're just looking for good people.

Interviewer: What advantages are there in hiring women in food brokerages?

Interviewee: I think that one advantage is that more and more gals are becoming interested in the retail food business. Because of that and because when they are interested normally they are outstanding because of all the other obstacles they've had in the sexual bias situation that when we talk with them they're usually pretty good, pretty alert and pretty responsible people. I think there's a great need for this type of thing because the gal can give to her work the perspective of Mrs. Consumer who happens to be our boss. Everything that we do is pointed toward Mrs. Consumer picking up our product. And the (gal) under many circumstances will have a better insight than a male because she is used to preparing food and using it and watching the pricing.

Interviewer: What disadvantages do you see?

Interviewee: There might be some physical disadvantages depending on what a gal would get into with regard to having to lift heavy cases of Hi-C or something of that nature. That really would be the outstanding disadvantage—physical work. In some instances, it can get kind of heavy and kind of tough when you're doing a reset or something like that.
Interviewer: Do you think there are any other disadvantages other than physical limitations?

Interviewee: I really don't have enough experience with it. I don't know whether the gal coming in the food business today have the long range interests that we hope someone will have to come into this business. I don't know whether the gal will continue working after she got married where the guy is normally. I don't know enough about that to know whether that is going to be a detriment. The gal we have working for us now in the sales field is pretty committed whether she gets married or not to staying in the business. I really couldn't say it's necessarily a detriment because I don't know what's going to happen. I think a lot of this, Dennis, is going to mean not having that much experience with it.

Interviewer: I understand that you're the new Regional Director for the National Food Brokers Association.

Interviewee: They got me again for four years.

Interviewer: What steps is the NFBA taking to make more women aware of the positions and opportunities available to them in the food brokerage industry?

Interviewee: Well, I think number one, a lot of it is the work that I did like in talking with the class yesterday. Brokers from all over the country are doing this upon college and university's requests or making available this type of thing--to let the people know what the food brokerage fraternity is and what we mean, thereby exposing the opportunity to a lot of gals. I don't know if they're making a specific effort toward the female. I don't know that and I don't think they have done it to my knowledge.

Interviewer: One function of a food broker is product knowledge. Compared to men, how effective are women in this area?

Interviewee: I think that would have to depend on the individual. I don't think it would be fair to make an all encompassing statement. I think some individuals, uh, some females would catch on and be able to communicate that better than some men and vice versa. I really don't know.
Interviewer: In your experience are the communication skills of the woman working for you as comparable to any man working for you?

Interviewee: I think in some instances they're better. One reason for that is that in this particular situation we have, the gal has had some formal education for that whereas some of the fellows have not had that, they've gotten it just in a natural manner. So I really don't think it would be fair to say, you know, generally, she would have a better ability to communicate that the guys or any less.

Interviewer: Do you see any distinct advantages of employing women as sales supervisors and sales managers with your company?

Interviewee: I can see that there would definitely be a possibility, but again it's a long way off, mainly because of the lack of managerial positions available with our company. Certainly there would be no reason to stop a gal from doing that because of her sex.

Interviewer: What factors do you believe are responsible for the small percentage of women in the positions of sales representative, sales supervisor, and sales manager?

Interviewee: I think one is it's been a traditional man's world. I think two, there are more gals who are interested in it now and it takes quite a while to catch up, so to speak. I think probably throughout the country there has been a prejudice against them, but I think that prejudice is being beaten down everyday. I think that with more gals working I think that is going to gradually feed more and more gals into our business. I wouldn't even want to predict what the proportion would be because I have no idea.

Interviewer: What barriers do you think women must overcome in order to be successful in food brokerages?

Interviewee: Probably the biggest barrier will be one of numbers, in that there are just so many jobs available and the numbers of gals are not that great yet, but everything being equal, I wouldn't see there's anymore barrier than a man.
Interview with a Sales Manager

Interviewer: How long have you been working in the food industry?

Interviewee: Twenty-five years now.

Interviewer: What different positions have you held in those twenty-five years?

Interviewee: Basically, I started twenty-five years ago in service. I started out as a retail sales representative from there I went to the position of retail sales supervisor and from there to sales manager and account executive. As an account executive I represent people like Union Carbide. The line we handle for Union Carbide is GLAD Bags, PRESTONE Anti-freeze, and EVEREADY Batteries. So I'm the account executive for Union Carbide for Clark Food Brokers. I administer the account at the distribution level. I call on the buyers at Spartan, Meijer, Viking, and some of the smaller wholesalers in town. I also work on any correspondence, any legal communication we have with the principal. This all comes through this desk so there is a continuity of information. One person is then responsible for one account. We do have most of our accounts broken down into account executive positions.

Interviewer: What are your responsibilities as sales manager?

Interviewee: Basically, about the same as account executive. I see that all the information is disseminated throughout the office. The gals in the office pick up the promotional sheets and make sure that all the salesmen, wholesale salesmen, get all the information that they need. To set up appointments with the buyers at Spartan, Meijers, or whoever it might be and oversee the overall sales operation. I also coordinate my efforts.
with Fred Ellis who's retail sales manager and make sure he knows the distribution, pricing, and so forth. Basically, that's the function of the sales manager.

Interviewer: In your opinion, what are the strengths of women working for food brokerages?

Interviewee: Well, we've had limited exposure with women. It's only been the last few years that we've had one. We have one in our organization. She works in the Lansing area. I think that her strong suit is that she is a very intelligent person and does an excellent job of communicating to the retailers. She does a fantastic job of reporting back to us on her daily reports. What her limitations are on a retail call, I don't know. There have to be some limitations. She may have to have some assistance in building displays in the stores. Those are the only limitations I can think of.

Interviewer: What special attributes or qualities do men have as sales managers?

Interviewee: Well, I don't think they have anything special about them other than experience that they've gotten down through the years. I can fall back on my experiences that have bailed me out many a time. There are certain tricks of the trade that only come with experience. You must call on experience to handle a given situation. Most people in the position of sales manager do have the experience to call on.

Interviewer: What do you dislike about men as sales managers?

Interviewee: The quality that I dislike is that a lot of them have the attitude that this is the way we did it ten years ago and that's the way it was done then and that's the way it's going to be done today. Because the grocery business has a fast pace, you must learn to accept changes. What was true last year is not necessarily true this year. You have to roll with the punches.

Interviewer: Another function of a sales manager is motivating their workers. How effective can women be in this area?
Interviewee: I think they can be as effective as men. Again, it depends on the individual. If she has a strong personality, can express herself, I think that a fragile female-type who comes across as "Dumb Dora," so to speak, might have a rough time motivating people. But I think a gal who has some experience in the field and has a positive attitude will motivate their sales force.

Interviewer: What barriers do you believe women must overcome in order to become successful in the food brokerage industry?

Interviewee: I think right now perhaps the biggest barrier is the barrier of time. Six or seven years down the line I think you'll see more women in food brokerages. There is just a limited number of females in the business today. Time will only tell.

Interviewer: Who do you believe is more effective in relating to principals--men or women?

Interviewee: At this point it would be difficult to answer because we have not had enough experience with women working with principals and communicating with them at management level. Retail sales representatives in the field will be accompanied by principals from time to time and I've never heard anything from our principals that was derogatory about our salespeople or salesmen.

Interviewer: What do you think food brokerages need to do in order to help women become exposed to their business?

Interviewee: I think a lot of the food brokers have to become more aware that the female can get the job done. Many of the females have gotten into food brokerages through the health and beauty aids area.
Interview with a Retail Sales Manager

Interviewer: How long have you been involved with the food industry?

Interviewee: Twenty-five years. I started in high school.

Interviewer: What positions did you hold in those twenty-five years?

Interviewee: Well, I started as a sophomore in high school just doing everything and it was in a Spartan store, a neighborhood Spartan store. They weren't like they are now. I was working produce, working meat, and driving trucks. I was doing just about everything. Then I left there and went to Meijer, so I started there at carry out and then I became a cashier, then a stocker. I worked full-time during school and summer breaks. After my first year of college I got promoted to full-time stocker and then I went to dairy and frozen food manager. And then after nine months of that I applied for and got a job as lead store clerk, the top union job. You closed the store two nights a week and it was really an assistant manager. At the new Grand Haven store, I was there when that store opened up and then the next job was assistant store manager or grocery manager. I held that for two different stores and then I became a buyer in the office. I was a buyer for six years and then I've been in the brokerage business for almost ten years.

Interviewer: What are the responsibilities of your position?

Interviewee: Well, I'm responsible for certain accounts we represent. I handle all correspondence with the company. I have about twelve to fifteen companies I represent. I handle all the paperwork, communications, and so forth with these companies. That's one aspect of it. So anything that comes from those companies comes
across my desk and I funnel it to the other account managers and to the retail supervisor. I'm also responsible for certain headquarter accounts. The third thing would be dealing with the company itself through the sales supervisor.

Interviewer: How many women do you have working for you as sales representatives?

Interviewee: As sales representatives, none.

Interviewer: One function of a retail sales representative is planning a store call. Compared to men, how effective are women in this area?

Interviewee: I think they can be just as effective. We don't have any working for us, so, uh, I can't really answer that from a first-hand knowledge although, I've observed other ones in the stores and I really don't see any real difference.

Interviewer: What do you dislike about men who are retail sales representatives?

