The University Sales Center Alliance (USCA)

USCA Best Sales Teaching Innovation-method Award will be presented Wednesday afternoon. The winner will receive $1,000 and a plaque.

The Pi Sigma Epsilon National Educational Foundation (PSE NEF)

The PSE NEF is committed to further the teaching and research of sales by supporting current and future generations of sales faculty. The PSE NEF will be sponsoring all Doctoral students to be a part of the NCSM.

Axcess Capon/Tanner, Honeycutt, and Erffmeyer BEST PAPER AWARD. Authors of the NCSM manuscript judged to be the top paper in terms of quality and relevance will receive a $500 award.

EVENT SPONSORS

Pi Sigma Epsilon is the only professional fraternity in sales, marketing and management.

A digital marketing company that brings businesses and customers together where commerce and new opportunities thrive.

Publisher of the Journal of Professional Selling and Sales Management (JPSSM)
**Tuesday, March 22nd, Wright Ballroom B&C**

**11:00 to 1:00 pm** Doctoral Pre-Conference Session and Doctoral Lunch (McArthur room)  *Sponsored by Shidler College of Business*

**1:00 to 1:15 pm** Welcome from the NCSM Board

### Special Session

Best Practices in Sales Majors/Sales Centers: A Panel Discussion: Join this premier panel of sales education leaders to learn the benefits of having a sales major/center, best practices in curriculum development, recent/upcoming changes in curriculum, ways to secure resources and work with boards of advisors, common challenges being faced today, as well as potential solutions to those challenges.  *by Stephen B. Castleberry (University of Minnesota Duluth) and Dawn R. Deeter-Schmelz (Kansas State University)*

**Panelists:**
- Dawn R. Deeter-Schmelz, J.J. Vanier Distinguished Chair of Relational Selling and Marketing, Kansas State University and Director, National Strategic Selling Institute
- Robert M. Peterson, White Lodging Professor of Sales, Director of the Sales Program, Northern Illinois University
- Ellen Bolman Pullins, Schmidt Research Professor of Sales, University of Toledo
- J. Andy Wood, Head, Department of Marketing and Wardinski Family Foundation Fellow, James Madison University

### Competitive Paper Session

**Session Chair: Lora Parent (University of Toledo)**

- **“The Role of Salesperson Optimism and Resiliency: a Dyadic Analysis of Salespeople and Their Customers” by Bruno Lussier (Université du Québec à Montréal) & Nathaniel Hartman (University of Hawai‘i at Mānoa)**
- **“The Effects of Hire Source on Newly Hired Salesperson Performance Growth Over Time” by Willy Bolander (Florida State University), Alexis Allen, (University of Kentucky), Bryan Hochstein (Florida State University) & Cinthia Satornino (Northeastern University)**

### Competitive Paper Session

**Session Chair: Matthew M Lastner (Louisiana State University)**

- **“Preliminary Evidence for a Bi-Faceted Salesperson Buy-In Scale” by Jessica Mikeska & David Fleming (Indiana State University)**
- **“Identifying Predictors of University Sales Competition Performance: A Social-Cognitive Account” by Corinne A. Novell & Myles G. Chandler (Purdue University)**
- **“Innovation, Product Customizability, and Creative Selling” by David A. Locander (California State University, Fullerton), Obi O. Obilo (Central Michigan University) & Mark D. Groza (Northern Illinois University)**
### Special Session

**Session Chair:** Jay Mulki (Northeastern University)

**Social Selling in Your Curriculum: What, Why, and How?:** Social Selling is part of most sales functions now. While many companies are developing social selling strategies, the concept of social selling is still being defined. LinkedIn is uniquely positioned in the social selling space and a dialogue regarding how they help measure social selling at the representative level will be discussed. How and why did LinkedIn create the Social Selling Index (SSI) and what is the value of adding social selling and SSI in our classrooms? Our guest from LinkedIn will also share how social Selling and SSI is impacting sales performance in the field.

