

The Dearth of the Salesperson in Marketing Research, Revisited *Can scholarship heal a rift in research, teaching, and practice?*

By Gary Schirr and Laurel Schirr

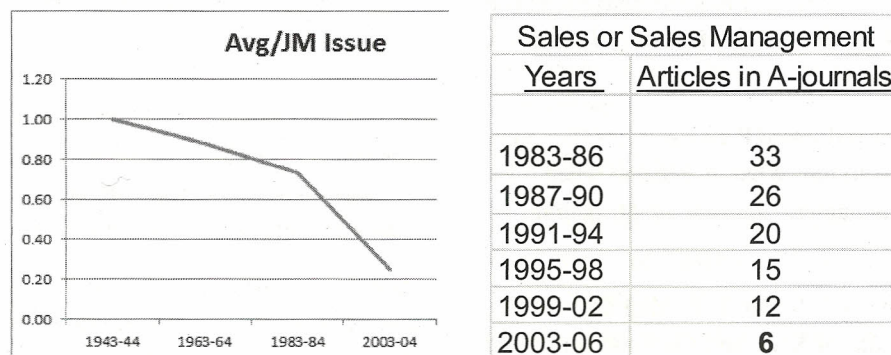
This article discusses a rift between marketing and sales in: leading academic *journals*, faculty *research*, university *teaching*, and *practice*. The article provides evidence that a long term decline in sales-related research articles in leading journals was in force through 2003-2006, but may have reached a nadir during that period. An increase in sales-related research is positive for (1) the increasing interest in undergraduate sales teaching, (2) understanding key marketing issues, and (3) addressing the rift between marketing and sales in practice.

INTRODUCTION

"Of all the topics in the field of business, sales has probably gotten the least attention from serious scholars" (Stewart 2006, p. 10).

A conference presentation showed a dearth of research articles on sales or sales management in the top Marketing journals and a dearth of research or teaching interest by faculty in the highest-ranking business schools (self-cite, 2005). A subsequent JPSSM article, which cited that presentation, provided further evidence of a decline in sales-related research in top journals (Plouffe, et al. 2008).

Figure 1: Sales or Sales Management in *JM* and "A" Marketing Journals



Note: The table "Articles in A-journals" is from Plouffe et al. (2008), Figure 1, p. 83

A graph in Figure 1 shows the annual average number of sales-related articles in an issue of the leading marketing journal, the *Journal of Marketing* ("JM"), in two year periods every twenty years from 1943-44 to 2003-04. The sixty year perspective showed an accelerating decline: from 1943-44 to 1983-84 the average number of sales-related articles per JM issue dropped from one to .75 per issue; then plummeted to only .25 per issue – or only one sales-related article per year – in the 2003-04 period. Plouffe et al. (2008, p. 83, Figure 1) examined the period of the steep decline, the 1983 to 2006, in four-year intervals tracking the number of sales or sales management in the four consensus "A" journals – JM, *Marketing Science*, *Journal of Marketing Research* and *Journal of Consumer Research*. The drop in sales or sales marketing articles over the 24-year period was dramatic as shown in the table of Figure 1.

This article examines the consequences of a "rift" between marketing and sales in (1) marketing *research*, (2) marketing *teaching*, and (3) marketing *practice*. It also updates the prior analysis. The key questions of the article are:

What are likely effects of a dearth in sales-related research in leading journals on research advances and on the teaching and practice of sales and marketing? Has the decline of research in sales in top Marketing Journals through 2006 continued?