Interviewee: I don't think you can lump them into a category. Everyone is a different individual. I think there's tendencies of some to get together and talk over their sports and so forth as a meeting place. It gets to be a bond out there which is good to the extent of feeling not like competitors but like a fraternity kind of thing. Sometimes it gets carried away into too much time spent--lost time. As a trend, that's the only thing I see. I think everyone's an individual. I don't think you can categorize that. As a salesperson, the thing I don't like is those that are strictly out there for their own products, not for the store's good, or don't have any regard for competitors or so forth and just constantly going out there to strike their claim for space and everything the way they want without regard to other people's directives. I don't view that in particular to men. There are some people within the category of salespeople that do this.
What do you like about women who are retail sales representatives?

If they did the job and the ones you like are the ones that did "the job" and did it in a business-like fashion. There's some that tend to use their charms to gain an advantage over their male counterpart. I think that the people in the stores can be swayed quite a bit. The majority of them are out doing their job. I think they're probably a little fussier as far as neatness. They're more particular as to how they do things.

Another function of a retail sales representative is selling. Compared to men, how effective are women in this area?

Again, I can only observe as a competitor. One thing that I'd like to state at this point is that in Western Michigan, I think I would be correct to say that most of the women sales reps are working for direct companies--national companies and not broker reps. I know there are some who have them. I can think of one broker who has two or three. I'd say a majority don't have any, but it's a guess. In Detroit it's just the opposite and that's due to the market. Because in Detroit you have labor unions which really prohibit by use of their contracts salespeople from doing any work--physical labor. Where in Western Michigan it's just the opposite. Even the people like Meijer's and Eberhard have Retail Clerks in their stores, uh, still do not have any clauses in their contracts that prohibit salespeople from building displays, going resets, and heavy manual work. Uh, the only one in this area that has had that problem is Kroger because they have a state-wide contract. So the only people in Western Michigan that you cannot touch the merchandise on the shelves is Kroger. And they're moving out now. In Detroit a salesperson's job is to go in and check rotation, to see that it is being rotated, but not rotate unless he checks with the manager, aisle clerk, or whatever and gets the approval of the steward. So consequently, in Detroit from a strictly manual labor kind of thing, there's no disadvantage to having a woman. In fact, in Detroit they find that a woman can do anything a fellow can with some extra things maybe.
Interviewer: What barriers do you believe women must overcome in order to be successful in the food brokerage industry?

Interviewee: Well, like I just stated, and I can only speak for Western Michigan, and I think **before you get into management you have to work your way up through the ranks. I think right now the way our market is, the ranks really aren't that open. The barriers I feel are strictly the fact that it's hard to get started in it. Generally, most of your brokerages are family-owned businesses, either one family or two families. Most firms have their sons take over the business. On a national level there are a lot of opportunities for women and less barriers in the bigger cities.**

Interviewer: Who do you believe is more effective in communicating with store personnel—men or women?

Interviewee: I don't think that enters into it. I think you either get somebody who's outgoing or not outgoing. I think on a percentage basis I'd say that women are more effective because there are some men who have been at it a long time and don't have to communicate that much. They have built up a rapport. Communication is becoming a bigger and bigger part of the business. We're using the telephone more. So I'd say, generally, that women who get into the business are the ones that are tops. They're outgoing. I think that a woman who wants to get into sales is outgoing. Some guys just fall into it. I'd say that ninety percent of the women out there in sales positions are outgoing and do communicate where maybe only sixty percent of the guys do, but that far exceeds them in number.

Interviewer: What does the future hold for women in food brokerages?

Interviewer: There is a vast area there in food service that they've not looked at, nor has the brokerages looked at women. I really feel women would have an advantage in this area. They've got the background for it. I think that field is wide open. Whenever you go to promote somebody you always look for the most qualified person. I think the hardest thing for a woman is to
get that first job. If she gets the job and proves herself, I don't see any reason from that point on where she should have any rougher time. I think the biggest problem is to get the job and prove themselves. I don't see any reason why they couldn't move up the ladder on an equal basis.
SECTION 4

OBTAINING AND ANALYZING DATA
SCOPE

The scope of this study will include the food brokers serving the East North Central States. These food brokers are members of the National Food Brokers Association and located within the geographical boundaries of Illinois, Indiana, Michigan, Ohio, and Wisconsin. The National Food Brokers Association currently has 396 member food brokerage firms operating in these states. The member firms number in the states as follows: Illinois, ninety food brokerages; Indiana, fifty-four food brokerages; Michigan, ninety-one food brokerages; Ohio, 131 food brokerages; Wisconsin, thirty food brokerages.138

The East North Central States border on Minnesota and Iowa to the west, and Missouri and Kentucky to the south. Canada borders this area to the north and is connected to Canada at Detroit, Sault Ste. Marie, and Port Huron, Michigan. This area borders Pennsylvania and West Virginia to the east.139

National Food Brokers Association members serving the East North Central States will be surveyed by mail questionnaire. Food brokers are defined as the manufacturer's local agents, performing the essential sales functions and related services for a number of different manufacturers.140

140 N.F.B.A., op. cit., p. 4.
The population limitations of this study will be 150 National Food Brokers Association members from the various functioning areas—retail, wholesale, food service, and industrial—within the food brokerage firms and branches serving Illinois, Indiana, Michigan, Ohio, and Wisconsin.

141 Harold Fullard, op. cit., p. 35
METHOD OF COLLECTING PRIMARY DATA

The method of collecting primary data for this study is the survey method. The technique is the mail questionnaire.

The advantages of the survey method for this study are:
1. An advantage of the survey method is that it is the most widely used method of collecting primary data.
2. An advantage of the survey method is that it provides a higher degree of cooperation from the respondents than other methods.

The disadvantages of the survey method for this study are:
1. A disadvantage of the survey method is that the development of the questionnaire is difficult.
2. A disadvantage of the survey method is that it is time-consuming and expensive.
3. A disadvantage of the survey method is that respondents will oftentimes not provide objective information.

The advantages of the mail questionnaire for this study are:
1. An advantage of the mail questionnaire is that because of the large geographic area of this study, the

128 Class lecture of Dr. Jack T. Humbert, Distributive Education Department, Western Michigan University, Kalamazoo, Michigan, October 1, 1980.
mail questionnaire technique will be more economical than other techniques.

2. An advantage of the mail questionnaire is that interviewer bias is eliminated due to the fact that the interviewer is not present.

3. An advantage of the mail questionnaire is that respondents can give more complete thought to the questions on the questionnaire than other techniques.

4. An advantage of the mail questionnaire is that the respondents will be more objective in the answers than in other techniques.

5. An advantage of the mail questionnaire is that the respondents can answer the questions conveniently.

6. An advantage of the mail questionnaire is that the respondents are able to remain anonymous.

The disadvantages of the mail questionnaire for this study are:¹²⁹

1. A disadvantage of the mail questionnaire is the difficulty in compiling the data once it is received.

2. A disadvantage of the mail questionnaire is that the questions must be clear and concise.

3. A disadvantage of the mail questionnaire is the lack of timeliness.

¹²⁹Ibid.
4. A disadvantage of the mail questionnaire is the cost the interviewer must incur.

5. A disadvantage of the mail questionnaire is that this method presents an impersonal atmosphere for the respondents.

6. A disadvantage of the mail questionnaire is that a low return is usually expected with this method.\textsuperscript{130}

\textsuperscript{130}Ibid.
SAMPLING TECHNIQUE

In marketing research two kinds of samples are used. These are probability and nonprobability. The probability or random sample is a sample in which each person or item of the population or universe has a known equal chance of being selected. The nonprobability sample is a sample that does not provide each item or person of the population or universe with a known equal chance of being selected. For this study a probability or random sample has been used.

There are four types of probability or random sampling techniques: simple random, stratified, systematic and area. Each of the four techniques has special advantages and disadvantages, but the systematic random sampling technique will be analyzed because it is used as the sampling technique in this study.

A probability sample and the systematic random sampling technique has been used in this market research study. The universe for this study is the National Food Brokers Association members serving the East North Central States. These states include Illinois, Indiana, Michigan, Ohio, and Wisconsin.

The advantages of using the systematic random sampling technique are:

1. An advantage of the systematic random sampling

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136Class lecture of Dr. Jack T. Humbert, Distributive Education Department, Western Michigan University, Kalamazoo, Michigan, October 20, 1980.
technique is that it is the only technique in which reliability of the results can be measured with mathematical exactness.

2. An advantage of the systematic random sampling technique is that it is more reliable and valid than other techniques.

3. An advantage of the systematic random sampling technique is that it does not require a great deal of information about each person or item in the universe or population.

4. An advantage of the systematic random sampling technique is that it is an excellent technique for use with mail questionnaire surveys.

The disadvantages of using the systematic random sampling technique are:

1. A disadvantage of the systematic random sampling technique is that it is expensive to compile a master list.

2. A disadvantage of the systematic random sampling technique is that it is time consuming to compile a master list.

137 Ibid.
The research results listed on pages 73-140 are taken from the mail questionnaire. (See Appendix C) The questionnaire was mailed to 150 National Food Brokers Association members in the East North Central States—Illinois, Indiana, Michigan, Ohio, and Wisconsin. A probability sample and the systematic random sampling technique were used in this market research study.

