

Douglas E. Hughes

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Michigan State University

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EXPERIENCE

Academic

Associate Professor June 2012 - Present
Department of Marketing
Eli Broad College of Business
Eli Broad Graduate School of Management
Michigan State University

Assistant Professor July 2008 – June 2012
Department of Marketing
Eli Broad College of Business
Eli Broad Graduate School of Management
Michigan State University

Instructor & Ph.D. Student 2004 - 2008
Department of Marketing & Entrepreneurship
C.T. Bauer College of Business
University of Houston

Industry

CEO/President, Epitrans
Marketing Director, Coca-Cola North America
Director of Field Marketing, Regional Sales Manager, and other positions,
Miller Brewing Company

EDUCATION

Ph.D., Marketing, C.T. Bauer College of Business, University of Houston, 2008

- Dissertation: “Leveraging Identification: Influencing Channel Salesperson Effort and Brand Performance”

M.B.A, Eli Broad College of Business, Michigan State University

B.S., Marketing (with Management Science Option), University of Tennessee

RECOGNITION AND AWARDS

- ◆ AMA Sales SIG Excellence in Research Award, 2011
- ◆ McGraw Hill Steven J. Shaw Overall Conference Best Paper Award, 2011
- ◆ AMA/Sheth Doctoral Consortium Faculty Fellow, 2011
- ◆ AMA Sales SIG McGraw-Hill/Irwin Teacher of the Year Award, 2010
- ◆ Winner, AMA Award for Best Dissertation in Sales, 2009
- ◆ Faculty Coach, 1st place team, National Team Selling Championship, 2008, 2009, 2011
- ◆ Dean's Award for Academic Excellence, 2008
- ◆ AMA Sheth Foundation Doctoral Consortium Fellow, 2007
- ◆ AMA/DSEF Sales Dissertation Award, 2007
- ◆ Jesse H. Jones Business Dissertation Award, 2007
- ◆ Finalist, ISBM Doctoral Dissertation Award, 2007
- ◆ University of Houston Provost's Teaching Excellence Award, 2007
- ◆ Sales Excellence Institute Teacher of the Year Award, 2007
- ◆ National Conference in Sales Management, Doctoral Fellow, 2007
- ◆ ISBM B-to-B Fellow, August 2006
- ◆ C.T. Bauer Leadership Award, University of Houston, 2006-07

RESEARCH

Research Interests

Behavioral aspects of marketing strategy, with an emphasis on salesperson decision-making, sales force management, brand identification, and the marketing-sales interface.

Refereed Journal Articles

Rapp, Adam, Dhruv Grewal, Lauren Beitelspacher, and Douglas E. Hughes (2013), "Understanding Social Media Effects Across Seller, Retailer, and Consumer Interactions," *Journal of the Academy of Marketing Science* (forthcoming).

Hughes, Douglas E. (2013), "This Ad's for You: The Effect of Advertising Perceptions on Salesperson Effort and Performance" *Journal of the Academy of Marketing Science*, 41 (1), 1-18 (lead article).

Hughes, Douglas E., Joel Le Bon, and Adam Rapp (2013), Gaining and Leveraging Customer-Based Competitive Intelligence: The Pivotal Role of Social Capital and Salesperson Adaptive Selling Skills," *Journal of the Academy of Marketing Science*, 41 (1), 91-110.

Hughes, Douglas E., Avinash Malshe, and Joel LeBon (2012), "The Marketing-Sales Interface at the Interface: Creating Market-Based Capabilities through Organizational Synergy," *Journal of Personal Selling and Sales Management*, 32 (1), 57-72.

Hughes, Douglas E. and Michael Ahearne (2010), "Energizing the Reseller's Sales Force: The Power of Brand Identification," *Journal of Marketing*, 74 (4), 81-96.

Ahearne, Michael, Adam Rapp, Douglas E. Hughes, and Rupinder Jindal (2010), "Managing Sales Force Product Perceptions and Control Systems in the Success of New Product Introductions," *Journal of Marketing Research*, 47 (4), 764-776. Note: All authors contributed equally.

Fu, Frank, Keith Richards, Douglas E. Hughes, and Eli Jones (2010), "Motivating Salespeople to Sell New Products: The Relative Influence of Attitudes, Subjective Norms and Self-Efficacy," *Journal of Marketing*, 74 (6), 61-76. Note: All authors contributed equally.

LeBon, Joel and Douglas E. Hughes (2009), "The Dilemma of Outsourced Customer Service and Care: a Transaction Cost Perspective," *Industrial Marketing Management*, 38 (4), 391-397. Note: Both authors contributed equally.

Ahearne, Michael, Douglas E. Hughes, and Niels Schillewaert (2007), "Why Sales Reps Should Welcome Information Technology: Measuring the Impact of CRM-based IT on Sales Effectiveness," *International Journal of Research in Marketing*, 24 (4), 336-349.

