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Confidential Role Information for Employer Position 3A

You are the Marketing Vice President of the Rapid Golf Equipment Company, and have held this position for the past four years. One of the people working for you is the Director of Mail Order Sales. This person has been in the position for the past two years, and over that time, the Director has done an excellent job. This is indicated by the improved response in the campaigns of the Slingshot, Fireball and Thunderhead lines of golf balls, golf gloves, golf bags and other equipment. The Director designed and executed several new marketing/sales campaigns that have done well. You are quite pleased with the progress on these lines.

There has been one problem area. One of the objectives for this past year was to get more action in the Phoenix line (Rapid's most expensive line of golf equipment). The sales units on this year's Phoenix line have been quite poor—but then again, Phoenix has never been a really successful line. The current director has been unable to change the sales performance results of this line in the past few quarters, and you have no indication that anything in the program has changed.

It is currently salary review time, and while the Director has had excellent results in the other lower priced lines, the failure to get Phoenix moving is the reason you expect to give only a nominal raise for this year. If new achievements in the Phoenix line can be shown, then you could see your way clear to a larger raise. The director's current salary is \$75,000 base pay. You feel that a raise of \$4,000 (just over 5 percent) is a fair raise for this year's efforts (normal raises are usually in the 6 - 8 percent range). You are not constrained in granting a raise of more than \$4,000, but you want some justifiable evidence why the Director should get more. You consider yourself a firm but fair negotiator.

Take a few minutes to review these facts and devise discussion with your Director about a pay raise.



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