When forty-four questionnaires had been returned, the responses were coded and tabulated to determine the exact percentages and frequencies for each answer to a question. The research results are as follows:
Results for Question 1

1. What is your job title?

(A) Chairman of the Board 6.8%
(B) President 22.7%
(C) Vice President 43.2%
(D) General Manager 2.3%
(E) Sales Manager 9.1%
(F) Account Manager 2.3%
(G) Food Service Sales Manager 2.3%
(H) Account Executive 2.3%
(J) Office Manager 2.3%
(K) Senior Partner 2.3%
(L) Branch Manager 2.3%
(M) Did not answer 2.3%

TABLE 1

What is your job title?
Of the respondents questioned, three respondents, or 6.8% were chairmen of the board for food brokerages. Ten respondents, or 22.7% were presidents. Nineteen respondents, or 43.2% were vice presidents. One respondent, or 2.3% were general managers. Four respondents, or 9.1% were sales managers. One respondent, or 2.3% were account managers. One respondent, or 2.3% were food service sales managers. One respondent, or 2.3% were account executives. One respondent, or 2.3% were office managers. One respondent, or 2.3% were senior partners. One respondent, or 2.3% were branch managers. One respondent, or 2.3% did not answer this question.
Results for Question 2

2. How long have you held this position?

(A) under 1 year 2.3%  (D) 11-15 years 18.2%
(B) 1-5 years 34.1%  (E) over 15 years 13.6%
(C) 6-10 years 25.0%  (F) Did not answer 6.8%

TABLE 2

How long have you held this position?

Of the respondents questioned, one respondent, or 2.3% have held their position for under one year. Fifteen respondents, or 34.1% have held their position for one to five years. Eleven respondents, or 25% have held their position for six
to ten years. Eight respondents, or 18.2% have held their position for eleven to fifteen years. Six respondents, or 13.6% have held their position for over fifteen years. Three respondents, or 6.8% did not answer this question.
Results for Question 3

3. What is your age?

(A) under 25 years 0.0%  (D) 46-55 years 20.5%
(B) 25-35 years 20.5%  (E) over 55 years 22.7%
(C) 36-45 years 22.7%  (F) Did not answer 13.6%

TABLE 3

What is your age?

Of the respondents questioned, no respondents were under the age of twenty-five years. Nine respondents, or 20.5% were between the ages of twenty-five and thirty-five years. Ten respondents, or 22.7% were between the ages of thirty-six and forty-five years. Nine respondents, or 20.5% were between
the ages of forty-six and fifty-five years. Ten respondents, or 22.7% were over fifty-five years of age. Six respondents, or 13.6% did not answer this question.
Results for Question 4

4. In what state(s) do you work? (Check all that apply)

(A) Illinois 25.0%  (E) Wisconsin 18.2%
(B) Indiana 45.5%  (F) Kentucky 4.5%
(C) Michigan 40.9%  (G) West Virginia 2.3%
(D) Ohio 52.3%

TABLE 4

In what state(s) do you work? (Check all that apply)
Of the respondents questioned, eleven respondents, or 25.0% work in Illinois. Twenty respondents, or 45.5% work in Indiana. Eighteen respondents, or 40.9% work in Michigan. Twenty-three respondents, or 52.3% work in Ohio. Eight respondents, or 18.2% work in Wisconsin. Two respondents, or 4.5% work in Kentucky. One respondent, or 2.3% work in West Virginia.
Results for Question 5

5. How many food brokerage retail sales representatives do you currently employ in your retail sales department?

(A) 1-5 people 13.6%  (D) over 15 people 31.8%
(B) 6-10 people 25.0%  (E) Did not answer 6.8%
(C) 11-15 people 22.7%

TABLE 5

How many food brokerage retail sales representatives do you currently employ in your retail sales department?

Of the respondents questioned, six respondents, or 13.6% of the companies employed from one to five food brokerage retail sales representatives in their retail sales department.
Eleven respondents, or 25.0% of the companies employed from six to ten food brokerage retail sales representatives. Ten respondents, or 22.7% of the companies employed from eleven to fifteen food brokerage retail sales representatives in their retail sales department. Fourteen respondents, or 31.8% of the companies employed over fifteen food brokerage retail sales representatives. Three respondents, or 6.8% did not answer this question.
Results for Question 6

6. Do you currently employ women as food brokerage retail sales representatives?

(A) No, we do not currently employ women as food brokerage retail sales representatives. If you answered "NO," then please go to question #8. 27.3%

(B) Yes, we do currently employ women as food brokerage retail sales representatives. 70.5%

(C) Did not answer 2.3%

TABLE 6

Do you currently employ women as food brokerage retail sales representatives?

Of the respondents questioned, twelve respondents, or 27.3% of the companies do not currently employ women as food brokerage retail sales representatives. Thirty-one respondents, or 70.5% of the companies do currently employ women as food
brokerage retail sales representatives. One respondent, or 2.3% did not answer this question.
7. If you answered "YES" to question #6, then what percentage of your retail sales department consists of women?

(A) 0-11% 22.7%    (E) 41-50% 4.5%
(B) 11-20% 18.2%    (F) over 50% 0.0%
(C) 21-30% 13.6%    (G) Did not answer 29.5%
(D) 31-40% 11.4%

TABLE 7

If you answered "YES" to question #6, then what percentage of your retail sales department consists of women?

Of the respondents questioned, ten respondents, or 22.7% of the companies had retail sales departments consisting of 0% to 10% women. Eight respondents, or 18.2% of the companies had retail sales departments consisting of 11% to 20% women.
Six respondents, or 13.6% of the companies had retail sales departments consisting of 21% to 30% women. Five respondents, or 11.4% of the companies had retail sales departments consisting of 31% to 40% women. Two respondents, or 4.5% of the companies had retail sales departments consisting of 41% to 50% women. No respondents had retail sales departments consisting of over 50% women. Thirteen respondents, or 29.5% did not answer this question.
Results for Question 8

8. In your food brokerage, do you currently have any women holding any of these positions?

8.1 Sales Supervisor (A) yes 4.5% (B) no 81.8% (C) Did not answer 13.6%

TABLE 8

In your food brokerage, do you currently have any women holding any of these positions?

8.1 Sales Supervisor

Of the respondents questioned, two respondents, or 4.5% of the companies had women holding positions as sales supervisors. Thirty-six respondents, or 81.8% did not. Six respondents, or 13.6% did not answer this question.
Results for Question 8

8. In your food brokerage, do you currently have any women holding any of these positions?

8.2 Sales Manager  
(A) yes 2.3%  
(B) no 81.8%  
(C) Did not answer 15.9%

TABLE 9

In your food brokerage, do you currently have any women holding any of these positions?

8.2 Sales Manager

Of the respondents questioned, one respondent, or 2.3% of the companies had women holding positions as sales managers. Thirty-six respondents, or 81.8% of the companies did not. Seven respondents, or 15.9% did not answer this question.
Results for Question 8

8. In your food brokerage, do you currently have any women holding any of these positions?

8.3 Other (A) yes 38.6% (B) no 2.3% (C) Did not answer 59.1%

TABLE 10

In your food brokerage, do you currently have any women holding any of these positions?

8.3 Other

Of the respondents questioned, seventeen respondents, or 38.6% of the companies had women holding positions in "other" categories besides the positions of sales supervisor and sales manager. The positions listed as "other" were as follows:

1. Eight women were office personnel.
2. Five women were office managers.
3. Two women were sales representatives.
4. One woman was in wholesale sales.
5. One woman was a wholesale account executive.
6. One woman was a vice president.
7. One woman was a division president.
8. One woman was an account manager.
9. One woman was a president of food service.
10. One woman was a food service end user.
Results for Question 9

9-A. If any, describe the advantages of hiring women as sales managers.

(A) Did answer 34.0%
(B) Did not answer 66.0%

TABLE 11

If any, describe the advantages of hiring women as sales managers.

Of the respondents questioned, fifteen respondents, or 34.0% did answer the question. Twenty-nine respondents, or 66.0% did not answer this question.

The responses given for the advantages of hiring women as sales managers are as follows:

1. I see no advantage to hiring a woman for any position as long as she is qualified.
2. None.
3. Based on ability—same as males.
4. No advantage.
5. None.
6. Exhibits that your firm is keeping up or even ahead of future.
7. I don't know.
8. We do not have any, but many of our "principles" have women sales managers that we work with and they are usually good. They work harder and are more conscientious.
9. None.
10. Better than average work habits.
11. Men and women are equal so no specific advantage, but hard to find women with experience.
12. No specific advantage.
13. You used the wrong words. If a woman was promoted to management it would be neither an advantage or disadvantage. It would be done on performance and potential.
14. No advantage at this time.
15. We look for quality of individual—male or female.
9-B. If any, describe the advantages of hiring women as sales supervisors.

(A) Did answer 34.0%
(B) Did not answer 66.0%

TABLE 12

If any, describe the advantages of hiring women as sales supervisors.

Of the respondents questioned, fifteen respondents, or 34.0% did answer this question. Twenty-nine respondents, or 66.0% did not answer this question.

The responses given for the advantages of hiring women as sales supervisors are as follows:

1. I see no advantage to hiring a woman for any position as long as she is qualified.
2. None.
3. Based on ability—same as males.
4. No advantage.
5. None.
6. Exhibits that your firm is keeping up or even ahead of future.
7. Might have merit with the correct background and experience levels of sales and management.
8. None.
9. None.
10. Better than average work habits.
11. Men and women are equal so no specific advantage, but hard to find women with experience.
12. No specific advantage.
13. You used the wrong words. If a woman was promoted to management it would be neither an advantage or disadvantage. It would be done on performance and potential.
14. Advantageous as an experience for additional responsibilities.
15. We look for quality of individual—male or female.
Results for Question 10

10-A. If any, describe the disadvantages of hiring women as sales supervisors.

(A) Did answer \(38.6\%\)
(B) Did not answer \(61.4\%\)

TABLE 13

If any, describe the disadvantages of hiring women as sales supervisors.

Of the respondents questioned, seventeen respondents, or \(38.6\%\) did answer this question. Twenty-seven respondents, or \(61.4\%\) did not answer this question.