Working Papers (data collected; in various stages of development)

Rapp, Adam, Douglas E. Hughes, Andrew J. Petersen, and Tammy Rapp, "When Time is Sales: Sales Manager Time Allocation and Sales Team Efficiency" (under advanced review at *Journal of Marketing Research*).

Hughes, Douglas E., Roger Calantone, Keith Richards, Brian Baldus, and Rich Spreng, "Fostering Brand Evangelism in Reseller Salespeople" (being revised for resubmission to *Journal of Retailing*).

Fu, Frank, Keith Richards, Douglas E. Hughes, and Wyatt Schrock, "Trait Competitiveness and Competitive Psychological Climate: Contingent Effects on Salesperson Organizational Commitment and Sales Performance"

Malshe, Avinash, Michael T. Krush, and Douglas E. Hughes, "The Marketing-Sales Interface: Managing Paradoxical Tensions across the Organization"

Hughes, Douglas E., Joel Le Bon and Adam Rapp, "When Things Go Wrong: The Differential Impact of Justice Perceptions on Brand Preference and Sales Performance."

Ham, Sung and Douglas E. Hughes, “Incentivizing Performance in Call Centers: The Distinction between Quantity and Quality”.

Ahearne, Michael, Douglas E. Hughes, Florian Kraus, and Ryan Mullins, “Downsizing the Company without Downsizing Performance: Promoting Organizational Identification and Improving Sales Performance during a Layoff”

Lund, Donald, Hari Sridhar, and Douglas E. Hughes, “The Dynamic Interplay of the Franchisor-Franchisee Marketing Mix: When do Synergies Exist”

Calantone, Roger and Douglas E. Hughes, “New Product Development and the Sales Force: Team Performance Facilitators and Inhibitors”

Ahearne, Michael and Douglas E. Hughes, “Managing Change on the Front Line: The Effect of Territory Realignment on Sales Force Productivity – A Random Coefficient Growth Modeling Approach”

Hughes, Douglas E. and Wyatt Schrock, title withheld.

Fu, Frank, Douglas E. Hughes, Eli Jones, and Keith Richards, title withheld

Calantone, Roger, Douglas E. Hughes, and Clay Voorhees, title withheld

Miao, Fred, Douglas E. Hughes, Keith Richards, and Frank Fu; title withheld

Voorhees, Clay, Douglas E. Hughes, and Roger Calantone, title withheld.

Conference Papers and Presentations

Voorhees, Clay and Douglas E. Hughes, Is the Customer Really King? An Examination of the Impact of Customer Provided Feedback versus Internal Programs in Predicting Service Outlet Performance,” Winter AMA, 2013

Hughes, Douglas E., “Managing Sales at Arms-Length: Creating Channel Salesperson Brand Evangelists,” Thought Leadership on the Sales Profession Conference, Harvard University, 2012

Rapp, Adam, Andrew Peterson, and Douglas E. Hughes, “The Impact of Sales Manager Time Allocation on Sales Team Performance: Should Sales Managers Sell, Manage, or Both?” Thought Leadership on the Sales Profession Conference, Harvard University, 2012

Voorhees, Clay and Douglas E. Hughes, “Improving the Management of a Reseller Network: An Examination of the Predictive Power of Evaluations and the Benefits of

Information Sharing,” Thought Leadership on the Sales Profession Conference, Harvard University, 2012

Rapp, Adam, Douglas E. Hughes, Joel Le Bon, and James Andzulis, “Competitive Intelligence Diffusion in the Buyer-Seller Exchange Process,” Society for Marketing Advances 2011

- Selected “Best in Conference”

Hughes, Douglas E., Joel LeBon, Avinash Malshe, and Jan Fedderson, “Building Internal Competitive Advantage,” Summer AMA 2011

Rapp, Adam, Andrew Peterson, and Douglas E. Hughes, “The Selling Sales Manager or Managing Sales Manager,” Summer AMA 2011

Panelist, “Sales Research: Where is the Cutting Edge,” Academy of Marketing Science Conference, 2011

Calantone, Roger, Douglas E. Hughes, and Brian Baldus, “Beyond Performance: Dimensions of Commitment in the Reseller Salesperson,” Academy of Marketing Science Conference, 2011

Ahearne, Michael, Florian Kraus, Douglas E. Hughes, Ryan Mullins, “Navigating a Sales Organization Downsizing,” Academy of Marketing Science Conference, 2011

Hughes, Douglas E., Avinash Malshe, and Joel LeBon, “Creating Internal Competitive Advantage through the Marketing-Sales Interface,” Academy of Marketing Science Conference, 2011

Ahearne, Michael, Florian Kraus, Douglas E. Hughes, Ryan Mullins, “Organizational Identification Effects during a Downsizing: A Longitudinal Study,” Winter AMA 2011

Hughes, Douglas E., Roger Calantone, Brian Baldus, and Rich Spreng, “Fostering Brand Evangelism in Reseller Salespeople,” Summer AMA 2010

- Selected “Best in Track”

Hughes, Douglas E., “The Indirect Effect of Advertising Perceptions on Salesperson Effort and Performance,” Academy of Marketing Science Conference, 2010

LeBon, Joel and Douglas E. Hughes, “When Things Go Wrong: Relying on Customer Service to Maintain Brand Preference, Brand Loyalty, and Share of Wallet,” Summer AMA, 2009.

