

Valerie D. Good

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ACADEMIC BACKGROUND

- Ph.D. Eli Broad College of Business, Michigan State University (*Expected May 2019*)
Major: Marketing, Sales/Strategy Research Emphasis
Minor: Research Methods
- M.B.A. Alvernia University, Reading, PA
Concentration: Marketing & Communications
- B.S. Millersville University, Millersville, PA
Major: Speech Communications, Public Relations Option
Minor: Business Management

PROFILE

- Productive researcher with an active pipeline; multiple papers are progressing through various stages of the publication process in addition to academic conference presentations.
- Devoted scholar; nominated for the 2018 AMA Sheth Consortium, 2018 Marketing Strategy Consortium and 2018 Haring Consortium.
- Dedicated instructor with consistently high course evaluations; received the Hollander Teaching Award for teaching excellence in college instruction in both 2017 and 2018 as well as the Broad College of Business Instructor Excellence Award for 2017.
- Involved contributor to the discipline; presently serving as Managing Editor for the *Journal of Personal Selling and Sales Management*.

DISSERTATION

“Motivating Salespeople Toward Greater Productivity”	Proposal Defended: <i>May 30, 2018</i>
Chair: Dr. Douglas E. Hughes	Committee: Dr. Roger J. Calantone
	Dr. Ahmet Kirca
	Dr. Clay M. Voorhees

Abstract: Company profitability depends on an active and engaged sales force; thus, managers continue to seek best practices for motivating salespeople to perform productively. This issue remains critical as salespeople typically have significant discretion in their work and serve as the face of the company to customers. Motivated salespeople are likely to expend greater effort, generate higher revenue, and foster stronger customer relationships than unmotivated salespeople, who may avoid the workplace or even turn over to other organizations. Indeed, motivation has been deemed one of the greatest challenges facing organizations today. While the effects of motivation are far-reaching, the phenomenon is still ill-understood by academics and practitioners. Thus, I seek to develop a greater understanding of motivational forces to contribute to both personal selling theory and sales force management.

Essay 1: “Exploring the Relationship Between Intrinsic Motivation, Extrinsic Incentives, and Salesperson Performance: A Meta-analysis”

Companies spend more than \$800 billion each year on sales force compensation in the US alone, hoping to incentivize salespeople to be increasingly productive. Yet, executives continue to puzzle over how to properly motivate their sales personnel to perform more effectively and efficiently. Which matters more for performance – financial incentives or intrinsic motivators? In this essay, a comprehensive literature review and meta-analysis builds the foundation for the importance of studying intrinsic motivation for increased salesperson performance. Gathering data from studies conducted over the last three decades specifically in the personal selling context allows an empirical examination of interrelationships among intrinsic motivation, extrinsic incentives and salesperson performance. Likewise, I aim to examine the synergistic effects of the two types of motivation in a context where both often co-exist.

Essay 2: “Understanding and Leveraging Intrinsic Motivation in Salespeople”

Much of the current research on motivation relates to extrinsic expectancies such as compensation, contests, rewards and normative pressures like quotas. However, extrinsic motivation incurs significant costs for companies, both in managerial oversight and providing incentives. Much less is known about intrinsic motivation in salespeople and how to leverage potential synergies between internal and external sources of motivation. In this study, I explore antecedents and outcomes of intrinsic motivation compared to extrinsic motivation. Self-determination theory (SDT) suggests that autonomy, self-efficacy and sense of belonging are three drivers of intrinsic motivation. I empirically demonstrate that sense of purpose (the belief that one is making a contribution to a cause greater and more enduring than oneself) is also an important consideration in motivation, which has not been previously studied. Hence, I develop a reliable, valid measure for sense of purpose, which can be used to influence both managerial practice and future research.

Essay 3: “Resilience: A Key Link Between Motivation and Salesperson Performance”

Previous research has shown that salespeople with intrinsic motivation attribute failures to poor strategy, which motivates them to work smarter, while those with extrinsic motivation attribute failures to insufficient effort, which motivates them to work harder, but perhaps in the wrong direction. While a plethora of studies have since examined working hard and working smart to predict salesperson performance, no study has examined resilience as an additional key mediator of this motivation-to-performance relationship, nor factors that moderate this relationship. Resilience is defined as persevering by strategically overcoming challenges and adversity. Resilience extends beyond just working smart; resilience requires perseverance after hearing a buyer say ‘no.’ Resilience also goes beyond exerting extra effort (working hard) in simply working more hours or making more calls; resilience is trying again even after experiencing discomfort or difficulty within the selling process. Obviously, salespeople experience customer objections and outright refusal when trying to close sales. The profession is one marked by rejection. Thus, resilience in overcoming those challenging and discouraging moments and subsequently trying again remains a critical, yet under-researched component in determining salesperson performance.