**Panelists:**
- Justin Shriber, LinkedIn Head of Marketing, LinkedIn Sales Solutions
- Dr. Howard Dover, University of Texas at Dallas
- Dr. Robert M. Peterson, Northern Illinois University

### Welcome Reception

**NCSM Welcome Reception at the “Safe House” Sponsored By PSE**

Safe House in Milwaukee is a popular spy-theme restaurant and night spot. For almost 50 years, Control has provided Crafty Concoctions and Incredible Edibles to hungry agents on R & R. It is secreted behind International Exports Ltd. on Front Street in Milwaukee.

### Wednesday, March 23rd, Wright Ballroom B&C

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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<tr>
<td>8:00 to 8:30 am</td>
<td>Breakfast</td>
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### Doctoral Session

**Session Chairs:** Nathan Hartmann (University of Hawaii) and Mick Andzulis (Louisiana State University)

- “The Moderating Role of Environmental Extraversion on Job Stress and Job Performance in Multilevel Marketing Context” by Ashish Kalra, Han Ma, & Sijie Sun (University of Texas at Arlington)
- “The Answer is to Empower Your Sales Force When it Comes to Sales Technology” by Omar Itani (University of Texas at Arlington)
- “Follow Up and Lead Qualification: An Examination through a Construal Theory Lens” by James B. Youn & Rui Du (University of Hawaii at Manoa)
- “Selling to Empowered Consumers: Is the Consumer’s Regulatory Focus the Key to Salesperson Transformation to Knowledge Broker” by Bryan Hochstein (Florida State University)

### Competitive Paper Session

**Session Chair:** Joël Le Bon (University of Houston)

- “Buying Value: Towards Understanding the Performance Impact of Purchasing Agent’s Value-Creating Behaviors” by Stephan Volpers (Justus-Liebig-University), Roland Kretzschmar (Justus-Liebig-University), Maximilian A. Maier (Justus-Liebig-University) & Alexander Haas (Justus-Liebig-University)
- “Examining the Sales Force through an Institutional, Systemic, Service-Dominant Logic Lens” by Nathaniel Hartmann (University of Hawai‘i at Mānoa), Heiko Wieland (California State University, Monterey Bay) & Stephen L. Vargo (University of Hawai‘i at Mānoa)
- “A Framework for Evaluating Sales Managers” by Michael L. Mallin (University of Toledo)
### 2:00 to 4:50 pm

**Creative Teaching Methods in Professional Selling**

- "A teaching process for building Cultural Selling Intelligence" by David Baker (University of Louisiana at Layfayette) and Duleep Delpechitre (Illinois State University)
- "Teach Your Students How to Clean-up and Power-up their eMail using Zero Classroom Time" by Joel Whalen & Crys Fazal (DePaul University)
- "The Sales Management Class: A Blended Approach" by Gregory McAmis (Western Kentucky University)
- "Teaching Salesmanship: A Game Oriented Approach" by Rik Paul (IBS Hyderabad, IFHE University)
- "A Three Part Linkedin Assignment" by Dick Plank (University of South Florida)

### 5:00 to 5:45 pm

**Special Session**

- "Making Sales Education Relevant in the 21st Century: Some Healthy Outside Perspectives": An interactive discussion with panel members who have significant experience both teaching sales in an academic setting and selling on the street. Panelists will share their wisdom on various topics and field questions with complete candor. Themes include: technology, millennials, rigor-relevancy gaps, the 7 step sales process myth, roleplaying is insufficient, changes looming on the academic front and industry mass retirements. Plus, some calamity stories from the street.
  
  **Panelists:**
  - Robert M. Peterson, White Lodging Professor of Sales, Northern Illinois University
  - Mike Rodriguez, Senior Sales Consultant, Oracle Sales Cloud
  - Jeanne Frawley, Former Director, Sales Education Foundation
  - Charles H. Howlett, Assistant Director of Professional Sales, Northern Illinois University

### 5:45 to 6:00 pm

Winners for Creative Teaching Methods for Professional Selling announced

### 6:30 to 9:30 pm

**Evening Event at “Evolution” Sponsored by Multiview**

Evolution is a “Gastro Pong” restaurant and ping pong venue located on Old World 3rd street. The evening will be highlighted with food, drinks and a ping pong tournament including both NCSM attendees and our corporate partners.

