2018 National Conference in Sales Management
San Diego, CA
April 11th-13th, 2017

Town and Country
500 Hotel Circle North
San Diego, CA 92108

PROCEEDINGS

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National Conference on Sales Management
Mission Statement

The mission of the National Conference on Sales Management (NCSM) is to create and disseminate knowledge on professional selling and sales management. This mission has three legs: Research, PSE, and Business Involvement.

Research – The conference should be a focal point for the development and transfer of knowledge on sales and sales management. We should provide a forum for the development of quality research in the sales and sales management area.

PSE – A related leg is to encourage growth that strengthens PSE and its educational component. The NCSM should be designed whenever reasonable to support the PSE faculty advisors. Our activities should be structured in a fashion that recognizes their important role in the dissemination of sales and sales management knowledge as advisors to students.

Business Community Involvement – The final leg consists of our role in recognizing the opinions and contributions of the people who are working in the field of sales and sales management. Business people can make an important contribution in evaluating the research we are doing and in sharing ideas on trends in sales management and selling. NCSM seeks to enhance the practice of professional selling and sales management by fostering the dialogue between academicians and practitioners.

Through adherence to the mission, the National Conference on Sales Management (NCSM) exists to create the premier national conference for disseminating knowledge in the areas of sales management and professional selling.

FOREWORD

This thirty-third volume of the Proceedings from the National Conference in Sales Management contains articles and abstracts of presentations made at the 2018 Conference held April 11-13 at the Town and Country Hotel. Each article was selected after a blind competitive review process and will be presented at the conference by at least one author. In addition, the three-day Conference devotes three sessions to The University Sales Center Alliance (USCA) sponsored Best Sales Teaching Innovation methods. Based on the success of the Research Round Table this session continues at this year's conference, as well as five very interesting special session presentations/panel discussions. As always, the 2018 Conference continues to provide the outstanding socializing and networking opportunities that are hallmarks of the NCSM.

As interest in sales research and education has significantly expanded over the years, Conference attendance by both academics and practitioners continues to be strong. The 2018 Conference hosts 63 participants, 7 of whom are doc students. This is possible only by the combined efforts of the PSE Staff, NCSM Executive Board, authors, reviewers, session chairs, sales professionals and special presenters who have contributed their time, effort and expertise to the Conference.
Special recognition for this 2018 Conference goes to:

- Joan Rogala, Executive Director of Pi Sigma Epsilon for her expert support and guidance throughout the conference planning process, Kristin Pearson of PSE for supporting the online access of the Proceedings, and all the staff of Pi Sigma Epsilon for all they do behind the scenes.
- The NCSM Executive Board – Scott Widmier of Kennesaw State University for his leadership and guidance as the Executive Director of the NCSM; Greg Rich of the Bowling Green University for serving as Competitive Sessions Chair; Nathaniel Hartmann of the University of Hawaii at Manoa and Willy Bolander of Florida State University for serving as Co-chairs of the Doctoral Student Sales Research Program; Stacey Schetzsle of the University of Tampa for serving as Sales Education Track Coordinator; Stefanie Boyer of Bryant University for serving as Special Sessions Coordinator; Catherine Johnson of The University of Toledo and Rebecca Dingus of Central Michigan University for co-coordinating the Revising Roundtable sessions.
- All the paper reviewers (see list in separate document) for their constructive feedback to help authors advance their research.
- The University Sales Center Alliance for its continued support and sponsorship of the Best Sales Teaching Innovative Method award and Best Doctoral Student Paper award
- Axcess Capon/Tanner, Honeycutt, and Erffmeyer, for continued sponsorship of the NCSM Best Paper Award.
- Our generous sponsors of our evening networking events including Carew, Gartner, Interact, and USCA.
- The PSE National Education Foundation for sponsorship of doctoral student fellowships.
- And all of the contributors and supporters of the Conference who put their valuable time into making this Conference a success.

The goal of the National Conference in Sales Management is to serve as a forum for professionalizing selling and sales management by bringing together a broad spectrum of academics and practitioners. Thanks to the support and effort of everyone associated with this thirty-third event, this goal continues to be met.

Lisa R. Simon
Program Chair
California Polytechnic State University, San Luis Obispo

David Fleming
Proceedings Editor
Indiana State University

HERITAGE OF LEADERSHIP FOR NCSM

Year	Program Chair	Proceedings Editor
1986	E. James Randall *Georgia Southern University*	E. James Randall *Georgia Southern University*
1987	E. James Randall *Georgia Southern University*	E. James Randall *Georgia Southern University*
1988	E. James Randall *Georgia Southern University*	David J. Good *Central Missouri State University*
1989	David J. Good *Central Missouri State University*	David J. Good *Central Missouri State University*
1990	David J. Good *Central Missouri State University*	James B. Deconinck *Central Missouri State University*
1991	E. James Randall *Georgia Southern University*	Roberta J. Good *Central Missouri State University*
1992	Ramon A. Avila *Ball State University*	Dan C. Weilbaker *Northern Illinois State University*
1993	Ramon A. Avila *Ball State University*	Dan C. Weilbaker *Northern Illinois State University*
1994	Dan C. Weilbaker *Northern Illinois State University*	Rick E. Ridnour *Northern Illinois University*
1995	Dan C. Weilbaker *Northern Illinois State University*	Timothy A. Longfellow *Illinois State University*
1996	Timothy A. Longfellow *Illinois State University*	Michael R. Williams *Illinois State University*
1997	Timothy A. Longfellow *Illinois State University*	Michael R. Williams *Illinois State University*
1998	Michael R. Williams *Illinois State University*	Michael A. Humphreys *Illinois State University*
1999	Michael R. Williams *Illinois State University*	Michael A. Humphreys *Illinois State University*
2000	Michael A. Humphreys *Illinois State University*	Jon M. Hawes *The University of Akron*
2001	Michael A. Humphreys *Illinois State University*	Jon M. Hawes *The University of Akron*

2002	David A. Reid *The University of Toledo*	Jon M. Hawes *The University of Akron* Scott A. Inks *Middle Tennessee State University*
2003	David A. Reid *The University of Toledo*	Scott A. Inks *Middle Tennessee State University*
2004	Scott A. Inks *Ball State University*	C. David Shepherd *Kennesaw State University*
2005	Scott A. Inks *Ball State University*	C. David Shepherd *Kennesaw State University*
2006	C. David Shepherd *Kennesaw State University*	Mark C. Johlke *Bradley University*
2007	Mark C. Johlke *Bradley University*	C. David Shepherd *Georgia Southern University*
2008	Mark C. Johlke *Bradley University*	Ellen Bolman Pullins *The University of Toledo*
2009	Mark C. Johlke *Bradley University*	Ellen Bolman Pullins *The University of Toledo*
2010	Ellen Bolman Pullins *The University of Toledo*	Concha R. Neeley *Central Michigan University*
2011	Ellen Bolman Pullins *The University of Toledo*	Concha R. Neeley *Central Michigan University*
2012	Concha Allen *Central Michigan University*	Michael L. Mallin *The University of Toledo*
2013	Concha Allen *Central Michigan University*	Michael L. Mallin *The University of Toledo*
2014	Michael L. Mallin *The University of Toledo*	Scott M. Widmier *Kennesaw State University*
2015	Michael L. Mallin *The University of Toledo*	Scott M. Widmier *Kennesaw State University*
2016	Scott M. Widmier *Kennesaw State University*	Lisa R. Simon *California Polytechnic State University, San Luis Obispo*
2017	Scott M. Widmier *Kennesaw State University*	Lisa R. Simon *California Polytechnic State University, San Luis Obispo*
2018	Lisa R. Simon *California Polytechnic State University, San Luis Obispo*	David E. Fleming *Indiana State University*

National Conference in Sales Management 2017 Reviewers

Conference Chair: Lisa R Simon, *California Polytechnic State Univeristy, San Luis Obispo*
Competitive Papers Chair: Gregory Rich, *Bowling Green University*
Reviewers:

Name	Affiliation
Raj Agnihotri	University of Texas-Arlington
Aaron Arndt	Old Dominion
Somnath Banerjee	North Dakota State University
Lisa Beeler	Ohio University
Jeffrey Bowe	Catawba College
Nawar Chaker	Elon University
Thomas DeCarlo	University of Alabama at Birmingham
Dawn Deeter	Kansas State University
Rebecca Dingus	Central Michigan University
Andrea Dixon	Baylor University
Brenda Dockery	Montana State University-Billings
Bob Erffmeyer	University of Wisconsin-Eu Claire
Richard Gooner	University of Georgia
John Hansen	University of Alabama at Birmingham
Jon Hawes	Indiana State University - Emeritus
Early Honeycutt	Elon University
Jeff Hoyle	Central Michigan University
Gary Hunter	Clemson University
Scott Inks	Kennesaw State University
Mark Johlke	Bradley University
Desiree Jost	Justus-Liebig University Giessen
Felicia Lassk	Northeastern University
Matt Lastner	Louisiana State University
Bill locander	Loyola University New Orleans
David Locander	University of Tennessee at Chattanooga
Sarah Magnotta	Towson University
Mike Mallin	University of Toledo
Lucy Matthews	Middle Tennessee State University
Jane McKay-Nesbitt	Bryant University
Jessica Mikeska	Indiana State University
Jay Mulki	Northeastern University
Blake Nielson	Weber State University
Joon-Hee Oh	California State University-East Bay
Mark Pelletier	University of North Carolina at Wilmington
Chris Plouffe	New Mexico State University
Charlie Ragland	Indiana University
Adam Rapp	Ohio University
David Reid	Bowling Green State University
Keith Richards	Baylor University

Rich Rocco	Depaul University
Maria Rouziou	Vanderbilt University
Brian Rutherford	Kennesaw State University
Reza Salehi Salehi	New Mexico State University
Charlie Schwepker	University of Central Missouri
Harish Sujan	Tulane University
Emily Tanner	West Virginia University
Jorg Westphal	FOM University of Applied Sciences for Economics and Management
Joel Whalen	Depaul University
Juliana White	Louisiana State University
Andy Wood	James Madison University
Fred Yim	Hong Kong Baptist University

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MEETING ROOM: TIKI PAVILION, TOWN AND COUNTRY SAN DIEGO, CA

TUESDAY, APRIL 10

6:30PM - 8:30PM **VIP WELCOME RECEPTION** - Tiki Pavilion - Sponsored by Carew

WEDNESDAY, APRIL 11

11:00AM -1:30PM **DOCTORAL PRE-CONFERENCE SESSION AND DOCTORAL LUNCH**

What Doctoral Students Should Know

Willy Bolander and Colleen Harmeling (Florida State University)

11:45AM -1:30PM **PSE AWARDS LUNCHEON**

1:45PM - 2:00PM **WELCOME FROM THE NCSM BOARD**

2:00PM - 3:00PM **RESEARCH SESSION #1**

Session Chair: Nathaniel Hartmann (University of Hawaii Manoa)

Presentation #1: From Cognition to Action: The Direct Effect of Self-Monitoring and Thought Self-Leadership Strategies on Adaptive Selling Behaviors

Hayam Alnakhli (University of Texas at Arlington)

Presentation #2: Destructive Selling: An Empirical View from the Perspective of University Level Business Students

Dennis Bristow, Rajesh Gulati, David Titus, Garth Harris & Zhan (Myra) Wang (St Cloud State)

Presentation #3: Who Owns your Customer Relationships? Development of the "Customer Ownership" Scale
Ricky Fergurson (Nova Southeastern University)

3:10PM - 3:55PM **TEACHING SESSION #1**
Session Chair: Mary Shoemaker (Widener University)
Presentation #1: Whose Line is it Anyways? Using Improvisation to Improve Selling Skills
Linda Mullen, Stefan Sleep, Lindsay Larson (Georgia Southern University)

Presentation #2: Implementing Social Selling in Sales Education Curriculum… The Easy Way!
Michael Rodriguez (Skema Business School, NC State University Campus)

Presentation #3: Using Mini Role Plays to Teach Emotional Intelligence
Catherine Johnson (University of Toledo)

Presentation #4: Integrating Objectives across Professional Selling and Sales Management Courses: A Role Play Challenge
Rebecca Dingus & Steven Dahlquist (Central Michigan University)

4:05PM - 5:05PM **RESEARCH SESSION #2**
Session Chair: Willy Bolander (Florida State University)
Presentation #1: Learning More About Salesperson Job Satisfaction
Christine Jaushyuam Lai (Laval University) & Betsy Gelb (University of Houston)

Presentation #2: Boosting Sales Force Morale in High-Velocity, Complex Markets: The Role of Organizational Resources
Nikolaos Panagopoulos (Ohio University), Bryan Hochstein, Tom Baker & Michael Pimentel (University of Alabama)

Presentation #3: Focusing on the Influence of Salesperson Expertise and Handling of Objections on Sales Performance: Exploring the Mediating Roles of Task Overload and Job Satisfaction
Bruno Lussier (HEC Montréal)

5:15PM - 6:00PM **USING IMPROV/SPONTANEOUS SELLING IN SALES CLASSES: BUT FIRST LET'S TRY IT OURSELVES**
Robert Peterson (Northern Illinois University) & Stefanie Boyer (Bryant University)

7:00PM - 9:00PM **WELCOMING RECEPTION** - Old Town Dinner - Sponsored by Carew

THURSDAY, APRIL 12

8:00AM - 8:30AM **BREAKFAST**

8:30AM - 9:30AM **RESEARCH SESSION #3**

Session Chair: Richard Buehrer (Ohio Dominican University)

Presentation #1: Sales Process as a Platform for Customer Value Creation

Anna Abramova (Hanken School of Economics)

Presentation #2: Exploring Leadership Behaviours Perceived To Enable Salesperson Performance

Karen Peesker & Lynette Ryals (Cranfield University)

Presentation #3: Sales Coaching Effectiveness: Scale Development and Validation

Carlin Nguyen (California State University, Los Angeles), Andrew B. Artis, Sr., Paul J. Solomon (University of South Florida) & Jeffery Anderson (California State University, Los Angeles)

9:45AM - 10:05AM I**MPROV - PUTTING SKILLS TO ACTION**

Robert Peterson (Northern Illinois University) & Stefanie Boyer (Bryant University)

10:15AM - 11:15AM **TEACHING SESSION #2**

Session Chair: Matt Lastner (Illinois State University)

Presentation #1: I Have to Give a Sales Final?

David Fleming (Indiana State University)

Lisa R. Simon (California Polytechnic State University)

Presentation #2: Infusing Live Selling into Your Sales Program and Curriculum

Timothy Butler (University of North Alabama)

Tod Cox (Stetson University)

Kyle Gregory (Gold Benefits/Give Back Nation)

Presentation #3: Don't Gripe, Look to Grapes for a Case Study Millinnials Can Grasp: Shore Distrubtion, Inc.

Stefanie Boyer (Bryant University)

Hannah Bell-Lombardo (Bryant University)

John Lombardo (Bryant University)

Robert Peterson (Northern Illinois University)

11:15AM - 11:30AM **PRESENTATION FROM CAREW**

11:30AM - 1:15PM **CAREER FAIR BOXED LUNCH**

11:30AM - 1:15PM **DOCTORAL STUDENT LUNCH** - Sponsored by Central Michigan University

1:15PM - 1:55PM **RESEARCH SESSION #4**

Session Chair: Heiko Wieland (Cal State Monterey Bay)

Presentation #1: Examining Purchasing Agents' Emotions on Advocacy to Switch Back: Integrating Justice Perceptions and Relationship Quality

Richa Chugh (Maynooth University of Ireland) & Annie H. Liu (Texas State University)

Presentation #2: The Effects of Information Consistency on Attitude toward Salesperson and Purchase Likelihood

Rebecca Rast (Missouri State University), James "Mick" Andzulis (Ohio University), Emily A. Goad (Illinois State University) & Jessica L. Ogilvie (Ohio University)

1:55PM - 2:15PM **PRESENTATION FROM GARTNER**

2:30PM - 3:30PM **RESEARCH SESSION #5**

Session Chair: Bruno Lussier (HEC Montréal)

Presentation #1: Inside Sales Operations: Inbound/Outbound and Bilingual/Monoligual Inside Sales Centers as Part of the Inside Sales Ecosystem

Richard Conde (University of North Texas)

Presentation #2: Mad Men: CEOs with Sales and Marketing Backgrounds

Collin M Gilstrap & Catherine M. Johnson (University of Toledo)

Presentation #3: Sponsoring the Professional Sales Program: A Win-Win for Students and Companies

Mark D. Groza, Louis J. Zmich & Mya Pronschinske Groza (Northern Illinois University)

3:45PM - 4:05PM **PRESENTATION FROM INTERACT**

4:15PM - 5:00PM **MEET THE EDITORS**

Session Chair: Stefanie Boyer (Bryant University)

Jimmy W. Peltier, Journal of Marketing Education

Doug Hughes, Journal of Personal Selling & Sales Management

Robert Peterson, Journal of Selling

Andrea Dixon, Journal for Advancement of Marketing Education

Andrea Dixon, International Journal of Marketing

6:00PM - 10:00PM **DINNER BOAT CRUISE** - Sponsored by Gartner and Interact

FRIDAY, APRIL 13

8:00AM - 8:30AM **BREAKFAST**

8:30AM - 9:30AM **RESEARCH SESSION #6**

Session Chair: Bryan W. Hochstein (University of Alabama)

Presentation #1: Sales Enablement Job Postings: A Thematic Analysis of Responsibilities

Robert Peterson (Northern Illinois University) & Laura Munoz (University of Dallas)

Presentation #2: Developing Formative Measures for Understanding The Use of Social Media by Salespeople

Mary E. Shoemaker (Widener University), Richard E. Plank & Robert Hooker (University of South Florida)

Presentation #3: The Dark Side of Social Selling? Exploring the Nature of Jealousy and Envy in Sales

Benjamin Britton (University of Alabama)

9:45AM - 10:30AM **TEACHING SESSION #3**

Session Chair: Stacey Schetzsle (University of Tampa)

Presentation #1: Selling Blindly, Literally

Robert Peterson (Northern Illinois University)

Presentation #2: Customer Communication is More Than Texting

Ellen Daniels (Kent State University)

Presentation #3: Rapid Role-Play Assessment Tool

Brittany Fortune (California State University, Chico)

Presentation #4: Emotional Intelligence: Working on Triggers

Laura Munoz (University of Dallas)

10:45AM - 11:45AM **RESEARCH SESSION #7**

Session Chair: Gregory Rich (Bowling Green State University)

Presentation #1: Blurring the Lines: The Roles of Hunters and Farmers in Sales

Hyo Jin (Jean) Jeon (University of Nevada Reno), Greg McAmis (Western Kentucky University) & John Nolan (University of Nevada Reno)

Presentation #2: Selling Online: Man or Machine?

Maneesh Thakkar, Gary R. Schirr (Radford University), Laurel E. Schirr (Virginia Tech) & James Lollar (Radford University)

Presentation #3: The Dark Side of Creativity

Mohammad Amin Rostami (University of Texas at Arlington)

11:45AM - 1:30PM **LUNCH ON YOUR OWN**

1:30PM - 1:45PM **REPORT FROM THE NCSM BOARD**

1:45PM - 2:00PM **PRESENTATION FROM USCA**

2:00PM - 3:30PM **OPPORTUNITIES FOR SALES RESEARCH AND TEACHING SUCCESS**

Session Chair: Steven H. Dahlquist (Central Michigan University)

Panel #1: Research Opportunities: Salesperson as Coordinator of Internal Resources

Christopher R. Plouffe (New Mexico State University)
Gabriel Gonzales (San Diego State University)
Gary Hunter (Clemson University)
Kevin Bradford (University of California, Irvine)

Panel #2: That's Interesting: A Deliberate Approach to More Interesting (and More Easily Publishable) Research

Willy Bolander (Florida State University)
Riley Dugan (University of Dayton)

Panel #3: Exploring Bambu, a Tool for Researchers

Bryan W. Hochstein (University of Alabama)
Greg Smith (Bambu)

3:45PM - 5:15PM **RESEARCH ROUNDTABLE**

Session Chairs: Rebecca Dingus (Central Michigan University) & Catherine Johnson (University of Toledo)

Table #1: Impact of Recruiter and Candidate Racioethnicity on Salesforce Diversity

Bahar Ashnai, Prabakar Kothandaraman & Ki Hee Kim (William Paterson)

Table #2: The Nested Story of Institutional Selling Actors

Jeremy Pfleger, Nathaniel N. Hartmann (University of Hawaii at Manoa) & Heiko Wieland (Cal State Monterey Bay)

Table #3: Crafting an Employee Preference Based Categorization Scheme for Adaptive Leadership

Allison Crick, David Fleming (Indiana State University) & Concha Allen (Central Michigan University)

Table #4: Investigating the Impact of Salesperson Personality on Proactive Selling Behaviors

Michael Peasley (Middle Tennesee State University), Willy Bolander (Florida State University) & Riley Dugan (University of Dayton)

6:00PM - 9:00PM **SUDS WITH BUDS** - America's Finest Brewery - Sponsored by USCA

*Session Chairs: Willy Bolander (Florida State University) & Riley Dugan (University of Day*ton)

2018 NCSM Short Abstracts by Session

Research Session 1: Wednesday 2:00 to 3:00 pm

"From Cognition to Action: The Direct Effect of Self-Monitoring and Thought Self-Leadership Strategies on Adaptive Selling Behavior"

Hayam Alnakhli (University of Texas at Arlington)

This study investigates salespersons' self-monitoring and its effect on adaptive selling behavior through salesperson's intrapersonal leadership - where leadership stems from the individuals with the purpose to influence oneself- i.e., Thought Self-Leadership (hereafter, TSL). We draw on social cognitive theory of self-regulation to develop our model and examine the relationship between self-monitoring, TSL, and adaptive selling behavior. We empirically test the model using data from 349 pharmaceutical salespeople working across several countries in Asia. Results demonstrate the positive relationship between self-monitoring behavior and adaptive selling behavior. The results also support the role of self-monitoring as an antecedent of TSL, which in turn positively impacts adaptive selling.

"Destructive Selling: An Empirical View from the Perspective of University Level Business Students"

Dennis Bristow, Rajesh Gulati, David Titus, Garth Harris & Zhan (Myra) Wang (St. Cloud State University)

Preliminary evidence indicates that salespeople in a variety of industries hold the perception that destructive selling (defined as the intentional use of unethical tactics including lying, misrepresenting product/service performance, misleading the client, spreading rumors about the competition, etc. by professional salespeople) does occur in the professional selling discipline. A rich history of related research provides further evidence that university students exhibit negative perceptions and attitudes towards professional selling. In the work reported in this manuscript, the authors studied the perceptions held by university level pre-business and business students regarding the presence of destructive selling tactics in the world of professional selling. Results indicated that respondents believed that both B2B and B2C professional salespeople are intentionally engaging in destructive selling tactics. Implications, limitations and future research avenues are presented.

"Who Owns your Customer Relationships? Development of the "Customer Ownership" Scale"

J. Ricky Fergurson (Nova Southeastern University)

The increasing complexity of the buyer-seller-salesperson triadic relationship is driving firms to be more aware of their ability to retain long-term customers. In nurturing and developing customers through the B2B life cycle, multiple departments and functional units in the firm are entwined in customer relationship management. The diffusion of tasks and responsibilities exposes a fundamental CRM gap: who truly owns the customer? This study develops and validates a scale that conceptualizes and measures customer ownership. This scale serves as a building block for measuring customer ownership and stands as a prelude to further robust research in studying the firm-customer relationship.

Teaching Session 1: Wednesday 3:10 to 3:55 pm

"Whose Line is it Anyways? Using Improvisation to Improve Selling Skills"

Linda Mullen, Stefan Sleep, Lindsay Larson (Georgia Southern University)

This improvisation activity was developed to give students an activity to improve sales presentations in a humorous, engaging experience. Often sales students have difficulty being flexible during the role-plays. Lectures, discussions, and teacher led demonstrations may not produce the sales presentations that faculty want students to achieve. Previous classroom role-plays often appeared somewhat "scripted". This teaching moment was developed to encourage students to become more flexible, improve active listening, and become more adaptable in their sales role-plays. Students use various objects to sell a product or service. This exercise is patterned loosely after the show; "Whose Line is it Anyway?"

"Implementing Social Selling in Sales Education Curriculum…The Easy Way!"

