

## **Douglas E. Hughes**

United Shore Faculty Fellow in Sales Leadership  
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Michigan State University  
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### **EXPERIENCE**

#### **Academic**

Interim Chair August 2016 - Present  
Department of Marketing  
Broad College of Business  
Michigan State University

Associate Professor June 2012 - Present  
Department of Marketing  
Broad College of Business  
Michigan State University

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

Instructor & Ph.D. Candidate August 2004 – June 2008  
Department of Marketing & Entrepreneurship  
C.T. Bauer College of Business  
University of Houston

#### **Industry**

CEO of a business services firm and several marketing and sales leadership positions with Fortune 100/500 consumer products companies.

### **EDUCATION**

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

- Dissertation: “Leveraging Identification: Influencing Channel Salesperson Effort and Brand Performance,” chair: Michael Ahearne

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

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

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## RECOGNITION AND AWARDS

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- ◆ United Shore Endowed Faculty Fellowship in Sales Leadership, 2016
- ◆ Emerald Citation of Excellence Award, 2016
- ◆ Ronald Copeland Best Paper Award, 2015
- ◆ John D. and Dortha J. Withrow Endowed Emerging Scholar Award, 2013
- ◆ AMA Sales SIG Excellence in Research Award, 2016 and 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, 1<sup>st</sup> place, National Team Selling Championship, 2008, 2009, 2011
- ◆ Faculty Coach, 1<sup>st</sup> place individual, National Collegiate Sales Competition, 2016
- ◆ 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

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## RESEARCH

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### Research Interests

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How firms may maximize sales performance through sales organization effectiveness and through the accompanying management of external and internal relationships.

### Refereed Journal Articles

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Rapp, Adam, Dan Bachrach, Karen Flaherty, Douglas E. Hughes, Arun Sharma, and Clay Voorhees (2017), "The Role of the Sales-Service Interface and Ambidexterity in the Evolving Organization: A Multi-level Research Agenda," *Journal of Service Research*, 20 (1), 59-75.

Schrock, Wyatt, Yanhui Zhao, Douglas E. Hughes, and Keith Richards (2016), "JPSSM Since the Beginning: Intellectual Cornerstones, Knowledge Structure, and Thematic Developments," *Journal of Personal Selling & Sales Management*, 36 (4), 321-343.

Schrock, Wyatt, Douglas E. Hughes, Frank Fu, Keith Richards, and Eli Jones (2016), "Better Together: Trait Competitiveness and Competitive Psychological Climate as Antecedents of Salesperson Organizational Commitment and Sales Performance," *Marketing Letters*, 27 (2), 351-60

Bolander, Willy, Cinthia Santornino, Douglas E. Hughes, and Gerald R. Ferris (2015), "Social Networks within Sales Organizations: Their Development and Importance for Salesperson Performance," *Journal of Marketing*, 79 (6), 1-16 (lead article). Note: All authors contributed equally. Winner of 2016 AMA Excellence in Sales Research and Ronald Copeland Best Paper Awards.

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*, 41(5), 547-566. Winner of Emerald Citation of Excellence Award.

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. Winner of 2011 AMA Excellence in Sales Research Award.

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 (under review or in various stages of development)**

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Peterson, Andrew J, Adam Rapp, Douglas E. Hughes, and Jessica Ogilvie, title withheld, under review (fourth round) at *Journal of Marketing*.

Malshe, Avinash, Douglas E. Hughes, and Valerie Good, Title withheld, target: *Journal of Academy of Marketing Science*

Richards, Keith, Cinthia Santornino, Willy Bolander, and Douglas E. Hughes, title withheld," target: *Journal of Marketing*.

Nguyen, Hang, Douglas E. Hughes, and Yufei Zhang, title withheld, target: *Journal of Marketing*.

Hughes, Douglas E., Roger Calantone, Keith Richards, Brian Baldus, and Rich Spreng, title withheld, target: *Journal of the Academy of Marketing Science*.

Hunter, Gary, Douglas E. Hughes, Wyatt Schrock, and Stephanie Mangus, title withheld, target: *Journal of Marketing*

Cockrell, Seth, Clay Voorhees, Douglas E. Hughes, and Roger Calantone, title withheld, target *Journal of Marketing*.

Rong, Weidong, Mark J. Arnold, and Douglas E. Hughes, title withheld, target: *Journal of Marketing*

Joel Le Bon, Douglas E. Hughes, Wyatt Schrock, and Dwight Merunka, "title withheld, target: *Journal of Marketing*.

Walkowiak, Travis and Douglas E. Hughes, title withheld, target: *Journal of Marketing*.

Hughes, Douglas E., C. Fred Miao, Keith Richards, and Frank Fu, title withheld, target: *Journal of Marketing*

Calantone, Roger and Douglas E. Hughes, title withheld, target: *Journal of Marketing*.

Fu, Frank, Douglas E. Hughes, Eli Jones, and Keith Richards, title withheld, target *Journal of Marketing*.

Voorhees, Clay, Roger Calantone, and Douglas E. Hughes, and Clay Voorhees, title withheld, target *Journal of Marketing*.