METHODS

The research trends illustrated in Figure 1 and Figure 2 are based on a count of sales-related articles in the four consensus "A" journals of Marketing – *Journal of Marketing* ("JM"), *Journal of Marketing Research*, *Marketing Science*, and *Journal of Consumer Research* (Hult et al. 2009; Seggie and Griffith 2009). A recent citation study showed JM to be the clear leader by that measure of influence (Moussa and Touzani 2011); another study showed that publication in the four "A" journals had significant influence on professor's careers at leading business schools (Seggie and Griffith 2009). Issues of the marketing journals were checked for articles related to sales or sales marketing by reading the abstracts. An author skimmed or read the entire article when an abstract suggested any possibility that sales issues might be covered. The data for the sixty years of JM in Figure 1 were collected by the authors; the 24 years of the four "A" journals was taken from Plouffe et al. (2008); the data for the updates in Figure 2 were collected by the authors of this article.

For the 2005 analysis of sales research and teaching in MBA programs, ten leading business schools were selected using the top five ranked MBA programs and marketing programs in the *Wall Street Journal* rankings (Alsop 2004). The WSJ rankings were selected since the methodology—surveying corporate recruiters recruiting at the schools—seemed consistent with Marketing philosophy. The ten MBA schools comprised Carnegie Mellon, Dartmouth, Duke, Harvard, Indiana, Michigan, Northwestern, University of Chicago, University of Pennsylvania, and Yale. Web sites for these schools were used to determine the research areas of marketing faculty and the marketing courses offered.

For the short discussions of careers, the authors consulted a convenience sample of contacts from career and consulting contacts, including bankers, investment bankers, and the other occupations discussed. The

authors also talked with a number of scholars engaged in sales-related research for background information.

DISCUSSION IN TOP RATED JOURNALS MATTER

Even during the years of steep decline in sales-related articles in "A" journals there was a growing literature on sales and sales management published in the "near-A," *Journal of the Academy of Marketing Science* and top-ranked specialized journals, *Industrial Marketing Management* and the *Journal of Personal Selling and Sales Management* ("JPSSM"). Plouffe et al. (2008) showed that among other strong marketing journals, not including JPSSM, the total number of sales-related articles *increased* over the same period that "A" publications fell precipitously. "Scholarly activity in sales and sales marketing appears to be robust" (Moncrief et al. 2000, p. 99).

Nevertheless a lack of sales-related research in "A" journals has serious implications for the marketing body of knowledge. A few marketing journals "wield a disproportionate amount of influence in the marketing journal network as a whole..." (Baumgartner and Pieters 2003). Hiring and tenure decisions at leading research universities are based on consensus "A" journal publications (Seggie and Griffith 2009). Seggie and Griffith (2009) show that ranking of a school corresponds well to the average number of "A" articles a faculty members produces before becoming a full professor. Given evidence of declining interest in sales-related research at "A" journals, a faculty member at a top-70 research school, or a scholar who aspires to be at such a school, should logically consider other research areas of interest (Plouffe et al. 2008).

In the earlier study (self-cite 2005) the authors examined research interests of faculty at 10 leading business schools (Alsop 2004). Faculty generally list 3-5 topics of interest on their school's web site: an average of 3.2 in this sample. Any mention of the sales process counted as an interest in sales and sales management research for this purpose, yet only half of the ten leading schools had at least a *single* faculty member listing sales or sales management as a research interest. Only *seven* faculty members of a total of 177 marketing faculty had sales-related interests. The lack

of interest in research on sales-related topics among the faculty is consistent with the record of few published articles in the "A" journals.

The *Journal of Product and Innovation Management* ("JPIM"), a journal specializing in new product development ("NPD"), was founded three years after JPSSM. During the history of the JPIM, NPD articles in leading marketing and management journals have tripled as a percentage of total articles, as the benefit of research in a good specialty journal spilled over into the "A" journals (Page and Schirr 2008). A citation study of marketing journals through 2007 showed that JPIM was the #7 marketing journal in influence with 3,500 citations; JPSSM was #43 with 903 (Moussa and Touzani 2010, p. 112, Table 1). Dialogue in the leading journals is important to the dissemination of research ideas.