Michael Rodriguez (Skema Business School, NC State University Campus)

The selling landscape has evolved with the integration of technology tools such as social media. If you Google the term "social selling", more than 327 million results come up. With social media technology playing a key role in today's selling process sales educators need to incorporate social media topics into the curriculum. With so much information on the subject and so little time to absorb it all, how do sales educators help tomorrow's sales leaders understand and connect with customers in the digital world?

The following teaching innovation, Hootsuite Social Selling, outlines how to implement an online resource that helps students develop their social selling skill set…FOR FREE!

The Social selling module is broken up into three main components
1. Looking the Part: Establishing a professional social media presence
2. Social Researching and Planning
3. Social Prospecting and Engagement

The module consists of videos, exercises and interactive activities which are perfect for today's visual learner. The social selling learning can be conducted in and out of class and can help today's sales student gain the valuable skills needed to improve their social selling skills, digital brand and efficiency in the sales process and overall Social Selling Index Score. The module also helps sales faculty, get through all the "noise" of social selling and focus on the important elements of the sales process without spending hours researching the topics.

Research Session 2: Wednesday 4:05 to 5:05 pm

"Learning More About Salesperson Job Satisfaction "

Christine Jaushyuam Lai (Laval University) & Betsy Gelb (University of Houston)

Although research efforts have been devoted to the causes of salesperson satisfaction for decades, important questions remain: which actions should managers prioritize to really satisfy their salespeople, and at the same time, respect the budget constraint? Also, are there any actions that simply are not causing dissatisfaction? In this study, we were able to identify whether a particular job facet is a satisfier, dissatisfier or neither, when viewed in relationship to overall facets of the job. The findings suggest that firms should enrich salespeople's work and motivate salespeople by emphasizing the satisfiers.

"Boosting Sales Force Morale in Highly Dynamic, Complex Markets: The Role of Job Resources"

Nikolaos Panagopoulos (Ohio University), Bryan Hochstein, Tom Baker, & Michael Pimentel (University of Alabama)

Drawing on Job Demands-Resource (JD-R) and utilizing a multisource, multi-level dataset from 81 companies over two time periods, this study provides the first rigorous assessment of the role of morale in a sales context. Our results show the negative impact of customer purchase complexity and market dynamism on sales force morale. Additionally, our findings highlight the positive impact of morale on sales force turnover and productivity and that sales capabilities training and sales unit's cross-functional cooperation attenuate the negative impact of market demands on sales force morale. We conclude with discussion and implication for theory and practice.

"Focusing on the Influence of Salesperson Expertise and Handling of Objections on Sales Performance: Exploring the Mediating Roles of Task Overload and Job Satisfaction"

Bruno Lussier (HEC Montréal)

This research examines the relationships amongst expertise, handling of objections, task overload, job satisfaction, and sales performance. The authors argue that (1) expertise positively influences handling of objections and job satisfaction, and negatively influences task overload, (2) handling of objections negatively influences task overload, and positively influences job satisfaction, (3) task overload negatively influences job satisfaction, and (4) job satisfaction positively influences sales performance. The authors test, and provide support for, the hypotheses using data from 161 business-to-business (B2B) salespeople and objective sales performance collected from four major industries. Implications of the findings are discussed.

Research Session 3: Thursday 8:30 to 9:30 am

"Sales Process as a Platform for Customer Value Creation"

Anna Abramova (Hanken School of Economics)

A significant part of customer value is created before the purchase. This conceptual paper takes a Service Logic perspective on sales process. The paper contributes to sales literature by suggesting how a sales process can serve as a platform for value creation. Building on three value creation spheres, the article proposes a conceptual framework that highlights the importance of buyer-seller interactions. The framework suggests four gaps that can lead to value deterioration in the sales process: processes alignment, follow-up, customer needing and promise keeping gaps. The framework also offers an actionable tool for managers to spot and eliminate gaps leading to customer value deterioration.

"Exploring Leadership Behaviours Perceived to Enable Salesperson Performanc"e

Karen Boehnke Peesker & Lynette Ryals (Cranfield University)

This exploratory study builds on and extends previous sales leadership research by examining, comparing, and contrasting sales leaders' and sales representatives' perceptions of what leadership behaviours enable salesperson performance. Semi-structured interviews with sales teams (sales leaders and sales representatives) in a global enterprise software company revealed that sales professionals perceived the leadership behaviours of coaching, collaborating, championing, customer engaging, challenging, and creating vision enabled salesperson performance. Sales leaders and sales representatives were agreed that coaching, collaborating, championing and customer engaging enable salesperson performance. There were some differences, however; sales leaders spoke more about coaching, creating vision and candidate recruiting, while sales representatives spoke more about collaborating, championing, customer engaging and challenging. There were also differences between higher and lower performing sales people. High performing sales representatives referred to coaching and customer engaging behaviours more frequently than average and low performing sales representatives, indicating the importance of these behaviours in enabling salesperson performance. Respondents also revealed that the intense pressure to deliver quarterly results made leadership challenging in this environment. This may account for the difference between sales leadership behaviours and leadership behaviours identified in the literature and indicate that a high-pressure complex sales context might influence the type of leadership behaviours that may be best suited to enable salesperson performance.

"Sales Coaching Effectiveness: Scale Development and Validation"

Carlin Nguyen (California State University, Los Angeles), Andrew B. Artis, Sr., Paul J. Solomon (University of South Florida) & Jeffery Anderson, California State University, Los Angeles

Effective coaching by sale managers improves the skills, behaviors, and confidence of their salespeople. The skills and behaviors required of salespeople are different from non-selling employees. Therefore, sales managers need unique training and tools to develop coaching strategies and techniques to best serve the unique needs of their salespeople. To improve their coaching effectiveness, sales manager need to be evaluated. This research aims to advance academic research by developing and validating a sales coaching effectiveness scale (SCES) to measure sales managers.

Teaching Session 2: Thursday 10:15 to 11:15 am

"I Have to Give a Sales Final?"

David Fleming (Indiana State University) & Lisa R. Simon (California Polytechnic State University)

Many schools require that faculty give a final exam at an assigned time. For those teaching sales, a traditional final exam is not the best way to assess student understanding of the sale process and skills. This session will share three ways to conduct more applied final exams that assess student learning of key sales concepts and will allow the audience to see these exams in action.

Exercises

1) Mystery Box: Students receive a surprise product and buyer and some limited time to prepare a short pitch. This technique allows for assessment of student ability to research their buyer, learn about their product, and apply their knowledge of sales presentation and react adaptively.

2) Elevator Pitch: After completing a series of personal branding exercises (e.g., personal SWOT and writing one's goals), students notify the instructor of a dream company and that company's CEO. At a predetermined time, the student enters the elevator at the first floor, the instructor plays the role of the dream company's CEO. In about 27 seconds (four story building), the student must pitch her/himself to the CEO.

3) Reverse Career Fair: Students prepare a career fair booth display and short pitch to prospective employers who will grade them on their design and application of a proper sales presentation in terms of content and delivery. This technique allows for assessment of student professionalism, preparation and ability to deal with different customer types.

"Infusing Live Selling into Your Sales Program and Curriculum"

Timothy Butler (University of North Alabama), Tod Cox (Stetson University) & Kyle Gregory (Gold Benefits/Give Back Nation)

Since the relatively recent growth of sales programs along with institutes and centers, sales faculty have pioneered sales education infusing video role plays, sales competitions, and other experiential methods into their curriculum to provide practical knowledge to the next generation of sales professionals. Nonetheless, there seems to be much less opportunity to infuse 'live' selling scenarios with notable exceptions such as selling sales center "products" such as career fair booths, event sponsorships, etc. Students trained in these sales programs are much more ready for a sales career than those students who have no sales curriculum, however, there is often still a lack of understanding as to the experience of being a salesperson, both positive and negative.

To address this need, Tod Cox at Stetson University, in partnership with Gold Benefits, launched Hatter Benefits. Subsequently, Tim Butler launched Mane Benefits at the University of North Alabama. The program provides students with experiential learning in a live selling environment, supports fundraising efforts for sales centers and student organizations, provides enduring benefits to sales centers in terms of promotion and goodwill among students, generates goodwill for the sales center and university by saving students, faculty, and staff money at local merchants, and engages the local business community with the sales center and the university. There is great potential for this program to give students a competitive advantage in the job market, generate revenue for sales center activities, and promote the program in a way that helps recruiting efforts.

Research Session 4: Thursday 1:15 to 1:55 pm

"Examining Purchasing Agents' Emotions on Advocacy to Switch Back: Integrating Justice Perceptions and Relationship Quality"

Richa Chugh (Maynooth University of Ireland) & Annie H. Liu (Texas State University)

This study applied the Affect Infusion Model (AIM) to examine the effect of purchasing agents' emotional states after defection on their perceptions of sales firms' justice strategies and their advocacy to switch back. Data was collected from 399 purchasing agents through an on-line panel. Using PLS-SEM, we found that the "felt-bad" emotions (i.e., guilt, regret, embarrassment) positively influence justice perceptions and advocacy to switch back. On the other hand, the "good-riddance" emotions (i.e., relieved, hopeful) negatively influence justice perceptions and advocacy to switch back. Interestingly, relationship quality moderates the relationship between the "good-riddance" emotional reactions and justice perceptions, suggesting that higher levels of relationship quality may lessen unjust perceptions.

"The Effects of Information Consistency on Attitude Toward Salesperson and Purchase Likelihood"

Rebecca Rast (Missouri State University), James "Mick" Andzulis (Ohio University), Emily A. Goad (Illinois State University) & Jessica L. Ogilvie (Ohio University)

Understanding how people process consistent and inconsistent information when the information source differs between first-hand experience and second-hand word-of-mouth warrants investigation in the marketing literature. This study focused on comparing consistent and inconsistent information regarding a salesperson in the form of a Facebook post and a personal sales experience vignette. Findings indicate that individuals process consistent and inconsistent information differently depending upon whether it is a first-hand experience or second-hand knowledge. Contrary to extant work in other fields, this research reveals that first-hand experience outweighs second-hand word-of-mouth when considering the competing notions of primacy, additive and recency effects.

Research Session 5: Thursday 2:30 to 3:30 pm

"Extending Sales Controls into Sub-Categories Based on Actual Sales Agents' Actions: A Netnography Approach"

Richard Conde (University of North Texas)

Social media has transformed the way inside salespeople communicate, interact, and work with peers. This research examined inside sales agents' use of blogs/forums using netnography method. Drawing on situated learning theory and real inside salespersons' blogs, this study showcases the use blogs to improve sales controls to increase sales performance. This analysis contributes to marketing research as follows: Offers a theoretical foundation for future work in the areas of inside sales, introduces sub-segments for inside sales controls, reveals the complexities of an inside sales department and shows inside sales agents' activity controls are divided into: Sales and Operational/phone activities.

"Mad Men: CEOs with Sales and Marketing Backgrounds"

Collin M Gilstrap & Catherine M. Johnson (University of Toledo)

We use CEO biographies to identify CEOs with career backgrounds in sales or marketing. We hypothesize and find that due to their unique characteristics and skillsets, Sales CEOs exhibit superior outcomes relative to their non-Sales peers on several sales and marketing metrics. In addition, we show that Sales CEOs may insulate their firms from negative events such as an industry-wide negative demand shock or an industry sales crash. Finally, we examine how Sales CEOs use superior communication ability to increase the number and magnitude of institutional investors and to be likely to meet or beat analysts' earnings expectations.

"Sponsoring the Professional Sales Program: A Win-Win for Students and Companies"

Mark D. Groza, Louis J. Zmich & Mya Pronschinske Groza (Northern Illinois University)

This study builds on the literature regarding employer branding and talent acquisition by examining the effect corporate sponsorship of professional sales programs has on prospective employees. Grounded in theories of organizational reputation, brand equity and corporate sponsorship, it is proposed that sponsoring a sales program leads to enhanced student perceptions of the sponsoring firm. To test the study predictions, a natural field experiment involving four semesters of professional sales students is conducted. Results largely confirm the study prediction that sponsorship enhances students' employment perceptions. The study offers managerial guidance for both professional sales programs and sponsors.

Research Session 6: Friday 8:30 to 9:30 am

"Sales Enablement Job Postings: A Thematic Analysis of Responsibilities"

Robert Peterson (Northern Illinois University) & Laura Munoz (University of Dallas)

Using job description data from Sales Enablement postings, the purpose of this paper is to uncover what are the job responsibilities, scope, and qualifications that hiring companies use to define a sales enablement leadership position. This is a qualitative study employing a thematic analysis method. The analysis uncovered that hiring companies have seven areas of responsibility for sales enablement directors: education and training, content marketing, sales operations, marketing strategy, metrics, and a sales catalyst. Sales catalyst was the leading enablement functions, 84% of the sample, which calls for a strong focus on sales and process improvement. There are also four areas of expectations: internal liaison, leadership, systematic problem solver, and external liaison.

"Developing Formative Measures for Understanding the Use of Social Media by Salespeople"

Mary E. Shoemaker (Widener University), Richard E. Plank & Robert Hooker (University of South Florida)

With the increasing emphasis on digital marketing for both B2C and B2B organizations there is a need to examine the role of social media across the buying-selling process. Social media metrics are needed to understand more of the conversation. This paper suggests a formative measurement schema using the Li and Bernoff (2008) "groundswell" model that focuses of the objectives of Talking, Listening, Engaging, Supporting and Managing to examine the frequency and value of using social applications for salespeople. Responses from 117 salespeople and sales managers suggest that all five objectives are used and valued by both with greater use and value by sales managers.

"The Dark Side of Social Selling? Exploring the Nature of Jealousy and Envy in Sales"

Benjamin Britton (University of Alabama)

This research examines the role that the emotions jealousy and envy play within a sales-oriented environment. Research on the role emotions play in marketing has been presented extensively in scholarly literature, yet there has been little focus on jealousy and envy in particular. The goal of this research is to explore these emotions in a "social selling" context as this is an understudied area and it is important given the increasing complexity of modern sales environments. Specifically, this study explores the nature, antecedents and consequences of these emotions as they affect sales environments.

Teaching Session 3: Friday 9:45 to 10:30 am

"Customer Communication is More Than Texting"

Ellen Daniels (Kent State University)

Today's college student has been texting for more than half of their lives. Research has shown that for nearly 1/3 of the 18+ population, the cell phone is the first and last thing they see every day. (StatisticBrain, Frontiers in Psychiatry) It is both a means to communicate and a connection to everyone who is considered important. Yet today's average college student lacks basic communication skills involving technology, including appropriate email writing skills and phone call etiquette. In my sales courses, I have attempted to bridge this gap by having students edit and correct an improperly written email, participate in a phone call role play in class and follow up with an appropriate email. At the conclusion of these activities, students have a better idea about appropriate business communication that includes, but is not limited to, texting and emailing.

"Rapid Role-Play Assessment Tool"

Brittany Fortune (California State University, Chico)

More than 100 U.S. universities compete in internal and external sales competitions each year. University staff, sales coaches, and faculty give extensive attention to the importance of full role-play integration into course curriculum and extracurricular sales activities. Incorporating role-plays into sales courses is incredibly time-consuming, producing an administrative burden for the sales support team. This teaching application will introduce the Rapid Role-Play Assessment Tool. This tool self-calculates student scores; eliminating duplication required for initiated role-plays, and can also be used to add efficiency to the teaching and sales competition environment.

The integration of this tool adds efficiency not only to role plays alone, but also adds productivity to an instructor's course curriculum plan. The Rapid Role-Play Assessment Tool allows students to experience a broader perspective in sales techniques, theories, and model application. It also contributes to increased exposure to various fields of interest due to an allowable increase in course role-play frequency.

This tool was designed to deliver ease of use, rapid calculations for student performance rankings, and gives faculty the ability to publish student rankings quickly, emulating the corporate sales environment. This assists in developing a productive and competitive sales culture among sales teams and within the classroom. The use of this tool has not only supported sales faculty in grading and feedback efficiency, but also has been made available for student use during personal role-play preparation time. The integration of this tool positively impacts the frequency of student role-play practice sessions, ultimately, providing higher student role-play score averages.

Research Session 7: Friday 10:45 to 11:45 am

"Blurring the Lines: The Roles of Hunters and Farmers in Sales"

Hyo Jin (Jean) Jeon (University of Nevada Reno), Greg McAmis (Western Kentucky University) & John Nolan (University of Nevada Reno)

Using self-theories and role theory, we develop and empirically test the attribution-role-job performance model. This study investigates the effects of individuals' achievement attributions on both hunting and farming sales orientations and how environmental uncertainty moderates the achievement of ambidexterity of sales roles. A path analysis was performed using a dataset of 310 salespeople. This study provides insights for organizations on how to effectively recruit and train their salesforce and how to create long-term sales strategies.

"Selling Online: Man or Machine?"

Maneesh Thakkar, Gary R. Schirr (Radford University), Laurel E. Schirr (Virginia Tech) & James Lollar (Radford University)

As selling moves online, there will likely be an increased use of selling chatbots or artificial intelligence agents as inside sellers. The marketing literature suggests that human agents should benefit from positive affect when the experience is good (H1), but there could be problems if a customer feels "fooled" into believing that a chatbot is human (H2), or from attribution of blame to a human agent when the selling experience is flawed (H3). Using descriptive scenarios, this research found support for H3 – that a flawed experience with a sales chatbot is preferred to the same experience with a human agent.

"The Dark Side of Creativity"

Mohammad Amin Rostami (University of Texas at Arlington)

This research investigates the dark side of salesperson creativity and boundary conditions that may channel creativity to unethical behavior or higher performance. We propose that creativity leads to higher unethical behavior by facilitating the self-serving justification process and preventing negative effect of behavior in question on self-image. Guilt moderates this relationship in a way that the relationship would be stronger for salespeople with higher levels of guilt. Creativity can lead to higher performance and perceived supervisory feedback moderates this relationship. We are going to collect data from salespeople in the B2B context and analyze it using PLS software.

Opportunities for Sales Research and Teaching Success: Friday 2:00 to 3:00 pm

"Salesperson's Role as the Coordinator of Internal Resources: A Review and Agenda"

Christopher R. Plouffe (New Mexico State University), Gabriel Gonzales (San Diego State University), Gary Hunter (Clemson University) & Kevin Bradford (University of California, Irvine)

Recently, increasing attention is being paid to salesperson's internally directed relationship building behaviors and the potential impact these behaviors have on customer relationships and sales performance. Firms in today's turbulent environment are multifaceted systems of social coordination with complex needs and procedural systems. The increase in complexity in the needs of customers commands the development of complex solutions that are often beyond the capacity of the salesperson to deliver alone. Thus for firms to effectively develop long-term, mutually beneficial customer relationships in this environment, salespeople increasingly must call upon the resources from within their firms. The availability of these essential resources and support is often determined by the quality of the formal and informal exchange relationships that salespeople have with their intra-organizational support staff.

Today, salespeople understand that internal selling is an essential aspect of their roles as relationship managers. Sales management must adapt to contend with salespeople spending time interacting with internal support staff in order to effectively coordinate the resources needed to meet key customer demands and opportunities. Recently, sales management scholars have researched and commented on the importance of internal support in building customer relationships and though empirical work in this area is gaining momentum, many questions remain unanswered and there are ample opportunities to better understand this internal facing role of salespeople. The overall objective of this special session is to update and extend the field on research on salesperson intra-organizational efforts to identify, acquire, and coordinate support for selling efforts with customers.

Research Roundtable: Friday 3:45 to 5:15 pm

"Impact of Recruiter and Candidate Racioethnicity on Salesforce Diversity"

Bahar Ashnai, Prabakar Kothandaraman & Ki Hee Kim (William Paterson University)

The success of the companies' attempt to adopt recruitment strategies to achieve diversity depends upon awareness of the subtleties in effect when a recruiter evaluates a job candidate's performance and hireability. We ask: Does the characteristics of the recruiter - gender, ratioethnicity and job experience - impact the outcome of skill assessment and intention to hire a candidate? The results show that gender and ethnicity as well as match versus mis-match situations effect the evaluations is some aspects. Our findings would help companies develop recruiting practices for entry level sales positions that would actually contribute to a diverse workforce.

"The Nested Story of Institutional Selling Actors"

Jeremy Pfleger, Nathaniel N. Hartmann (University of Hawaii at Manoa) & Heiko Wieland (Cal State Monterey Bay)

The authors draw from service-dominant logic and institutional theory to highlight that selling and buying actors participate in exchange and co-create value in complex ever-changing social systems. This reveals the importance of considering the institutions (i.e., norms, rules, routines, value assumptions, etc.) that constrain the thinking and behavior of broad sets of actors. Furthermore, it reveals the importance of zooming out from and into the buyer-seller dyad to elucidate the processes through which institutions are formed and reshaped and understand how exchange and value co-creation take place. The present paper explores the formation of such institutions and processes, and offers implications to both theory and practice.

"Crafting an Employee Preference Based Categorization Scheme for Adaptive Leadership"

Allison Crick, David Fleming (Indiana State University) & Concha Allen (Central Michigan University)

One challenge facing managers is in optimizing how they lead their employees. Literature shows that individual employees vary on the type of leadership they prefer and that, by giving each employee their preferred leadership style, managers can get more out of them. The challenge for managers is to identify the style of leadership preferred by each employee and adapt their leadership style to best suit each employee. This paper examines existing leadership literature to develop a matrix that categorizes leadership styles based on two dimension of employee preferences, hands-on/off and transactional/transformational, to identify the optimal leadership style for each employee.

2018 NCSM Papers & Extended Abstracts

FROM COGNITION TO ACTION: THE DIRECT EFFECT OF SELF-MONITORING AND THOUGHT SELF-LEADERSHIP STRATEGIES ON ADAPTIVE SELLING BEHAVIOR

Hayam Alnakhli (University of Texas at Arlington)

INTRODUCTION

Salespeople are increasingly situated away from their organizations working across space, time zones, and often cultural boundaries (Ingram et al., 2005). Under such circumstances, they lack the active supervision from their managers and they are less susceptible to be guided and motivated by their supervisors. Consequently, organizations now seek alternative ways to enhance the ability of salespeople to engage in self-monitoring and self-leadership behaviors that would allow them to evolving business environment (Verbeke et al., 2011) and to be ready to serve customers (Singh and Venugopal, 2015).

This research offers significant contributions to theory and practice. First, past research has examined self-monitoring as an antecedent to TSL strategies (Panagopoulos and Ogilvie, 2015). More recently, Singh et al. (2017) incorporate salespersons' selling skills and adaptive selling behavior as missing links in TSL- sales performance relationship. Second, we contribute to the growing body of research on linking self-monitoring, thought self-leadership, and performance (Singh and Venugopal, 2015; Singh et al. 2017), by exploring the direct effect of self-monitoring and the employment of thought self-leadership strategies on the salesperson adaptive selling behavior.

THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

According to social cognitive theory, individuals operate as contributor to their own behavior, motivation and developing within a network of reciprocally interacting influences. However, they have to pay extra attention to their own performance, the conditions under which they occur, and the short and long term effects they produce (Bandura, 1991). Thus, success in self-regulation to some extent depends on the success of self-monitoring. Meaning, when individuals observe their thought patterns and behavior and the conditions under which these reactions occur, they begin to notice recurrent patterns.

By analyzing symmetries in the covariation between situations, their thought and actions, people can identify the significant structures of their social environment that lead them to behave in certain ways. Similarly, by altering their thought and behavior, they can understand how their thinking affects their level of motivation and performance. Therefore, self-monitoring is crucial in enlightening thought self-leadership strategies and behavior alteration because it may occurs as a reaction to internal or external prompts (Kanfer and ackerman, 1989). Aligned with this theoretical logic, we argue that self-monitoring as psychological phenomenon will motivate salesperson to devote more time and effort for handling sales encounters (Spiro and Weitz, 1990).

In addition, individuals with high self-monitoring are more reactive to incongruence situations (Snyder and Gangestad, 1982) and more disposed to enact those changes necessary for movement toward desired end-states (Panagopoulos and Ogilvie, 2015). Therefore, salesperson self-monitoring could be utilized as a vital job resource which allows him/ her to perform adaptive selling by tailoring the content and style of sales interaction in a way that is best suited to the selling situation and customer type. Similarly, Bandura (2011), argue that "Individuals are neither driven by inner forces nor automatically shaped and controlled by the environment" (p. 7). Alternatively individuals are influenced by both the interaction of internal cognition and external environment (Williams, 1997). Thus, self-monitoring is produced and the cognitive strategies of self-leadership are predicated.