The responses given for the disadvantages of hiring women as sales supervisors are as follows:

1. I see no disadvantage to hiring a woman for any position as long as she is qualified.
2. Our office manager actually is involved in telephone sales. We have not had the experience of women involved in outside sales. We are considering their use in the near future as part time sales.

3. None.

4. I don't think a woman would be equally effective as a motivator of sales people.

5. Women tend (in general) to be less disciplined and not as forceful in management.

6. No disadvantage.

7. None.

8. Decide to expand family, etc. 'Quit leaving company without immediate replacement.'

9. Questionable if they would receive respect from all sales personnel.

10. None.

11. Authority, respect, dependability, and availability of the proper person has not applied or surfaced within our company.

12. None.

13. None, if properly qualified.

14. No specific disadvantage.

15. It would be neither an advantage or disadvantage. It would be done on performance and potential.

16. Attractive, young, and aggressive sales supervisors could cause problems.

17. We look for quality of individual--male or female.
Results for Question 10

10-B. If any, describe the disadvantages of hiring women as sales managers.

(A) Did answer 36.4%
(B) Did not answer 63.6%

TABLE 14

If any, describe the disadvantages of hiring women as sales managers.

Of the respondents questioned, sixteen respondents, or 36.4% did answer this question. Twenty-eight respondents, or 63.6% did not answer this question.

The responses given for the disadvantages of hiring women as sales managers are as follows:

1. I see no disadvantage to hiring a woman for any position as long as she is qualified.
2. Our office manager actually is involved in telephone sales. We have not had the experience of women involved in outside sales. We are considering their use in near future as part time sales.

3. None.

4. Women tend (in general) to be less disciplined and not as forceful in management.

5. No disadvantage.

6. None.

7. None--turnover of women in key positions could be a problem--it's too early for trends.

8. The owners of our company are the sales managers.

9. None.

10. Authority, respect, dependability, and availability of the proper person has not applied or surfaced within our company.

11. None.

12. None, if properly qualified.

13. No specific disadvantage.

14. It would be neither an advantage or disadvantage. It would be done on performance and potential.

15. I don't believe the trade or brokers are perceptive to a female sales manager.

16. We look for quality of individual--male or female.
Results for Question 11

11. One function of a sales supervisor for a food brokerage is communicating with retail sales representatives. Compared to men, do you feel women are:

(A) more effective than men at communicating as a sales supervisor. 0.0%
(B) equally effective as men at communicating as a sales supervisor. 56.8%
(C) not as effective as men at communicating as a sales supervisor. 11.4%
(D) I am not really sure. 22.7%
(E) Did not answer 9.1%

TABLE 15

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A B C D E
Of the respondents questioned, no respondents indicated that women are more effective than men at communicating with retail sales representatives as sales supervisors. Twenty-five respondents, or 56.8% indicated that women are equally effective as men. Five respondents, or 11.4% indicated that women are not as effective as men at communicating. Ten respondents, or 22.7% are not really sure about this comparison. Four respondents, or 9.1% did not answer this question.
Results for Question 12

12. Do you feel women are aware of the job titles available with food brokerages?

(A) No, I do not feel they are aware. 34.1%  (C) Yes, I feel they are aware. 34.1%
(B) I do not know. 27.3%  (D) Did not answer 4.5%

TABLE 16

Do you feel women are aware of the job titles available with food brokerages?

Of the respondents questioned, fifteen respondents, or 34.1% indicated that women are not aware of the job titles available with food brokerages. Twelve respondents, or 27.3%
did not know whether women are aware. Fifteen respondents, or 34.1% indicated that women are aware. Two respondents, or 4.5% did not answer this question.
Results for Question 13

13. Do you feel women are aware of the job opportunities available with food brokerages?

(A) Yes, I feel they are aware. 27.3%
(B) No, I do not feel they are aware. 45.5%
(C) I do not know. 25.0%
(D) Did not answer 2.3%

TABLE 17

Do you feel women are aware of the job opportunities available with food brokerages?
Of the respondents questioned, twelve respondents, or 27.3% indicated that women are aware of the job opportunities available with food brokerages. Twenty respondents, or 45.5% indicated that women are not aware of the job opportunities. Eleven respondents, or 25.0% do not know whether women are aware. One respondent, or 2.3% did not answer this question.
Results for Question 14

14. Effective food brokerage retail sales representatives require certain skills and knowledge. Below is a list of three brokerage retail job duties. (Rate the effectiveness of women in these retail job duties by circling your choice.)

14.1 COMMUNICATING PRODUCT KNOWLEDGE

(A) Extremely Effective 11.4%
(B) Very Effective 40.9%
(C) Effective 34.1%
(D) Ineffective 0.0%
(E) Very Ineffective 0.0%
(F) Did not answer 13.6%

TABLE 18

14.1 COMMUNICATING PRODUCT KNOWLEDGE
Of the respondents questioned, five respondents, or 11.4% rated women as extremely effective in communicating product knowledge as food brokerage retail sales representatives. Eighteen respondents, or 40.9% rated women as very effective. Fifteen respondents, or 34.1% rated women as effective in communicating product knowledge. No respondents rated women as either ineffective or very ineffective in communicating product knowledge. Six respondents, or 13.6% did not answer this question.
Results for Question 14

14.2 USING SALES SKILLS

(A) Extremely Effective 9.1%
(B) Very Effective 27.3%
(C) Effective 45.5%
(D) Ineffective 4.5%
(E) Very Ineffective 0.0%
(F) Did not answer 13.6%

TABLE 19

14.2 USING SALES SKILLS
Of the respondents questioned, four respondents, or 9.1% rated women as extremely effective in using sales skills as food brokerage retail sales representatives. Twelve respondents, or 27.3% rated women as very effective. Twenty respondents, or 45.5% rated women as effective in using sales skills. Two respondents, or 4.5% rated women as ineffective. Six respondents, or 13.6% did not answer this question.
Results for Question 14

14.3 COMMUNICATING WITH STORE PERSONNEL

(A) Extremely Effective 18.2%
(B) Very Effective 27.3%
(C) Effective 40.9%
(D) Ineffective 0.0%
(E) Very Ineffective 0.0%
(F) Did not answer 13.6%

TABLE 20

14.3 COMMUNICATING WITH STORE PERSONNEL
Of the respondents questioned, eight respondents, or 18.2% rated women as extremely effective in communicating with store personnel as food brokerage retail sales representatives. Twelve respondents, or 27.3% rated women as very effective. Eighteen respondents, or 40.9% rated women as effective in communicating with store personnel. No respondents rated women as either ineffective or very ineffective. Six respondents, or 13.6% did not answer this question.
Results for Question 15

15. One function of a sales manager for a food brokerage is relating to principals. Compared to men, do you feel women are:

(A) not as effective as men at relating to principals as a sales manager. 25.0%
(B) I am not really sure. 18.2%
(C) equally effective as men at relating to principals as a sales manager. 45.5%
(D) more effective than men at relating to principals as a sales manager. 0.0%
(E) Did not answer 11.4%

TABLE 21
Of the respondents questioned, eleven respondents, or 25.0% indicated that women are not as effective as men at relating to principals as sales managers. Eight respondents, or 18.2% are not really sure about this comparison. Twenty respondents, or 45.5% indicated that women are equally effective as men at relating to principals. No respondents indicated that women are more effective than men. Five respondents, or 11.4% did not answer this question.
Results for Question 16

16. These various job duties of a sales manager of a food brokerage are to be ranked according to the ability of a male and a female to perform the job duty. Each duty should be given a DIFFERENT RANK. Please mark your choice in the parentheses by using the numbers 1, 2, 3, 4, 5, 6, 7, and 8.

( 1 = most effective to 8 = least effective )

16.1 PLANNING SALES STRATEGIES

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<td>(J) Did not answer 29.5%</td>
<td>(T) Did not answer 36.4%</td>
</tr>
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</table>

Of the respondents questioned, eleven respondents, or 25.0% ranked planning sales strategies as the #1 ability of a male sales manager. Five respondents, or 11.4% ranked this job duty as the #1 ability of a female sales manager.

Of the respondents questioned, two respondents, or 4.5% ranked planning sales strategies as the #2 ability of a male sales manager. Two respondents, or 4.5% ranked this job duty as the #2 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked planning sales strategies as the #3 ability of a male sales manager. Eight respondents, or 18.2% ranked
this job duty as the #3 ability of a female sales manager.

Of the respondents questioned, two respondents, or 4.5% ranked planning sales strategies as the #4 ability of a male sales manager. Two respondents, or 4.5% ranked this job duty as the #4 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked planning sales strategies as the #5 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #5 ability of a female sales manager for a food brokerage.

Of the respondents questioned, three respondents, or 6.8% ranked planning sales strategies as the #6 ability of a male sales manager. Two respondents, or 4.5% ranked this job duty as the #6 ability of a female sales manager.

Of the respondents questioned, six respondents, or 13.6% ranked planning sales strategies as the #7 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #7 ability of a female sales manager.

Of the respondents questioned, one respondent, or 2.3% ranked planning sales strategies as the #8 ability of a male sales manager for a food brokerage. Three respondents, or 6.8% ranked this job duty as the #8 ability of a female sales manager for a food brokerage.

Of the respondents questioned, thirteen respondents, or 29.5% did not answer this question concerning males. Sixteen respondents, or 36.4% did not answer this question about females.
### TABLE 22

#### 16.1 PLANNING SALES STRATEGIES

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Results for Question 16

16.2 CONTROLLING EXPENDITURES

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Of the respondents questioned, two respondents, or 4.5% ranked controlling expenditures as the #1 ability of a male sales manager for a food brokerage. Three respondents, or 6.8% ranked this job duty as the #1 ability of a female sales manager for a food brokerage.