Fu, Frank, Keith Richards, Douglas E. Hughes, and Eli Jones, “Modeling the Impact of Salesperson Attitudes, Perceived Norms, and Behavioral Intentions on the Growth Trajectory of New Products,” Academy of Marketing Science Conference, 2009

- Selected “Best in Track.”

Fu, Frank, Keith Richards, Douglas E. Hughes, and Eli Jones, “New Product Performance Growth Curves: The Moderation and Mediation Effects of Salesperson Selling Intention,” National Conference in Sales Management, 2009

Ahearne, Michael, Douglas E. Hughes, Adam Rapp, and Rupinder Jindal, “Managing Sales Force Product Perceptions and Control Systems in the Success of New Product Introductions,” Winter AMA 2009

Hughes, Douglas E., “Competing Influences of Brand Identification and Organizational Identification on Channel Member Effort and Brand Performance,” Winter AMA 2008

Hughes, Douglas E., “The Impact of Advertising on Salesperson Effort and Performance,” National Conference in Sales Management, 2007

Ahearne, Michael, Douglas E. Hughes, Adam Rapp, and John Mathieu, “Examining Change Processes in Sales Teams,” Winter AMA 2006

Hughes, Douglas E. and Michael Ahearne, “The Role of Technology in Coping with Change,” Summer AMA 2006

TEACHING

- ◆ Michigan State University, Assistant/Associate Professor, Aggregate Rating: 4.5/5.0
 - Marketing Management (Weekend MBA and undergraduate)
 - Personal Selling & Buying Processes
 - Sales Management
 - AMA Sales SIG McGraw-Hill/Irwin Teacher of the Year Award, 2010
- ◆ Michigan State University Executive Education
 - Building Brand-Focused Strategic Marketing Plans, 2010
 - Strategic Sales Management – 2011, 2012
 - Consultative Selling – 2012, 2013
 - The New Sales Manager - 2013
- ◆ Vienna University of Economics and Business, Guest Lecturer
 - Strategic Sales Force Management
- ◆ University of Houston, Instructor, Aggregate Rating: 4.9/5.0
 - Professional Selling (5 semesters)
 - Instructor, Advanced Professional Selling
 - Guest Lecturer, Marketing Strategy (MBA) and Principles of Marketing
 - Provost’s university-wide Teaching Excellence Award (top instructor out of a field of approximately two thousand graduate student instructors), 2006-2007
 - Sales Excellence Institute’s Teacher of the Year Award, 2006-2007

SERVICE

- ◆ Editorial Review Board, *Journal of the Academy of Marketing Science*, 2010 – current
- ◆ Editorial Review Board, *Journal of Personal Selling & Sales Management*, 2011 – current
- ◆ Ad hoc Reviewer for *Journal of Marketing*, *Journal of Retailing*, *Journal of Product Innovation Management*, *Journal of Business Research*, *European Journal of Marketing*, and multiple academic conferences (AMA, AMS, NCSM)
- ◆ Executive board member and Director of Research, Strategic Sales Institute, Michigan State University, 2009 –
- ◆ Co-Advisor, Global Sales Leadership Society (student organization), 2012 – current
- ◆ Board member, University Sales Center Alliance, 2012-current
- ◆ Judge, AMA Marketer of the Year Award (Houston chapter), 2010, 2011
- ◆ Judge, AMA Sales Dissertation of the Year Award, 2010, 2013
- ◆ Judge, ISBM Dissertation Award, 2011
- ◆ Panelist, “Coaching is not Teaching: How Top Sales Coaches Prepare their Sales Teams for National Competitions,” Winter AMA 2011
- ◆ Co- Chair, Personal Selling and Sales Management Track, Summer AMA 2012
- ◆ Co- Chair, Sales and Sales Management Track, Academy of Marketing Science Conference, 2011
- ◆ Co- Chair, B2B Marketing Track, Academy of Marketing Science Conference, 2010
- ◆ Session Chair, “Product Development from the Customer’s Perspective,” Academy of Marketing Science Conference, 2009
- ◆ Discussant, “Trends in Managing Customer Relationships” session, AMA 2006
- ◆ Faculty Coach
 - National Team Selling Championship, 2008, 2009, 2010, 2011
 - National Collegiate Sales Competition, 2009, 2010, 2011, 2012, 2013
 - World Collegiate Sales Open, 2011-12
 - RBI National Sales Challenge, 2010