ANALYTICAL PROCEDURES

To test the hypothesized relationships, we drawn the data from large pharmaceutical companies. Using PLS (Ringle et al., 2005), a measurement model and a structural were conducted. The results offer evidence of reliability, convergent and discriminant validity. Findings find support for the proposed relationships.

DISCUSSION

The results found allow for underscoring self-monitoring and TSL as viable tools that hold promise for sales force. We anchor our research on social cognitive theory of self-regulation (Bandura, 1991) and show that self-monitoring positively relates to adaptive selling behavior as well as it leads salespeople to engage in TSL. We also show that TSL has a positive influence on adaptive selling behavior.

REFERENCES AVAILABLE ON REQUEST.

DESTRUCTIVE SELLING: AN EMPIRICAL VIEW FROM THE PERSPECTIVE OF UNIVERSITY LEVEL BUSINESS STUDENTS

Dennis Bristow, Rajesh Gulati, David Titus, Garth Harris and Zhan (Myra) Wang (St. Cloud State University)

ABSTRACT

In late September of 2017, during a presentation to some 350 sophomore level university students, each of whom had indicated a strong interest in majoring in business, the following question was posed to the audience:

"How many of you are considering a career in professional selling?"

Not surprisingly, albeit disappointingly, a grand total of 4 students raised their hands. Further discussion revealed that students described professional selling/salespeople using such words/phrases as dishonest, pushy, selling unwanted products, conniving, manipulative, and more. Such responses are not surprising given the portrayal of professional sales people in the popular media. For more than 70 years the sales profession has often been depicted in a less than flattering light in movies and television shows. From Arthur Miller's classic 1949 play - 'Death of a Salesman' and the 1980 film 'Used Cars' to the more recent 'Tommy Boy' (1995), 'Boiler Room' (2000), 'The Goods: Live Hard, Sell Hard' and 'Love and Other Drugs' (2010), and the popular 'Mad Men' television series (2007 – 2015), salespeople have been portrayed as dishonest, unethical and, as Hair et., al (2009) wrote 'sleazy' (p. 30).

Such portrayals, coupled with other factors, have undoubtedly colored student perceptions of the professional selling discipline (Dubinsky 1980; Bright et., al 2005; Fine 2007; Waldeck et., al 2010). A rich stream of research shows that, for a variety of reasons, university students tend to hold distinctively negative views of salespeople and the profession. Swenson et., al. (1993) cited work from Sales Management in the 1960s documenting that only 1 in 17 male college students was willing to try selling as career (p. 51). Bristow et., al. (2006a, 2006b) documented that university students tended to view the sales profession negatively and salespeople as less than honest and trustworthy. Spillan, Totten, and Ziemnowicz (2007) continued the work on students' negative perceptions of professional selling and cited a long list of related studies. Pettijohn and Pettijohn (2009) noted '*while sales positions are readily available to college graduates (and MBAs), a problem exists: attitudes toward sales are not always positive*' (p. 36).

With such findings in mind, the presence of the negative attitudes university students hold toward professional selling at both the Business to Business (B2B) and Business to Consumer (B2C) levels, while perhaps understandable, is unfortunate. Research by Stevens and Kinni (2007) showed that up to 80% of all university level marketing majors and as many as 70% of all business school graduates will spend at least a portion of their careers in the field of professional selling. Further, Spillan et., al (2007) concluded that the professional sales discipline provides the initial point of entry into the workforce for many business students.

In addition, the demand for sales professionals remains strong and is predicted to remain so (Cummins et., al 2013). Selling Power Magazine (2017) noted that the top 200 sales firms in America will seek to hire over 500,000 new salespeople each year. As reported by the U.S. Bureau of Labor and Statistics, (2017) the demand for college educated sales professionals is predicted to increase through 2024. In their attempts to meet the ongoing and growing demand for college educated professional selling candidates, corporations in virtually all B2B and B2C settings view colleges and universities as primary recruiting grounds for the brightest and best sales candidates (Bristow, Gulati and Amyx 2006; Nachanani 2007; Pettijohn and Pettijohn 2009). And colleges and universities are responding with added emphasis on professional selling and sales management as part of their curricula (Bolander, Bonney and Satornino 2014; Titus et., al. 2017). In those curricula, as well as in virtually every university sales/sales management textbook, the importance of trust, integrity and honesty in successful, long-term selling relationships is touted. In sales and marketing classrooms across the world,

educators emphasize trust-based professional selling and devote significant time and energy to the topic of ethical selling.

Despite those efforts, the negative attitude university students continue to exhibit towards professional selling is well documented. That documentation, coupled with new evidence of the intentional practice of destructive selling tactics and the ongoing demand for college educated sales professionals, provided the impetus for the current study.

THE STUDY

The 'negative attitude' demonstrated toward professional selling by university students and documented in the sales literature may also permeate the selling discipline itself. In related work, the authors of this manuscript conducted a series of focus groups with business-to-business professional salespeople and sales managers. Focus group findings revealed that participants held the perception that other sales people, across a variety of industries, are intentionally engaging in unethical and, in the words of the focus group participants 'destructive selling tactics'. Such tactics were perceived to be destructive in terms of hindering the creation of and/or maintenance of long term buyer/seller exchange relationships, harmful to the professional selling industry, to sales firms, the discipline and more. Focus group discussions further revealed that these destructive selling tactics included lying, misrepresenting product or service performance, over promising regarding delivery times, spreading false rumors about competitors, and more. Based upon these findings, for the current study destructive selling tactics were defined as follows:

The intentional use of deceit, misrepresentation, lying, falsehoods (pertaining to competitors, product/service portfolios, delivery times, product performance), damaging rumors, etc., as a professional selling tactic or strategy.

Method

The survey research method was used to investigate the primary research question in the study: *What perceptions do university level pre-business and business students hold toward the intentional use of destructive selling tactics by professional salespeople?*

The survey instrument employed in the study was a modified version of a questionnaire previously used to assess the perceptions professional salespeople exhibited towards destructive selling techniques and the use of those techniques by other salespeople. The paper-and-pencil questionnaire included 21 statements, written in a six-point Likert format with endpoints ranging from Strongly Disagree (1) to Strongly Agree (6). Each statement, along with several demographic items, was pilot tested with 36 undergraduate university students. The piloting procedure indicated no problems with the clarity of the items nor with the ability of the students to understand the statements and to respond to the statements via the Likert scales.

Participants

The overall sample in the study consisted of 658 business and pre-business students in a Midwestern university. A total of 338 students completed the survey statements related to business-to-consumer salespeople (hereafter referred to as the B2C survey), and 320 students responded to the statements related to student perceptions regarding business-to-business (referred hereafter as the B2B survey) salespeople. The total sample consisted of students from all business majors offered in the university (Accounting, Entrepreneurship, Finance/Real Estate/Insurance, General Business, Information Systems, Management, Marketing and students enrolled in a pre-business introductory course) where the study was conducted.

Results

Analyses were conducted to examine student perceptions of destructive selling in 7 key areas:

- Student Perceptions of the Intentional Use of Destructive Selling Tactics by Both B2B and B2C Salespeople.
- Student Perceptions of the Use of Destructive Selling Tactics by Market Leader Salespeople

- Student Perceptions of Company Provided Training In, the Effectiveness of, and the Frequency of the Intentional Use of Destructive Selling Tactics
- Demographic Comparison of Student Perceptions of Destructive Selling Tactics
- The Influence of Sales Course Enrollment/Completion Upon Student Perceptions of Destructive Selling Tactics
- The Impact of Professional Selling Work Experience on Student Perceptions of Destructive Selling Tactics
- The Effect of Class Standing on Student Perceptions of Destructive Selling

Study findings revealed that between 50% and 75% of the surveyed sample of pre-business and business students perceived that some professional salespeople in both B2C and B2B firms engage in a variety of destructive sales behaviors including lying about their products as well as competitors' products. Between 35% and 45% of the sampled business students also believed that B2B/B2C salespeople with firms that are dominant in their industries (market-share leaders) also engage in destructive selling behaviors. A majority of the sampled students perceived that destructive selling behaviors are common, on the rise, and, remarkably, that firms train their salespeople in such tactics. And more than 40% of the sampled students perceived that destructive selling tactics are effective selling tools. Although approximately 62% of the respondents believed that lies were likely a "last resort tactic" and that less experienced salespeople were more likely to engage in destructive selling tactics, in sum, we conclude that the sampled business students had very unfavorable perceptions of salesperson behaviors as they related to the existence and extent of destructive selling tactics purposefully employed by salespeople.

Limitations

This study was conducted using a cross-sectional student sample from one Midwestern university, so any generalization of the perceptions held by the student sample in this study to other business students may be limited. Also, the demographic mix of students at the sampled university may not hold true for other universities. Further, depending upon a variety of factors, including various professional selling cultures, courses and programs at other universities, student perceptions of destructive selling may differ from those exhibited in this study. As such, researchers are encouraged to replicate the study at other universities.

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WHO OWNS YOUR CUSTOMER RELATIONSHIPS? DEVELOPMENT OF THE "CUSTOMER OWNERSHIP" SCALE

J. Ricky Fergurson (Nova Southeastern University)

INTRODUCTION

In the rapidly changing landscape of business-to-business (*hereafter*, B2B) sales, technology-enabled buyer-seller exchanges, competitive intensity and unprecedented selling costs, organizations are invested in the acquisition and retention of customer relationships. Given that customers are buying through multiple sales channels, firms are driven to engage customers differently. In nurturing and developing customers through the B2B life cycle, multiple departments and functional units in the firm are entwined in customer relationship management (CRM). The complexity of CRM and dynamism in customers' relationship expectations require that sales, marketing, service and support collaborate to maximize sales, fulfillment and overall customer satisfaction. The diffusion of tasks and responsibilities exposes a fundamental CRM gap: *who truly owns the customer?* The idea of customer ownership may be ambiguous; however, customer ownership and "allegiance" to either the salesperson and/or the firm has received widespread attention in the applied business and social science literature. So, what does it mean to own a customer relationship? Customer ownership is defined as building a level of rapport, commitment, and trust with a customer that increases dependency on the seller, the firm and potentially third-party providers involved in consummating B2B transactions.

The overarching goal of this research is to develop and then validate a scale measuring customer ownership within the B2B domain. More specifically, the objectives of this paper are to:

1. Generate a pool of items/statements reflecting salesperson/firm perception of customer ownership.
2. Synthesize and reduce these items/statements into key determining factors that explain customer ownership.
3. Test the psychometric properties of the posited factors within the context of customer ownership.

This scale is important in the B2B domain and is called for by Palmatier et al. (2007) and Zoltners et al., 2011) who reify the importance of understanding who owns the customer relationship. This research contributes to the study of business-to business relationships by providing a customer ownership scale capable of application in future research probing customer relationships.

RESEARCH FRAMEWORK

Even with the growing complexities in B2B selling, a review of the sales and allied social sciences literature illuminates a paucity of research attention afforded to relational dynamics and customer ownership, despite its invariable importance in CRM (Palmatier, Houston, Dant, and Grewal, 2013). Existing research examines customer loyalty to the firm or to a brand (Kuusik, 2007; Reddy, Reddy, and Azeem, 2011; Sirdeshmukh, Singh, and Sabol, 2002), as well as the impact of salesperson trust on customer loyalty (Azim, Hussain, and Ali, 2013; Newell, Wu, Leingpibul, and Jiang, 2016). While most loyalty research is anchored in measuring customer loyalty to the firm, it is important to further understand the duality of salespersons' concurrent loyalty to the customer and firm which may be variable. Palmatier et al. (2007) began the task of explicating the relationship between customer loyalty to the firm and loyalty to the salesperson through the introduction of "salesperson-owned loyalty." While an important contribution to this stream of research, Palmatier et al. (2007) does not extend nor measure the multidimensional variables that impact the relational complexity of the B2B sales exchange. Repetitive salesperson-customer interactions allow the salesperson to develop a unique understanding of the needs of the customer. This deeper understanding allows the salesperson to develop strong customer bonds that inextricably link the salesperson and customer together in a way that transcends the firm's level of understanding of customer needs. The strength of these customer-salesperson bonds

is reflected by researchers' insights that a significant portion of customer loyalty is embodied in and controlled by the salesperson (Berry, 1995; Palmatier et al., 2007).

METHODOLGY, ANALYSIS, AND RESULTS

In the development and validation of this scale measuring customer ownership, the classical multi-item scale development involving a multi-step process (Churchill, 1979) was employed. As Blankson (2008) discussed, it is critical to be systematic and methodical with the process and pay attention to each step of the process. Churchill (1979) noted that although researchers might not be able to afford to complete every step in the process, there should be an expectation to at least complete through step 4. The completion of the first four initial steps should indicate whether isolable traits are being captured by the measures, the quality of the traits' assessment, and reduce the tendency to analyze faulty data (Churchill, 1979). "Once steps 1-4 are done, data collected with each application of the measuring instrument can provide more and more evidence related to the other steps" (Churchill, 1979, p. 73). In following the guidelines of Churchill's (1979) multi-step process, two studies were conducted. The first study was administered via Amazon's Mechanical Turk. For study 1, data were collected from 710 salespeople. The usable sample was 349 after cleaning the data following the guidelines suggested by Johnson (2005) and Mason and Suri (2012). The second study using a panel of 249 business-to-business salespeople in the United States.

Construct Reliability

Consistent with Spector (1992), data analysis involved the assessment of the proposed construct in terms of reliability and validity. For the resulting 10 items, the reliability coefficient is high ($\alpha = .857$). Additionally, the indicated item-total correlations for the 10 items are acceptable with each item above the cut-off point of .3 except for 'Understand my customers' needs'. Split-half analysis was run to further test reliability for the 10 items (Equal-Length Spearman-Brown = .834, $\alpha = .843$ for part 1 (5 items) and $\alpha = .666$ for part 2 (5 items), Guttman Split-half = .834).

Validity

The validity of the measures assessing customer ownership was assessed through content, convergent, discriminant, and predictive validity. The results indicated that the content of the measures was representative of customer ownership. In this study, convergent validity was examined using EFA where the extracted latent factors can be seen as a set of common underlying dimensions of customer ownership. Discriminant validity was assessed by examining the EFA results. Given that there appears to be an absence of cross loadings, the items are demonstrated to be measuring only single concepts which assures discriminant validity. The stability of the customer ownership scale in terms of its predictive validity is demonstrated by the degree of inter-factor correlations and evidence of internal reliability.

CONCLUSIONS

This study has developed a scale measuring customer ownership. The study adhered to good practices in literature by first generating a pool of statements regarding customer ownership. Following this, the statements were synthesized and reduced to form key determining factors. The final scale consists of a single ten-item factor. This research has identified reasons for a customer to be connected to their salesperson and thus allow the salesperson to have a stronger ownership of the customer relationship than does the selling firm. As put forth, the strength of these customer-salesperson bonds is reflected by researchers' insights that a significant portion of customer loyalty is embodied in and controlled by the salesperson (Berry, 1995; Palmatier et al., 2007). This study also extends the work of Palmatier et al. (2007) in explicating the relationship between customer loyalty to the firm and loyalty to the salesperson. The proposed scale will be beneficial to both practitioners and academics in a sales-related industry in identifying the level of customer ownership. As discussed earlier, salespeople are a critical resource to a firm's success. Salespeople are also integral to developing a sustainable competitive advantage. For managers and salespeople, a clear understanding of who owns the customer relationship is vital to being able to fully achieve this success and advantage.

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LEARNING MORE ABOUT SALESPERSON JOB SATISFACTION

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SUMMARY ABSTRACT

Diagnosing the influences on salesperson job satisfaction tantalizes managers. For example, should they assume that personal achievement compensates for less acceptable aspects of the salesperson's role? Or should they reduce those less acceptable aspects by investing more in areas like better support from operations, or more clerical help? Academic researchers likewise exhibit deep interest in the antecedents to salesperson satisfaction. However, our review of 49 studies between 1995 and 2017 assessing antecedents to salesperson job satisfaction produces inconsistent results.

One possible explanation is that 'job satisfaction is often defined as an affective reaction towards one's job, but is usually measured as an evaluative assessment of job attributes…' (Fisher 2000 p. 186). In other words, the job satisfaction ratings that researchers are likely to be comparing to sales results may combine independent ratings of facets of the job, everything from a helpful supervisor to a good company reputation. For example, Churchill et al. (1974) identified seven facets (i.e., the work itself, colleagues, supervisors, company policy, pay, opportunities for promotion and customers) and created the INDSALES scale widely employed in sales force research, but this model has prompted several studies that have led to proposed revisions (e.g., Hartmann, Rutherford and Park 2017).

Although research efforts have been devoted to the causes of salesperson satisfaction over the past 20 years, important questions remain: which actions should managers prioritize to really satisfy their salespeople, and at the same time, respect the budget constraint? Or, are there any actions that simply are not causing dissatisfaction? This study aimed to answer these questions and more specifically, to identify whether a particular job facet is a satisfier, dissatisfier or neither, when viewed in relationship to overall facets of the job.

The study benefited from five decades of research suggesting that one way to increase salespeople's satisfaction and motivation is by restructuring their jobs to match the charactersitics of the jobs to the needs of the individual (Bhuian and Menguc 2002). Attempts to do so have looked back at previous research, for example the work of Hackman and Oldham (1975) and the theory prompting our study, by Herzberg, Mausner and Snyderman (1959).

Herzberg's dual factor theory postulated that work can be designed with a focus on the "motivating factors" that causes satisfaction: fostering responsibility, achievement, personal growth and recognition. Factors extrinsic to work such as supervision, company policy and administration, working conditions and salary are "hygiene factors" that result in dissatisfaction if poorly managed but once raised to an adequate level do not with further increase motivation to perform well. Herzberg's work spawned a large number of projects on job enrichment, satisfaction and motivation.

We set out to apply to salesperson satisfaction the idea of distinguishing satisfiers from right hygiene factors (those irrelevant to motivation) and dissatisfiers. We first developed an instrument with 20 job facets based on the satisfaction/dissatisfaction components model by Darmon (2011). We surveyed a sample of 176 salespeople and asked them to evaluate their satisfaction levels on each job facet. Then, using correspondence analysis, we observed the nonlinear nature of satisfaction and identified three segments of job facets: 'satisfiers' (the job facets contributing to satisfaction), 'dissatisfiers' (the job facets contributing to dissatisfaction and 'safe facets' (the job facets that meet, but neither exceed nor fall short of, salespeople's minimum expectations). Our results provide insights to help managers remove the sources of dissatisfaction and reinforce those associated with satisfaction.

Our work proceeded in two phases. First, we conducted an exploratory study to develop an instrument. Our review of published articles yielded 28 items to be tested as facets of salesperson satisfaction. An expert panel of five academic sales experts and five expert sales professionals conducted a Q-sort of the 28 items. They reduced the number to 20, which were used to construct a questionnaire for a sample of 176 salespeople.

These salespersons indicated their satisfaction levels with each job facet on a scale from very dissatisfied (-3) to very satisfied (+3). This sample consisted of 54 women and 122 men, with an average age of 33 and on average six years of sales experience with their current employer. Second, a correspondence analysis was conducted with proc corresp procedure in SAS. For illustrative purposes, we created a 20 (rows: facets)× 3 (columns: satisfaction level, catorized as satisfaction, dissatisfaction and indifference) cross tabulation of frequencies by calculating the number of responses falling into each cell.

Our results resonate with the overall idea of Herzberg's two-factor theory -- that some facets of a job associated with achievement are satisfiers; others are dissatisfiers for which improvement pays off only up to the level where dissatisfaction disappears. However, differing from the Herzberg formulation, our results show favorable job attitudes associated with not just intrinsic but also extrinsic rewards The satisfiers include overall compensation, the regonition, and the feeling of personal growth. We find that 'satisfiers' can also be related to salespeople's selling tasks and supervision and firm's policy. They are the types of clients, the workload and the complexity of the tasks and the prestige of the firm in the market place, the sales-related supports from the firm and the selling policies of the firm. These findings provide evidence that the dispositional source of job satisfaction includes salespeople's appraisals of the various external job characteristics for which a firm is responsible (Johnson et al. 2015).

Unfavorable job attitudes are linked to administrative work and the amount of work and effort relative to the benefits received. In Herzberg's theory, these dissatisfiers below salespeople's minimum expectation are perceived as 'wrong' hygiene factors and are incapable of creating satisfaction. According to Herzeberg's theory, the facets that cause neither satisfaction nor dissatisfaction, are viewed as 'right hygiene facets.' Enough resources should allocated to assure that the performance of 'right hygiene facets' meets salespeople's minimum expectations to prevent dissatisfaction. Our results show that they are related to the selling tasks beyond salespeople's control: the potential internal conflicts and the potential conflicts with customers.

Salesperson satisfaction drives customer satisfaction and loyalty, leading to revenue growth (e.g., Gounaris and Boukis 2013). Managers are advised to move dissatisfiers up to the point where they are perceived as adequate. Though correspondence analysis does have limitations, it is a method of exploratory analysis without stringent data requirements. It provides a graphical representation of the structure in salespeople's satisfaction data. Firms can focus substantial resources on effective satisfers.

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BOOSTING SALES FORCE MORALE IN HIGHLY DYNAMIC, COMPLEX MARKETS: THE ROLE OF JOB RESOURCES

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Sales force morale constitutes an important managerial topic that is often linked to key outcomes such as sales force turnover and productivity. Specific to a sales setting, a recent Harvard Business Review article examines the differences between high and low performing salespeople and finds that top performing salespeople are more likely to work for an organization with higher levels of sales force morale (Martin 2015). Conversely, firms in which salespeople have low levels of morale may experience negative consequences, such as higher levels of salesperson turnover. Indeed, supernormal turnover at companies such as Xerox, Yahoo, and Groupon has been attributed to low levels of morale (Auerbach and Lublin 2000; Goel 2016; Ovide 2012). Not surprisingly, therefore, proactive companies, such as John Deere, are investing substantial resources to systematically learn about, measure, and manage employee morale (Power 2016). This high level of interest in morale by practitioners substantiates the importance of employee morale for managers, particularly those who manage salespeople.

Despite the level of practitioners' interest, the topic of sales force morale has been the subject of very limited research in the marketing and sales domains. Furthermore, in the few instances where morale was discussed in prior studies, it was done without providing a clear definition and without clarifying how morale differs from other constructs. For example, Churchill et al.'s (1976) early work conceptually discusses the effects of organizational climate on salesperson job satisfaction but use morale interchangeably with job satisfaction. Similarly, Cotham (1968) equates morale with motivation and job satisfaction in his study linking job satisfaction to salesperson performance. Given this lack of attention, past research offers little specific guidance concerning ways managers can employ strategies to manage sales force morale. Here we contend that research on sales force morale is not only meaningful, but also salient and timely because the sales environment is increasingly demanding, dynamic, and more complex than in the past (Plouffe et al. 2016; Schmitz and Ganesan 2014), which can result in reduced sales force morale. Against this background, the primary objective of the current research is to systematically and rigorously assess the role of salesforce morale on important aspects of firm performance such as sales force productivity and turnover.

We employ job-demand resource theory (JD-R) as our theoretical lens. In essence, JD-R suggests that employee job strain occurs when there is an imbalance between demands on employees and the resources available to respond to those demands. While JD-R theory has traditionally been used at the individual-level (Bakker et al. 2004), here we extend the theory to the sales force level, thus answering recent calls for research at the firm-level (Bakker and Demerouti 2014). This extension has been advocated because it is currently unknown how the elements of JD-R will operate at different levels. While it is expected that JD-R will operate the same way at different levels, little is actually known about the affect of JD-R components at different levels. In fact, some suggest that resources that buffer at the individual level may actually exacerbate relationships at the firm level (Bakker & Demerouti, 2018). From this perspective, we suggest that sales force morale decreases in response to job demands inherent in the external market environment. To mitigate the possible negative effects of reduced morale, we also suggest that it is incumbent on the organization to provide appropriate resources that offset the demands faced by the sales force. Accordingly, our JD-R – based research of morale at the sales force level makes three theoretical contributions.