Of the respondents questioned, three respondents, or 6.8% ranked controlling expenditures as the #2 ability of a male sales manager. One respondent, or 2.3% ranked this job duty as the #2 ability of a female sales manager.

Of the respondents questioned, one respondent, or 2.3% ranked controlling expenditures as the #3 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #3 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked controlling expenditures as the #4 ability of a
male sales manager. Seven respondents, or 15.9% ranked this job duty as the #4 ability of a female sales manager.

Of the respondents questioned, one respondent, or 2.3% ranked controlling expenditures as the #5 ability of a male sales manager. One respondent, or 2.3% ranked this job duty as the #5 ability of a female sales manager.

Of the respondents questioned, two respondents, or 4.5% ranked controlling expenditures as the #6 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #6 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked controlling expenditures as the #7 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #7 ability of a female sales manager.

Of the respondents questioned, sixteen respondents, or 36.4% ranked controlling expenditures as the #8 ability of a male sales manager. Five respondents, or 11.4% ranked this job duty as the #8 ability of a female sales manager.

Of the respondents questioned, thirteen respondents, or 29.5% did not answer this question concerning males. Sixteen respondents, or 36.4% did not answer this question concerning females.
TABLE 23

16.2 CONTROLLING EXPENDITURES

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16.3 DEVELOPING SALES PROMOTIONS

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</tr>
<tr>
<td>(F) Ranked #6</td>
<td>(Q) Ranked #6</td>
</tr>
<tr>
<td>(G) Ranked #7</td>
<td>(R) Ranked #7</td>
</tr>
<tr>
<td>(H) Ranked #8</td>
<td>(S) Ranked #8</td>
</tr>
<tr>
<td>(J) Did not answer</td>
<td>(T) Did not answer</td>
</tr>
</tbody>
</table>

Of the respondents questioned, five respondents, or 11.4% ranked developing sales promotions as the #1 ability of a male sales manager for a food brokerage. Five respondents, or 11.4% ranked this job duty as the #1 ability of a female sales manager for a food brokerage.

Of the respondents questioned, seven respondents, or 15.9% ranked developing sales promotions as the #2 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #2 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked developing sales promotions as the #3 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #3 ability of a female sales manager.

Of the respondents questioned, one respondent, or 2.3%
ranked developing sales promotions as the #4 ability of a male sales manager. No respondents ranked this job duty as the #4 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked developing sales promotions as the #5 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #5 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked developing sales promotions as the #6 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #6 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked developing sales promotions as the #7 ability of a male sales manager. Five respondents, or 11.4% ranked this job duty as the #7 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked developing sales promotions as the #8 ability of a male sales manager for a food brokerage. Four respondents, or 9.1% ranked this job duty as the #8 ability of a female sales manager for a food brokerage.

Of the respondents questioned, thirteen respondents, or 29.5% did not answer this question concerning males. Sixteen respondents, or 36.4% did not answer this question concerning females.
<table>
<thead>
<tr>
<th>Month</th>
<th>Sales Promotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>29.5</td>
</tr>
<tr>
<td>Feb</td>
<td>6.8</td>
</tr>
<tr>
<td>Mar</td>
<td>9.1</td>
</tr>
<tr>
<td>Apr</td>
<td>11.4</td>
</tr>
<tr>
<td>May</td>
<td>6.8</td>
</tr>
<tr>
<td>Jun</td>
<td>9.1</td>
</tr>
<tr>
<td>Jul</td>
<td>9.1</td>
</tr>
<tr>
<td>Aug</td>
<td>9.1</td>
</tr>
<tr>
<td>Sep</td>
<td>6.8</td>
</tr>
<tr>
<td>Oct</td>
<td>9.1</td>
</tr>
<tr>
<td>Nov</td>
<td>6.8</td>
</tr>
<tr>
<td>Dec</td>
<td>2.3</td>
</tr>
</tbody>
</table>

**Note:** The bar chart visually represents the sales promotions for each month.
Results for Question 16

16.4 TRAINING RETAIL SALES REPRESENTATIVES

<table>
<thead>
<tr>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A) Ranked #1 9.1%</td>
<td>(K) Ranked #1 4.5%</td>
</tr>
<tr>
<td>(B) Ranked #2 9.1%</td>
<td>(L) Ranked #2 6.8%</td>
</tr>
<tr>
<td>(C) Ranked #3 11.4%</td>
<td>(M) Ranked #3 2.3%</td>
</tr>
<tr>
<td>(D) Ranked #4 9.1%</td>
<td>(N) Ranked #4 15.9%</td>
</tr>
<tr>
<td>(E) Ranked #5 9.1%</td>
<td>(P) Ranked #5 6.8%</td>
</tr>
<tr>
<td>(F) Ranked #6 9.1%</td>
<td>(Q) Ranked #6 9.1%</td>
</tr>
<tr>
<td>(G) Ranked #7 6.8%</td>
<td>(R) Ranked #7 9.1%</td>
</tr>
<tr>
<td>(H) Ranked #8 6.8%</td>
<td>(S) Ranked #8 9.1%</td>
</tr>
<tr>
<td>(J) Did not answer 29.5%</td>
<td>(T) Did not answer 36.4%</td>
</tr>
</tbody>
</table>

Of the respondents questioned, four respondents, or 9.1% ranked training retail sales representatives as the #1 ability of a male sales manager for a food brokerage. Two respondents, or 4.5% ranked this job duty as the #1 ability of a female sales manager for a food brokerage.

Of the respondents questioned, four respondents, or 9.1% ranked training as the #2 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #2 ability of a female sales manager.

Of the respondents questioned, five respondents, or 11.4% ranked training as the #3 ability of a male sales manager. One respondent, or 2.3% ranked this job duty as the #3 ability of a female sales manager for a food brokerage.

Of the respondents questioned, four respondents, or 9.1%
ranked training as the #4 ability of a male sales manager. Seven respondents, or 15.9% ranked this job duty as the #4 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked training as the #5 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #5 ability of a female sales manager for a food brokerage.

Of the respondents questioned, four respondents, or 9.1% ranked training as the #6 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #6 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked training as the #7 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #7 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked training retail sales representatives as the #8 ability of a male sales manager for a food brokerage. Four respondents, or 9.1% ranked this job duty as the #8 ability of a female sales manager for a food brokerage.

Of the respondents questioned, thirteen respondents, or 29.5% did not answer this question concerning males. Sixteen respondents, or 36.4% did not answer this question concerning females.
TABLE 25

16.4 TRAINING RETAIL SALES REPRESENTATIVES
Results for Question 16

16.5 COORDINATING ACTIVITIES OF RETAIL SALES REPRESENTATIVES

<table>
<thead>
<tr>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A) Ranked #1 4.5%</td>
<td>(K) Ranked #1 11.4%</td>
</tr>
<tr>
<td>(B) Ranked #2 6.8%</td>
<td>(L) Ranked #2 13.6%</td>
</tr>
<tr>
<td>(C) Ranked #3 9.1%</td>
<td>(M) Ranked #3 4.5%</td>
</tr>
<tr>
<td>(D) Ranked #4 9.1%</td>
<td>(N) Ranked #4 11.4%</td>
</tr>
<tr>
<td>(E) Ranked #5 15.9%</td>
<td>(P) Ranked #5 15.9%</td>
</tr>
<tr>
<td>(F) Ranked #6 9.1%</td>
<td>(Q) Ranked #6 2.3%</td>
</tr>
<tr>
<td>(G) Ranked #7 9.1%</td>
<td>(R) Ranked #7 2.3%</td>
</tr>
<tr>
<td>(H) Ranked #8 6.8%</td>
<td>(S) Ranked #8 2.3%</td>
</tr>
<tr>
<td>(J) Did not answer 29.5%</td>
<td>(T) Did not answer 36.4%</td>
</tr>
</tbody>
</table>

Of the respondents questioned, two respondents, or 4.5% ranked coordinating activities of retail sales representatives as the #1 ability of a male sales manager for a food brokerage. Five respondents, or 11.4% ranked this job duty as the #1 ability of a female sales manager for a food brokerage.

Of the respondents questioned, three respondents, or 6.8% ranked coordinating activities as the #2 ability of a male sales manager. Six respondents, or 13.6% ranked this job duty as the #2 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked coordinating activities as the #3 ability of a male sales manager. Two respondents, or 4.5% ranked this job duty as the #3 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1%
ranked coordinating activities as the #4 ability of a male sales manager. Five respondents, or 11.4% ranked this job duty as the #4 ability of a female sales manager.

Of the respondents questioned, seven respondents, or 15.9% ranked coordinating activities as the #5 ability of a male sales manager. Seven respondents, or 15.9% ranked this job duty as the #5 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked coordinating activities as the #6 ability of a male sales manager. One respondent, or 2.3% ranked this job duty as the #6 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked coordinating activities as the #7 ability of a male sales manager. One respondent, or 2.3% ranked this job duty as the #7 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked coordinating activities of retail sales representatives as the #8 ability of a male sales manager for a food brokerage. One respondent, or 2.3% ranked this job duty as the #8 ability of a female sales manager for a food brokerage.