RESEARCH INTERESTS

My research interests include managerially-relevant marketing strategy topics that focus on maximizing firm performance via the sales and marketing organization. Specific substantive areas include salesperson motivation and self-regulation, sales management and leadership, salesperson-customer relationships, marketing strategy implementation and ethics.

MANUSCRIPTS UNDER REVIEW

Malshe, Avinash, Douglas E. Hughes and **Valerie Good**, “Why Marketing Strategy Fails and What Can Be Done About It: A Multi-Level Analysis” Status: Under 1st Round at *Journal of Marketing Research*

Good, Valerie and Roger J. Calantone, “Sales Force Management During New Product Development: Is Outsourcing Beneficial?” Status: Under 3rd Round at *Industrial Marketing Management*

Bhattacharya, Abhi, **Valerie Good**, John Peloza and Hanieh Sardashti, “How Corporate Social Responsibility Impacts Consumers: The Risk Mitigation Hypothesis” Status: Under Review at *Journal of Marketing*

WORKING PAPERS

Fehl, Amy, **Valerie Good**, Todd Arnold and Angela Crawford, “Optimizing Frontline Shift Composition for Increased Customer Satisfaction and Firm Performance” Status: In-progress, collecting data

Target: *Journal of Service Research*

*Winner of the 2018 Young Scholar Research Competition for Organizational Frontlines Research

Bhattacharya, Abhi, **Valerie Good**, Hanieh Sardashti and John Peloza, “Doing Good When Times are Bad: The Brand Equity Impact of CSR During a Recession” Status: In-progress, incorporating secondary experiments

Target: *Journal of the Academy of Marketing Science*

Good, Valerie, Stephanie M. Mangus and Roger J. Calantone. “The Impact of Salesperson Motivation on Training Success” Status: In-progress, analyzing data

Target: *Journal of the Academy of Marketing Science*

LaBrecque, Alex, **Valerie Good** and Douglas E. Hughes, “Understanding the Impact of Motivation and Inconsistency in Salespeople” Status: In-Progress, collecting data

Target: *Journal of Marketing*

Good, Valerie and Douglas E. Hughes, “Does the Rise of the Robot Mean Death of a Salesman? The Evolution of AI and the Sales Force” Status: In-progress

INVITED RESEARCH AND CONFERENCE PRESENTATIONS

Chernetsky, Victor, Douglas E. Hughes and **Good, Valerie** (August 2018), “A Blessing in Disguise: The Role of Conflict in Marketing-Sales Interface.” *American Marketing Association Summer Conference*, Boston, Massachusetts.

Good, Valerie (June 2018), “Understanding and Leveraging Intrinsic Motivation in Salespeople.” *Sheth Consortium*, Leeds, UK.

Good, Valerie (April 2018), “Understanding and Leveraging Intrinsic Motivation in Salespeople.” *Haring Symposium*, Bloomington, Indiana.

Good, Valerie and Abhi Bhattacharya (March 2018), “Deep and Wide: Salesperson Strategy Post Customer Crisis” *Marketing Strategy Consortium*, Columbia, Missouri.

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

Good, Valerie and Roger J. Calantone (August 2017), “Salesforce-Innovation Coupling: An Empirical Investigation of Salesforce Timing and Outbound Open Innovation.” *American Marketing Association Summer Conference*, San Francisco, California.

Good, Valerie (February 2017), “Corporate Motivation: Marketing Matters,” *American Marketing Association Winter Conference Poster Session*, Orlando, Florida.

SPECIAL RECOGNITION

- *Research*: Winner of the OFR 2018 Young Scholar Research Competition; nominated to attend the 2018 AMA Sheth Doctoral Consortium, 2018 Marketing Strategy Consortium, and 2018 Haring Symposium.
- *Teaching*: Received the Hollander Teaching Award for excellence in college instruction in both 2017 (\$1,500 fellowship) and 2018 (\$2,500 fellowship) and the Broad College of Business Instructor Excellence Award for 2017.
- *Coaching*: Coached the 2018 National Collegiate Sales Competition Individual and Team Competition Winners.
- *Fellowships*: Baylor University Fellowship for the New Horizons Sales Faculty Consortium 2018.
- Graduated Magna Cum Laude from Millersville University and Alvernia College.
- Received recognition as the first person in the Communications Department at Millersville University to complete an 'honors college' thesis.
- Earned two first place trophies in the CUES Golden Mirror Awards for a direct mailing campaign at Utilities Employees Credit Union (a very prestigious award to receive in the industry); the awards were based on creativity, organization, and ROI.