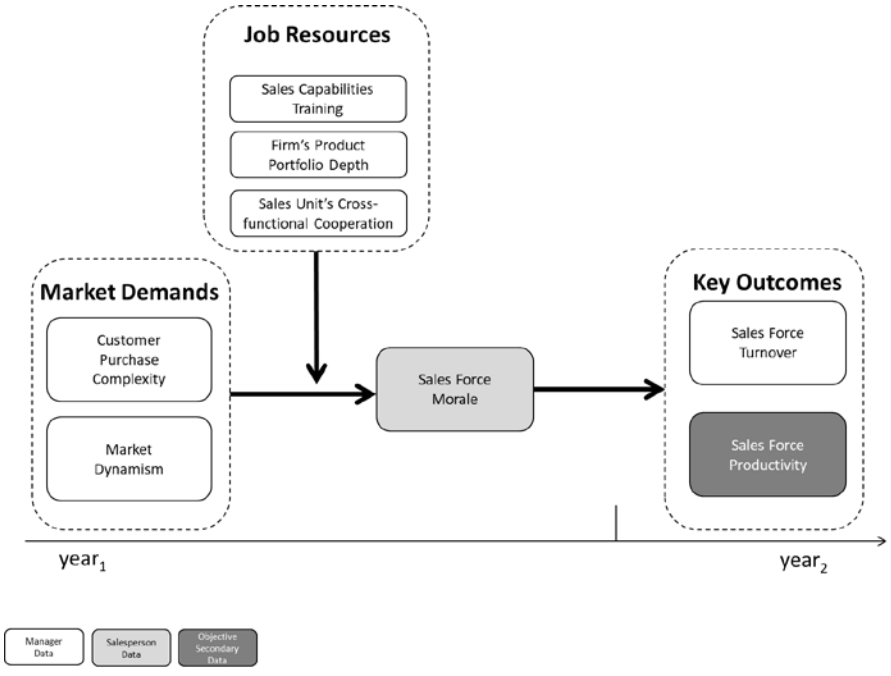
Broadly speaking, our first contribution is that our research is one of the few to specifically investigate the role of morale in a sales context. This is deemed to be important given that morale has been termed "an old and familiar construct that has been plagued by inconsistent application, inconclusive research, and a lack of consensus on what morale is and what it is not" (Ivey et al. 2014, pg. 338). Thus, the conceptual development of the present research contributes by developing a well-defined foundation for the study of morale in a sales context.

Our second contribution is to empirically test the antecedents and consequences of sales force morale in a nomological model. As shown in Figure 1, we investigate the impact of two salient market demands on sales force morale (i.e., customer purchase complexity and market dynamism), which are expected to negatively affect sales force morale. Both customer complexity and market dynamism have received recent research attention because they are key attributes of the changing sales environment (e.g., Plouffe et al. 2016; Schmitz and Ganesan 2014). Further, we empirically test assertions of the positive outcomes of increases in sales force morale. Specifically, we investigate the extent to which sales force morale reduces sales force turnover and increases productivity. Within this framework, we also explore three job resources that are theorized to attenuate the negative impact of market demands on morale (i.e., sales capabilities training, firm's product portfolio depth, and sales unit's cross-functional cooperation).

Finally, we advance JD-R theory in response to recent calls for empirical research at the firm-level (Bakker & Demerouti, 2018). To this end, we empirically test the notion that firms can "proactively redesign" jobs at an organizational (e.g., sales force) level in an effort to offset the negative effects of environmental job demands. To date, application of JD-R theory has only been conceptually advanced at the individual level. Conceptually, JD-R theory suggests that increases in job resources – that is, "tools" provided by the firm to help the sales force successfully manage increased demands – can "buffer" the negative impacts of job demands (Bakker and Demerouti 2014). The present research tests this notion empirically, across firms with multi-source data, at the sales force level.

Our contributions derive in large part from our ability to employ a unique data set that combines data collected from three sources (i.e., sales managers, salespeople, and secondary objective data) across two time periods for 81 firms (see Figure 1). Accordingly, our results provide sales executives with actionable implications for managing sales force morale. Specifically, the results suggest that market demands hurt sales force morale, whereas offering training that improves sales force capabilities or creating a cooperative relationship between the sales unit and marketing or R&D functions buffer the negative influence of market demands. Interestingly, we also find that a deeper product portfolio magnifies the negative effects of a demanding selling context on sales force morale. Finally, our results reveal that boosting sales force morale matters significantly. Specifically, we find that an increase of morale by one point on a 5-point scale improves sales force productivity by €226,834 of operating revenues per salesperson, while lowering turnover rate by 5%.

FIGURE 1: CONCEPTUAL MODEL



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FOCUSING ON THE INFLUENCE OF SALESPERSON EXPERTISE AND HANDLING OF OBJECTIONS ON SALES PERFORMANCE: EXPLORING THE MEDIATING ROLES OF TASK OVERLOAD AND JOB SATISFACTION

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INTRODUCTION

Business-to-business (B2B) sales firms are facing more informed and more demanding customers (Lussier & Hartmann, 2017). In an attempt to adapt to this dynamic and complex B2B selling context, sales firms are investing in a value-based selling approach (Terho, Eggert, Ulaga, Haas, & Böhm, 2017), including the selling skills (Wachner, Plouffe, & Grégoire, 2009) and the product knowledge of salespeople (Doney & Cannon, 1997). This rapidly evolving selling context contributes to already existing high levels of pressure, adversity, conflict, and failure that salespeople experience on a regular basis resulting from objections and demands from their customers (Homburg, Müller, & Klarmann, 2011).

CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

The conceptual framework is developed on the basis that salesperson expertise and handling of objections may be of particular interest for managing these constant customer demands, and in particularly, to understand salesperson task overload, job satisfaction, and sales performance. First, a competent salesperson is able to fit the product offered with the specific expectations of each customer (Jap, 2001), which may resolve the objections that reflect skepticism or disagreements from a customer (Homburg et al., 2011). Second, an expert salesperson uses more of a value-based selling approach (Terho et al., 2017), and handles task overload more effectively (Palmatier, Dant, Grewal, & Evans, 2006). Third, expertise helps a salesperson to offer a solution that satisfies customer needs and wants by exposing its value (Groza, Locander, & Howlett, 2016), leading to a feeling of job satisfaction. Fourth, when a salesperson handles objections effectively, he or she helps building strong business relationships (Campbell & Davis, 2006) and decrease potential interpersonal conflicts (Jaramillo, Mulki, & Boles, 2011). Next, a salesperson's job satisfaction may rely in part on his or her ability to response to a customer's objection effectively, mainly because the objection is resolved leading to a satisfied customer (Campbell & Davis, 2006). Also, elevated levels of task overload may negatively influence a salesperson's job satisfaction (Jaramillo et al., 2011), if not managed well. Last, a meta-analysis shows that job satisfaction has a positive influence on sales performance (Franke & Park, 2006).

H1. Salesperson expertise is positively related to handling of objections.
H2. Salesperson expertise is negatively related to task overload.
H3. Salesperson expertise is positively related to job satisfaction.
H4. Salesperson handling of objections is negatively related to task overload.
H5. Salesperson handling of objections is positively related to job satisfaction.
H6. Salesperson task overload is negatively related to job satisfaction.
H7. Salesperson task overload is negatively related to job satisfaction.

Sample and Measures

The model was tested using a unique dataset that includes 161 B2B salesperson surveys and firm-provided objective sales performance in four European-based sales firms in the pharmaceutical (n = 126), financial and insurance (n = 16), accommodation and food services (n = 11), and manufacturing (n = 8) sectors. All seven-point Likert-type measurement scales anchored from (1) "strongly disagree" to (7) "strongly agree" employed in this study are well established in sales research. Expertise was measured using the robust three-item scale commonly used in sales literature (Doney and Cannon, 1997). Handling of objections was assessed using a five-item scale from the existing sales literature (Homburg et al., 2011). Task overload (Johnson and Sohi, 2014) was measured

using a five-item subset, and job satisfaction (Lagace, Goolsby, & Gassenheimer, 1993) was assessed using a three-item subset. Sales performance data was assessed using actual sales as a percentage of the objectives set by the participating firms.

Analytical Approach and Results

We tested one structural model using AMOS 25.0 SEM with a maximum likelihood criterion. The hypothesized structural model showed satisfactory overall fit ($\chi 2$ (114) = 229.14, $p < .001$; CFI = .94; RMSEA = .08; SRMR = .07) (Hu & Bentler, 1998). Expertise → handling of objections ($\beta = .58$, $p < .001$), and → job satisfaction ($\beta = .43$, $p < .001$), supporting H1 and H3. Expertise → task overload ($\beta = -.52$, $p < .001$), supporting H2. Handling of objections → job satisfaction ($\beta = .28$, $p < .01$), supporting H5. In support of H6, task overload → job satisfaction ($\beta = -.17$, $p<.05$). Job satisfaction → sales performance ($\beta = 0.49$, $p < .001$), in support to H7. Notably, handling of objections is not significantly related to task overload ($\beta = -.14$, $p <$ ns), not supporting H4. A post hoc mediation analysis was conducted using bootstrap estimates in AMOS 25.0. Expertise indirectly influences performance (β(total indirect effect = .28, $p < .001$) through (a) job satisfaction (β(indirect effect) = .17, $p < .001$), (b) task overload → job satisfaction (β(indirect effect) = .03, $p < .05$), and handling of objections → job satisfaction (c) (β(indirect effect) = .06, $p < .01$). Last, handling of objections indirectly influences performance through job satisfaction (β(indirect effect) = .11, $p < .01$).

Discussion and Implications

This research makes three unique theoretical contributions to the literature: (1) both expertise and handling of objections positively influence job satisfaction, (2) expertise negatively influences task overload, and (3) both expertise and handling of objections positively influences sales performance through several mechanisms (see post hoc mediation analysis).

The results show that salespeople who are expert and who use handling of objections increase their sales performance—they are also better at managing task overload and are more satisfied with their jobs. Hence, first, managers should hire such salespeople. Second, managers may focus on two areas to increase salesperson's expertise levels: product knowledge and selling techniques. We suggest that managers should try to enhance salespersons' expertise and handling of objections through role playing, personal coaching or separate targeted trainings.

This study has certain limitations and opportunities for further research. First, the sample size of 161 salespeople is rather small. Also, the cross-sectional nature of this research prevents causal interference. Replicating this study over time with a larger sample size is recommended. Second, we used self-report measures which may influence common method variance (CMV). However, in line with recent survey-based research best practices (Hulland, Baumgartner, & Smith, 2018), we used two different sources of data (salesperson responses and objective sales) to reduce CMV. Third, although multi-sector samples offers advantages (e.g., generalizability), firms must be cautious to assuming that the results are applicable to all sectors. Future research should explore other B2B sectors that differ greatly from one another.

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SALES PROCESS AS A PLATFORM FOR CUSTOMER VALUE CREATION

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INTRODUCTION

When making a purchase, a customer is not only interested in an outcome of a buying process; the process of buying itself also has a high importance. *Functional service quality* (quality of an interaction process with the provider) as well as technical quality of resources and outcomes promised by a provider should be on a high level to influence customer value creation process positively (Grönroos 2017a). Thus, a producer should think about customer's overall experience in the buying process and the quality of all interaction points with the customer. This article attempts to take the Service Logic perspective on a sales process and show how a sales process can serve as a platform for customer's value creation process.

CONCEPTUAL FRAMEWORK DEVELOPMENT

Grönroos and Voima (2013) in their model divide the value creation process into three spheres: a provider sphere, a customer sphere and a joint sphere. These three spheres of value creation allow to analyze value creation on a micro level, on which customer and provider roles can be understood better (Grönroos 2017b; Grönroos and Voima 2013).

Based on the three spheres of value creation, the suggested conceptual framework allows to think about the sales process and its stages as an opportunity for improvement of customer value creation. The framework introduces a number of gaps/misalignments that can happen between the spheres of value creation along the sales process and shows how they can lead to value deterioration. The framework also suggests how managers could improve overall customer value creation by addressing the mentioned gaps.

Gap 1: Alignment of the sales process with the buying process

Sales funnel (Kotler, Rackham, and Krishnaswamy 2006; Patterson 2007), buying funnel (Kotler, Rackham, and Krishnaswamy 2006), buying pipeline (Patterson 2007), marketing-sales funnel (Järvinen and Taiminen 2016) and lead life cycle management (Michiels 2009) are the terms usually used to refer to a sequence of actions happening along the sales and buying processes. These terms focus on different spheres of customer value creation. An analysis of these terms showed, that provider does not always consider the buying process stages, and even if it does, the communication between the buyer and the seller might not be sufficient to form full understanding at which stage in the buying process the customer currently is. Lacking of knowledge about buyer's decision making process or misunderstanding at which stage in the buying process the customer is can lead to untimely actions. Untimely actions could have a negative impact on value creation by pushing the customer forward before it is ready or, on the contrary, slowing the buying process by delaying delivery of needed information or resources.

Gap 2: Marketing-initiated leads follow-up

According to industrial reports, salespeople do not take in work up to 70% of leads created by marketing (Marcus 2002; Michiels 2009). This can result in a poor use of marketing budget, missed opportunities to engage in value co-creation with the customer and possible deterioration of customer's value. If sales people abandon such a high number of marketing-initiated leads and proper interaction between provider and customer does not take place, the functional service quality and customer's value creation are at risk. The process of value creation can be enhanced by better understanding of how leads move backwards in the marketing-sales funnel and how this movement is facilitated. According to Aberdeen Group's report, a presence of a formalized process to transfer leads from sales to marketing can make an organization more competitive (Michiels 2009). Moreover, Järvinen and Taiminen (2016) highlight the importance of a re-entering loop in the funnel which would allow a lead to

return to any stage of the process.

Gap 3: Provider offering vs. customer needing vs. communicated customer needing

Understanding of what happens in customer sphere of value creation is vital, as it is a sphere where customer's value-in-use emerges. Since a provider cannot influence value creation in the customer sphere, it should possess a sufficient knowledge about customer needs and customer processes beforehand. If the provider's offer does not correspond to customer's needs, it does not add value to the customer. Yet, there is a disparity between what the provider offers and what the customer buys (Strandvik, Holmlund, and Edvardsson 2012). This happens because providers are too focused on their own processes and offering rather than taking time to learn more about their customers and their businesses. It makes it even harder to meet customer needs as customers quite often struggle with formulating what their real business needs are (Terho et al. 2012). Understanding of customer activities, processes and business models facilitates understanding of customer needs. To get all of this information a provider should engage more in the joint sphere of value creation, where direct communication between provider and customer takes place. Consistent interaction between provider and customer can provide a multidimensional understanding of customer needing and improve customer value creation.

Gap 4: Promise making and promise keeping

Breaking promises does not only undermine trust, it also deteriorates customer value. The main challenge with promise keeping is related to the fact that promises are given and kept by different departments within provider organization (Grönroos 2009). While marketing department makes a promise (value proposition), many other departments need to cooperate to keep the promise made by marketing and enable customer's value creation. Support of cross-functional cooperation in promise keeping might require additional coordination resources. An introduction of new managerial cross-functional roles like Chief marketing officer (Oliva 2006) or Vice president of sales and marketing (Rouziès et al. 2005) could be needed. New downstream marketing roles will also be required to facilitate information sharing across departments (Kotler, Rackham, and Krishnaswamy 2006). Moreover, an organizational structure might be adjusted to enable decentralized decision-making (Rouziès et al. 2005). These adjustments within the provider's organization could facilitate a smoother value creation process.

IMPLICATIONS AND USE OF THE CONCEPTUAL FRAMEWORK

This conceptual paper takes a Service Logic perspective on sales process. The paper contributes to sales literature by suggesting how a sales process can serve as a platform for value creation. Building on three value creation spheres, the article proposes a conceptual framework that highlights the importance of buyer-seller interactions. Along placing the well-known challenges of the sales process (alignment of sales process with the buying process and marketing-initiated leads follow-up) in the context of value creation, the framework brings up new topics from discussions in Service Logic literature to sales literature (promise making and promise keeping; concept of customer needing and challenge of its communication). The framework also offers an actionable tool for managers to spot and eliminate gaps leading to customer value deterioration.

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EXPLORING LEADERSHIP BEHAVIOURS PERCEIVED TO ENABLE SALESPERSON PERFORMANCE

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INTRODUCTION

Sales leadership has been recognised as a crucial factor in global sales success (Deeter-Schmelz et al., 2008; Dixon and Tanner, Jr., 2012; Ingram et al., 2002, 2005; Schwepker, Jr. and Good, 2010). Sales professionals are dealing with unprecedented change in the sales environment, driven by advances in technology and globalisation. Key changes in the sales environment have been identified in the areas of customer requirements, enhanced competitive activity, and new technologies (Dixon and Tanner, Jr., 2012; Jones et al., 2005; Schwepker, Jr. and Good, 2010). With the explosion of the Internet and globalisation, customers now have a greater depth of knowledge, enabling a significant portion of the buying process to be completed prior to connecting with a salesperson (Dixon and Tanner, Jr., 2012). Customers are more demanding and questioning of the messages they hear from salespeople than in the past (Freese, 2010). Sales professionals who have been described as key knowledge brokers (Verbeke et al., 2011) must provide value beyond the knowledge that customers can 'learn on their own'. Sales teams are required to meet higher response expectations, while dealing with shorter product life cycles, and requirements to customise solutions to meet specific customer needs (Ingram et al., 2005). In addition to these changes, virtual interactions with customers are starting to replace traditional meetings, and the sales team has increasing accountability to the business (Ingram et al., 2005). These trends, along with the role of managing customer relationships and solution selling, are placing "a different set of demands on today's sales force" (Evans et al., 2012, p. 89). The old methods of command and control sales leadership approaches are now in question (Dixon and Tanner, Jr., 2012). Providing sales leadership in the complex, highly relational, business-to-business sales environment with the pressure of delivering quarterly revenue targets presents a live problem for sales professionals.

LITERATURE REVIEW

A systematic literature review found inconsistent evidence regarding the types of leadership behaviours that enable sales performance (Bass, 1997; Dubinsky et al., 1995; Humphreys 2002; MacKenzie et al., 2001). There have been calls for empirical research to test if 1) transformational leadership behaviours lead to increased sales results (Schwepker, Jr. and Good, 2010), 2) to investigate leadership using samples of salespeople in industries characterized by change (Dubinsky et al., 1995), and 3) to test samples of business to business salespeople who have a lower rate of turnover than those in business to consumer industries (MacKenzie et al., 2001), such as a complex sales environment in the software information technology industry. In addition, there have been calls to develop research specific to customer value-creating contexts and to control for industry settings (Dixon and Tanner, Jr., 2012). The literature has also suggested that sales leaders and sales representatives do not always view their environment in the same way (DeCarlo et al., 1999; Dubinsky, 1998; Evans et al., 2012) and that further study is needed of sales leader and sales representative interactions (Schwepker, Jr. and Good, 2010). Furthermore it has been suggested that the existing leadership literature has been leader centric and not focused on the follower (Ladkin, 2010). Ladkin (2010) calls for research that considers the perspective of the follower (in this case, the sales representative) in addition to that of the leader. Overall the sales leadership literature underscores the importance of understanding leadership behaviours from the sales leader and sales representative perspective, in a longer-term complex sales context characterised by change and the context of value-creating exchanges with customers.

RESEARCH MODEL AND RESEARCH QUESTION

The aim of this research is to strengthen our understanding of sales leadership by examining sales leaders' and sales representatives' perceptions of what leadership behaviours enable salesperson performance in the complex, highly relational global enterprise software sales context. The research focused on the perceptions of both sales leaders and sales representatives, examining their differing perspectives, rather than seeking for reasons to explain their behaviour**.** The research also sought to identify mechanisms through which this influence occurs, and to understand if there are differences of emphasis placed on these behaviours that vary between sales leaders and sales representatives. The research question that was explored is: **"What sales leadership behaviours are perceived to enable salesperson performance?"**

METHOD

Sample and data collection

Primary research data were collected from 36 sales professionals who work at a global Information Technology (IT) company based in 12 subsidiary locations around the world through a focused semi-structured interview process. This organisation is a relevant context because it operates in the complex value-creating enterprise software industry, and further study is required in this type of environment (Dixon and Tanner, Jr., 2012; Dubinsky et al., 1995; MacKenzie et al., 2001).

A purposive approach to sampling was taken in selecting the data set for this study. The core sample frame consisted of delegates of the IT company's sales Masters programme. Sales leaders were in, or had been in, sales leadership roles within the sales environment at the IT company, with quota carrying sales representatives reporting into them. Each sales leader who was currently managing a sales team was asked to approach 3 members of their sales team to voluntarily participate in the research based on the selection criteria. The sales leaders were asked to select one high performing quota carrying sales representative, one average performing quota carrying sales representative, and one low performing quota carrying sales representative on their team to participate in the research, based on sales quota attainment (stack rank). For reasons of commercial confidentiality, the sales leaders were asked to identify the performance criteria because the sales leader had access to this data and was a key informant for appreciating the performance of their sales people.

All salespeople in this study were asked to describe exceptional salesperson performance and to identify the key leadership behaviours that they saw as enabling (explaining or accounting) for extraordinary salesperson performance. Obtained data were based on sales leaders' perceptions (n=12, 33%) and sales representatives' perceptions (n=24, 66%). The semi-structured interviews lasted between 50 to 110 minutes, and they were recorded after informed consent and permission was provided by the participants, enabling the collection of over 47 hours of confidential interview recording.

Measures and method of analysis

The semi-structured interviews were transcribed verbatim, and demographic information was captured. Audio versions of each interview were cross checked with the transcripts and data uploaded into a software tool called NVivo. This tool is used to organise data and assist with data analysis and interpretation (Bazeley and Richards, 2000). Statements of the transcripts were systematically coded into categories of leadership behaviours. This process allows for a thematic analysis and the eventual development of a coding template (Miles and Huberman, 1994). Although Transformational Leadership Theory (Bass, 1985) provided a theoretical model to guide the approach to exploring leadership behaviours, the development of ideas and constructs flowed from the research data.

Although some principles of grounded theory were used to uncover the emergent theories, this research does not use pure grounded theory design because of the researchers' prior industry involvement and knowledge of the field (Glaser and Strauss, 1967). Instead, a 'grounded approach' was taken, in which theory is grounded in the sales leaders' and sales representatives' perceptions of leadership behaviours. The grounded approach of systematic data collection and analysis to construct theory which is grounded in the data (Charmaz, 2006) is a method that fits closely to the procedures suggested by Strauss and Corbin (1990, 1998) in which data analysis is bound by the preconceived themes under investigation, as identified through the literature review (Charmaz, 2006; Easterby-Smith et al., 2002). This approach helped explain which leadership behaviours (actions) enable

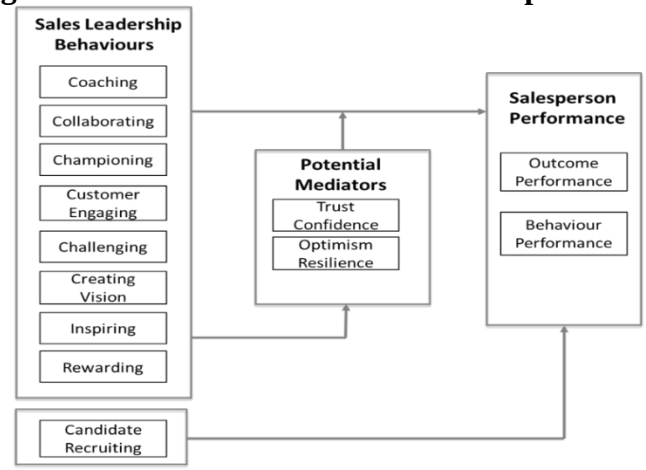
salesperson performance, based on perceptions (data from semi-structured interviews) from sales professionals who experienced them. The Miles and Huberman (1994) coding system was adopted. Enabling leadership behaviours were explored and sales leaders, sales representatives, and high, average, and low performing sales representatives were compared and contrasted. Consequences, and any new ideas that emerged, were analysed throughout the process; and qualitative assessments and interrater reliability were performed to enhance coding confidence.