Of the respondents questioned, thirteen respondents, or 29.5% did not answer this question concerning males. Sixteen respondents, or 36.4% did not answer this question concerning females.
16.5 COORDINATING ACTIVITIES OF RETAIL SALES REPRESENTATIVES
## Results for Question 16

### 16.6 MOTIVATING RETAIL SALES REPRESENTATIVES

<table>
<thead>
<tr>
<th>MALE</th>
<th></th>
<th>FEMALE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(A) Ranked #1</td>
<td>6.8%</td>
<td>(K) Ranked #1</td>
<td>4.5%</td>
</tr>
<tr>
<td>(B) Ranked #2</td>
<td>13.6%</td>
<td>(L) Ranked #2</td>
<td>9.1%</td>
</tr>
<tr>
<td>(C) Ranked #3</td>
<td>9.1%</td>
<td>(M) Ranked #3</td>
<td>4.5%</td>
</tr>
<tr>
<td>(D) Ranked #4</td>
<td>15.9%</td>
<td>(N) Ranked #4</td>
<td>4.5%</td>
</tr>
<tr>
<td>(E) Ranked #5</td>
<td>9.1%</td>
<td>(P) Ranked #5</td>
<td>6.8%</td>
</tr>
<tr>
<td>(F) Ranked #6</td>
<td>6.8%</td>
<td>(Q) Ranked #6</td>
<td>9.1%</td>
</tr>
<tr>
<td>(G) Ranked #7</td>
<td>6.8%</td>
<td>(R) Ranked #7</td>
<td>18.2%</td>
</tr>
<tr>
<td>(H) Ranked #8</td>
<td>2.3%</td>
<td>(S) Ranked #8</td>
<td>6.8%</td>
</tr>
<tr>
<td>(J) Did not answer</td>
<td>29.5%</td>
<td>(T) Did not answer</td>
<td>36.4%</td>
</tr>
</tbody>
</table>

Of the respondents questioned, three respondents, or 6.8% ranked motivating retail sales representatives as the #1 ability of a male sales manager for a food brokerage. Two respondents, or 4.5% ranked this job duty as the #1 ability of a female sales manager for a food brokerage.

Of the respondents questioned, six respondents, or 13.6% ranked motivating as the #2 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #2 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked motivating as the #3 ability of a male sales manager. Two respondents, or 4.5% ranked this job duty as the #3 ability of a female sales manager for a food brokerage.

Of the respondents questioned, seven respondents, or 15.9% ranked motivating as the #4 ability of a male sales manager.
manager. Two respondents, or 4.5% ranked this job duty as the #4 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked motivating as the #5 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #5 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked motivating as the #6 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #6 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked motivating as the #7 ability of a male sales manager. Eight respondents, or 18.2% ranked this job duty as the #7 ability of a female sales manager.

Of the respondents questioned, one respondent, or 2.3% ranked motivating retail sales representatives as the #8 ability of a male sales manager for a food brokerage. Three respondents, or 6.8% ranked this job duty as the #8 ability of a female sales manager for a food brokerage.

Of the respondents questioned, thirteen respondents, or 29.5% did not answer this question concerning males. Sixteen respondents, or 36.4% did not answer this question concerning females.
TABLE 27

16.6 MOTIVATING RETAIL SALES REPRESENTATIVES

<table>
<thead>
<tr>
<th>Letter</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>6.8%</td>
</tr>
<tr>
<td>K</td>
<td>4.5</td>
</tr>
<tr>
<td>B</td>
<td>13.6</td>
</tr>
<tr>
<td>L</td>
<td>9.1</td>
</tr>
<tr>
<td>C</td>
<td>9.1</td>
</tr>
<tr>
<td>M</td>
<td>4.5</td>
</tr>
<tr>
<td>D</td>
<td>15.9</td>
</tr>
<tr>
<td>N</td>
<td>4.5</td>
</tr>
<tr>
<td>E</td>
<td>9.1</td>
</tr>
<tr>
<td>P</td>
<td>6.8</td>
</tr>
<tr>
<td>F</td>
<td>6.8</td>
</tr>
<tr>
<td>Q</td>
<td>9.1</td>
</tr>
<tr>
<td>G</td>
<td>6.8</td>
</tr>
<tr>
<td>R</td>
<td>18.2</td>
</tr>
<tr>
<td>H</td>
<td>2.3</td>
</tr>
<tr>
<td>S</td>
<td>6.8</td>
</tr>
<tr>
<td>J</td>
<td>29.5</td>
</tr>
<tr>
<td>T</td>
<td>36.4</td>
</tr>
</tbody>
</table>
16.7 RELATING TO PRINCIPALS

### MALE

- **(A)** Ranked #1 6.8%
- **(B)** Ranked #2 4.5%
- **(C)** Ranked #3 9.1%
- **(D)** Ranked #4 13.6%
- **(E)** Ranked #5 13.6%
- **(F)** Ranked #6 9.1%
- **(G)** Ranked #7 9.1%
- **(H)** Ranked #8 4.5%
- **(J)** Did not answer 29.5%

### FEMALE

- **(K)** Ranked #1 6.8%
- **(L)** Ranked #2 6.8%
- **(M)** Ranked #3 2.3%
- **(N)** Ranked #4 6.8%
- **(P)** Ranked #5 9.1%
- **(Q)** Ranked #6 20.5%
- **(R)** Ranked #7 4.5%
- **(S)** Ranked #8 6.8%
- **(T)** Did not answer 36.4%

Of the respondents questioned, three respondents, or 6.8% ranked relating to principals as the #1 ability of a male sales manager for a food brokerage. Three respondents, or 6.8% ranked this job duty as the #1 ability of a female sales manager for a food brokerage.

Of the respondents questioned, two respondents, or 4.5% ranked relating to principals as the #2 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #2 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked relating to principals as the #3 ability of a male sales manager. One respondent, or 2.3% ranked this job duty as the #3 ability of a female sales manager.

Of the respondents questioned, six respondents, or 13.6%
ranked relating to principals as the #4 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #4 ability of a female sales manager.

Of the respondents questioned, six respondents, or 13.6% ranked relating to principals as the #5 ability of a male sales manager. Four respondents, or 9.1% ranked this job duty as the #5 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked relating to principals as the #6 ability of a male sales manager. Nine respondents, or 20.5% ranked this job duty as the #6 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked relating to principals as the #7 ability of a male sales manager. Two respondents, or 4.5% ranked this job duty as the #7 ability of a female sales manager.

Of the respondents questioned, two respondents, or 4.5% ranked relating to principals as the #8 ability of a male sales manager for a food brokerage. Three respondents, or 6.8% ranked this job duty as the #8 ability of a female sales manager for a food brokerage.

Of the respondents questioned, thirteen respondents, or 29.5% did not answer this question concerning males. Sixteen respondents, or 36.4% did not answer this question concerning females.
TABLE 28

16.7 RELATING TO PRINCIPALS

A 6.8%
K 6.8
B 4.5
L 6.8
C 9.1
M 2.3
D 13.6
N 6.8
E 13.6
P 9.1
F 9.1
Q 20.5
G 9.1
R 4.5
H 4.5
S 6.8
J 29.5
T 36.4
Results for Question 16

16.8 COMMUNICATING WITH RETAIL SALES REPRESENTATIVES

<table>
<thead>
<tr>
<th>MALE</th>
<th></th>
<th>FEMALE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(A) Ranked #1 2.3%</td>
<td>(K) Ranked #1 6.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(B) Ranked #2 9.1%</td>
<td>(L) Ranked #2 11.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(C) Ranked #3 13.6%</td>
<td>(M) Ranked #3 15.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(D) Ranked #4 9.1%</td>
<td>(N) Ranked #4 4.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(E) Ranked #5 6.8%</td>
<td>(P) Ranked #5 6.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(F) Ranked #6 15.9%</td>
<td>(Q) Ranked #6 6.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(G) Ranked #7 9.1%</td>
<td>(R) Ranked #7 2.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(H) Ranked #8 4.5%</td>
<td>(S) Ranked #8 9.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(J) Did not answer 29.5%</td>
<td>(T) Did not answer 36.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Of the respondents questioned, one respondent, or 2.3% ranked communicating with retail sales representatives as the #1 ability of a male sales manager for a food brokerage. Three respondents, or 6.8% ranked this job duty as the #1 ability of a female sales manager for a food brokerage.

Of the respondents questioned, four respondents, or 9.1% ranked communicating as the #2 ability of a male sales manager. Five respondents, or 11.4% ranked this job duty as the #2 ability of a female sales manager.

Of the respondents questioned, six respondents, or 13.6% ranked communicating as the #3 ability of a male sales manager. Seven respondents, or 15.9% ranked this job duty as the #3 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1%
ranked communicating as the #4 ability of a male sales manager. Two respondents, or 4.5% ranked this job duty as the #4 ability of a female sales manager.

Of the respondents questioned, three respondents, or 6.8% ranked communicating as the #5 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #5 ability of a female sales manager.

Of the respondents questioned, seven respondents, or 15.9% ranked communicating as the #6 ability of a male sales manager. Three respondents, or 6.8% ranked this job duty as the #6 ability of a female sales manager.

Of the respondents questioned, four respondents, or 9.1% ranked communicating as the #7 ability of a male sales manager. One respondent, or 2.3% ranked this job duty as the #7 ability of a female sales manager for a food brokerage.

Of the respondents questioned, two respondents, or 4.5% ranked communicating with retail sales representatives as the #8 ability of a male sales manager for a food brokerage. Four respondents, or 9.1% ranked this job duty as the #8 ability of a female sales manager for a food brokerage.