SALES RESEARCH AND MARKETING THEORY

Recent trends in marketing thought, including the marketing-oriented or customer-oriented firm, relationship marketing, customer relationship management, and the new service paradigm of marketing, stress the need to understand the customer and manage the customer-firm relationship (Hunt and Morgan 1994; Moorman and Rust 1999; Vargo and Lusch 2004). Yet as noted in a 1990 *Journal of Marketing* article "The role of the salesperson in service contexts, particularly those of a long-term relational nature, has received limited attention" (Crosby et al. 1990, p. 68). The "centrality of the customer to the firm strongly implies the need to reexamine the strategic role and value of the selling function" (Ingram et al. 2002, p. 560). Salespersons perform the role of "relationship manager...the quality of the relationship between the salesperson and the customer...determines the probability of continued interchange" (Crosby et al. 1990, p. 68). Research into the role of key account management provides a "bridge between marketing organization research and relationship marketing research" (Homburg et al. 2002, p. 36; Workman et al. 2003). Salespersons or sales teams have key roles as: (1) provider of the service or goods, (2) persuader of the customer, (3) problem solver and (4) value creator for their firm (Weitz and Bradford 1999).

Research has studied the importance of "active empathetic listening" to selling success (Comer and Drollinger 1999), but has not spelled out how detailed information should be elicited, organized and disseminated to the marketing department. Collecting information and seeking knowledge from the firm's customers may be the most important role of the salesperson (Singh et al. 1994). Research on sales for relationship marketing (Weitz and Bradford 1999) and customer-oriented firms (Pettijohn et al. 2002) have stressed longer term relationship objectives and viewing the relationship with the customer as central. Varied demands on the sales team can lead to role ambiguity and conflict (Singh et al. 1994). Customer relationship management and measuring customer equity place heavy demands on a sales force; in many industries the primary customer loyalty is to the salesperson, not the firm (Anderson and Robertson 1995). The "salesperson is the company" in the eyes of customers (Crosby et al. 1990, p. 68).

Product Innovation

Studies of firms in turbulent markets have shown the value of onsite, direct interaction and observation in providing ideas for product innovation (Eisenhardt and Tabrizi 1995). The importance of direct observation to uncover key knowledge is consistent with the concept of "sticky information" (von Hippel 1998) that is vital to a "customer-active paradigm" or "lead user" approach to innovation (von Hippel 1986). Most companies "struggle to get customer input during the product development process because they fail to leverage their sales force" (Sanghani 2005, p. 8). Sales force involvement in product modification should be a goal of sales managers (Pelham 2006).

Service Marketing

The dominance of services in the economy has drawn increased attention to the importance of the service encounter and the roles of a service provider and customer in the initiation and delivery of a service (Bitner et al. 1990). Indeed, a *Journal of Marketing* article announced a new paradigm of marketing: all marketing is service marketing (Vargo and Lusch 2004). Bitner, et al. (1990) observes that the customer has a major role in the co-production of a service. To

the service customer, especially for complex or B2B services, "the service salesperson is the primary—if not sole—contact point for the customer...the salesperson controls the level of *service quality* delivered" (Crosby et al. 1990, p. 68). Customer satisfaction with a service and the service provider is linked to the job satisfaction of the salesperson covering that customer (Homburg and Stock 2004).

Customer Contact Teams

To understand customer satisfaction is important to study the customer contact team and how they work together (Weitz and Bradford 1999). These teams may be cross functional, reporting to sales, marketing or production. In an effort to alleviate "a surprising lack of study of factors that affect selling effectiveness in team-selling situations," an article indicated that (1) building esprit de corps within the sales team, (2) proactive activities with customers, (3) access to marketing and sales resources, and (4) involvement of top management were factors that improved team effectiveness (Workman et al. 2003, p. 3).