RESULTS

Content analysis of the respondent references led to the identification of a framework of sales leadership behaviours (Figure 1), perceived to enable salesperson performance including: 'coaching', 'collaborating', 'customer engaging', 'championing', 'challenging' and 'creating vision'. As well, the sales leaders identified 'candidate recruiting' as a sales leader behaviour that enables salesperson performance. Some references were made to another leader behaviour found in the transformational leadership literature, 'inspiring', however, this was less frequently emphasized. References were also made to the transactional leadership behaviour of 'rewarding'. However, for both sales leaders and sales representatives, these were referred to with the least frequency, demonstrating a pattern of responses that indicate this behaviour may be perceived to have less influence on enabling salesperson performance than the other leadership behaviours identified. It was also found that the impact of these sales leadership behaviours on salesperson performance is potentially mediated by trust, confidence, optimism and resilience. Candidate recruiting acts differently to other forms of sales leadership behaviours on salesperson performance. While effective recruiting of excellent sales representative candidates was perceived as enabling salesperson performance, it is not a behaviour that acts on the current sales representatives and is therefore not mediated in the same way. In summary the framework suggests that the leadership behaviours identified by the respondents may, through mediating variables, act to enable salesperson performance.

Differences and similarities of sales leaders and sales representatives were analysed, leading to the presentation of findings regarding the perspectives of both the follower and the leader. Leaders talked more in general, particularly more about coaching, while reps talked more about collaborating, customer engaging and challenging. Potential mediators were also compared. Second, differences and similarities of high performing, average performing, and low performing representatives were presented. In general, high performing representatives' responses were more like sales leaders' responses than the responses of average and low performing sales representatives. The high performing sales representatives referred more frequently to the coaching and customer engaging leadership behaviours than the average and low performing sales representatives. They also spoke more frequently about the potential mediators in general, especially confidence, optimism, and resilience.

Figure 1: Framework of Sales Leadership Behaviours



DISCUSSION

Theoretical implications

There are a number of claims to contribution, including the identification of a framework of frequently mentioned sales leadership behaviours, perceived to enable salesperson performance. Providing confirmation that sales leaders adopt previously-identified leadership behaviours in the sales context (coaching, challenging/stimulating, creating vision, inspiring, and rewarding), and the identification of new leadership behaviours which appear appropriate to the sales context (collaborating, customer engaging, championing, and candidate recruiting). As well, this research identified potential mediators between leadership and salesperson performance, and developed our understanding of sales leadership by comparing and contrasting perspectives of sales leaders and sales representatives, as well as perspectives of high, average, and low performing sales representatives. In addition, contributions are provided by the investigation in the highly complex and relational business to business global software industry context, using a qualitative approach, and in doing so, addressing several gaps in the literature.

Managerial implications

This study has produced evidence that specific sales leadership behaviours are perceived to enable salesperson performance. These findings are significant for industry. The high demands on sales leaders to perform and meet quarterly targets makes it difficult to use longer-term sales leadership behaviours such as coaching, which do not create immediate results. This research is powerful because it demonstrates that high sales results are perceived to be a direct result of this type of work. The research indicates that micromanaging, and using only short-term leadership behaviours will not enable salesperson performance and that sales professionals should consider new approaches. This research provides a framework of new leadership behaviours for practitioners, which may be utilised to enhance salesperson performance.

Limitations and opportunities for future research

This research is the first empirical study using qualitative research to examine what leadership behaviours are perceived to enable salesperson performance. It is exploratory, and the findings are subject to several limitations. The actual performance of sales leaders or sales representatives was not measured in this study as this was considered corporate confidential information. Perhaps the actual performance of sales leaders has an influence on their behaviours, and thus on perceptions of their behaviours by sales representations. Moreover, this study was conducted in the distinctive context of the complex, highly relational software sales business. Although the sample comprised of sales professionals from a variety of subsidiaries of the IT company around the world, all were from one company and one industry. Whilst this approach responded directly to calls for research in a complex business to business sales environment (Arnold et al., 2009; Bass,1997; Dubinsky et al., 1995; MacKenzie et al., 2001) this could also be considered a limitation, as the context may not be representative of other sales environments. Future research might examine other companies as work pressures, competition and other factors may vary from firm to firm. As the business to business technology industry is known for its high turnover of salespeople, future research might explore other industries beyond technology in both business to business and business to consumer sectors, and it might also take into account perceptions of corporate culture and /or environment associated with high performing sales people. In addition an opportunity exists to develop quantitative research to further test the proposed model.

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SALES COACHING EFFECTIVENESS: SCALE DEVELOPMENT AND VALIDATION

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This paper aims to develop and validate a sales coaching effectiveness scale (SCES) that measures the coaching skills and behaviors of effective sales coaches. Although research on managerial coaching behaviors is sparse, the coaching scales that have been created lack content validity, and therefore, should not be applied in a sales setting without taking the proper steps to develop and validate a sales coaching scale for the new selling environment (Badrinarayanan et al. 2015).

In particular, the two predominate coaching scales were either developed using a different sample or created from coaching behaviors observed in a non-sales context. Leading salespeople requires skills and behaviors that are different than those managing non-salespeople in a non-sales context (Deeter-Schmelz, Goebel, and Kennedy, 2008). Therefore, the skills and behaviors of a sales coach is presumed to be slightly different than those required of a managerial coach (i.e., a line manager that coaches subordinates).

Sales practitioners acknowledge the benefits of sales coaching to increase sales and to the overall firm effectiveness. Research from the Corporate Executive Board (CEB; 2014) indicates that salespeople achieve an average of 19% more sales towards their goal when they have a "highly effective coach." In fact, the CEB reports that sales representatives who receive just three hours of coaching a month exceed their goals by 7% and increase their close rates by 70%, thereby generating an average 25% more revenue for firms.

According to the International Coach Federation (ICF; 2009), effective coaching results in a return of seven times the initial investment. Indeed, effective coaching has a direct, measurable impact on key performance indices. Unfortunately, while sales firms are beginning to devote more resources towards coaching, the biggest challenge among coaching programs is the "lack of training for managers" (Richardson, 2016). So the question is not should coaching be used, but how to help sales managers be effective coaches, and this points to the need for better metrics.

In order to train, evaluate, and develop coaches, sales organizations need to measure the key coaching skills and behaviors that contribute to the overall effectiveness of their coaches. In their review of the sales coaching literature, Badrinarayanan et al. (2015) asserts that "as no instruments have been created…the development of a sales coaching competence scale would greatly help in the assessing of salespeople's evaluation of their coaches' effectiveness as well as a coach's self-evaluation of their coaching skills and abilities" (p. 1103). This study answers calls to research by Hagen and Peterson (2015) and by Badrinarayanan et al. (2015) to develop a sales coaching effectiveness scale that includes items that reflect the behaviors and skills of effective coaches, as well as dimensions that are generated by inputs from both sales managers (as coaches) and salespeople (as coachees).

We developed a scale that is appropriate for use within the sales context through a rigorous qualitative and quantitative scale development process. The SCES can be used as a unidimensional or multidimensional scale. In addition, post-hoc analyses examining the fit and predictive validity (of performance) of pre-existing scales reveals that the SCES predicted 6% more of the variance in performance compared to the best rival scale. This provides further evidence of the appropriateness of the SCES scale among salespeople. Future research could test whether these new SCES dimensions contribute to the alternative scales' predictability of various performance, learning, and attitudinal outcomes in non-sales contexts.

The SCES dimensions and items are similar yet distinct from those identified in the managerial coaching domain. The SCES scale contains items that reflect the *facilitating knowledge* dimension (e.g. "My manager brings to my attention how we can perform better as a salesperson"), and the *open communication* (e.g., "my manager opens up to me"), and *value people* (e.g., "my manager brings to my attention how we can perform better as a salesperson"). Moreover, the SCES scale contains items that reflect new dimensions, i.e., *involvement*, *adaptability*, that arguably are not found in the previous scales.

First, the *involvement* dimension shows that providing feedback is only one of the ways in which

managers can facilitate knowledge and assess salespeople. Among others, the manager facilitates learning also through role play and field observation/participation.

Second, the *adaptability* dimension confirms what practitioners and academics have asserted, i.e., that effective sales managers must be able to adapt to each salesperson's characteristic and needs (Badrinarayanan et al., 2015). Sales adaptability has been investigated extensively from the salesperson's perspective. Research shows that salespeople who are more adaptive perform at a higher level (Verbeke, Dietz, and Verwaal, 2011). Similarly, the results herein suggest that adaptability is also important for managers such that managers are more effective if they adapt to the salesperson's communication style, management style, coaching style, and individual needs. The adaptability dimension items generated through the qualitative data provides academics and practitioners with insights on the specific aspects that a salesperson prefers their managers to adapt to.

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EXAMINING PURCHASING AGENTS' EMOTIONS ON ADVOCACY TO SWITCH BACK: INTEGRATING JUSTICE PERCEPTIONS AND RELATIONSHIP QUALITY

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ABSTRACT

Psychologist for long have commented on the interrelationship between basic mental faculties such as cognition and emotion. "Cold" cognition is an exception as emotions breed thoughts, guide information search, influence judgments and regulate behaviors (Bower 1991; Forgas 1994). In this study, we examine this interrelationship between emotion and cognition. Specifically, we examine how purchasing agents' emotional states after defection impact their perceptions of sales firms' justice strategies and advocacy to switch back. Extant research in psychology and consumer behavior has examined the influence of emotions on information processing strategies (Isen 1987; Smith and Bolton 2002). These studies suggest that an individual's emotions can influence his/her information processing, evaluations judgments and actions. In general, positive emotions lead to positive judgments and actions, whereas, negative emotions lead to negative judgments and decisions.

Within marketing, the seminal work by Bagozzi, Gopinath, and Nyer (1999) provides the foundation for research on emotions and their effect on cognitive processes and decision making. However, much of what we know about emotions in marketing research is limited to B2C context and service recovery situations. For example, prior research demonstrated the influence of customer's emotions on satisfaction during service recovery (Rio-Lanza 2009; Chebat and Slusarczyk 2005). Similarly, Smith and Bolton (2002) found that justice affect emotions and customer satisfaction. Limited research in B2B context also paid attention to the role of emotions in the context of relationship management. Stanko and colleagues (2007) suggested that emotional ties between purchasing managers and sellers are necessary for stronger committed relationships. They suggest that such emotionally-laden relationships can lead to favorable purchase behavior. However, extant research in B2B context has not systematically examined how emotions influence cognition, judgement and decision. The context of customer defection and switching behavior provides an ideal context for understanding influence of emotions, as purchasing agents' may experience various emotions which can intervene with their information search process to form justice judgment and decision for future interactions.

We apply the Affect Infusion Model (AIM) (Forgas 1994; 1995) and justice theory (Tax, Brown and Chandrashekaran, 1998) to systematically examine the effect of specific emotions on switching back advocacy. The AIM suggests that an individual's emotional states can influence how people think and the kind of information search process an individual will engage to reach a judgement. As such, when a purchasing agent feels guilty, regretful or embarrassed about switching away from a supplier (i.e., "felt-bad" emotions), they may follow various paths to evaluate the new incoming information (i.e., the justice strategies employed by the former supplier) to decide whether to switch back or not (i.e., advocacy to switch back). Here, purchasing agents may engage in directed information search and only process most relevant information to help them repair their "felt-bad" emotions. As a result, purchasing agents' "felt-bad" emotional reactions to switching away will lead them to evaluate justice strategies by prior supplier positively, and to advocate for switching back. Alternatively, purchasing agents can also feel 'relieved' or 'hopeful' when switching to a new supplier. Under such circumstances, AIM (Forgas, 1994; 1995) suggests that purchasing agents might not constructively evaluate the justice strategies, as they are engaged in direct access processing strategy. As a result, purchasing agent's "good-riddance" emotional state will lead to a negative evaluation of justice and also decrease their likelihood to switch back. Additionally, processing choices can also be influenced by interplay of situational variables (Forgas 1995). In our research, one such situational pragmatics is sales executive's efforts to rebuild relationship quality with the buying firm, and not simply with the purchasing agent. In other words, when salespeople engage in activities to rebuild trust and display behavioral commitment towards the buying firm, the purchasing agents may be alerted to process this information more substantively to reach accurate judgments. Thus, rebuilding relationship quality can moderate the relationship between emotions and justice perception. Finally, when deciding to switch back to

a prior supplier, purchasing agents' will evaluate the justice strategies followed by sales professionals. As such, purchasing agents' perceptions of fairness and consistency in the actions and responsiveness in interpersonal communication of sales professionals will increase their advocacy to switch back.

We tested our hypotheses using PLS-SEM (Ringle, Wende, and Becker 2015). The survey data was obtained from 399 purchasing agents working in different companies across various industries in USA and Canada. The results highlight the positive influence of the "felt-bad" emotions (i.e., guilt, regret, embarrassment) on appraisal (i.e., justice perceptions) and on rectifying decisions (i.e., advocacy to switch back). On the other hand, the "good-riddance" emotions (i.e., relieved, hopeful) give way to negative appraisal and adverse advocacy. Interestingly, relationship quality seems to ease the "good-riddance" emotional reactions on negative appraisal, suggesting that high level of relationship quality may lessen unjust perceptions.

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THE EFFECTS OF INFORMATION CONSISTENCY ON ATTITUDE TOWARD SALESPERSON AND PURCHASE LIKELIHOOD

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ABSTRACT

Understanding how people process consistent and inconsistent information when the information source differs between first-hand experience and second-hand word-of-mouth warrants investigation in the marketing literature. This study focused on comparing consistent and inconsistent information regarding a salesperson in the form of a Facebook post and a personal sales experience vignette. Findings indicate that individuals process consistent and inconsistent information differently depending upon whether it is a first-hand experience or second-hand knowledge. Contrary to extant work in other fields, this research reveals that first-hand experience outweighs second-hand word-of-mouth when considering the competing notions of primacy, additive and recency effects.

INTRODUCTON

"A brand is no longer what we tell consumers it is – it is what consumers tell each other it is."
– Scott Cook, Founder of Intuit

Social media has become one of the most powerful information tools and sources. Marketers and sales professionals, alike, must consider the impact of information on individual's personal experience, and social media. While many studies have examined each influence separately, this research examines these in the same study. This allows for the comparison of the individual impact of each on attitude toward the salesperson and purchase likelihood.

In examining the impacts of these different sources, nuances that impact the influence of the information are also examined. In particular, our studies focus on areas of source information, source format, and order of the information received. By examining each element of source influences, a clearer picture of everyday influences is observed. This paper is organized as follows: examination of each of the source influences separately, and consideration of hypotheses for each; then discussion of experiments and results; with conclusion of general discussion, contribution, and future studies.

LITERATURE REVIEW

Source of the Information

As identified in social cognitive theory, individuals gain knowledge by observing others through social interactions, experiences, and media (Bandura, 1986, 1999). Reinhardt (2015) examined the influence in a person's social cognition, specifically, personal first-hand experience or second-hand knowledge. In this study, researchers found that individuals who personally experienced the trauma of Hurricane Katrina indicated that their own personal experience was not as bad as hypothesized, and these respondents had high trust in the government. Next, these same people were exposed to media reports discussing the devastation of Hurricane Katrina, and how the government had failed the people. Upon a second survey, these same participants showed a decline in the trust of the government. These studies indicate the potential impact of second-hand knowledge on peoples' beliefs and perceptions.

Social capital is identified as the positive benefits of trust and collectivism that individuals feel from engaging with/investing in social relations with the people in their network (Hung and Li, 2007; Canhoto and Clark, 2012). In our time-depleted world, we have come to rely on the opinions and experiences of others to help us short-cut to conclusions for ourselves. It is for this reason that we invest in social capital so that we can rely

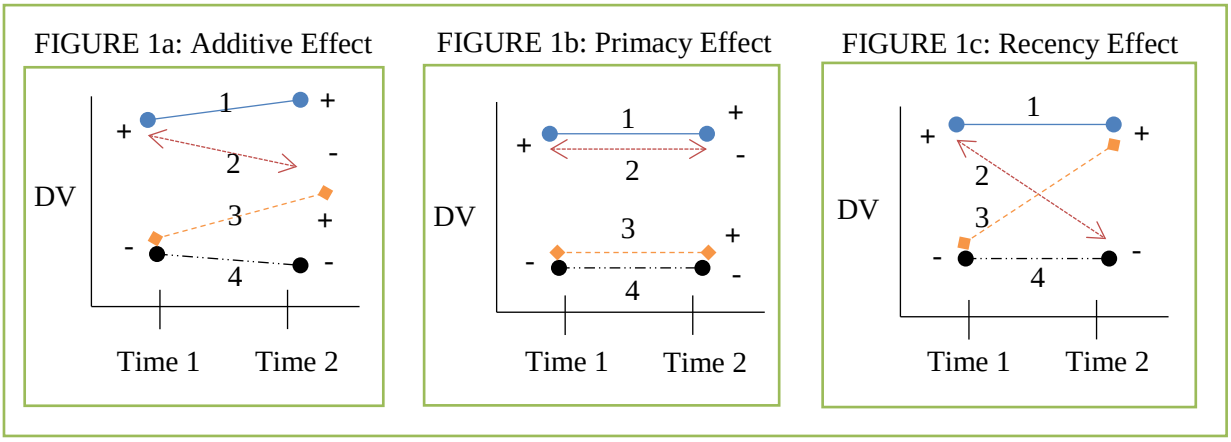
on our networks to help us to make the right decision (Lu and Yang, 2014). In fact, as demonstrated by Reinhardt (2015), we can sometimes or on occasion even value and draw more influences from others' experiences rather than our own. This is the underlying theme of socialness that drives the need to engage in social media and interact with word-of-mouth (WOM) on a regular basis (Cheema and Kaikati, 2010). Based on social cognitive, and social capital theory, it is hypothesized that:

H1A: A person will be more influenced by another person's personal sales experience, rather than his/her own, in forming an attitude toward the salesperson.
H1B: A person will be more influenced by another person's personal sales experience, rather than his/her own, in deciding purchase likelihood.

Order of the Information Received

Numerous studies have examined specific source's influence; generally focus on first-hand experience, or second-hand knowledge. In the first study of the current research, we seek to obtain an understanding of what occurs when one source of information is received first at Time 1, and then the impact of a second source of information at Time 2. Our research specifically focuses on investigating three competing hypotheses that could explain the process occurring when individuals process multiple sources of information. Specifically we explore the impact of additive effect, recency effect, and/or primacy effect (as illustrated in Figure 1). Next we study the impact of these effects on individual's processing of multiple sources of information (first-hand personal sales experience/second-hand knowledge via a Facebook post) that can have different valences in relation to the sales experience.

FIGURE 1
PREDICTED PATTERNS OF DATA[i]



Additive Effect

When considering multiple information sources regarding a salesperson, numerous effects are potentially in play, depending on the information valence. For multiple information sources that are consistent in nature (positive/positive or negative/negative), a natural inclination is to assume that as individuals experience more positive or negative feedback, thus having a greater positive response or more negative response toward the object of focus due to the valence of the source is equal impact at Time 1 and Time 2. Thus, an additive effect occurs by increasing the positive or negative valence perceived. However when the information is inconsistent (positive/negative or negative/positive) then a weighing effect may occur, where both sets of information are considered when processing the second set of information received (Anderson, 1979). Accordingly, in a positive/negative situation, while the second information valence may be negative, the information will not be processed as negatively due to the influence (weight) of the first information valence being positive. The predicted additive effect is represented in Figure 1a. Considering the additive effect, the following hypotheses are proposed:

H2a: Information valence at Time 1 and Time 2 jointly influence attitude toward the salesperson at Time 2.
H2b: Information valence at Time 1 & Time 2 jointly influence purchase likelihood at Time 2.

Primacy and Recency Effects

In contrast, primacy and recency effects suggest that order does matter. There have been numerous studies (Haugtvedt and Wegener, 1994; Loginova, 2009; Pandalaere, et al., 2010) that have examined both of these effects together to determine which is most likely to have the greatest influence, whether the information is received first, compared to when the information is received last. Several studies found the primacy effect to be occurring compared to the recency effect (Hovland and Weiss 1951), whereas other studies found the recency effect to be occurring compared to the primacy effect (Biswas, Grewal, and Roggeveen, 2010; Martín-Santana, et al., 2016). Finally some studies found the primacy effect occurring in certain conditions such as when there was high motivation to process the information (Lana, 1963), when the information was processed by females (Brunel and Nelson, 2003), and when the delay between the two pieces of information was long (a few days) (Neidrich and Swain, 2008). In those same studies, the recency effect was found to occur in certain conditions such as when there was low motivation to process the information (Lana, 1963), when the information was processed by males (Brunel and Nelson, 2003), and when the delay between the two pieces of information was short (a few minutes) (Neidrich and Swain, 2008).

Primacy Effect. A primacy effect is said to occur when the initial encountered stimuli has a greater impact on a situation than a subsequent encountered stimuli (Pandelaere, et al., 2010). According to Atkinson and Shiffrin's 1968 model, the primacy effect would be attributed to long-term storage in memory, due to having the opportunity to rehearse the first information received more often than the last information received (Li, 2010). If the primacy effect would occur, then individuals would only be influenced by the first information they received. The primacy effect predicted result is reflected in Figure 1b. If this effect is found to occur, then the valence of the information received at Time 1 would be the influencing factor for the attitude toward the salesperson and purchase likelihood measured at Time 2, regardless of the valence of the information at Time 2. We therefore propose the following hypothesis:

H3a: Attitude toward the salesperson at time 2, is affected by the information at Time 1 and not by the information at Time 2.
H3b: Purchase likelihood at time 2, is affected by the information at Time 1 and not by the information at Time 2.

Recency Effect. A recency effect takes the opposite approach of the primacy effect by identifying the last information received as having the most influence (Gürhan-Cali, 2003; Pandaleare, et al. 2010). This is based on the idea that the last experience is kept in short-term memory (Li, 2010). People tend to recall their most recent experiences more easily when forming opinions (Zaller, 1992; Cook and Flay, 1978). As such, individuals' attitudes and behaviors are impacted by the most recent information. If a recency effect occurs, then results should mimic Figure 1c. Given this, it is proposed:

H4a: Information valence at Time 1 will influence the attitude toward the salesperson at Time 1, whereas information valence at Time 2 will only influence the attitude toward the salesperson at Time 2.
H4b: Information valence at Time 1 will influence the purchase likelihood at Time 1, whereas information valence at Time 2 will only influence the purchase likelihood at Time 2.

METHODOLOGY

Participants

One hundred thirty undergraduate students from a major Southern university completed the study for credit; experiments were conducted via individual computer terminals in a dedicated behavioral lab. Average age of the participants was 22.6, and 38.5% of the subjects were male.

Procedure

The impact of the source of a first-hand experience versus second-hand knowledge by employing a personal sales experience vignette (PSE) and friend's Facebook post (FBP) was studied. Also, the impact of information valence was examined. The experiment is a repeated measures design with two time periods where subjects were randomly assigned to one of eight conditions in a 2 by 4 mixed design.

In order to test the hypotheses, subjects were randomly assigned to one of eight conditions: (1) +FBP/+PSE, (2) +FBP/-PSE, (3) –FBP/+PSE, (4) –FBP/-PSE, (5) +PSE/+FBP, (6) +PSE/-FBP, (7) –PSE/+FBP, and (8) –PSE/-FBP. The Facebook post used in this experiment indicated it originated from a "friend" of the subject and that it described that friend's experience with a salesperson. The personal sales experience used in this experiment was a vignette asking the subjects to imagine themselves as having a personal sales experience described to them with the same salesperson *(complete details of the stimuli used available by request).*

At the beginning of the experiment, subjects were told they would be presented with some scenarios, and in these scenarios they were to imagine that they were in the market for a new laptop to use for school projects. They were also told that part of selecting a laptop is considering where they will purchase a laptop and that they will want to select a place that has knowledge and helpful staff that can help them find the right laptop. At time 1, subjects were presented with the first stimuli of either a PSE or FBP and then the dependent variables of attitude toward the salesperson and purchase likelihood were measured. At time 2, they were presented with the alternate stimuli of PSE or FBP, and then again the dependent variables were measured. Manipulation checks were also assessed at time 1 and time 2.

Subjects assessed their attitude toward the salesperson using a 7-item semantic-differential scale with anchors of bad/good, negative/positive, unpleasant/pleasant, unlikeable/likeable, unhelpful/helpful, insincere/sincere, and not friendly/friendly (Brown, 1995). Subjects then assessed their purchase likelihood by answering the following questions on a 7-point Likert scale of 1=Very Low to 7=Very High on the following items: likelihood of purchasing product, probability of considering purchasing product, willingness to buy product, desire to buy product from retailer, and desire to buy product from salesperson (Dodds, Monroe, and Grewal, 1991). Subjects assessed the stimuli with a 4-item semantic-differential scale with anchors of negative/positive, bad/good, unpleasant/pleasant, and unfavorable/favorable.