SERVICE AND PROFESSIONAL DEVELOPMENT

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| • Managing Editor, <i>Journal of Personal Selling and Sales Management</i> | Fall 2017-Present |
| • Coach, National Collegiate Sales Competition (NCSC) | Spring 2018 |
| • Judge, All-MSU Sales Competition | 2016, 2017, 2018 |
| • Reviewer AMS Conference | Winter 2018 |
| • Session Chair (Sales Track) at AMA Conference | Summer 2017 |

TEACHING EXPERIENCE

<i>Eli Broad College of Business, Michigan State University</i>	<i>2015-Present</i>
Doctoral Candidate/Instructor	

- Instructed courses in sales such as MKT 313 Personal Selling and Buying Processes.
- Received excellent teaching evaluations (4.95/5.0) along with positive comments.
- Served as a teaching assistant for Quantitative Business Research Methods.

<i>Elizabethtown College</i>	<i>2011-2015</i>
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Affiliated Faculty Member of Marketing & Business Communications for the School of Continuing and Professional Studies (SCPS)

- Instructed courses in Managerial Communications, Persuasion, Advertising and Internet Marketing for adult working professionals looking to gain a higher education degree.
- Received additional certification to teach 'online-only' and in blended-format classes.
- Taught classes in the traditional classroom setting as well as online courses, incorporating various methods to keep students engaged and participating.

<i>Millersville University</i>	<i>2006-2014</i>
Adjunct Faculty Member for the Marketing & Management Department	

- Instructed classes such as Advertising, Personal Selling, Principles of Marketing and Retail Marketing.
- Reviewed textbooks, wrote syllabi, created 'real-life' projects for students to complete, wrote exams and graded papers and projects thoroughly.
- Student evaluations were consistently above Departmental and University means. Also received positive comments from both colleague observers and students, who noted that I was not only fair in grading but also enthusiastic and interesting while teaching.

WORK EXPERIENCE

Good Impressions Marketing

2006-2015

Writer/Editor, Consultant

- Meticulously combed through prewritten copy as a detail-oriented proofreader.
- Wrote copy for press releases, radio spots, email blasts, brochures, newsletters, posters, websites, direct mail letters, postcards and other integrated marketing communications for various clients.
- Provided consulting support for integrated marketing communications, brand management, and more.

Masterpiece Marketing Advertising Agency

2005-2006

Marketing Manager

- Directed marketing plans and advertising campaigns for over 40 different nonprofit ministries and for-profit organizations; included meeting with clients regularly to maintain close working relationships.
- Oversaw the creative process for T.V. campaigns, radio spots, newspaper advertising, direct mail series, logo & brand development, brochures, fundraising appeals, special events, specialty advertising, website development, email blasts, public relations, and all multi-media marketing.
- Supervised all account executives, artists, and freelance personnel; worked to build a team atmosphere in the midst of tight deadlines.

Utilities Employees Credit Union

2002-2005

Marketing Product Manager, Lending

- Promoted from Marketing Specialist to Marketing Coordinator to a Product Manager.
- Analyzed loan portfolio to assess the most profitable products based on yield and cost; recommended pricing and process improvements to the senior management and board of directors
- Created and designed all marketing promotions.
- Gathered and analyzed information from the MCIF customer relationship software system and member surveys to improve efficiency and effectiveness of marketing efforts

REFERENCES

Douglas E. Hughes

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Roger J. Calantone

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Ahmet Kirca

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Stephanie M. Mangus

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APPENDIX A: RESEARCH PAPER ABSTRACTS

Malshe, Avinash, Douglas E. Hughes and **Valerie Good**. “Why Marketing Strategy Fails and What Can Be Done About It: A Multi-Level Analysis.”

In this paper, we examine why marketing strategies fail, specifically examining implementation challenges between the sales and marketing interface. Employing a grounded-theory approach, we use multi-level in-depth interview data from senior, middle and frontline sales and marketing personnel (dyads), along with two additional focus groups, to examine the pushes and pulls that marketing strategy is subjected to within the organizational hierarchy as it makes its way from the senior level to the frontline. Findings suggest that strategy implementation process may be viewed as an ongoing set of intra- (within sales and marketing functions) and inter-departmental (between marketing and sales) deal-making activities/trade-offs that have the potential to off-track or completely derail the implementation process. Our analyses bring to light a two-faceted phenomenon, which can help practitioners take corrective steps as the marketing strategy makes its way through the firm, thus improving implementation success.