"Top Line" Management

Research on effective sales and sales management is needed by organizations: no turnaround or strategy "will succeed long term unless you get control of your top line" (Hassan et al. 2006, p. 92). The lack of sales research and of a sales curriculum to teach in business schools is puzzling since: [1] "it runs counter to the behavior of chief executives...[who]...spend time in the field with the sales force, [2] selling is changing fast ... sales teams have become strategic resources... [3] the organization of the sales force and the incentives... are among the most crucial decisions executives make" (Stewart 2006, p. 10).

THE MARKETING/SALES RIFT IN PRACTICE

Management is often impacted by a rift between the marketing and sales functions *within their own organizations* (Kotler et al. 2006). Marketing and Sales are often separate departments in large organizations (Panigyrakis and Veloutson 1999; Piercy 1989). The interaction between marketing and sales is "neither collaborative nor harmonious" (Dewsnap and Jobber 2000, p. 109); Interfunctional conflict between the

marketing and sales departments is an important topic (Montgomery and Webster 1997, p. 16; Homburg and Jensen 2007, p. 124).

A study of key sales-effectiveness and sales management found that a key priority of sales executives is to "align sales and marketing more closely" (Trailer and Dickie 2006, p. 52). The "War Between Marketing & Sales" is due to (1) economic issues such as dividing a single marketing-sales budget, different compensation plans, or assigning blame for sales shortfalls, or (2) cultural issues – analytical data-driven marketers versus anecdotal, relationship-oriented salespersons, long term marketing outlook vs. short term sales horizon, or home office marketing staff vs. boundary-spanning salespersons (Kotler et al. 2006).

Most small and start-up businesses don't have a marketing group: marketing ideas come from the sales force, senior management, or an outside group, such as an advertising agency (Kotler et al. 2006, p. 70). As the small companies grow, a marketing function comes into being to provide promotional materials and to coordinate with outside public relations in order to be an "adjunct to the sales function" (Kotler et al. 2006, p. 70). Since small companies constitute the majority of firms, and the sales function also often takes the lead in marketing within most B2B firms (Oliva 2005), it follows that *the sales function either assumes the marketing role or oversees marketing efforts in the majority of firms*. Thus there is a clear *need for salespersons who understand marketing principles as well as sales strategies and tactics*.

Kotler, et al. (2006) suggests a variety of measures that a firm can take to better integrate the functions, align goals, and foster communication between marketing and sales persons. Homburg and Jensen (2007) confirm that the differences between marketing and sales generally lead to lower market performance, but find that different focus on long term vs. short term or customer versus product can actually be helpful.

Demand for salespersons

Manpower (2011) reports that sales representatives are the second most difficult job to fill in the US and in the world (after only skilled technicians). The Kelley School of Business at Indiana University notes on its web

site: "More than 50% of our undergraduate marketing majors, as well as students in other majors, pursue careers in sales" (University 2008). The salesperson or sales team has a key part in the delivery of high-end institutional or business-to-business services (Crosby et al. 1990). Teaching and research on sales-related topics would serve these stakeholders.

Some of the most sought-after positions by MBAs involve sales and delivery of high-end B2B services such as discussed by Crosby et al. (1990). Banking, financial advising, consulting, and computer services all seek persons capable of "deep" or technical and "high level" sales (Trailer and Dickie 2006). Some of these positions, such as consulting, auditing, and investment banking, start as analyst roles, but grow into sales roles before the "analyst" advances to a senior position (partner or managing director).

TEACHING SELLING AND SALES MANAGEMENT

A review of texts used at the MBA and undergraduate levels for the required principles or marketing management courses shows that sales topics are not emphasized. The traditional widely-used text for marketing at the MBA level is *Marketing Management* (Kotler 2003; Kotler and Keller 2012). In earlier editions Kotler devoted a chapter to the role of the salesperson and sales force management; that chapter started with the strong statement that "No one debates the importance of the sales force in the marketing mix" (Kotler 2003, p. 638). The list of sixteen topics included: sales force structure, size and compensation; recruiting, training and supervising the sales force; principles of selling, prospecting, negotiation and presenting; and relationship management. *However all this material was covered in only 25 pages: in the very last chapter of a 706-page text.* It was likely that few single-semester classes spent much time on that final chapter. The treatment of selling has not improved since the addition of a co-author: In *Marketing Management 14th edition* sales and sales management issues no longer command a chapter, but are discussed in 10 pages (pages 553-562) in a late chapter of the 648-page text (Kotler and Keller 2012)!