Of the respondents questioned, thirteen respondents, or 29.5% did not answer this question concerning males. Sixteen respondents, or 36.4% did not answer this question concerning females.
**TABLE 29**

16.8 COMMUNICATING WITH RETAIL SALES REPRESENTATIVES

<table>
<thead>
<tr>
<th>Letter</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
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<tr>
<td>K</td>
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</tr>
<tr>
<td>B</td>
<td>9.1</td>
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<tr>
<td>L</td>
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<td>H</td>
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</tr>
<tr>
<td>J</td>
<td>29.5</td>
</tr>
<tr>
<td>T</td>
<td>36.4</td>
</tr>
</tbody>
</table>

0 10 20 30 40
Results for Crosstabulation of Question 4 and 11

4. In what state(s) do you work? (Check all that apply)
(A) Illinois    (E) Wisconsin
(B) Indiana     (F) Kentucky
(C) Michigan    (G) West Virginia
(D) Ohio

11. One function of a sales supervisor for a food brokerage is communicating with retail sales representatives. Compared to men, do you feel women are:
(H) more effective than men at communicating as a sales supervisor.
(J) equally effective as men at communicating as a sales supervisor.
(K) not as effective as men at communicating as a sales supervisor.
(L) I am not really sure.
(M) Did not answer

TABLE 30

<table>
<thead>
<tr>
<th>Question 4</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>L</td>
<td>2.3</td>
<td>9.1</td>
<td>6.8</td>
<td>11.4</td>
<td>2.3</td>
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<td>4.5</td>
<td>2.3</td>
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</tbody>
</table>

Question 11
(A) Illinois

Of the respondents questioned, no respondents indicated that women were more effective than men at communicating with retail sales representatives as sales supervisors. Eight respondents, or 18.2% indicated that women were equally effective as men at communicating as sales supervisors. No respondents indicated that women were not as effective as men at communicating. One respondent, or 2.3% were not really sure about this comparison. Two respondents, or 4.5% did not answer this question.

(B) Indiana

Of the respondents questioned, no respondents indicated that women were more effective than men at communicating with retail sales representatives as sales supervisors. Thirteen respondents, or 29.5% indicated that women were equally effective as men at communicating as sales supervisors. Two respondents, or 4.5% indicated that women were not as effective as men at communicating. Four respondents, or 9.1% were not really sure about this comparison. One respondent, or 2.3% did not answer this question.

(C) Michigan

Of the respondents questioned, no respondents indicated that women were more effective than men at communicating with
retail sales representatives as sales supervisors. Ten respondents, or 22.7% indicated that women were equally effective as men at communicating as sales supervisors. Three respondents, or 6.8% indicated that women were not as effective as men at communicating. Three respondents, or 6.8% were not really sure about this comparison. Two respondents, or 4.5% did not answer this question.

(D) Ohio

Of the respondents questioned, no respondents indicated that women were more effective than men at communicating with retail sales representatives as sales supervisors. Thirteen respondents, or 29.5% indicated that women were equally effective as men at communicating as sales supervisors. Three respondents, or 6.8% indicated that women were not as effective as men at communicating. Five respondents, or 11.4% were not really sure about this comparison. Two respondents, or 4.5% did not answer this question.

(E) Wisconsin

Of the respondents questioned, no respondents indicated that women were more effective than men at communicating with retail sales representatives as sales supervisors. Six respondents, or 13.6% indicated that women were equally effective as men at communicating as sales supervisors. No respondents indicated that women were not as effective as men at
communicating. One respondent, or 2.3% were not really sure about this comparison. One respondent, or 2.3% did not answer this question.

(F) Kentucky

Of the respondents questioned, no respondents indicated that women were more effective than men at communicating with retail sales representatives as sales supervisors. Two respondents, or 4.5% indicated that women were equally effective as men at communicating as sales supervisors. No respondents indicated that women were not as effective as men at communicating. All respondents were sure about this comparison and did answer this question.

(G) West Virginia

Of the respondents questioned, no respondents indicated that women were more effective than men at communicating with retail sales representatives as sales supervisors. No respondents indicated that women were equally effective or not as effective as men at communicating as sales supervisors. One respondent, or 2.3% were not really sure about this comparison. All respondents did answer this question.
SECTION 5

SUMMARY
LIMITATIONS OF THIS STUDY

It is important to note that while the results and conclusions of this study address the problem within food brokerages, there are some limitations of this study. The limitations are as follows:

1. The response rate of 34\% (44 of 150) may tend to weaken the results and conclusions of this study.

2. The regional (geographical) differences of the respondents may tend to cause biases in the results.

3. The male-dominated responses tend to bias the results and conclusions of this study.

4. Having men answer questions concerning women's attitudes may tend to weaken the reliability of this study.
The conclusions based on the results of this study are:

1. A sizeable majority of the respondents did not currently have any women employed in the positions of food brokerage sales supervisor and sales manager.\(^{139}\)

2. A majority of the respondents currently employed women as food brokerage retail sales representatives.\(^{140}\)

3. A majority of the respondents indicated that women who are employed in the position of food brokerage sales supervisor are "equally effective" as men in communicating with food brokerage retail sales representatives.\(^{141}\)

4. A majority of the respondents indicated that women who are employed in the position of food brokerage retail sales representative are either "very effective" or "effective" in communicating product knowledge, using sales skills, and communicating with store personnel.\(^{142}\)

---

\(^{138}\)Class lecture of Dr. Jack T. Humbert, Distributive Education Department, Western Michigan University, Kalamazoo, Michigan, November 7, 1980. The terms used in the conclusions are defined as follows: (sizeable majority: 80-100%), (majority: 51-79%), (minority: 21-50%), and (sizeable minority: 0-20%).

\(^{139}\)Dennis S. Moore, "National Food Brokers Association Members Communicate Attitudes About Women Working in Food Brokerage Positions" (Undergraduate Study, Western Michigan University, 1980), pp. 87-88.

\(^{140}\)Ibid., pp. 83-84.

\(^{141}\)Ibid., pp. 99-100.

\(^{142}\)Ibid., pp. 105-10.
5. A majority of the respondents "did not know", "did not answer", or indicated that women are unaware of the job opportunities available with food brokerage firms.\(^{143}\)

6. A majority of the respondents "were not sure", "did not answer", or indicated that women who are employed in the position of food brokerage sales manager are "equally effective" as men in relating to principals; a minority of the respondents indicated that women are "not as effective" as men in relating to principals.\(^{144}\)

7. A minority of the respondents indicated that women were equally aware as well as unaware of the job titles available with food brokerage firms.\(^{145}\)

8. A minority of the respondents indicated that there is no major difference among males and females who are employed in the position of food brokerage sales manager in the job duty of planning sales strategies effectively.\(^{146}\)

A minority of the respondents indicated that females who are employed in the position of food brokerage sales manager are "more effective" than males in the following job duties:\(^{147}\)

a. Controlling Expenditures
b. Coordinating Activities of Retail Sales Representatives
c. Communicating with Retail Sales Representatives

\(^{143}\textit{Ibid.}, pp. 103-4.\)
\(^{144}\textit{Ibid.}, pp. 111-12.\)
\(^{145}\textit{Ibid.}, pp. 101-2.\)
10. A minority of the respondents indicated that males who are employed in the position of food brokerage sales manager are more effective than females in the following job duties:¹⁴⁸

a. Developing Sales Promotions
b. Training Retail Sales Representatives
c. Motivating Retail Sales Representatives
d. Relating to Principals

¹⁴⁶Ibid., pp. 113-15.
¹⁴⁷Ibid., pp. 116-18, 125-27, 134-36.
¹⁴⁸Ibid., pp. 119-24, 128-33.
The following hypotheses are accepted or rejected:

1. The small percentage of women in the food brokerage industry in the positions of sales representative, sales supervisor, and sales manager is due to the fact that women are unaware of the job opportunities available. This hypothesis is accepted.\textsuperscript{149}

2. The small percentage of women in the food brokerage industry in the positions of sales representative, sales supervisor, and sales manager is due to the fact that women are unaware of the job titles available. This hypothesis is rejected.\textsuperscript{150}

3. The small percentage of women in the food brokerage industry in the positions of sales representative, sales supervisor, and sales manager is due to the fact that top management believes that men are more effective in relating to principals than women. This hypothesis is rejected.\textsuperscript{151}

4. The small percentage of women in the food brokerage industry in the positions of sales representative, sales supervisor, and sales manager is due to the fact that top management believes that men are more effective in communicating with retail sales representatives than women. This hypothesis is rejected.\textsuperscript{152}

\textsuperscript{149} Ibid., pp. 103-4.
\textsuperscript{150} Ibid., pp. 101-2.
\textsuperscript{151} Ibid., pp. 111-12.
\textsuperscript{152} Ibid., pp. 99-100.
It is apparent from the results of this study that only about 71% of the respondents currently employ women as food brokers. This is encouraging, BUT we must realize that as a percentage to the total number of all food brokers, there are very few women. From my informal investigation I received some valuable information concerning the attitudes of food brokers concerning women. The following generalizations about women were either implied or direct from my conversations with the brokers:

1. Physical strength is a disadvantage in hiring women.
2. A lot of grocers have somewhat of a negative attitude toward women.
3. Men who are employed as sales supervisors are more forceful than women.
4. The food industry appears to be very conservative with regards to hiring women.
5. Women are referred to as "gals."
6. The food brokerage industry is a "traditional man's world" and it takes quite a while to change.
7. There are some women who try to use their charms to gain advantage over their male counterparts.
8. The biggest problem for women is to get the job and then they can prove themselves.

These generalizations lead me to believe that food brokers appear to be biased. Although they have told me otherwise, their actions, underlying attitudes, and conversational
language slanted heavily toward bias. They appear to be realistically saying one thing, but meaning or doing another.

In an effort to increase the number of women in the food brokerage industry, it is essential to begin the necessary efforts at the retail level. From my knowledge and experience with the food industry, the retail level appears to be the key area for focusing these efforts.