### Thursday, March 24th, Wright Ballroom B&C

### 8:00 to 8:30 am

**Special Session**

- Sales Simulation: What you should know: The purpose of this panel session is to present sales simulations to the audience, provide feedback on the pros and cons of using sales simulations in the classroom and initiate a discussion with sales professors in attendance to share their experiences using sales simulations. by Felicia Lassk & Jay Mulki (Northeastern University)
9:30 to 10:50 am

**Competitive Paper Session**

**Session Chair:** Bryan Hochstein (Florida State University)

“The Impact of Impression Management Tactics and Identity Similarity and Distinctiveness on Customer-based Salesperson Performance” by Shu-Hao Chang (National Applied Research Laboratories) & Kai-Yu Wang (Brock University)

“How Do Residual Relationships Affect Salespeople’s Opportunity and Effort to Regain Business? Comparing Gender Differences” by Annie H. Liu (Texas State University) & Mark P. Leach (Loyola Marymount University)

“Transforming B2B Customers’ Cognitive Thinking in Sales Interaction: A Conceptual Model” by Timo Kaski, Ari Alamäki (Haaga Helia University), Ellen Pullins (University of Toledo), Pia Hautamäki & Heidi Kock (Haaga Helia University)

“Lucky Happenstance for Young Sales Professionals Or Would You Rather Work Hard or Smart to Get Lucky” by Joël Le Bon (University of Houston)

11:00 to 11:45 am

**Special Session**

Social Selling Considerations for the Sales Manager: The methods people use to communicate have changed dramatically since the widespread acceptance of social media. Because communication is an integral part of sales, social media will also have a profound effect on personal selling. Evidence indicating the benefits of “social selling” is convincing. Although social selling is advantageous and its prominence is evident, its incorporation into the sales process introduces new challenges and considerations for the sales manager. This special session explores potential considerations.

Panelists:
- Scott Sherwood (Metropolitan State University of Denver)
- April Schofield (Metropolitan State University of Denver)

11:45 am to 1:30 pm  Lunch on your own

1:30pm to 2:00 pm  Report from the NCSM Board

2:00 to 3:45 pm

**Teaching Tips for Professional Selling**

**Session Chair:** Concha Allen (Central Michigan University)

“Teaching the Physician as a Sales Representative Concept” by Shane Smith (University of Tampa)

“What Color is Your Parachute? A Pedagogy for Sales Career Strategy Development” by Pamela M Peterson (University of Nebraska at Omaha) & Dawn R. Deeter-Schmelz (Kansas State University)

“Working the Room on the First Day of Class” by Robert M. Peterson (Northern Illinois University) & Howard F. Dover (University of Texas at Dallas)

“Enhance the Classroom by Inviting Employers the Right Way While Raising Money that Can Help Your Students and Program” by Blake Neilson & Steven Eichmeier (Weber State University)

“Paradigm Shifts, Innovation and Creativity – Looking for New Solutions to Old Sales” by Terri Feldman Barr (Miami University)

“Building a Professional Network: A ‘Selling Yourself’ Class Project” by Larry DeGaris (University of Indianapolis) & Hulda Black (Illinois State University)
The Revising Roundtable at NCSM is an opportunity for authors to share in small groups finished research or research in progress and receive valuable feedback to use when moving forward with current or future research. It is equivalent to concurrent sessions in most other academic conferences. Session Chairs: Emily Goad (Illinois State University) and Stacey Schetsles (Ball State University)

“Developing a Measure for Understanding the Frequency and Purpose of Using Social Media in the Supply Chain” by Mary Shoemaker (Widener University), Richard E. Plank & Robert Hooker (University of South Florida)

“How Many Fish does Your ‘Net’ Catch? The Implications of Social Media in Sales Strategy” by Phuoc H. Pham & Catherine M. Johnson (University of Toledo)

“Grit, Mental Toughness and Tenacity: Are they Different?” by David Fleming (Indiana State University), Andrew B. Artis (University of South Florida), Jessica Mikeska (Indiana State University) & Carlin Nguyen (University of South Florida–St. Petersburg)