Good, Valerie and Roger J. Calantone. “Salesforce Management During New Product Development: When Is Outsourcing Beneficial?”

Successful innovation stimulates competitive advantage, increased demand and profit growth for companies, ultimately impacting firm longevity and improved shareholder value. However, along with the potential for high reward comes high risk, as the costs for new product development can be insurmountable and the success rates disproportionately low. Whether or not to outsource the selling function for increased efficiency remains a strategic salesforce management consideration in innovation success. Employing a multi-group analysis of 227 new products launched within the biochemical industry, we empirically demonstrate that companies who do not outsource the selling function have greater success overall. Thus, “saving money” via outsourcing can actually be costly in the long-run.

Bhattacharya, Abhi, **Valerie Good**, John Peloza and Hanieh Sardashti, “How Corporate Social Responsibility Impacts Consumers: The Risk Mitigation Hypothesis”

Previous research on Corporate Social Responsibility (CSR) offers an incomplete picture of how firms’ primary stakeholders, customers, perceive and respond to CSR activities. Using both secondary data and lab experiments, our findings reveal that beyond the “warm glow” effect of benevolence, CSR positively impacts customer-based brand value through mitigating risk. Consumers perceive extrinsic CSR – those activities unrelated to the firm, its products or practices, such as charitable donations – as a signal of customer orientation, or that the firm is dedicated to long-term relationships with consumers, and therefore offers better-performing products and services. Hence, our findings suggest that managers may want to consider CSR activities that relate to altruistic endeavors as a means of increasing the value of their brands through risk mitigation.

Fehl, Amy, **Valerie Good**, Todd Arnold and Angela Crawford, “Optimizing Frontline Shift Composition for Increased Customer Satisfaction and Firm Performance”

Most customers, practitioners and service marketing scholars would agree that frontline employees (FLEs) play a pivotal role in delivering a superior service experience and associated outcomes, including customer satisfaction, loyalty, perceptions of quality and value. However, current literature is relatively silent on what impact the shift composition may have on individual FLEs and their subsequent behaviors, or what we call *shift climate*. We predict shift-level dynamics in many contexts – such as restaurants, retail, call centers, etc. – will lead to a better understanding of the daily variance in customer services experiences and reveal levers available to managers to help improve relevant metrics.

Bhattacharya, Abhi, **Valerie Good**, Hanieh Sardashti and John Peloza. “Doing Good When Times are Bad: The Brand Equity Impact of CSR During a Recession”

Corporate Social Responsibility (CSR) has acquired strategic importance for firms as sustainability and stakeholder scrutiny make it an “inescapable priority.” However, during times of recession, the business press highlights that CSR may be an unaffordable luxury. On the contrary we predict and empirically demonstrate that CSR activities both signal quality to consumers and differentiate brands from competitors, particularly during times of recession. Our findings reveal that CSR initiatives during economic contractions are actually associated with increased customer-based brand equity, which is longer-lasting than short-term firm profitability. Thus, our findings suggest that managers may want to consider CSR activities that contribute to societal welfare during economic downturns for greatest long-term payoff.

Good, Valerie, Stephanie M. Mangus, Roger J. Calantone. “The Impact of Salesperson Motivation on Training Success”

U.S. companies spend approximately \$20 billion a year on sales training, and these training budgets are only projected to continue to increase as organizations cite “capability gaps” as one of their top challenges. Yet, surprisingly a paucity of research on sales training exists within extant literature. In this paper, we examine motivational antecedents, as well as moderators to training effectiveness (including type of training experience) that lead to increased salesperson performance.

LaBrecque, Alex, **Valerie Good** and Douglas E. Hughes. “Understanding the Impact of Motivation and Inconsistency in Salespeople”

In this paper, our primary objective is to develop an understanding of salesperson inconsistency, which captures between-individual differences in salesperson effort and performance over time. In introducing this concept, we extend uncertainty management theory. We suggest that salesperson inconsistency represents a specific form of uncertainty that is not only stressful for the salesperson, but for their managers and clients as well. By examining antecedents and consequences of salesperson inconsistency, we aim to provide managers with suggestions on how to best motivate their sales employees to perform consistently.

Good, Valerie and Douglas E. Hughes. “Does the Rise of the Robot Mean Death of a Salesman? The Evolution of AI and the Sales Force”

Advances in technology continue to impact the buyer-seller landscape. From internet search engines to self-checkout lines, automation has been speculated to replace workers and adversely impact the economy on a grand scale. Are salespeople being replaced? Or is *personal* selling becoming even more important? We aim to address opportunities and challenges for sales force management during an increasingly automated age.