Sales and sales management receive similar treatment in undergraduate marketing texts. For example, in a leading undergraduate text, sales and sales management is presented in a single chapter beginning on page 546 – again the *last* chapter before the wrap-up section (Kerin et al. 2011). An informal survey of instructors indicates that the sales and sales management chapter is one of the most often skipped chapters when time becomes tight. *From this textbook analysis, it seems reasonable to conclude that sales and sales management are not treated as key topics in the introductory required marketing courses at the undergraduate or MBA levels.*

Elective Courses in Sales and Sales Management in Leading MBA Programs

Since little research on sales was published in the consensus "A" marketing journals or pursued by faculty at top-rated business schools it should not be surprising that course offerings in sales and sales management are limited in the leading business schools. "The marketing departments of A-list business schools are thick with faculty and rich with ideas—but few have offered much in the way of a sales curriculum" (Stewart 2006, p. 10). As a professional discipline marketing must both advance theory and knowledge of the science and advance the efforts of marketing professionals (Hunt 2002). Surveying the online class list of ten top MBA programs (self-cite 2005), the authors found only 5 courses devoted to sales or sales management courses at the ten schools. The lack of research and instruction in sales seems a disservice to two key stakeholders in the leading business schools, students and employers.

Growth in Undergraduate Sales Instruction

Sales instruction is growing at the undergraduate level. "In 1988 two schools began programs that focused on business-to-business sales, as a curriculum unit...in 1992 nine schools came together" to found the University Sales Center Alliance (www.salescenteralliance.net 2005). By 2006 over 30 universities had set up sales centers (Stewart 2006). The Professional Society for Sales and Managerial Training has set up a certification process for new sales centers at universities. By 2009 there were 42 university sales programs verified by the University Sales Education Foundation (2009) and an

organization, the Global Sales Science Institute (2009), encourages sales education worldwide (Deeter-Schmelz and Kennedy 2011).

There is an underlying concern about the sustainability of the growth in undergraduate sales teaching: Deeter-Schmelz and Kennedy (2011) reported that both schools with sales programs and those without listed the most important issue as "lack of qualified faculty" (p. 70), meaning faculty with sales as a research interest. They link this to the need for faculty to publish in prestigious journals. Secondary concerns included marketing colleagues' lack of interest in sales, negative image of salespersons, and marketing faculty lack of respect for sales as a scholarly discipline (p.70).

WHY A DEARTH OF RESEARCH ON THE SALESPERSON?

Why was there such a dramatic drop-off in articles on sales topics in top journals through 2006? One possibility is that the major research questions had been addressed. However, as discussed major issues in marketing such as the importance of relationship management, service marketing, coproduction and co-creation in innovation, and sales/marketing collaboration should argue for *more* attention to the sales role and the balancing of sales duties.

Another possibility is that sales topics are viewed as uninteresting or even low status by marketing researchers. Some prominent marketing researchers argue that the whole class of managerial marketing issues suffers from a "balkanization of academic marketing into quantitative modeling and consumer behavior" (Reibstein et al. 2009). In conversations with leading sales and sales managers during research for the conference presentation in 2003 and 2004 several researchers talked about the need to rename their sales research effort, calling it research on "boundary spanners," "frontline personnel" or focused on "relationship management." Plouffe et al. (2008) found the same phenomenon: 47.1 percent of sales scholars they surveyed said that would not steer doctoral students away from "traditional sales topics, but [to] position the research under alternative labels" such as relationship marketing (p. 90). Researchers in 2003-06 were wary

of the terms, sales, selling and salesperson. It is not a healthy sign for a research domain when researchers feel that they must disguise their topic.