“Converting Purchase Commitments into Purchase Fulfillments: An Examination of Salesperson Characteristics and Influence Tactics” by Melissa Clark (Berry College), Willy Bolander & Bryan Hochstein (Florida State University)

“The Role of Guilt, Relational Orientation Selling, and Positive Outcome Feedback on Customer Satisfaction” by Colin B. Gabler (Ohio University), Raj Agnihotri (The University of Texas at Arlington), Kevin J. Trainor (Northern Arizona University), Michael T. Krush (North Dakota State University) & Omar Itani (The University of Texas at Arlington)

“The Role of Social Media in Proactive Postsales Service” by Yusuf Oc (Bogazici University) & Omer Topaloglu (Eastern Illinois University)

“A Synthesis of Research on Listening” by Emily A. Goad (Illinois State University), Fernando Jaramillo (The University of Texas at Arlington) & Duleep Delpechitre (Illinois State University)

“Agility Selling: How Flexibility and Speed Influence Value Co-Creation with Customers” by Aniefre Inyang (The University of Texas at Arlington) & Juliana White (Louisiana State University)

“A Fresh Look at SOCO: Should we Link Selling Orientation to Customer Orientation?” by Gary R. Schirr & Maneesh Thakkar (Radford University) & Laurel E. Shirr (Virginia Tech)

Dinner and Tour at Harley Davidson

Harley Davidson is one of the iconic American companies headquartered in Milwaukee, Wisconsin. Come tour the museum and enjoy dinner with your fellow faculty members before heading home.

Special Thanks to:
Ann Devine (PSE) for all she does for the NCSM…we will miss you Ann!
Michael Mallin (University of Toledo) Executive Director
Lisa Simon (Calpoly) Proceedings Editor
Laura Munoz (University of Dallas) Competitive Paper Sessions Chair
Jay Mulki (Northeastern University) Teaching Sessions Chair
David Fleming (Indiana State University) Special Sessions Chair
Nathan Hartman (University of Hawaii) and Mick Andzulis (Louisiana State University) Doc Sessions Chairs
Stacey Schetsle (Ball State University) At Large Board Member
Emily Goad (Illinois State University) At Large Board Member
The Role of Salesperson Optimism and Resiliency: A Dyadic Analysis of Salespeople and their Customers
by Bruno Lussier (Université du Québec à Montréal) & Nathaniel Hartman (University of Hawai‘i at Mānoa)
Salespeople build customer relationships daily. Consequently, dealing with constant customer demands and objections is an inevitable job demand. In light of this, the authors introduce a theoretical model involving positive psychology constructs in a business-to-business context. Specifically, the influence of salesperson optimism and resilience on relational outcomes is explored. The results, using a cross-industry sample of 175 salesperson-customer dyads, confirm the positive impact of optimism and resilience on customer orientation and objection handling. Implications of our findings to theoreticians and practitioners are discussed.

Why Salesperson Customer Orientation Does Not Consistently Increase Performance: A Framework
by Desirée Jost & Alexander Haas (Justus-Liebig-University)
While scholars and managers have assumed a positive relationship between salesperson customer orientation and performance, extant research does not provide evidence for a consistent relationship. To date, we cannot explain why. Drawing on information economics and uncertainty theory, the study investigates the relationship between customer orientation and performance. We develop a conceptual framework and propose a non-linear relationship between customer orientation and performance as well as moderating influences on the relationship. The study thereby addresses calls for a stronger focus on theory-driven research, integrates past research, and provides guidelines for future research on performance outcomes of salespeople’s customer orientation.