The retailer decides what he will buy and from whom he will buy it. The retailer's attitudes are a crucial factor in the development of an ongoing program to increase the number of women in the food brokerage industry.

First, it is necessary to inform young women of the opportunities as a food broker. The attractiveness of the job and the nature of the work must be emphasized in verbal presentations to young women.

The next step is to acquaint retail grocers with the training and development of food brokerage employees. It is necessary to stress that women have the same capabilities as other men on the staff. This will not be as easy as it sounds! Although the food industry is undergoing many evolutionary changes, grocers are usually only familiar in dealing with "salesmen" in their stores and not women.

The final step of this program lies with women who currently hold positions in food brokerage firms. The future success of women in the food brokerages lies partly with the
the grocer's appraisal of the women currently working as food brokers. It is important that these women put their best efforts out. Improper attitudes about women can be gradually changed over time when everyone cooperates.

This cooperation must come from the following areas:

1. Retail Grocers
2. Food Brokers
3. High School Counselors
4. College Career Counselors

All segments of the food industry are emphasizing the development of more effective sales representatives. Women can fill these jobs when they become aware of the opportunities and are properly prepared for careers as food brokers.
SECTION 6

SOURCES CONSULTED
SOURCES CONSULTED

Books


Books (Cont'd.)


Periodicals

"Job and Family: The Walls Come Down." U.S. News & World 
Report, LXXXVIII, No. 23 (June 16, 1980), 57-8.

Harris, Sydney J. "Word Meaning Reflect Male Chauvinism, Too." 

Porter, Sylvia. "The Working Woman is Major Phenomenon." 
The News and Observer (Raleigh, North Carolina), November 
29, 1979, p. 34.

"Profile of America: What '80 Census Will Show." U.S. News 
& World Report, LXXXVIII, No. 13 (April 7, 1980), 64-7.

Ziomek, Jon. "Grammar takes back seat to feminist drive." 
The Sun-Times (Chicago), September 17, 1975, p. 20-B.

Personal Interviews

Interview with Mr. Robert Beahan, Grand Rapids, Michigan, 
October 2, 1980.

Interview with Mr. Robert Clark, Grand Rapids, Michigan, 
October 2, 1980.

Interview with Ms. Allene Dietrich, Kalamazoo, Michigan, 
September 24, 1980.

Interview with Ms. Allene Dietrich, Kalamazoo, Michigan, 
October 1, 1980.

Interview with Mr. Herbert Hesselink, Grand Rapids, Michigan, 
October 2, 1980.

Interview with a Retail Sales Manager, Grand Rapids, Michigan, 
October 2, 1980.
Class Lecture

Class lecture of Dr. Jack T. Humbert, Distributive Education Department, Western Michigan University, Kalamazoo, Michigan, October 1, 1980.

Class lecture of Dr. Jack T. Humbert, Distributive Education Department, Western Michigan University, Kalamazoo, Michigan, October 20, 1980.

Class lecture of Dr. Jack T. Humbert, Distributive Education Department, Western Michigan University, Kalamazoo, Michigan, November 7, 1980.
APPENDIXES
## APPENDIX A

### PROGRAM EVALUATION REVIEW TECHNIQUE

<table>
<thead>
<tr>
<th>Event</th>
<th>Event Description</th>
<th>Starting and Ending Dates</th>
<th>Estimated Work Hours</th>
<th>Estimated Expenditure</th>
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<td>Define Purpose Draft 1</td>
<td>09-11 to 09-12</td>
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<td>How Sex Bias Hurts Men</td>
<td>09-19 to 09-22</td>
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<td>Demographics</td>
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<td>11-24 11-26</td>
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<td>Oral Presentations</td>
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<td>30</td>
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<td><strong>Total Hours</strong></td>
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<td><strong>298</strong></td>
<td><strong>$2,682.00</strong></td>
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</table>
October 29, 1980

Dear NFBA Member:

Please do me a favor.

May I ask your cooperation in a market research survey about women in food brokerage positions?

The questionnaire will not take more than a few minutes to fill out. It is extremely important to ask people like yourself to help me learn more about food brokerages. Please be assured that your response to the questions will be of considerable interest to me, and will, of course, be kept completely confidential.

Because every answer is important to the reliability of this survey, I know you will send me your answer in the enclosed pre-paid envelope today, if possible.

Let me take this opportunity to thank you for your time and effort in making this survey a success.

Sincerely,

Dennis S. Moore

DENNIS S. MOORE
Student, Western Michigan University

Enclosures:
1. Questionnaire
2. Envelope
APPENDIX C

QUESTIONNAIRE

*****************************************************************
*
*
*
DIRECTIONS: Place a check, (√), in front of the answer that
best describes your own opinion. Please use one
check unless otherwise instructed.

*****************************************************************

1. What is your job title? ______________________________________

2. How long have you held this position?
   ( ) under 1 year
   ( ) 1-5 years
   ( ) 6-10 years
   ( ) 11-15 years
   ( ) over 15 years

3. What is your age?
   ( ) under 25 years
   ( ) 25-35 years
   ( ) 36-45 years
   ( ) 46-55 years
   ( ) over 55 years

4. In what state(s) do you work? (Check all that apply)
   ( ) Illinois
   ( ) Michigan
   ( ) Wisconsin
   ( ) Indiana
   ( ) Ohio

5. How many food brokerage retail sales representatives do you currently employ in your retail sales department?
   ( ) 1-5 people
   ( ) 6-10 people
   ( ) 11-15 people
   ( ) over 15 people

6. Do you currently employ women as food brokerage retail sales representatives?
   ___ No, we do not currently employ women as food brokerage retail sales representatives. If you answered "NO," then please go to question #8.
   ___ Yes, we do currently employ women as food brokerage retail sales representatives.

*****************************************************************
7. If you answered "YES" to question #6, then what percentage of your retail sales department consists of women?

( ) 0-10%   ( ) 21-30%   ( ) 41-50%
( ) 11-20%   ( ) 31-40%   ( ) over 50%

8. In your food brokerage, do you currently have any women holding any of these positions?

    yes   no
Sales Supervisor   ___  ___
Sales Manager      ___  ___
Other, please specify:__________________________

9. If any, describe the advantages of hiring women as:

   A. sales managers. ______________________________
   ______________________________
   ______________________________

   B. sales supervisors. __________________________
   _____________________________
   _____________________________

10. If any, describe the disadvantages of hiring women as:

    A. sales supervisors. __________________________
    _____________________________
    _____________________________

    B. sales managers. __________________________
    _____________________________
11. One function of a sales supervisor for a food brokerage is communicating with retail sales representatives. Compared to men, do you feel women are:

- [ ] more effective than men at communicating as a sales supervisor.
- [ ] equally effective as men at communicating as a sales supervisor.
- [ ] not as effective as men at communicating as a sales supervisor.
- [ ] I am not really sure.

12. Do you feel women are aware of the job titles available with food brokerages?

- [ ] No, I do not feel they are aware.
- [ ] I do not know.
- [ ] Yes, I feel they are aware.

13. Do you feel women are aware of the job opportunities available with food brokerages?

- [ ] Yes, I feel they are aware.
- [ ] No, I do not feel they are aware.
- [ ] I do not know.

14. Effective food brokerage retail sales representatives require certain skills and knowledge. Below is a list of three brokerage retail job duties.

(Rate the effectiveness of women in these retail job duties by circling your choice.)

<table>
<thead>
<tr>
<th>14.1 Communicating Product Knowledge</th>
<th>Extremely Effective</th>
<th>Very Effective</th>
<th>Effective</th>
<th>Ineffective</th>
<th>Very Ineffective</th>
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<tr>
<td>14.2 Using Sales Skills</td>
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<td></td>
</tr>
<tr>
<td>14.3 Communicating with Store Personnel</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
15. One function of a sales manager for a food brokerage is relating to principals. Compared to men, do you feel women are:

[ ] not as effective as men at relating to principals as a sales manager.

[ ] I am not really sure.

[ ] equally effective as men at relating to principals as a sales manager.

[ ] more effective than men at relating to principals as a sales manager.

16. These various job duties of a sales manager of a food brokerage are to be ranked according to the ability of a male and a female to perform the job duty. Each duty should be given a DIFFERENT RANK. Please mark your choice in the parentheses by using the numbers 1, 2, 3, 4, 5, 6, 7, and 8.

(1 = most effective to 8 = least effective)

(Use a rank only ONCE.)

<table>
<thead>
<tr>
<th>MALE</th>
<th>JOB DUTIES</th>
<th>FEMALE</th>
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<tr>
<td></td>
<td>PLANNING SALES STRATEGIES</td>
<td>( )</td>
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<td></td>
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<td>( )</td>
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<tr>
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<td></td>
<td>DEVELOPING SALES PROMOTIONS</td>
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<td></td>
<td>TRAINING RETAIL SALES REPRESENTATIVES</td>
<td>( )</td>
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<td></td>
<td>COORDINATING ACTIVITIES OF RETAIL SALES REPRESENTATIVES</td>
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<tr>
<td></td>
<td>16.6</td>
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<tr>
<td></td>
<td>MOTIVATING RETAIL SALES REPRESENTATIVES</td>
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<td>RELATING TO PRINCIPALS</td>
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<td></td>
<td>16.8</td>
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<td>COMMUNICATING WITH RETAIL SALES REPRESENTATIVES</td>
<td>( )</td>
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</table>

Thank you for your time and effort. Please return the questionnaire in the pre-paid envelope today, if possible. Your cooperation has been greatly appreciated. All answers will be kept completely confidential. Thank you.

*******************************************************************************