## **Conference Papers and Presentations**

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Panelist, Meet the Editors Session, National Conference in Sales Management, 2017

Nguyen, Hang, Douglas E. Hughes, and Yufei Zhang, "Brand Evangelist: A Powerful Brand Choice Influencer," Winter AMA 2017

Panelist, Editors' Perspectives, Winter AMA 2017

Cockrell, Seth, Clay Voorhees, Douglas E. Hughes, and Roger Calantone, "Managing the Salesforce through Product Harm Crises," Organizational Frontline Research Symposium, 2017

Rong, Weidong, Mark Arnold, and Douglas E. Hughes, "Salesperson Performance and Guanxi Networks," Summer AMA 2016

Panelist, Editors' Perspectives, Summer AMA 2016

Panelist, Meet the Editors Session, AMS World Marketing Congress 2016

Panelist, Meet the Editors Session, Academy of Marketing Science Conference, 2016

Rapp, Adam, Dan Bachrach, Karen Flaherty, Douglas E. Hughes, Arun Sharma, and Clay Voorhees, "A Multi-level Perspective of Frontline Innovation and Challenges," Winter AMA 2016

LeBon, Joel, Douglas E. Hughes, Wyatt Schrock, and Dwight Merunka, "Protecting Brand Value: Walking the Talk after the Sale," AMS Conference 2015

Panelist, Meet the Editors Session, Global Sales Science Institute Conference, 2015

Panelist, Meet the Editors Session, Academy of Marketing Science Conference 2015

Douglas E. Hughes, "Ambidexterity, not Ambiguity: Organizational Climate's Role in Service-Sales Delivery," Organizational Frontlines Research Symposium, 2015

Panelist, Meet the Editors Session, Winter AMA, 2015

Richards, Keith, Douglas E. Hughes, Frank Fu, Wyatt Schrock, and Manoshi Samaraweera, "Trait Competitiveness and Competitive Psychological Climate as Antecedents of Salesperson Organizational Commitment and Sales Performance," Summer AMA, 2014

Malshe, Avinash, Douglas E. Hughes, and Michael Krush, "Why Does Marketing Strategy Implementation Fail and What may be Done about It: A Multi-Level Investigation Within the Sales and Marketing Interface," Thought Leadership on the Sales Profession Conference, 2014

Panelist, "The Changing Face of Professional Selling and How Our Field is Meeting those Changes," Academy of Marketing Science Conference, 2014

Panelist, Meet the Editors, Academy of Marketing Science Conference, 2014

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, 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

Hughes, Douglas E., Joel LeBon, Avinash Malshe, and Jan Feddersen, "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

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"

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

Panelist, “Coaching is not Teaching: How Top Sales Coaches Prepare their Sales Teams for National Competitions,” 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

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## TEACHING

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- ◆ Michigan State University, Associate/Assistant Professor, Aggregate Rating: 4.5/5.0
  - Marketing Management (PhD, Executive MBA, MS, and Undergraduate)
  - Personal Selling & Buying Processes
  - Sales Management
  - Executive Education (Open Enrollment and Custom Courses in Sales and Marketing Management)
  - AMA Sales SIG McGraw-Hill/Irwin Teacher of the Year Award, 2010
- ◆ Doctoral Committees Served On
  - Blake Runnells, MSU, 2016-17 (Chair)
  - Wyatt Schrock, MSU, 2015-16 (Chair)
  - Seth Cockrell, MSU 2015-16 (Co-Chair)
  - Brian Baldus, MSU 2012-13 (Member)
- ◆ Vienna University of Economics and Business, Guest Lecturer
  - Strategic Sales Force Management, 2011-2016
- ◆ University of Houston, Instructor, 2006-2008, Aggregate Rating: 4.9/5.0
  - Instructor, Professional Selling (5 semesters)
  - Instructor, Advanced Professional Selling
  - Guest Lecturer, Marketing Strategy (MBA) and Principles of Marketing
  - Provost’s Teaching Excellence Award, 2006-2007
  - Sales Excellence Institute’s Teacher of the Year Award, 2006-2007

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## SERVICE

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- ◆ Editor-in-Chief, *Journal of Personal Selling & Sales Management*, 2016 –
- ◆ Associate Editor, *Journal of Personal Selling & Sales Management*, 2014 – 2016
- ◆ Area Editor, *Journal of the Academy of Marketing Science*, 2015 - 2016
- ◆ Editorial Review Board, *Journal of the Academy of Marketing Science*, 2010 – 2016
- ◆ Editorial Review Board, *Journal of Personal Selling & Sales Management*, 2011 –
- ◆ Ad hoc Reviewer for *Journal of Marketing*, *Journal of Retailing*, *Journal of Product Innovation Management*, *Journal of Business Research*, *European Journal of*



*Marketing, Journal of Advertising*, and multiple academic conferences (AMA, AMS, NCSM), 2008 – present)

- ◆ Co-builder and faculty leader of MSU Sales Program (financially supported by over 20 corporate partners and sponsors) with undergraduate education (Minor in Sales Leadership), research, and executive education components, 2009 – current)
- ◆ Creator and leader of annual All-MSU Sales Competition, 2011-2015
- ◆ Faculty advisor, Global Sales Leadership Society, 2013-
- ◆ Conference Co-Chair, American Marketing Association Summer Educators Conference, 2015
- ◆ Judge, AMA Marketer of the Year Award (Houston chapter), 2010, 2011
- ◆ Judge, AMA Sales Dissertation of the Year Award, 2010, 2013, 2015
- ◆ Judge, ISBM Dissertation Award, 2011
- ◆ Session leader, “Salesperson Performance Drivers,” New Horizons in Selling and Sales Management Conference, 2013
- ◆ 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”, Summer AMA 2006
- ◆ Faculty Coach
  - World Collegiate Sales Open, 2011-12, 2014
  - National Team Selling Championship, 2008, 2009, 2010, 2011
  - National Collegiate Sales Competition, 2009, 2010, 2011, 2012, 2014, 2016, 2017
  - RBI National Sales Challenge, 2010