The Effects of Hire Source on Newly Hired Salesperson Performance Growth Over Time
by Willy Bolander (Florida State University), Alexis Allen (University of Kentucky), Bryan Hochstein (Florida State University) & Cinthia Satornino (Northeastern University)
Academic research and management practice reveal two opposing salesperson hiring strategies: 1) the hiring of experienced salespeople and 2) the hiring of inexperienced, but formally-educated salespeople. Utilizing research on learning theory and sales education, the current research considers which hiring practice leads to higher sales performance across time. A longitudinal growth model, pairing survey data with up to 24 months of objective sales performance data, suggests that experienced salespeople exhibit higher initial levels of performance, but these preliminary results are followed by a relatively flat growth trajectory. In contrast, although inexperienced salespeople with specialized education do not perform as well in the short term, they grow quickly in an upward trajectory over time, surpassing the performance of experienced salespeople in approximately 17 months. By extending understanding of divergent sales performance, the current research connects educational learning theory with human resource strategy, and offers several actionable recommendations for hiring managers.
Preliminary Evidence for a Bi-Faceted Salesperson Buy-In Scale
by Jessica Mikeska & David Fleming (Indiana State University)

While salesperson buy-in is understood to be an important element of firm strategy implementation, it is also widely understood to affect customer satisfaction. Specifically, prior research suggests that the manner of salesperson buy-in may lead to different types of customer satisfaction. This research implies that a salesperson who has bought into the management’s goals and tools for successfully selling a product campaign will lead to cumulative customer satisfaction, while a salesperson who has bought into the likely quality performance for the product will lead to transactional satisfaction. To this end and absent in prior research, this study conceptualizes a bi-faceted construct of salesperson buy-in; i.e. one that includes both product and product strategy buy-in. Although qualitative interviews of 13 salespeople was collected for a larger scale measurement study, they are examined in this study as preliminary evidence of a bi-faceted buy-in concept. This preliminary evidence indicates that 1) both product and product buy-in are legitimate types of salesperson confidence utilized to motivate sales, and 2) both types of buy-in may not be necessary to effectively carry out a sales campaign of the firm.

Identifying Predictors of University Sales Competition Performance: A Social-Cognitive Account
by Corinne A. Novell & Myles G. Chandler (Purdue University)

Sales competitions provide access to recruiters seeking top sales talent at the university level. Understanding predictors of performance in these sales competitions could be useful to both researchers and recruiters for screening all applicants. The current research examines how the social cognitive model of motivation, featuring implicit theories of selling ability and goal orientations, and other metrics predicts performance within sales competitions. This research extends prior research on goal orientations and sales behavior by adding the cognitive predictor (implicit theories) and by examining sales performance in a new setting (university sales competitions), yielding new implications for recruiters.

Innovation, Product Customizability, and Creative Selling
by David A. Locander (California State University, Fullerton), Obi O. Obilo (Central Michigan University) & Mark D. Groza (Northern Illinois University)

This research looks at how multi-level organizational attitudes towards innovation influence a salesperson’s ability to engage in selling activities like product customization and creative selling. The results reveal that top management support for innovation does not directly influence product customization but did have a positive effect on innovation orientation at the department level; which in turn had a positive effect on product customization. Salesperson ability to customize products did have a positive effect on creative selling which positively influenced job performance. These findings are based on a sample of 250 business-to-business salespeople and demonstrate the importance of having an innovative culture across all levels of the organization.
### Buying Value: Towards Understanding the Performance Impact of Purchasing Agent’s Value-Creating Behaviors

*by* Stephan Volpers (Justus-Liebig-University), Roland Kretzschmar (Justus-Liebig-University), Maximilian A. Maier (Justus-Liebig-University) & Alexander Haas (Justus-Liebig-University)

While selling value has received much attention, research has largely neglected to address value creation of purchasing. Consistent with current research on value creation, this study develops a model that links supplier screening and requirement definition to purchasing agent’s performance. Additionally, we investigate how these relationships are affected by value demandingness and cross boundary teams. We test our model, drawing on a sample of 158 purchasing agents. Apart from several positive effects, results show an unexpected negative effect of cross boundary teams on the relationship between requirement definition and purchasing agent’s performance. This study provides a better understanding of buying value and has important implications for purchasing and sales managers alike.

