

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

- **Published author** and active researcher.
- Devoted scholar; recipient of the **Taylor Research Award 2019**, **AMA Sales SIG Dissertation Proposal Reward 2018** and **OFR Young Scholar Award 2018** and 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

**Winner of the Sales SIG Doctoral Dissertation Competition, funded by the University Sales Center Alliance*

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. Indeed, motivation has been deemed one of the greatest challenges facing organizations today. 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.

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.

REFERREED JOURNAL ARTICLES

Good, Valerie and Roger J. Calantone (2019, *forthcoming*), “When to Outsource the Sales Force for New Products,” *Industrial Marketing Management*, 1-36.

MANUSCRIPTS UNDER REVIEW

Malshe, Avinash, Douglas E. Hughes and **Valerie Good**, *Title Withheld for Double Blind Review*
Status: 2nd Round at *Journal of Marketing Research*

Bhattacharya, Abhi, **Valerie Good**, Hanieh Sardashti and John Peloza, *Title Withheld for Double Blind Review*

Status: 1st Round at *Journal of Marketing Research*

Bhattacharya, Abhi, **Valerie Good** and Hanieh Sardashti, *Title Withheld for Double Blind Review*

Status: 1st Round at *European Journal of Marketing*

SELECT WORKING PAPERS

Bhattacharya, Abhi and **Valerie Good**, *Title Withheld for Double Blind Review*

Status: Out for Friendly Review (Preparing for Submission)

Target: *Academy of Management Journal*

Fehl, Amy, **Valerie Good**, Todd Arnold and Angela Crawford, *Title Withheld for Double Blind Review* Status: In-progress, collecting data

Target: *Journal of Marketing*

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

Good, Valerie, Stephanie M. Mangus and Roger J. Calantone. *Title Withheld for Double Blind Review* Status: In-progress, analyzing data

Target: *Journal of the Academy of Marketing Science*

LaBrecque, Alex, **Valerie Good** and Douglas E. Hughes, *Title Withheld for Double Blind Review*

Status: In-Progress, collecting data

Target: *Journal of Marketing*

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*
 - ✓ Presented with the 2019 Taylor Research Award in recognition of research excellence.
 - ✓ Received the 2018 Sales SIG Doctoral Dissertation Proposal competition award, funded by the University Sales Center Alliance.
 - ✓ Granted an OFR 2018 Young Scholars Research Competition award.
 - ✓ 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).
 - ✓ Earned the Broad College of Business Instructor Excellence Award for 2017.
- *Coaching*
 - ✓ Coached the 2018 National Collegiate Sales Competition Individual Student Winner.
 - ✓ Coached the 2018 National Collegiate Sales Competition University Team Winners.
- *Fellowships and Grants*
 - ✓ Received a Baylor University Fellowship for the 2018 New Horizons Sales Faculty Consortium
 - ✓ Honored with a Michigan State 2019 Spring Dissertation Completion Fellowship

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, 2019 |
| • 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>
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.
- 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

Department Chair and Professor of Marketing; United Shore Faculty Fellow in Sales Leadership
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Roger J. Calantone

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Ahmet Kirca

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