Attention and Demand Checks

An attention check was administered after viewing each type of information and asked subjects what they just saw (a Facebook post, Online Review, or Personal Shopping Experience "You" Had). Of the 130 subjects, 2 failed this attention check. Demand check was assessed after the demographics were collected and asked subjects what they thought the survey was about. Reviewing the responses, no subjects were able to accurately guess the purpose of the study, therefore no demand biases were detected.

RESULTS

Repeated Measures ANOVA

In order to test our hypotheses, repeated measures ANOVA tests were run to compare the effects of information valence, information source, and information order at time 1 and time 2 to determine which pattern of effect is found to occur; an additive, primacy, or recency effect. Figure 2 and Tables 1 and 2 provides these results.

FIGURE 2
RESULTS[ii]

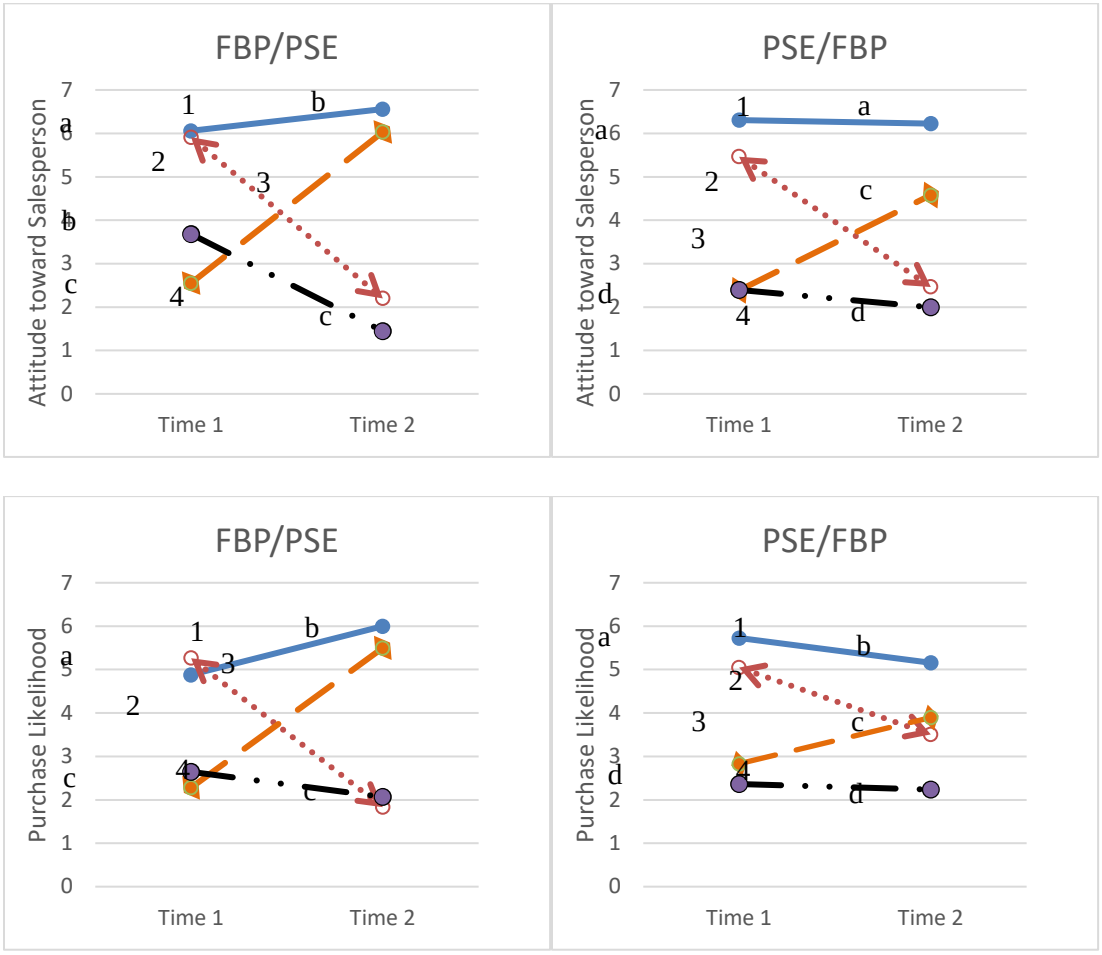


TABLE 1
MEAN COMPARISON BETWEEN TIME 1 AND TIME 2

TABLE 2
MEAN

			Attitude toward Salesperson			Purchase Likelihood		
FBP/ PSE	Mean Points	df	f-value	*p*-value	η^2	f-value	*p*-value	η^2
	1→1	1,17	4.39	.051	.002	17.01	.001	.119
	2→2	1,12	48.15	.000	.210	239.47	.000	.234
	3→3	1,21	108.95	.000	.164	159.10	.000	.177
	4→4	1,8	11.52	.009	.191	2.75	.136	.015
PSE/ FBP	1→1	1,13	.16	.699	.000	8.09	.014	.003
	2→2	1,12	25.61	.000	.014	11.67	.005	.032
	3→3	1,18	14.45	.001	.099	8.75	.008	.025
	4→4	1,21	3.39	.080	.008	.32	.576	.001

COMPARISONS WITHIN TIME 1 AND TIME 2

			Attitude toward Salesperson				Purchase Likelihood			
FBP/ PSE	Mean Points		Time 1		Time 2		Time 1		Time 2	
		df	t-value	*p*-value	t-value	*p*-value	t-value	*p*-value	t-value	*p*-value
	1→2	29	.38	.708	9.83	.000	-1.10	.279	15.09	.000
	1→3	38	11.19	.000	1.39	.174	7.59	.000	1.12	.264
	1→4	25	4.18	.000	17.52	.000	3.69	.000	8.41	.000
	2→3	33	9.14	.000	-7.01	.000	11.41	.000	-9.87	.000
	2→4	20	3.33	.003	1.26	.224	5.05	.000	-.49	.628
	3→4	29	-2.11	.004	8.80	.000	-.82	.418	6.46	.000
PSE/ FBP	1→2	25	1.53	.138	6.68	.000	1.50	.145	2.78	.010
	1→3	31	9.45	.000	2.32	.027	7.01	.000	2.37	.024
	1→4	34	8.15	.000	10.33	.000	7.58	.000	7.26	.000
	2→3	30	6.04	.000	2.67	.012	4.72	.000	-.60	.552
	2→4	33	5.50	.000	.92	.363	5.43	.000	2.46	.019
	3→4	39	-.01	.989	4.34	.000	1.09	.284	3.62	.001

The first hypotheses proposed that individuals are more likely to discount their own personal experience in favor of others. Results show that the opposite is true. Specifically, Figures 2a and 2c exhibit an additive effect for consistent information. Thus, at time 2, personal sales experience has a greater weight on attitude toward the salesperson and purchase likelihood, thus making the strength of responses further positive or more negative. Figures 2a and 2c, show additional evidence of a recency effect when the information is inconsistent.

Examining Figures 2b and 2d, there is a stronger influence for personal sales experience in comparison to the Facebook post due to an additive effect occurring for inconsistent information. The impact of the valence of the personal sales experience appears to have greater weight when comparing it to the valence of the Facebook post. In relation to consistent information, when personal sales experience is the initial experience, a recency or primacy effect appears to be occurring, meaning that the Facebook post does not create an additive effect to influence the attitude towards the salesperson or purchase likelihood.

In relation to the three competing hypotheses, the following results were found. First, when the valence of the information was consistent (+/+, -/-) subjects exposed to the FBP first and then the PSE showed significant differences between t1 and t2. Thus indicating an additive effect (in partial support of H2a). However, when subjects were exposed to the PSE first and then the FBP, there was no significant difference when the valence was consistent. Lastly, for purchase likelihood in both the FBP/PSE and PSE/FBP scenarios the consistent information valence (+/+) is significantly different, in partial support of H2b). On the other hand, the -/- information valence is not significantly different.

Reviewing inconsistent information in the FBP/PSE scenario for scenarios regarding purchase likelihood, a recency effect is observed (in partial support of H4a and H4b) as these end points of positive/negative and negative/positive are significantly different than each other. For inconsistent information in the PSE/FBP scenario, both attitude toward the salesperson and purchase likelihood, partially support of H2a and H2b.

GENERAL DISCUSSION

In this study, situations in which information can be consistent or inconsistent when received through either first-hand experience or through second-hand knowledge is examined. Personal sales experience vignettes were utilized to represent first-hand experience, along with a Facebook post representing second-hand knowledge. There were three competing hypotheses tested to indicate the possible scenarios of an additive effect, a primacy effect, and a recency effect. Results show a unique combination of each of these effects, which are outlined below.

Consistent Information

When a Facebook post was seen by subjects first and then followed by personal sales experience with consistent information, an additive effect is shown. Thus suggesting that first-hand experience is more impactful than any second-hand knowledge when the information is consistent (which is counter to what was found in the Reinhardt 2015 study). However, in the scenarios where the Facebook post was seen second, and the information was consistent, a primacy or a recency effect was found. This indicates that first-hand experience is just as impactful as the second-hand knowledge.

Inconsistent Information

In situations when the information was inconsistent, a recency effect was found when first-hand experience occurred after second-hand knowledge. This supports the idea that first-hand experience is more impactful than second-hand knowledge. In scenarios where first-hand experience occurred before second-hand knowledge, an additive effect was found, meaning that people continued to reference their first hand-experience when processing information from second-hand knowledge. While the second-hand knowledge does impact their attitude toward the salesperson and purchase likelihood, it is not as impactful.

Managerial Implications

Evidence supports the idea that negative second-hand knowledge can be overcome when consumers later experience a positive first-hand experience, however in situations where consumers experienced a negative first-hand experience, later positive second-hand knowledge will not have as great an impact on consumers' attitudes and behavior intentions. This indicates that consumers still remember negative personal experience. As a result, salespeople, retailers, and marketers need to be cognizant of the impact of personal sales experience in forming a good impression in consumers' minds. Managers and salespeople need to remember that every interaction and experience that exists between the firm and the customer counts, and influences customers' behavior(s).

Limitations and Opportunities for Future Research

While this research does provide insight into the interplay of information valence and source effects, there is a lack of realism to the design of the study in that there is not a natural time lag between exposure to the Facebook post and exposure to the personal sales experience vignette, and vice versa. Another limitation of the study is the inability to tease out whether a primacy or recency effect occurs when information is consistent. Future research should consider how to address this issue. Other future research opportunities include: utilization of qualitative interviews to capture individuals' thought processes; positive and negative priming; evaluation of effects of source credibility on the second-hand knowledge, such as from a friend or stranger, also warrants study; also extension of studies beyond a lab setting.

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[i] Figure 1: Predicted results reflect the Additive Effect (1a) Primacy Effect (1b) and the Recency Effect (1c). Line 1 indicates (positive/positive), line 2 indicates (positive/negative), line 3 (negative/positive), and line 4 (negative/negative).

[ii] Figure 2: Information valence: 1 indicates positive/positive, 2 indicates positive/negative, 3 indicates negative/positive, and 4 indicates negative/negative. Significant differences between the endpoints are indicated by the difference in the letters, for example “a” is significantly different than “b”, “c” or “d”. Additive effects are witnessed in lines 1 and 4 in the measurement of attitude toward the salesperson when in the FBP/PSE, and in the measurement of purchase likelihood in both the FBP/PSE and PSE/FBP scenarios for line 1 only. The recency effect is exhibit in the remaining scenarios (with a possible primacy effect for lines 1 and 4 not previously discussed).

Extending Sales Controls into Sub-Categories Based on Actual Sales Agents' Actions: A Netnography Approach

Richard Conde (University of North Texas)

U.S. businesses spend an estimated $15 billion in salesforce training (Zoltners, Sinha, and Lorimer, 2008). In this context, sales agents are becoming increasingly aware of their training needs and are more involved in how their training is delivered (Lassk et al., 2012). To date, sales research focuses more on social media as a facilitator of the sales process than as a forum for sales agents to exchange information. A discrepancy has emerged between the sales agent's need to increase sales knowledge and the continued availability of internal training resources. Attempting to extend social media sales research, Rollins, Nickell, and Wei (2014) investigated the utilization of sales forums (blogging) by outside sales agents. This study offers first insights into inside sales agents using external blogs to exchange sales techniques, approaches, and tips.

Sales controls consist of two overall segments: behavioral and outcome. Challagalla and Shervani (1996) suggest that behavioral sales controls include activity (making sales calls, preparing proposals, etc.) controls, and capability (knowledge gathering) controls, while outcome controls focus on sales results. One notable limitation in social media sales literature is that many studies have not correlated the purpose of sales agent blogging to sales control research. To date, sales research examining the influence of social media focuses on outside sales rather than inside sales. Because inside sales call center agent training is more complicated (Aksin, Armony, and Mehrotra, 2007; Koehl, Poujol, and Tanner, 2016; Hillmer, Hillmer, and McRoberts, 2004), inside sales agents would greatly benefit from engaging in social media to enhance sales knowledge.

This study fills a gap in the literature by concentrating on how inside sales agents learn via external blogs, both by creating and participating in them. The focus of this study is on professional blogs that are external to company forums. Against this backdrop, this study advances existing research in four significant ways. First, it explores blogging by inside sales agents as a learning tool to expand sales-related knowledge. Second, it correlates inside sales agent blogging intentions with sales control methodology. Third, it introduces situated learning theory into sales training and online learning. Fourth, as the first apparent qualitative research to employ netnographic methods to study inside sales agent behaviors, it validates and extends the use of netnography in an inside sales context, a sales control perspective, and an overall sales training standpoint.

The premise of situated learning is that people learn by participating in communities of practice (CoP). Lave and Wenger (1991) indicate that learning is a reciprocal relationship between individuals and practice, whereby learning takes place outside a classroom, or in a corporate training setting. Situated learning theory posits that learning is primarily a social phenomenon reflecting the social nature of human beings (Gherardi, Nicolini, and Odella, 1998). Outside specified training curriculum, individuals learn many skills from one another. A critical component of situated learning theory is the community of practice (Brown and Duguid, 1991).

Situated learning theorists (Wenger, McDermott, and Snyder, 2002) suggest that learning takes place between members of interconnected communities of practice (CoP). Employees, are not just members of their organization's CoP, but are also members of broader CoP's. Salespeople are beginning to use these technologies to manage customer communications and review discussion topics on online communities (Lamb, 2010). As previously mentioned, most sales research on online communities focuses on maximizing the sales process rather than increasing learning.

This study applies netnography, a form of ethnography adapted for the unique digital contingencies of today's social worlds (Kozinets, 2010). As Kozinets (2010) explains, "depending on how we define our terms, there are at least 100 million, and perhaps as many as 1 billion people around the world who participate in online communities as a regular, ongoing part of their social experience. These people are all around us" (p. 2). Netnography was developed to study and understand online communities and their interactions. Netnography is more suitable than ethnography for examining social communities because it is more flexible, less expensive, and more adaptable to the ever-changing on-line populations (Kozinets, 2002). This study centers on the non-

participant netnographic method to investigate the phenomenon without immediately interacting with inside sales bloggers (Cova and Pace, 2006).
The data collection covers a period of three months.

This article followed the netnographic methods of Daymon and Holloway (2010) and the ethnographic conventions of Arnould and Thompson (2005). The analysis maneuvered between blogs and field notes. Summaries were reviewed and read multiple times using categorization, abstraction, and the comparative method, by classifying blog topics into the three sales controls principles. After the blogs were categorized into their particular sales control segment, to verify confirmability (Hirschman, 1986), a total of six inside sales managers with an average of six years of inside sales experience and three years of inside sales management experience were recruited to review the findings and provide comments.

Sales controls are significant since they provide a means for forming and regulating the selling behaviors of salespeople (Jaworski 1988). Challagalla and Shervani (1996) extended the behavioral element of sales controls into two broader categories: activity and capability control. Activity control refers to the activities a salesperson is expected to complete daily. Interestingly, 67% of all blogs revolved around sales activity controls.

This study explores how inside sales people utilize communities of practice (forums and blogs) to gain knowledge to increase their sales performance as measured by sales controls. Data from 320 inside sales agents' blogs illustrate the process of learning through blogging, which targets behavioral and outcome sales controls. Social media has created several ways for individuals to share and seek knowledge (e.g., blogs, LinkedIn, Facebook, and Twitter). As a result, the selling profession has evolved in considerable ways (Lassk et al., 2012).

This study provides several contributions to the field. First, for researchers interested in using social media to improve sales learning and knowledge exchange. Second, as one of the few qualitative research studies utilizing netnography in sales, and arguably the first to analyze inside sales. Third, prior sales control research stops short of providing sub-segments of each sales control. The results of this study introduce sub-segments for inside sales controls. Fourth, the blog review reveals the complexities of an inside sales department. Fifth, and perhaps the greatest contribution, is the discovery that for inside sales agents, compared to outside sales agents, activity controls are divided into two distinct activities: Sales and Operational/phone. In addition, control outcomes for inside sales agents include a plethora of phone measurements that outside salespeople do not have to endure.

These findings offer many applications for inside sales leaders. First, salespeople will reach outside the organization to gain sales knowledge and tactics to improve performance. The utilization of public forums by inside sales agents confirms that individuals seek out communities of practice to increase learning. Second, inside sales agents' blogging efforts align well with sales controls. Most blogs revolve around behavioral sales controls—activity and capability—therefore, sales managers have opportunities to provide more side-by-side coaching to improve an inside sales agent's behavioral selling activities and capabilities. Third, understanding the sales outcome sub-segments should provide a sales manager with a summary of areas of concentration. For instance, when it comes to capabilities, an inside sales manager might develop a resource library of books, blogs, podcasts, and videos for inside sales agents to use, or develop a sales enablement program rather than spending time on an area outside the three identified in this study.

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MAD MEN: CEOS WITH SALES AND MARKETING BACKGROUNDS

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INTRODUCTION

CEOs are arguably the most visible and influential individuals within a firm. As such, there is a plethora of research regarding the ways that CEO characteristics influence their firms' outcomes. Many papers have examined the personal characteristics (e.g. risk aversion, education, age, gender) of the CEO, but relatively few examine the significance of a CEO's career path and the impact it has on the firm. In this paper we focus specifically on CEOs whose path to the top went through the marketing and sales functional areas. We contend that the unique training, experience, outlooks, and the subsequent abilities and competencies that marketing and sales roles foster will have measurable impacts on firm outcomes. In particular, we focus on three outcomes where they may demonstrate superior abilities over CEOs from other functional areas: better revenue growth and market share capture, higher tolerance for pay-for-performance in their compensation packages, and a superior ability to communicate with investors.

BACKGROUND AND HYPOTHESES

Given that recent literature points to CEO expertise in areas of their career background, we hypothesize that firms with Sales CEOs will exhibit superior performance on marketing and sales related benchmarks. Specifically, we consider two benchmarks that are likely to reveal an emphasis on marketing and sales: market share and advertising efficiency (revenue / advertising expense). We anticipate that Sales CEOs will control a larger market share relative to their competitors, all else equal, given their background. We also anticipate that they will be able to generate more revenue per advertising dollar.

We also consider the marginal impact on sales and marketing policy during CEOs' first year of tenure. It seems reasonable to anticipate the largest policy shifts early in a CEO's tenure, particularly in areas that the CEO may feel familiar with. Therefore, we hypothesize that during the first year of a Sales CEO's tenure there will be a significant increase in market share and advertising efficiency.

Next, we consider how the presence of a Sales CEO at a firm impacts sales and market valuation during industry wide sales downturns. We hypothesize that the presence of a CEO with a sales or marketing expertise will dampen sales declines during the year of an industry sales crash and positively impact sales growth after an industry sales crash. Further, we hypothesize that the market will place a premium on firms with Sales CEOs during and after industry sales crashes.

We also examine compensation differences between Sales CEOs and their non-Sales peers. Basu et al. (1985) and John and Weitz (1989) provide a summary of prescriptions from the sales management literature concerning the appropriate mix of salary and incentive based compensation for a sales agent in various firm types. While CEOs are no longer in the sales force of their firm, coming up through this culture of pay for performance may induce them to accept compensation packages that include more performance based compensation.

As part of their job CEOs must communicate with investors. Research suggests that building relationships and communicating well are two key determinates of salesperson success (Boorom et al. 1998; Ramsey & Sohi 1997). Assuming that Sales CEOs possess the skills of successful salespeople, these skills may translate to better relationships with stakeholders. An important group of outside stakeholders is institutional investors, who hold a significant proportion of common stock outstanding in the United States (Friedman 1996; Gompers & Metrick 2001). These institutions often engage with firm management by directly exercising their ownership rights to back shareholder proposals (Gillan & Starks 2000) or indirectly by exiting their position if they are not satisfied with current management (Parrino et al. 2003). We hypothesize that, on the margin, CEOs with sales and marketing backgrounds will attract more institutional investors.

Our final hypothesis focuses on Sales CEOs' ability to build trust. Salespeople build trust and satisfaction

through the successful management of customer expectations (Swan et al. 1985; Churchill & Surprenant 1982). Although analysts are not customers of the firm, they do engage with the CEO and other TMT members during firms' quarterly earnings announcements. Analysts set their expectations about the firm's earnings for the quarter, at least partially, on information revealed by the firm in prior quarterly earnings calls and throughout the current quarter with the release of 8-K filings. The quarterly earnings call and press release are a rich medium for exchanging information, and an opportunity for CEOs to shape analyst and investor expectations about the future of the firm. Research on the qualitative information content of earnings conference calls (Mayew & Venkatachalam 2012) and earnings announcement press releases (Davis et al. 2012; Demers & Vega 2008) suggests that management's framing of the performance of the firm is informative to analysts and investors. Given salespeople's emphasis on managing expectations and the existence of a rich and frequent medium of communication between CEOs and analysts, we hypothesize that Sales CEOs will be particularly adept at managing analysts' expectations. We anticipate that the firms of Sales CEOs will beat analyst expectations more frequently than their non-Sales peers.

DATA AND METHODOLOGY

To identify CEOs with sales backgrounds we employ S&P's Capital IQ People Intelligence dataset. This dataset contains a text biography for approximately 3.5 million firm insiders, of public and private firms, and spans 1998 to the present. The dataset's biographies are collected from SEC filings (10-Ks), firm websites, and news aggregators. We are able to match CEOs from the ExecuComp dataset to their biographies in the People Intelligence dataset by matching on first name, last name, and GVKEY in each dataset. Of the 6,974 unique CEOs in ExecuComp we successfully match 5,357 to their biographies in People Intelligence. We search each CEO's biography for the number of times either 'sales' or 'marketing' is mentioned in the biography. To be identified as a Sales CEO, either sales or marketing had to be mentioned at least once in the biography. Thus, we identify 752 CEOs in the ExecuComp dataset with a sales or marketing background. We merge the ExecuComp firms with Compustat to obtain accounting data for the firms in our sample. The final sample consists of all ExecuComp observations (30,412 firm years) from 1998 to 2012. We add the Thompson SEC 13-F institutional holdings data and IBES quarterly earnings announcement data to our sample. In our main analysis we use dynamic panel regressions to model hypothesized relationships.

RESULTS AND DISCUSSION

We find that Sales CEOs exhibit superior outcomes relative to their non-Sales peers on sales and marketing metrics. From an operations perspective, we find that Sales CEOs are associated with larger market share in their industry. During Sales CEOs first year, we observe an increase in market share and an increase in advertising expense to sales conversion. Sales CEOs also impact sales growth and valuation outcomes for their firm when their industry experiences a negative demand shock. During an industry wide sales crash, firm's with Sales CEOs experience a smaller decrease in sales and better market valuations through the crash. Consistent with an emphasis on pay for performance compensation for sales forces, we find that Sales CEOs have compensation packages that are more heavily weighted to the performance of the firm than their non-Sales peers. We also consider the relationship between Sales CEOs and investors and analysts, given sales and marketing's focus on managing customer expectations. When Sales CEOs are hired we find a significant increase in the number of institutional investors, while non-Sales CEOs lose institutional investors when they are hired. Additionally, firms with Sales CEOs are more likely to meet or beat analysts' earnings expectations.