Why resurgence in sales-related research seemed likely & steps to foster a resurgence

Three different research projects decried the research decline through the 2003-2006 period: the authors' AMA presentation, an *HBR* special issue and a *JPSSM* article that suggested remedies. The "call to arms" from the noted research decline might result in renewed interest in sales research articles.

The AMA presentation (2005) suggested that a revival of sales-related research was likely due to the central role of sales in some important and *hot topics* of marketing such as (1) service marketing, (2) co-production, (3) user co-creation for product innovation, (4) relationship marketing and CRM, (5) team selling, and (6) ethics. Plouffe et al. (2008) agreed with the topical needs for service marketing and team selling and then *prescribed actions* for the marketing profession and sales researchers to lead to more sales articles. Key suggestions included:

1. Increasing the number of issues of the A journals annually so more slots were available;
2. Change of Methods – fewer surveys, more experiments and qualitative work; and
3. Increased theoretical sophistication.

THE RECENT UPSURGE IN SALES RESEARCH IN "A" JOURNALS

Both previous studies summarized in Figure 1, which ended in the 2003-06 period may well have been created at the nadir of acceptance of sales research in "A" journals. A roundtable discussion of leading sales researchers at the 2011 National Conference on Sales Management stated that (1) today is a great time to be doing sales research and (2) they no longer try to "disguise" sales research when they submit it to an "A" journal. Figure 2 shows updated data on sales-related articles in "A" journals, which support this view.

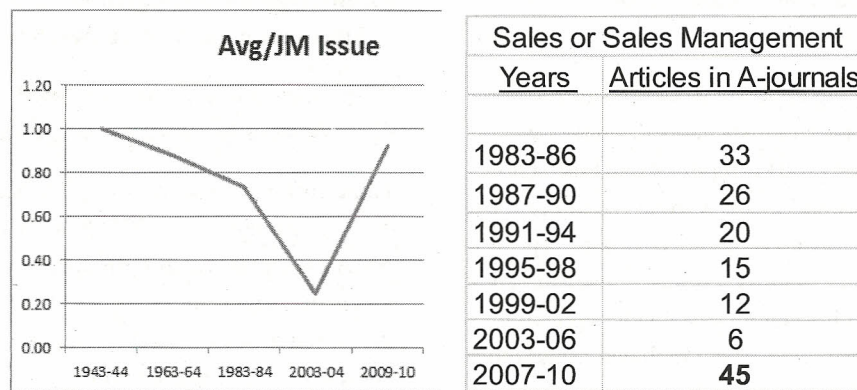
Figure 2: Sales & Sales Management articles in leading Marketing Journal through 2010

Figure 2 shows a sudden improvement in sales related articles. It is just one period, but it is dramatic – *restoring the frequency of sales-related articles in JM and the “A” journals all the way back to the pre-1980 levels.*

Why a surge in sales-related articles?

Why did articles surge and bring an end to the persistent slide shown in Figure 1? One possible explanation is that a “bounce” in articles was inevitable given the precipitous drop through 2006: an AMA presentation, *JPSSM* article and *HBR* special issue all highlighting the lack of sales-related research may have signaled a bottom. Or it is possible that the special issue, *JPSSM* article and AMA presentation to some degree helped promote sales-related articles.