### Examining the Sales Force through an Institutional, Systemic, Service-Dominant Logic Lens

*by* Nathaniel Hartmann (University of Hawai’i at Mānoa), Heiko Wieland (California State University, Monterey Bay) & Stephen L. Vargo (University of Hawai’i at Mānoa)

The sales function is increasingly recognized as undergoing substantial change and playing a strategic role in co-creating value. To advance understanding of the sales function, this research reviews and integrates several literatures to advance a novel conceptualization of the sales function. The authors conceptualize the sales function as an integrator and evolver of operant resources (i.e., knowledge, skills, and abilities), that assesses and acts on service-the application of operant resources for the benefit of another-opportunities. In this capacity, the sales function facilitates the alignment of practices, assumptions, values, beliefs, rules, etc. amongst actors in the service ecosystem.

### A Framework for Evaluating Sales Managers

*by* Michael L. Mallin (University of Toledo)

This study presents the results of a survey from the perspectives of 74 senior sales executives to better understand perceptions of the most important first line sales management performance evaluation criteria. Based on results, a framework for evaluating sales managers is proposed. A secondary study objective is to identify gaps between sales executive’s perceptions of important evaluation criteria and what is actually being used. Findings show that senior sales executives viewed all sales manager evaluation criteria as significantly more important than what they are actually implementing in practice. A discussion is presented to speculate on reasons for this gap and to provide recommendations for practitioners and researchers.
The Impact of Impression Management Tactics and Identity Similarity and Distinctiveness on Customer-based Salesperson Performance
by Shu-Hao Chang (National Applied Research Laboratories) & Kai-Yu Wang (Brock University)
Previous studies of impression management have focused on the impact of impression management on subordinate performance evaluation. However, little research has investigated the influence of impression management on salesperson performance evaluation. From both customer-salesperson and customer-company perspectives, we examine the influence of impression management tactics and customer-company (C-C) identification on customer-based salesperson performance (CSP). The results show impression management tactics influence trust via customer liking whereas identity similarity and distinctiveness influence commitment via C-C identification. Trust influences CSP both directly and indirectly via commitment. In addition, we demonstrate that C-C identification moderates the effect of customer liking on trust.

How Do Residual Relationships Affect Salespeople’s Opportunity and Effort to Regain Business? Comparing Gender Differences
by Annie H. Liu (Texas State University) & Mark P. Leach (Loyola Marymount University)
This study examines a model of positive/negative residual relationships (i.e., advocates and blockers) on salespeople’s likelihood to regain defected B2B customers. Our findings show that having inside advocates encourages a salesperson to invest more directed efforts as well as enhances a salesperson’s opportunity to regain the lost business. However, even with inside advocates, salespeople do not necessarily perceive re-approaching lost customers as being less difficult. Having blockers presents a real challenge, but do not take away a salesperson’s opportunity to regain the business. We further compare gender differences in customer reacquisition in two-group SEM models.

Transforming B2B Customers’ Cognitive Thinking in Sales Interaction: A Conceptual Model
by Timo Kaski, Ari Alamäki (Haaga Helia University), Ellen Pullins (University of Toledo), Pia Hautamäki & Heidi Kock (Haaga Helia University)
Using a qualitative investigation in three industries, we collected dyadic interview data from 60 salespeople and 30 buyers. We collected and analysed narratives on successful and failed sales encounters to identify patterns, similarities and differences around challenger themes. Our findings suggests that the ability to influence customer’s thinking is often a core element in the successful sales interaction where value can be co-created. We also find that salespeople need to encourage customers to reflect, to help them build new cognitive schemas, and to analyze and synthesize new knowledge required to transform their way of thinking and behaving.

Lucky Happenstance for Young Sales Professionals Or Would You Rather Work Hard or Smart to Get Lucky
by Joël Le Bon (University of Houston)
This research combines two important areas of the sales literature—the attribution theory and the goal orientation theory—and investigates the extent to which young sales professionals’ performance come from lucky happenstances when working smart or hard is at stake. Building on qualitative interviews conducted with young and experienced salespeople, sales students, and multi-source data collected from the latter involved in a customer relationship management course requiring a real field sales assignment, we offer new insights to enhance young salespeople’s motivation and performance. More specifically, we suggest that inexperienced salespeople are better learners and performers if they attribute sales success to effort conjointly with accidental luck and provoked luck no matter whether they work smart or hard.