SPONSORING THE PROFESSIONAL SALES PROGRAM: A WIN-WIN FOR STUDENTS AND COMPANIES

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INTRODUCTION

The professional sales occupation has a high-demand job market yet there is limited enthusiasm for working in the field (Pink, 2011). Sales talent is hard to find and employee turnover necessitates a consist stream of hiring. Depending on the industry, salesperson turnover can range from as low as 10 percent to as high as 43 percent (How, 2017). Building the organization's reputation amongst prospective employees and working to enhance the depth and breadth of candidate pools are important goals of firms hiring sales talent. To help achieve this goal, firms are increasingly providing financial and in-kind support to university career service offices and professional sales programs across the country (New, 2016). While the sponsorship of university programs has exploded in practice, academic research examining the phenomenon has not kept pace. A theoretically grounded model and empirical evidence to the efficacy of such investments is essential to ensure continued corporate involvement in university academic programs. This research begins to fill the void by offering an empirical examination of the effects sponsoring a professional sales program has on student perceptions of the sponsoring firm.

THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

Organization reputation plays an important part in an organizations ability to acquire top human capital (Belt and Paolillo, 1982; Gatewood, Gowan and Lautenschlager, 1993). Research suggests that mere exposure to organizational reputation information increases an individual's probability of applying for a position within a company (Gatewood et al., 1993). The more an applicant knows about the firm, the better their judgments can be regarding their fit within the firm and their likelihood of success within the firm. While mere knowledge of an organizational reputation is an important factor attracting human capital so too is the favorability of those reputation perceptions.

Corporate Sponsorship

A tool consumer marketers use to enhance reputation perceptions is through corporate sponsorships. Corporate sponsorship is defined as "the provision of assistance either financial or in kind to an activity by a commercial organization for the purpose of achieving commercial objectives" (Meenaghan, 1983, p.9). Influencing consumer perceptions of the sponsoring brand is the most commonly cited corporate objective and in turn, the majority of academic research has investigated sponsorship's effect on consumers (Cornwell, 2008). Substantial corporate investments in sponsorships however, are currently being made with other objectives and at more micro levels. For examples, companies often sponsor local participatory sporting events or community events to engage, reward and recruit employees (Filo, Funk and O'Brien, 2010). Firms are also sponsoring university programs to aid in the human capital recruitment process. This often consists of partnering with a university's career services office (New, 2016). Moreover, firms are sponsoring specific academic programs across campus. For example, a proliferation of professional sales programs across the county has been mirrored by an increase in corporate financial support for such programs. Firms seeking sales talent provide financial support to professional sales academic programs in exchange for some mutually agreed terms.

This research proposes corporate sponsorship of professional sales programs will lead to favorable outcomes for the sponsoring firm. Additionally, firms that actively leverage their sponsorship by engaging in co-teaching activities will experience favorable outcomes to a greater extent than firms that do not leverage their sponsorship. Finally, it is proposed that the positive effects of co-teaching will be more beneficial for firms with relatively lower awareness (i.e., B2B firms) compared to firms with higher awareness (i.e., B2C firms).

METHOD

Study participants are students from a professional sales program at a large Midwestern university. The professional sales program garners financial support from approximately 20 companies in a wide variety of industries. Students in an upper division (400 level) professional sales class comprised the study sample. The course is an upper division business elective and is required as part of the professional sales curriculum.

Procedure and Measures

To test the predictions, a natural experiment was developed. The natural experiment involved two sponsoring brands – one a well-known B2C brand (car rental industry), and the other a B2B brand (energy distribution industry). Prior to the semester, arrangements were made with representatives from each company to co-teach one class session during the course (i.e., each company had its own day). During the semester, representatives from the two sponsor companies each co-taught a topic during a 75-minute class session. Two control brands were selected to pair with each of the sponsoring brand. The control brands came from identical industries (car rental and energy distribution), were of similar size and had similar entry-level sales positons. Pre-testing confirmed that the paired brands had similar levels of brand awareness.

During the first week of the semester an online survey was administered to the students enrolled in the course. Following a number of introductory questions, students were randomly shown one of the four brands followed by a battery of questions regarding that specific brand. Participants were randomly shown the other three brands and answered the questions following each exposure. At the conclusion of the academic semester (during finals week) students were given a similar survey. Again, participants were exposed to the four brands in random order and completed a battery of questions after exposure to each given brand. Established scales were used to measure all study constructs.

Analysis and Results

To test the hypotheses, the survey data collected were analyzed utilizing Multivariate Analysis of Variance (MANOVA). The analysis lends support to the notion that student perceptions were higher for the sponsoring firms versus non-sponsoring firms. Additionally, co-teaching increased students' positive perceptions of the sponsoring firms from the beginning to the end of the semester. Finally, the analysis indicates that this growth effect (of positive perceptions) was stronger for the B2B sponsor compared the B2C sponsor.

DISCUSSION

Our results indicate that prospective salespeople, who are exposed to corporate sponsorships, perceive a company to be more attractive to work for than companies that do not have the same exposure. Additionally, our results demonstrate that sponsorship activation in the form of co-teaching increases student perceptions. Activation effects are more pronounced for B2B versus B2C firms. This study provides evidence to the efficacy of corporate sponsorship of professional sales programs. Companies looking to recruit sales talent should consider becoming sponsors of professional sales programs and actively leverage that sponsorship.

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SALES ENABLEMENT JOB POSTINGS: A THEMATIC ANALYSIS OF RESPONSIBILITIES

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While the growth of sales enablement has begun to obtain traction in the marketplace, little is known about the roles these sales enablement directors play in increasing sales productivity and effectiveness. Using job description data from Sales Enablement postings, the purpose of this paper is to uncover what are the job responsibilities, scope, and qualifications that hiring companies use to define a sales enablement leadership position. This is a qualitative study employing a thematic analysis method.

Grounded on an academic and practitioner-based literature review of sales enablement, a bifold criterion was established for job descriptions that maximized range: a) job descriptions that included the key word "sales enablement" as part of its description or required job functions, and b) the job descriptions would be at the supervisor, director, or Vice President level to guarantee they were leadership positions. Data was collected from multiple online search job engines over a period of three months. This type of information is known as *pre-existing textual data* as it involves the selection and use of words that are already in existence (Braun and Clarke, 2006) whether in oral or written form. *Pre-existing textual data*, a secondary source, are valued because one can have access to experiences and perspectives without biasing or shaping the responses through the researcher's data collection and methods (Braun and Clarke, 2006).

The sample consisted of a total of 113 job postings representing several industries such as technology, education, healthcare, etc. Regarding *coding*, each job description was coded looking for themes. Coding yielded over 1,000 initial codes, denoting a thorough, inclusive, and comprehensive process. The analysis involved making sense and interpreting the data. The goal of the analysis was to uncover organized themes and patterns, while harmonizing a systematic narrative with illustrative excerpts. As a further reliability test, a member check was conducted where the analysis was shared with sales enablement professionals at a national gathering so they could comment and provide suggestions for improvement or additional details (Zellweger and Sieger, 2012).

The analysis uncovered that hiring companies have seven responsibility and four expectation areas for sales enablement directors. Regarding the *areas of responsibility*, sales enablement directors are expected to be accountable for: education and training, content marketing, sales operations, marketing strategy, metrics, and a sales catalyst. Sales catalyst was the leading enablement functions, 84% of the sample, according to companies seeking director level positions. Being a sales catalyst calls for a strong focus on sales and process improvement by applying industry best practices, using sales enablement tools, and developing relationships within the entire organization.

The analysis also uncovered that there are four areas of expectations hiring companies hold regarding sales enablement directors. In order of importance these *areas of expectations* are: internal liaison, leadership, systematic problem solver, and external liaison. It is important to note that sales enablement leadership can have a silo, multiple, or company-wide reach within the organization.

Sales enablement leaders must continue to maintain the company-wide focus that most companies presented as part of their job descriptions. Future research should enhance the understanding of sales enablement in the way in which companies relate to practice. This may include addressing factors such as expectations, actual performance, and job performance practices. Formal and non-formal channels of communication between professionals and their employers should be explored as well.

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DEVELOPING FORMATIVE MEASURES FOR UNDERSTANDING THE USE OF SOCIAL MEDIA BY SALESPEOPLE

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INTRODUCTION

With the increasing emphasis on digital marketing for both B2C and B2B organizations there is a need to examine the role of social media across the buying-selling process. Organizations have come to realize that conversations are taking place outside the traditional media (Kaplan, Haenlein 2010) The interactive nature of social media means that participants should acknowledge that social media activities are a conversation, not a one-way communication. While there is ample evidence of use of social media by sales reps, others in the buyer-seller process are also increasingly turning to social media to meet business challenges. Social media metrics are needed to understand more of the impact of these conversations. While marketing is usually the first initiative for social media, the interactive nature of social media is drawing buyers into the conversation. This paper develops a measure to begin to look at how B2B salespeople are participating in this conversation using the Li and Bernoff (2008) "groundswell" model as a framework. Future research will use this measure to examine the buyer's side of the conversation.

GROUNDSWELL MODEL

As social media usage grows, companies have learned that the company no longer controls all communication about their brand or service. Peters et al (2013) note that social media are about influence, not control, quality not quantity and importance not urgency. Li and Bernoff (2008) describe this shift in control as a "groundswell" and suggest that organizations will have to develop strategies to participate in the groundswell if they wish to remain relevant (Dorner, Edelman 2015). Five groundswell objectives that executives should incorporate into their strategic plans in order to become more customer-centric are described (Bernoff, Li 2008): Listening, Talking, Energizing, Supporting and Managing. Listening can be described as gaining new insights about the business environment by paying attention to what people are saying about their interactions, experiences, thoughts and feelings with the company, the competitors, the suppliers and markets. Bernoff and Li (2008) indicate that companies traditionally associate listening with marketing research. The objective of using social media to talk is explained as "talking with", distinct from "shouting" or "talking at". "Talking with" implies moving from one-way mass communication to timely interactive responsive discussion. Energizing refers to getting customers to interact with one another to evangelize a product. Supporting includes enhancing customer connections and information communication to become more responsive to customer needs. Managing suggests that the increased interconnectivity allows better selection of customers and suppliers as appropriate business partners.

MEASURE DEVELOPMENT

If social media is most valuable when it enables a conversation, it is essential to look the areas of interaction between buyers and sellers, not just what sellers would like buyers to know, but what buyers would like sellers to provide. Efforts have been made to examine social media use by sellers within the supply chain. The sales literature has many (Rapp et al. 2013) recent examples, for example, (Andzulis, Panagopoulos and Rapp 2012, Marshall et al. 2012, Rodriguez, Peterson and Krishnan 2012). We developed this measure to be able to eventually look at both sides of the buyer-seller conversation. The purpose of developing a formative measure is to understand the full domain of social media (Diamantopoulos, Siguaw 2006) as it pertains to buyers and sellers.

The items were developed by combing the sales literature and supply chain literature for examples of how social media has been used successfully. We talked to B2B sales professionals and asked them about how they used social media. Most of the examples we found seemed to fit the Bernoff and Li Model. After the measure was developed, we discussed the measure with B2B sales professionals. They generally agreed that

the items reflected their experience with social media. Once this was completed, a professional marketing research survey organization was contacted to provide 100 to 120 sales function employees, either salespeople or sales managers, to complete the survey which was collected online. A total of 117 actually completed the survey although some missing values were indicated. Seventy eight (78) respondents were salespeople, whereas thirty six (36) were sales managers.

FINDINGS

Generally, the responses cover the entire range and are not normally distributed, illustrating some significant kurtosis on all but one item, but no skewness. Means ranged from a high of 2.54 for value to listen to a low of 3.13 for use to engage. All means are significantly different from zero. Analysis of variance was used to examine the possible differences between B2B respondents and B2C respondents. No differences were observed. Then, an analysis was done of the responses provided by salespeople (76) and sales managers (36). Sales managers thought that all but the value of listening was more important than did salespeople and sales managers used all five categories and social media in total more than salespeople. Thus, sales managers, in general, used social media more than did salespeople and also thought it had significantly more value. Not surprisingly, the correlation between usage and perceived value was high.

DISCUSSION

Key marketing scholars (Reibstein, Day and Wind 2009) call on marketing researchers to consider the impact of networked organizations in future research. They observe that the current business environment requires organizations to discard their silo perspectives and the authors call on marketing academia to examine marketing challenges from an integrated viewpoint. Given that very limited knowledge about usage actually exists by salespeople and their managers a baseline study was deemed necessary to begin to define the parameters of what we mean by social media use and its value. Choosing formative measures reflects the need to capture the social media domain. This measure will eventually enable marketing researchers to incorporate the actions of buyers, suppliers, logistics managers and sellers into the discussion on optimizing the customer experience.

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The Dark Side of Social Selling? Exploring the Nature of Jealousy and Envy in Sales

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Social selling is making the relationships and achievements of sales increasingly transparent. Relationships have always been important to marketing and sales and have been studied for decades (e.g., Berry 1995; Morgan and Hunt 1994; Sheth and Parvatiyar 1995). In addition, a variety of relationship marketing topics, such as relationship marketing effectiveness (Palmatier et al. 2006), unfairness (Samaha et al. 2011), culture (Samaha et al. 2014), and the effect of complaints (Tax et al. 1998) have been studied. Research has also looked specifically at sales and relationships between buyers and sellers (e.g., Bradford et al. 2010; Dwyer et al. 1987; Ganesan 1994). Recently, new complexities of strategic front-line relationships have been studied from a relationship portfolio perspective that includes customers, internal teams, and external business partners (Plouffe et al. 2016). Relationships, and the accomplishments related to these relationships, across the relationship portfolio are becoming more observable as many salespeople engage in social selling that places many of their relationships in a more public setting (e.g., Belew 2014). What is unknown is how the increasing transparency through social selling affects human emotions that could have a negative impact, such as envy and jealousy. Given the increased importance of relationship portfolios and social selling to salespeople, the present research advances that topics related to social selling relationships are an area ripe for new research. To this end, the present research identifies an understudied area directly related to how relationships thrive and/or fail in the context of jealousy and envy.

The concept of jealousy is salient and relevant to business relationships in a sales setting. From a psychological perspective, jealousy is a "complex of thoughts, feelings, and actions which follow threats to self-esteem and/or threats to the existence or quality of the relationship" (White 1981a, p. 24). Jealousy is unique because it requires that a perceived threat to a relationship be present (Parrott and Smith 1993). Surprisingly, given its relevance to relationships, only a few studies in the marketing (e.g., Abhigyan and Sreejesh 2014; Sarkar et al. 2014) and sales literature (Bagozzi 2006) have investigated the topic. Recent management literature concurs and concludes that despite the relevance, the concepts of jealousy and envy are predominantly under-researched in the literature (Scott et al. 2012). Given the potential threat that jealousy poses on the maintenance of healthy relationships in the social selling paradigm, the present study advances that specific study of its role on these relationships is in order.

The concept of envy within a sales environment is a pertinent topic when exploring the darker side of human nature within a competitive environment. Envy is characterized as occurring "when a person lacks another's superior quality, achievement, or possession and either desires it or wishes the other had lacked it (Parrott and Smith 1993, pg. 906)." Sales people may experience this emotion when they compare a position, achievement, or opportunity with other salespeople or even customers. In addition, complex sales environments increasingly include sales teams that consist of many players- from sales support to engineers. From each perspective, envy has potential to exist. Given the increased focus on social selling and its transparency of relationships and achievements, the present research expects that envy of other's (e.g., salespeople, customers, management, etc.) relationships and achievements is playing an increasing, presumably detrimental role in the work life of salespeople that is yet unstudied. Thus, the current study focuses on understanding the role of jealousy and envy in sales settings. This investigation encompasses how jealousy and envy affect the relationships and actions of salespeople with customers, within the organization, and external to their organization. More specifically, the present research is guided by the following research questions: 1) What is the nature of envy and jealousy in social selling? 2) What leads to envy and jealousy in social selling? And, 3) what are the consequences of envy and jealousy in social selling?

Given the infancy of the notion of jealousy in sales, and in order to seek answers to the research questions, the present research employs a qualitative approach in order to understand the phenomenon itself (Langley 1999). In particular, this preliminary research relies on sixteen in-depth interviews with sales professionals and the method of grounded theory to develop insights into the complex nature of jealousy in

sales. The preliminary findings indicate that jealousy and envy are double-edged swords (e.g., healthy, unhealthy). On one hand, they provide motivation, a catalyst for goals, and a benchmark for success. On the other hand, the emotions can lead to failure of relationships and negative behaviors. These preliminary findings provide the foundation for further research to develop a model of jealousy and envy in a social selling setting. For scholars, this research adds to the limited work on this topic within a sales setting. For practitioners, this work will ultimately provide a foundation for how to properly manage the reality of these "double-edged" human emotions within a sales setting.

FINDINGS AND CONCLUSION

The findings reveal that jealousy and envy, whether it is healthy or unhealthy, have varying effects on the individual salesperson, team, manager, and customer. Depending on how jealousy was experienced (i.e., positively or negatively), participants explained the result of being jealous. When it comes to the salesperson themselves, jealousy may have an impact on salesperson effort (Brown and Peterson 1994). More specifically, it may lead some salespeople either to exert extra effort or to disengage from sales activities. It may also lead to distraction, as salespeople may become fixated on their level of jealousy

A significant insight discovered is that jealousy in sales is a complex phenomenon with multiple components. Participants described jealousy as not being "objective" and that it is something internal to each individual. It was also described as a fleeting feeling that comes and goes, as no "light goes on." Another prominent finding is that most participants conflated the concepts of jealousy and envy. At first, this consistent happening was troubling, but as the interviews continued and the trend continued, it became clear that both jealousy and envy were being described clearly, even if the emotions were errantly labeled. Thus, some of the findings below for envy will include the term jealousy, yet clearly represent an envious emotion. Finally, whether explicit or implicit, most participants acknowledge that they could recognize jealousy/envy exists in their personal environments.

However, it is important to emphasize that not all participants described experiencing jealousy in the same way, as a few indicated that they have not experienced any jealousy (either themselves or from others). Interestingly, participants described jealousy/envy as either having a positive or negative connotation. Yet, others discussed how jealousy/envy could be both healthy and unhealthy.This report of preliminary findings offers compelling information for sales researchers and shows promise to serve as a platform for future envy and jealousy sales literature. However, it is important to note that at this time these results are only preliminary, as data collection and analysis are ongoing. Results that are more complete will be available at NCSM.

The main purpose of the present research was to focus on the under-researched topic of envy and jealousy in sales. Even as companies work on trying to improve the effectiveness and efficiency of their sales force, they might inadvertently put sales management practices in a place that give room for jealousy and/or envy amongst members of the sales force. The present research indicates that, while jealousy and envy might have negative repercussions, if channeled properly, jealousy can actually drive salespeople to push themselves to excel in their tasks in order to succeed in their roles. Sales organizations and managers thus need to understand how the phenomenon of jealousy can be harnessed to improve the performance of their salespeople.

BLURRING THE LINES: THE ROLES OF HUNTERS AND FARMERS IN SALES

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The differences between service (farming) and sales (hunting) behaviors have gained the attention of many scholars (DeCarlo and Lam 2016; Jasmand, Blazevic, and de Ruyter 2012; Yu, Patterson, and de Ruyter 2013). It is not unusual to encounter salespeople who socially or professionally identify themselves as either a hunter or a farmer, and role objectives for each role have traditionally been clear and aligned with the stereotype of a hunter and a farmer. However, salespeople are facing increasing pressure to perform both roles within their organization (Yu, Patterson, and de Ruyter 2013). Ambidexterity, or being able to do multiple things simultaneously, has been the subject of a significant amount of research across multiple disciplines with respect to firms, technology, and individuals (Gibson and Birkinshaw 2004; He and Wong 2004; O'Reilly and Tushman 2008). Being a relatively new phenomenon of consideration in sales, much of the extant literature has sought to define and develop a measurement of ambidextrous behaviors (DeCarlo and Lam 2016; Jasmand, Blazevic, de Ruyter 2012). A recent study that looked at the dark side of sales and service orientations found employees performed best when they focused on only one orientation (Gabler, Ogilvie, and Rapp 2017). Nevertheless, many studies highlight the bright side of ambidextrous roles that employees are expected to perform (Yu, Patterson, and Ruyter 2013; Sok, Sok, and De Luca 2016; Jasmand, Blazevic, and Ruyter 2012; Rapp et al., 2017).

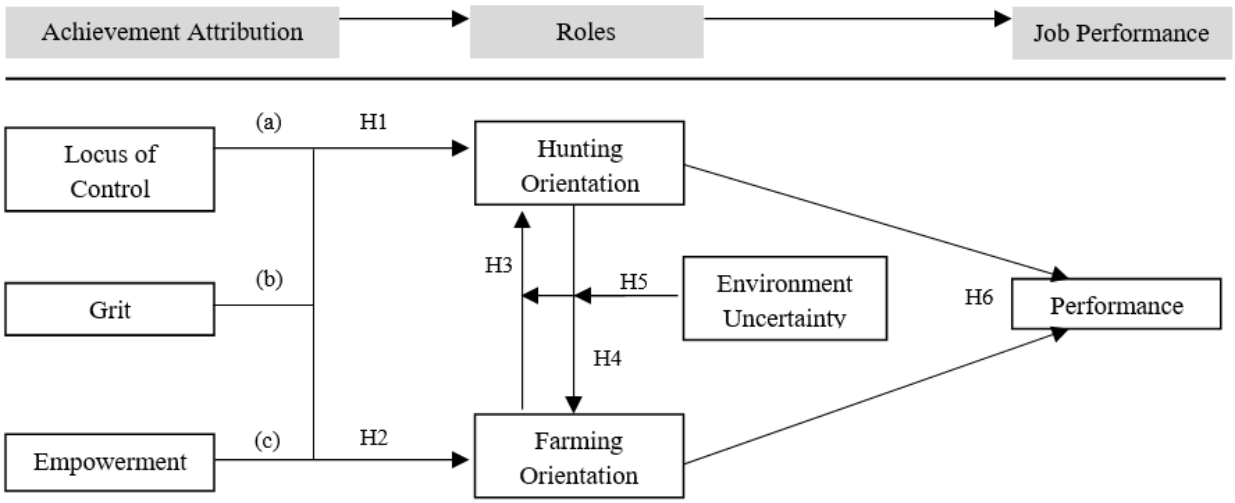
This study contributes to the sales literature by providing insights into what factors impact sales orientations. First, using self-theories and role theory, we propose and explain our model of achievement attribution-role-job performance in the sales context. In particular, it examines whether an individual characteristic (i.e., locus of control, grit, and empowerment) influences salespeople to better perform a particular sales role (i.e., hunting and farming) and how it influences these salespeople to adopt a different sales role, thus becoming more ambidextrous. Second, this study examines the impact of environmental uncertainty on the adoption of a contrasting sales role and provides insights for how managers and firms should approach ambidexterity among salespeople in an organization. We test our models using path analysis and offer managerial and academic implications for our findings.

THEORETICAL DEVELOPMENT & HYPOTHESES

Based on entity theory, both hunting and farming sales orientations are better suited with certain traits and attributions. As a result, one would expect outcomes such as job satisfaction and job retention would be higher for those salespeople who have a better natural "fit". However, incremental theory perspective argues that salespeople can be trained to equip adequate selling techniques and adopt traits and attributions that allow them to perform their sales roles as long as they are willing to put in enough hard work and effort. It implies that even if certain traits and attributions are better suited with each hunting and farming sales orientation, salespeople can successfully perform ambidextrous sales roles as long as they are motivated or incentivized.

Role theory speaks to how the behavior of an individual is frequently and significantly influenced by that individual's perceptions of his or her role within a given social context. Ambidextrous sales roles that are expected from salespeople to perform beyond the assigned sales role as a hunter or a farmer can create role ambiguity. Kahn and his colleagues (1964) stated that individuals are likely to experience diverse role expectations when they cross boundaries and experience. Thus, the new change of role expectation toward ambidexterity can cause role ambiguity, and consequently, job retention rate, satisfaction and job performance can be decreased (e.g., Singh and Rhoads 1991).