The authors examined sales-related articles published in the “A” journals in 2010, the most recent and peak year of 2007-10. Some of the articles seemed to fit the reasons for optimism or suggestions from the AMA presentation (2005) and *JPSSM* articles cited (Plouffe et al. 2008) which were discussed in the previous section, especially:

1. There was an *increase in the issues of the “A” journals*. All four “A” journals now publish six issues a year. Plouffe et al. (2008) had argued that such an increase was overdue and might open up the “A” marketing journals to worthy research in important but less mainstream topics.
2. Current or “hot topics” that should produce sales research according to the AMA presentation

(2005) and Plouffe (2008) were in evidence in the 18 “A” journal sales related articles in 2010: five of the articles discussed the role of salespersons in product innovation; two of the articles focused on services; two of the articles concerned inter-organizational issues and another discussed sales teams. This was most noticeable in the *Journal of Marketing* where five of the eight articles focused on these topics.

3. Plouffe et al. (2008) advocated more sales-related research not using simple survey techniques. Only eight of the eighteen 2010 articles used non-longitudinal surveys versus 77% in the period studied by Plouffe et al. (2008). This was pronounced in the non-*JM* journals: not surprisingly the *Management Science* article was a model on secondary data and the *JCR* article was an experiment; of the eight *JMR* sales-related articles, three used experiments, two modeled on secondary data, and there were articles employing a longitudinal survey, a meta-analysis and ONE simple survey.

Likely Benefits of the return of sales-related research

This current bounce in sales-related articles is too short to call a new trend, but the long term down trend may be over. This analysis shows that the current articles are consistent with prior predictions on timely topics and prescriptions for researchers (self-cite, 2005; Plouffe et al. 2008). If a revival of sales-related research continues Marketing should benefit from:

- Increased influence of sales-related articles and the leading sales specialty journals.
- More Ph.D. Candidates interested in sales topics for the undergraduate sales programs.
- Better integration of marketing topics and the 4-Ps.
- Better understanding of service selling, co-production and co-creation.
- Integration of marketing and sales at the university may help reduce the rift in practice.

CONCLUSION

This article began with evidence of a sustained and dramatic decline in sales-related articles included in "A" Marketing Journals from the 1940s to 2006, accelerating from 1983 to 2006 summarized in Figure 1. Ramifications of this trend included: limits to understanding of key issues in service marketing, co-creation of product innovations, and the promotion mix; possible limits on new Ph.D. candidates with research interests in sales-related topics to staff needed teaching positions; and limited contribution to solving the rift between marketing and sales in practice. Figure 2 showed an encouraging upsurge in sales-related articles in "A" Marketing journals the past four years through 2010. Some of the reasons seem to follow suggestions in earlier reviews of the decline in sales research (self-cite 2005; Plouffe et al. 2008) including issues in service research, and increased issues of A journals.

If sustained, increased sales-related articles in leading journals should enable sales issues to become more integrated with mainstream Marketing and Marketing to better address topics such as service marketing and co-creation. Ultimately students may benefit from more course offerings as more Ph.D. candidates express an interest in sales issues. An integrated marketing domain may address the rift between marketing and sales in practice (Kotler et al. 2006).

MANAGERIAL IMPLICATIONS

A rift between marketing and sales in research in leading journals, in university instruction and in large corporations in recent years has hindered marketing advances in research and teaching and reinforced the rift

in marketing and sales practice. Academic researchers, "A" Marketing journals, and undergraduate business schools are addressing the dearth of sales-related research: this should address the rift in practice as CMOs and sales managers benefit from research results and better trained new employees.

Some differences in perspective between Marketing and Sales Departments and staffs are natural and can actually be helpful to the organization (Homburg and Jensen 2007); but the common rift between the areas is harmful (Kotler et al. 2006; Miller Heiman 2010). Marketing and Sales managers should try to increase informal contacts between the departments and find ways to work together. CMOs should work to integrate the missions so that no "war" exists in their organizations.

