

## **Douglas E. Hughes**

Professor of Marketing and United Shore Fellow in Sales Leadership  
Department of Marketing, Broad College of Business,  
Michigan State University  
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### **EXPERIENCE**

#### **Academic**

Professor and Chairperson Department of Marketing Broad College of Business Michigan State University	July 2017- Present
Interim Chair Department of Marketing Broad College of Business Michigan State University	August 2016 – July 2017
Associate Professor Department of Marketing Broad College of Business Michigan State University	June 2012 – June 2017
Assistant Professor Department of Marketing Broad College of Business Michigan State University	July 2008 – June 2012

#### **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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- ◆ 2016 James M. Comer Award for the Best Contribution to Selling and Sales Management Theory
- ◆ 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
- ◆ 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 performance through sales organization effectiveness and through the accompanying management of external and internal relationships.

### Refereed Journal Articles

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Schrock, Wyatt, Yanhui Zhou, Keith Richards, and Douglas E. Hughes (2018), "On the Nature of International Sales and Sales Management Research: A Social Network Analytic Perspective," *Journal of Personal Selling & Sales Management*, 38 (1), 56-77.

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. Winner: 2016 James M. Comer Award for the Best Contribution to Selling and Sales Management Theory

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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Malshe, Avinash, Douglas E. Hughes, and Valerie Good, Title withheld, target: under first review at *Journal of Marketing Research*.

Peterson, Andrew J, Adam Rapp, Douglas E. Hughes, and Jessica Ogilvie, title withheld, second round at *Journal of the Academy of Marketing Science*.

Hughes, Douglas E., Roger Calantone, Keith Richards, Brian Baldus, and Rich Spreng, second round at *Journal of Retailing*.

Ogilvie, Jessica and Douglas E. Hughes, title withheld, under review at *Journal of Service Research*

Schrock, Wyatt, Douglas E. Hughes, and Clay Voorhees, title withheld, target: *Journal of Marketing Research*.

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

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

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

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

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

Runnalls, Blake, Douglas E. Hughes, and Clay Voorhees, title withheld, target: *Journal of Marketing*

LaBrecque, Alex, Bob Akin, Bill Moncrief, and Douglas E. Hughes, title withheld, target: *Journal of the Academy of Marketing Science*.

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

Good, Valerie and Douglas E. Hughes, title withheld, target: *Journal of Marketing*

Chernetsky, Victor, Douglas E. Hughes, and Avinash Malshe, 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*.

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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Chernetsky, Victor, Douglas E. Hughes, and Valerie Good, "A Blessing in Disguise: The Role of Conflict in the Marketing-Sales Interface," Summer AMA 2018, Boston, MA

Zheng, Xiaoyun and Douglas E. Hughes, "To Innovate or Not to Innovate: The Impact of Service Innovation on Customer-Based Brand Equity", Summer AMA 2018, Boston, MA

Panelist, Editors' Perspectives, Summer AMA 2018, Boston, MA

Panelist, "Issues in Sales Research," New Horizons in Selling & Sales Management Consortium, August 2018, Boston, MA

Panelist, Meet the Editors, AMS World Marketing Congress, 2018, Porto, Portugal

Panelist, Meet the Editors Session, AMA Global Marketing SIG Conference, 2018, Thira, Santorini, Greece

Panelist, “That’s Interesting: A Deliberate Approach to More Interesting (and More Easily Publishable Research,” National Conference in Sales Management, 2018, San Diego, CA

Panelist, Meet the Editors, National Conference in Sales Management, 2018, San Diego, CA

Good, Valerie and Douglas E. Hughes, “Exploring Resilience: A Key to Salesperson Success,” Enhancing Sales Force Productivity Conference, 2018, Columbia, MO

Panelist, Editors’ Perspectives, Winter AMA 2018, New Orleans, LA

Panelist, Meet the Editors Session, Society for Marketing Advances Conference, 2017, Louisville, KY

Panelist, Editors’ Perspectives, Summer AMA 2017, San Francisco, CA

Cockrell, Seth, Clay Voorhees, Douglas E. Hughes, and Roger Calantone, “Managing Sales Force Effectiveness through Product Harm Crises,” Summer AMA 2017, San Francisco, CA

Panelist, Meet the Editors Session, AMS World Marketing Congress, 2017, Christchurch, New Zealand

Panelist, Meet the Editors Session, Global Sales Science Institute Conference, 2017, Mauritius.

Moderator, “Motivating the Sales Force: Sticks and Carrots,” Thought Leadership on the Sales Profession Conference, HEC Paris, France, 2017

Panelist, Meet the Editors Session, Academy of Marketing Science Conference, 2017, Coronado, CA

Panelist, Meet the Editors Session, National Conference in Sales Management, 2017, St. Louis, MO.

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

Panelist, Editors’ Perspectives, Winter AMA 2017, Orlando, FL

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

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

Panelist, Editors' Perspectives, Summer AMA 2016, Atlanta, GA

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

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

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, Las Vegas, NV

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

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

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

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

Panelist, Meet the Editors Session, Winter AMA, 2015, San Antonio, TX

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, San Francisco, CA

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, Columbia University, New York, NY

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

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

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, Las Vegas, NV

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

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, 2012 Harvard University, Cambridge, MA

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, 2012 Harvard University, Cambridge, MA

Hughes, Douglas E., Joel LeBon, Avinash Malshe, and Jan Feddersen, "Building Internal Competitive Advantage," Summer AMA 2011, San Francisco, CA

Rapp, Adam, Andrew Peterson, and Douglas E. Hughes, "The Selling Sales Manager or Managing Sales Manager," Summer AMA 2011, San Francisco, CA

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, Memphis, TN

- Selected "Best in Conference"

Panelist, "Sales Research: Where is the Cutting Edge," Academy of Marketing Science Conference, 2011, Coral Gables, FL

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

Ahearne, Michael, Florian Kraus, Douglas E. Hughes, Ryan Mullins, "Navigating a Sales Organization Downsizing," Academy of Marketing Science Conference, 2011, Coral Gables, FL

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

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

Panelist, "Coaching is not Teaching: How Top Sales Coaches Prepare their Sales Teams for National Competitions," Winter AMA 2011, Austin, TX

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

- Selected "Best in Track"

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

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, Chicago, IL

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, Baltimore, MD

- 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, Norfolk, VA

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, Tampa, FL

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

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

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

Hughes, Douglas E. and Michael Ahearne, "The Role of Technology in Coping with Change," Summer AMA 2006, Chicago, IL

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## TEACHING

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- ◆ Michigan State University, Associate/Assistant/Full 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
  - Valerie Good, MSU, 2017-18 (Chair)
  - 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, 2009-2018
  
- ◆ 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 – current
  
- ◆ 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 – 2016
  
- ◆ Ad hoc Reviewer for *Journal of Marketing*, *Journal of the Academy of Marketing Science*, *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, 2011-2018
- ◆ Faculty advisor, Global Sales Leadership Society, 2013-2018
- ◆ 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 (\*first place in these years, \*\*second place in these years)
  - National Team Selling Championship, 2008\*, 2009\*, 2010, 2011\*
  - National Collegiate Sales Competition, 2009, 2010, 2011, 2012, 2014, 2016\*, 2017, 2018\*
  - World Collegiate Sales Open, 2011-12\*\*, 2014\*\*
  - RBI National Sales Challenge, 2010