Based on these theoretical framework, we propose the below model (Figure 1)

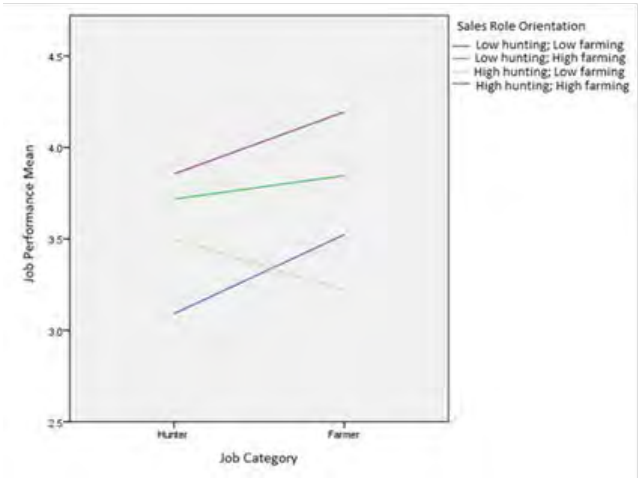


CONCLUSION

Using 310 salespeople, the conceptual model with seven proven measures (i.e., Locus of Control, Grit, Empowerment, Hunting orientation, Farming orientation, Environment uncertainty, and performance) was tested. Based on the self-theories and goal theory we explain the characteristics that enable salespeople to successfully perform ambidextrous tasks. For both a hunter and a farmer, empowerment is an important ingredient for you to successfully prospect new customers. Locus of control also plays an important role when salespeople perform farming roles by encountering existing customers. We found that for hunters, the path between hunting orientation and performance is stronger than the path between farming orientation and performance, whereas for farmers, only the path between hunting orientation and performance is found to be significant. However, for farmers the direct effect of farming roles on job performance is not found to be significant.

A hunting orientation is not compatible with a farming orientation. Hunters with high hunting orientation are able to perform farming roles while hunters with high farming orientation cannot successfully perform hunting roles. Moreover, farmers are found to be more versatile than hunters. The results showed that farmers with high farming orientation are able to adapt hunting roles, and the reverse relationship was also found to be significant.

In this study, we focused on individual salespeople's attributions and roles without discussing the organizational structure and environment. Thus, future studies should measure ambidextrous role expectations from the firm level in a given topic as role theory argued that social and firm levels of influences cannot be ignored. How these organizational structure and environment form the expectation toward ambidexterity of sales roles should be further discussed.



SELLING ONLINE: MAN OR MACHINE?

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This is an exploratory study of consumer attitudes towards dealing with AI sales agents – sometimes referred to as virtual agents, chatbots, or salesbots. The authors have developed three preliminary hypotheses from research and business literature and hope that additional hypotheses will emerge from the data collected from experiments.

When people meet someone who is not a neighbor, they have a much higher likelihood of liking someone who seems like them (Nahemow & Lawton 1975).

H1 Customers have positive affect with a human agent, favoring engagements with human agents over chatbots or AI agents.

A goal in automated online selling would be to have the conversation be as natural and "human-like" as possible to facilitate communication. "The best ones [chatbots or virtual agents] deliver a customer experience in which customers cannot tell if they are communicating with a human or computer." (Hyken 2017) However, there could be a trust issue if customers are fooled, even briefly, into thinking that an AI agent was a person and then found out or suspected their error. A study of online consumer behavior found that authenticity online leads to trust (Labrecque, 2012). Trust is a central tenet of building an online relationship (Mukherjee & Nath 2007).

H2 If a customer is fooled into to thinking that an AI agent is human, even inadvertently for a short period, the shopping experience and relationship will be harmed.

A service failure or bad experience with a sales person or customer service representative reduces trust in the company agent. Since a human agent starts with more trust from hypothesis H1 and H2, a service failure should have greater impact on a relationship with AI agent.

On the other hand, attribution of service failures is impacted by the perceived control the other party has over the problem (Choi & Mattila, A. S. 2008). A personal agent may be viewed as having more control over the situation that a chatbot, which under the Choi and Mattila (2008) results would predict that the human agent would be viewed more harshly than the chatbot in a major sales service failure. A study of written comments by subjects in our pilot study showed no benefit from affect for human agents in even a minor negative experience. Therefore we expect the attribution effect of service failures to dominate in problem interactions.

H3 If a sales interaction is difficult or involves a service failure, a process involving an AI agent will be viewed more favorable than one with a human agent.

METHODS

The pilot study employs college students as subjects. Accordingly, the instrument of the pilot study is an online retail scenario that would be familiar to most college students, buying a textbook and related services. Sets of subject within a scenario will differ only in that before the questions in one group the agent will be identified as human and in the other as an AI agent. Scenarios were adjusted to include a longer pause and a less satisfactory solution from the agent. Subjects are asked to then rate this "negative" scenario. Interactions with AI agents were compared with interactions with human agents under a positive and slightly negative interaction. The subjects were asked to rate the interaction by simple items measuring:

1. Satisfaction (one-item Likert scale)
2. Likelihood of using the service again (one-item Likert scale)
3. The net promoter score (Reichheld 2003)

Finally, subjects were asked two qualitative open-ended questions about their experience.

RESULTS FROM THE PILOT STUDY - ONLINE TEXTBOOK SCENARIOS

Table 1 summarizes the mean scores of the items comprising the survey. *None of the mean differences between the AI and Human agents are statistically significant*.

Table 1: Summary of the responses in Study 1

	N	Satisfaction	Use again	Net Prom
Slight Negative Scenario				
Human	29	3.55	4.79	6.41
AI Agent	23	3.52	4.65	6.04
Positive Scenario				
Human	23	4.09	5.74	7.74
AI Agent	20	4.15	5.65	7.75

Note: The differences between average scores for Human and AI agents ***is not significant at p < .10***

Qualitative results

The participants' responses about their experiences were separated into the four groups without labeling the treatment condition they were exposed to. Then, the written comments were analyzed to identify underlying themes or thought patterns within each set. Finally, after the analysis was complete, the treatment conditions were matched with these themes.

The comments could be classified along two themes. First the subjects mentioned what they felt and second, they presented their feelings towards the sales agent (human or AI bot). We found that in general they had a sour after taste about their interaction in negative condition. In this condition the sales agent had taken longer to respond, had made a couple of errors and corrected them after being pointed out and was a bit pushier to obtain the order.

Surprisingly users reported feeling happy in the negative scenario about dealing with the AI sales bot! In contrast, those who dealt with human sales agents were annoyed. Perhaps "Generation i" really is more comfortable with their mobile phone than with other persons! (Twenge 2017)

RESULTS FROM A SECOND STUDY – GREATER FAILURE

The delays in the negative scenario were increased and a misstatement was inserted into the scenario to create a more significant failure to test reactions about the process after the problems and test H3 – that the subjects would be more accepting of the AI bots and enjoy that experience more than human agents during a service failure selling process.

As shown in Table 2 the results when the sales process was more flawed did show significant differences in satisfaction, likelihood of using the site again, and raw net promotion scores between experiences with AI agents and Human agents:

Table 2: More Significant Failure

	N	Satisfaction	Use again	Net Prom
AI Agent	102	3.490	4.647	6.275
Human	200	3.150	4.060	5.270
Diff Significance		***p* ≤ .01**	***p* ≤ .02**	***p* ≤ .01**

Table 2 provides support for hypothesis 3. Under a significant problem in the sales effort, the subjects felt better about the same flawed process with a salesbot than with a human.

Hypothesis 1, predicting impact from a positive affect for human agents was not supported by the insignificant results under a positive and minor flawed scenario. Similarly there was no evidence of pushback

from subjects who had assumed that a salesbot was human, although we may explore that further.

These results suggest that firms selling online, and relying on scripts, may want to experiment with using sales chatbots, especially when targeting young and computer savvy consumers.

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The Dark Side of Creativity

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INTRODUCTION

For a long time, employee creativity has been recognized as a vital source of innovation, which is necessary to ensure a firm's growth (Han, Kim, and Srivastava 1998; Im and Workman 2004). Creative employees have the crucial role of initiating innovation in organizations, so employee creativity is genuinely identified as a key for developing competitive advantage (Shalley, Zhou, and Oldham 2004).

After so many years of research on creativity, its positive effect on organization performance is widely accepted (Wang and Netemeyer 2004), but the negative impacts of creativity have been neglected in studies. For example, Gino and Wiltermuth (2014) investigated the link between unethical behavior and dishonesty with higher levels of creativity. This study investigates the dark side of creativity by looking at the capacity for guilt as a moderator which affects the relationship between salespeople creativity and unethical behavior.

THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

Researchers provided several different definitions for creativity in the literature that novelty is the central tenet of these definitions (Andrew and Smith 1996; Coelho et al. 2011). Amabile (1983) defines a product or response as creative based on two criteria: it must be novel and appropriate, useful, correct, or a valuable response to the task at hand and it must be more heuristic rather than algorithmic. Following this definition, this research adopts Wang and Netemeyer's (2004) conceptualization as "the amount of new ideas generated and novel behaviors exhibited while performing specific job activities."

Creativity has been investigated by different approaches and the collective research shares a basic premise: because creativity improves problem solving and opens doors to new solutions and opportunities, creativity should be stimulated (Gino and Ariely 2012). Although the positive aspects of creativity have been praised and tested in sales research (Agnihotri et al. 2014), there are some evidence that shows creativity can have a dark side when it comes to ethical behavior (Gino and Ariely 2012).

Ethical dilemmas often require people to weigh two opposing forces: the desire to maximize self-interest and the desire to maintain a positive view of oneself (Mead et al. 2009). Recent research has suggested that individuals tend to resolve this tension through self-serving rationalizations: they behave dishonest enough to profit from their unethical behavior but honest enough to maintain a positive self-image as an honest human being (Gino, Ayal, and Ariely 2009; Mazar, Amir, and Ariely 2008).

Greater creativity, we suggest, facilitates this self-serving justification process. Therefore, we posit that higher levels of creativity would lead to higher unethical behavior by preventing negative effects of behavior in question on self-image.

P1: Boundary spanners' creativity will positively influence their tendency to do unethical behavior.

We conceptualize guilt as an emotional trait which is highly interpersonal and influences social interactions and goals (Bagozzi 2006). Considering that creativity leads to higher unethical behavior by providing justification for unethical behavior, we argue that guilt is an important prevention factor for unethical behavior and creativity helps to overcome it by providing justifications. Hence, we posit that guilt can moderate the relationship between creativity and unethical behavior. That is the relationship between creativity and guilt would be stronger for boundary spanners with higher capacity for guilt.

P2: The relationship between creativity and unethical behavior would be stronger for boundary spanners with higher capacity for guilt.

Since boundary spanners have a complex and competitive work environment, higher levels of creativity would help them to serve customers' special needs and resolve their problems (Agnihotri et al. 2014).

P3: Boundary spanners' creativity will positively influence their performance.

George and Zhou (2007) posit that manager behaviors interact with personal and contextual variables to influence employee creativity. Following this logic, we argue that managerial feedback and support enables boundary spanners to translate their creativity to higher performance.

P4: The relationship between boundary spanners' creativity and performance would be stronger when the perceived managerial feedback is higher.

ANALYTICAL PROCEDURES

We are going to collect data from salespeople in the B2B context. All the variables except performance will be collected from boundary spanners by a survey, and performance will be measured using archival data from the company. SEM methods will be utilized for analyzing the data by Smart PLS software.

REFERENCES AVAILABLE ON REQUEST.

IMPACT OF RECRUITER AND CANDIDATE RACIOETHNICITY ON SALESFORCE DIVERSITY

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Companies have recognized that a diverse workforce nourishes the business and began imparting diversity training and mentoring. They attempt to adopt recruitment strategies to achieve diversity within the organization. However, the success of these efforts depends upon awareness of the subtleties in effect when a recruiter evaluates a job candidate's performance and hireability. Our study tackles the questions: Does the characteristics of the recruiter - gender, ethnicity and job experience - impact the outcome of skill assessment and intention to hire a candidate? Does matched or unmatched pairs of recruiter-candidate situations - with regard to gender and ethnicity - influence the outcome of skill assessment and hiring intention?

THEORETICAL BACKGROUND AND FRAMEWORK

Investigating attitude towards diversity in recruitment we draw upon 'Implicit Social Cognition" theories (Bargh et al. 1992) that capture automatic deployment of attitudes without explicit processing. Such implicit evaluation have been observed in workplaces where race, gender, religion, etc., were used to implicitly establish social order. Axt, Ebersole, and Nosek (2014) observe "the rules of social evaluation are pervasively embedded in culture and mind;" and preferences can be "formed independently of conscious processing" (Janiszewski 1988, p. 200). In identifying race and ethnicity as a demographic trait that may result in skill evaluation and selection of minorities, we draw upon Schneider (1987) Attraction-Selection-Attrition (ASA) Model to explain how demographic diversity may impact decisions on the part of individuals. According to this perspective, people are attracted to similar others (e.g. candidates, organizations) and may evaluate them better and prefer hiring them as oppose to those who may be dissimilar (Guillaume et al. 2013). Evaluators (e.g. teachers) of similar ethnicity has been observed to evaluate students from matched ethnicity higher than those from mis-matched ethnicity (Ouazad 2014). We hypothesize: Matched manager-sales job candidate racioethnicity will result in higher skill evaluation compared to mis-matched manager-job candidate racioethnicity (H1), and Matched manager-sales job candidate racioethnicity will result in higher desire to hire compared to mis-matched manager-job candidate racioethnicity (H2).

Gender has been known to play a role in candidate evaluation and hiring (Marlowe, Schneider, and Nelson 1996) although some studies have painted a more ambivalent picture. For instance, Joshi (2014), examined the effect of gender bias in evaluation in science and engineering fields and failed to conclude that females were discriminated against. In business settings, men have also been known to recommend women for jobs under conditions of higher perceived attractiveness. Since, we do not have clear indication from literature, and since there has not been any systematic inquiry into impact of gender matched and mis-matched manager-sales candidate pair and evaluation and selection outcome for entry level jobs, we advance alternative hypotheses with regards to gender: Matched manager-sales job candidate gender will (a)/will not (b) result in higher skill evaluation compared to mis-matched manager-job candidate gender (H3(a/b)) and Matched manager-sales job candidate gender will (a)/will not (b) result in higher desire to hire compared to mis-matched manager-job candidate gender (H4(a/b)).

Furthermore, we develop hypotheses regarding the impact of the manager experience. Drawing on Regulatory Focus Theory (RFT) (McKay-Nesbitt, Bhatnagar, and Smith 2013), studies have established that experienced managers will focus less on potential failure of their decisions while being positive about the opportunities available for promoting new ideas: Managers with more experience will evaluate sales candidates better compared to their less experienced counterparts, regardless of racioethnicity or gender of the candidate (H5). Managers with more experience will recommend sales candidates for selection compared to their less experienced counterparts, regardless of racioethnicity or gender of the candidate (H6).

RESEARCH METHODOLOGY AND RESULTS

We have drawn and constructed a dataset using the scoring data from a sales competition in a large public university in the USA, including two events: sales role-play competition, and an elevator pitch speed sell competition. Based on the scoring data, we built a datafile of executive-candidate matched-pair data including the executive's assessment data with a size of 596 (263 student-judge observations for sales role play and 333 student-judge observations for speed sell). Multiple regression analysis was used to test the model and underlying hypotheses.

Our results show that matched gender leads to a lower sales role-play score than mis-matched gender (supporting H3b). However, matched racioethnicity leads to a greater sales role-play score than mis-matched ethnicity (supporting H1). Matched racioethnicity leads to a lower speed selling score than mis-matched ethnicity (not supporting H2, counterintuitive result). The effect of student-judge gender match on the outcome was not significant (supporting H4b). Experienced judges score the students higher than judges with no prior competition role-play scoring experience (supporting H5). The effect of judge prior experience was not significant either (not supporting H6).

CONCLUSIONS AND CONTRIBUTIONS

Results from our study would help companies with recruiting practices for entry level positions in sales that would actually contribute to a diverse workforce. Overall managers may tend to evaluate the sales skill of the candidate of their matched ratioethnicity higher. Such an effect is absent when evaluating those of the matched gender. With regard to the hiring decisions, matched gender and racioethnicity between the candidate and the manager does not appear to lead to higher hiring decision. With the purpose of improving ethno diversity, we recommend: Have a member of the same ethnicity evaluate the skills of the candidate; Have someone from a different ethnicity make the final selection decision. It is better to have experienced managers evaluate and decide on selection, providing them with a diverse pool of candidates, as it is likely to improve ethno-diversity in hiring. To improve gender diversity in hiring salespeople we wish to inform businesses that: There is no evidence to suggest that having more women in selection roles will increase gender diversity in hiring salespeople; companies need not worry about gender of hiring manager; Having a diverse team evaluate candidates' skills does improve higher chance of identifying diverse talent and finally, contrary to general concern about gender prejudice, male managers tend to evaluate female sales candidates better than female managers.

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CRAFTING AN EMPLOYEE PREFERENCE BASED CATEGORIZATION SCHEME FOR ADAPTIVE LEADERSHIP

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ADAPTIVE LEADERSHIP IN SALES

The literature defines adaptability as having the necessary characteristics to adjust to new conditions (Spiro & Weitz 1990). Changes that affect organizations have increased in pace including rapid technological change, more outsourcing, increased globalization, and a more diverse workforce (Yukl & Mahsud, 2010). Effective leadership does not necessarily reside in the symbolic, motivational, or charismatic actions of leaders (Lichtenstein, et al., 2006). The most effective leaders in sales provide role clarity, timely feedback, access to resources, necessary decisions, and responsiveness to reduce uncertainty. Leadership support from sales managers substantially affects **s**alesforce performance by raising the vision of salespeople to a higher level and improves organizational outcomes (Wilkinson, 2009). Bradberry and Greaves (2012) identified a set of skills that together form the basis of productive, solid leadership as core leadership which are necessary but not sufficient to be a great leader, and they include strategy, action, and results. In addition, they define the skills of adaptive leadership: emotional intelligence, organizational justice, character, and development (Bradberry & Greaves, 2012). Bradberry and Greaves (2012) say, "We found that adaptive leadership skills are what set great leaders apart – these skills represent the otherwise intangible qualities that great leaders have in common. Adaptive leadership is a unique combination of skills, perspective, and guided effort that enable excellence. The adaptive leadership skills can take a leader at any level to places others cannot go." (pp.7). The challenge is to find a way to lead each employee in a way that works best for him or her. Adaptive leadership is the concept that the sales manager assesses the situation and stakeholders and selects the appropriate leadership style to achieve optimal organizational performance (Heifetz, Grashow, & Linsky, 2009).

Leadership Types

Laissez-Faire Leadership Laissez-faire is translated from its French origin as "leave it alone" or "let it be" and the leader has a hands-off, transactional role and employees typically make the decisions. Effective laissez-faire leaders work well with employees who are skilled, self-motivated, and comfortable working without close supervision (Gill, 2014).

Traditional Leadership Traditional leadership bestows power on the leader because of their position. Leaders have power as those who were in the position previously had power and control. They maintain information ownership and are not as likely to listen to ideas and suggestions. Traditional leadership is hands-on and transactional as it seeks to oversee and monitor others closely. They have short-term objectives with division of labor and guidance by rules and regulations (Keulder, 2010).

Servant Leadership Greenleaf (1970) coined the phrase of "servant leadership" as a leader primarily focused on the well-being of the people they work with and the community they work in (Daft. 2016). Leaders that use servant leadership are hands-on and transformational as they listen closely to others while striving to understand and empathize as they can ultimately nurture the growth of employees (Daft. 2016).

Charismatic Leadership Weber (1958) identified charismatic leadership type as gaining followers by personality and charm instead of authority or other external power. Followers' self-concepts are engaged in the interest of the mission stated by the leader. Leaders that use charismatic leadership are hands-off and transformational as they attract followers and lead them to feel inspired to take action (Shamir, House, & Arthur, 1993).

INDIVIDUAL PREFERENCES IN LEADERSHIP

Transactional versus Transformational Leadership Style

The contemporary views of leadership include variable leadership styles and that situations dictate style choice. One axis of basic leadership styles is transactional versus transformational. A transactional leader focuses on providing punishments and rewards based on the performance of subordinates and excel at the functions of management. Transactional leadership approaches include pacesetting and commanding (Ingram et al., 2012). A transformational leader works to bring about change and innovation by directing the behavior of followers toward a shared vision that ultimately results in significant changes in the organization overall (Ingram et al., 2012). The most effective leaders are able to adapt to individuals by using the most appropriate style in that situation (Ingram et al., 2012). Being adaptable leads to more success whether it is inspiring subordinates to reach a goal or improvement at selling skills. For leaders to be successful, they need to understand that each employee requires a unique balance of transactional and transformational and be sensitive to their needs.

Proposition 1: Employees that prefer a transactional leadership style will have a greater affinity for the following leadership types: laissez-faire and traditional.

Proposition 2: Employees that prefer a transformational leadership style will have a greater affinity for the following leadership types: charismatic and servant.

Hands-On versus Hands-Off Leadership Style

Hands-on leaders are actively involved with the work, and interact directly with employees while keeping lines of communication open, and are able to gain more ideas from employees and customers while being in contact with them more. However, employees may begin to consider their boss as their close friend, rather than a superior, which can cause less respect for the leader's authority (Miller, 2017). Hands-off leaders let employees work by themselves with minimal monitoring and tasks assigned to others based on their position that fosters creativity and growth allowing employees to respond to situations. The disadvantages with hands-off leadership include being overly confident in the abilities of employees and a lack of mentorship and control of employees (Miller, 2017). Leaders should be hands-off at times to prove their faith in others and be hands-on when others require more guidance. Flexibility in the hands-on and hands-off facet of leadership is important in selling and negotiation as adaptability allows the sales process to operate more efficiently and effectively (Miller, 2017).

Proposition 3: Employees that prefer a hands-on leadership style will have a greater affinity for the following leadership types: servant and traditional.

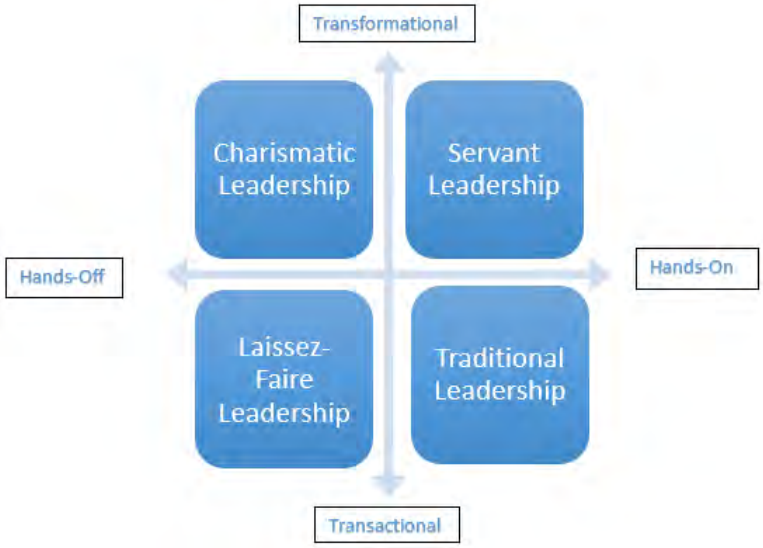
Proposition 4: Employees that prefer a hands-off leadership style will have a greater affinity for the following leadership types: charismatic and laissez-faire.

CONCLUSIONS

The figure below, created from the propositions, graphically shows a classification of leadership styles based on employee preferences. Organizational leaders are able to determine which leadership style should be used in a given situation or employee. Leaders that adapt to their employees and employees that adapt to their customers best navigate unpredictable business environments. Charismatic leadership is transformational and hands-off. Servant leadership is transformational and hands-on. Laissez-Faire leadership is transactional and hands-off. Traditional leadership is transactional and hands-on.

The literature shows the importance of adaptability in sales leadership, but there was not a clear method to approach the different situations and stakeholders. The classification grid allows researchers to further explore how preferred the different leadership styles are and identify other leadership styles that would fit

within the grid. Future research suggestions include empirically verifying that it is possible to predict leadership style preference using the measures of transformational/transactional and hand-on/hands-off. Salespeople and managers will greatly benefit from having a more thorough understanding of how to adapt to different situations in selling, negotiations, and leadership. Adaptable salespeople and managers allow more overall success in a company and economy when they understand and apply across the different sectors.



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