REFERENCES

- Alsop, Ronald (2004), "WSJ Guide to the Business Schools: Recruiters' Top Picks," in *The Wall Street Journal*. New York.
- Anderson, Erin and Thomas S. Robertson (1995), "Inducing multiline salespeople to adopt house brands," *Journal of Marketing*, 59 (2), 16-31.
- Avlonitis, George J. and Nikolaos G. Panagopoulos (2007), "Exploring the influence of sales management practices on the industrial salesperson: A multi-source hierarchical linear modeling approach," *Journal of Business Research*, 60 (7), 765-75.
- Babakus, Emin, David W. Cravens, Mark Johnston, and William C. Moncrief (1999), "The role of emotional exhaustion in sales force attitude and behavior relationships," *Journal of the Academy of Marketing Science*, 27 (1), 58-70.
- Baumgartner, Hans and Rik Pieters (2003), "The Structural Influence of Marketing Journals: A Citation Analysis of the Discipline and Its Subareas Over Time.," *Journal of Marketing*, 67 (2), 123.
- Bendapudi, Neeli and Robert P. Leone (2003), "Psychological implications of customer participation in co-production," *Journal of Marketing*, 67 (1), 14-28.

- Bitner, Mary Jo, Bernard H. Booms, and Mary S. Tetreault (1990), "The Service Encounter: Diagnosing Favorable and Unfavorable Incidents," *Journal of Marketing*, 54 (1), 71-84.
- Comer, Lucette B. and Tanya Drollinger (1999), "Active empathetic listening and selling success: A conceptual framework," *Journal of Personal Selling & Sales Management*, 19 (1), 15-29.
- Crosby, Lawrence A., Kenneth R. Evans, and Deborah Cowles (1990), "Relationship Quality in Services Selling: An Interpersonal Influence Perspective," *Journal of Marketing*, 54 (3), 68-81.
- Deeter-Schmelz, D. R. and K. N. Kennedy (2011). "A Global Perspective on the Current State of Sales Education in the College Curriculum." *Journal of Personal Selling & Sales Management* 31(1): 55-75
- Dewsnap, B. and D. Jobber (2000). "The Sales-Marketing Interface in Consumer Packaged-Goods Companies: A conceptual framework." *Journal of Personal Selling & Sales Management* 20(2): 109-19
- Eisenhardt, Kathleen M. and Benham N. Tabrizi (1995), "Acceleration Adaptive Processes: Product Innovation in the Global Computer Industry," *Administrative Science Quarterly*.
- Global Sales Science Institute (2009), "About Global Sales Science Institute" Toledo, OH (www.salesscience.org)
- Hassan, Fred, Thomas A Stewart, and David Champion (2006), "Leading Change from the Top Line," *Harvard Business Review*, 84 (7/8), 90-97.
- Homburg, C. and O. Jensen (2007). "The Thought Worlds of Marketing and Sales: Which Differences Make a Difference." *Journal of Marketing* 71(4): 124-42
- Homburg, Christian and Ruth M. Stock (2004), "The Link Between Salespeople's Job Satisfaction and Customer Satisfaction in a Business-to-Business Context: A Dyadic Analysis," *Academy of Marketing Science*. Journal, 32 (2), 144-58.
- Homburg, Christian, John P. Workman, Jr., and Ove Jensen (2002), "A configurational perspective on key account management," *Journal of Marketing*, 66 (2), 38-60.
- Hult, G. Tomas M., Martin Reimann, and Oliver Schilke (2009), "Worldwide Faculty Perceptions of Marketing Journals: Rankings, Trends, Comparisons, and Segmentations," *Global Edge Business Review*, 3 (3), 1-23.
- Hunt, Shelby D. (2002), *Foundations of Marketing Theory*. Armonk, NY: M. E. Sharpe.
- Hunt, Shelby D. and Robert M. Morgan (1994), "Relationship marketing in the era of network competition," *Marketing Management*, 3 (1), 18-28.
- Ingram, Thomas N., Raymond W. LaForge, and Thomas W. Leigh (2002), "Selling in the new millennium: A joint agenda," *Industrial Marketing Management*, 31 (7), 559-67.
- Kerin, Roger A., Steven W. Hartley, Eric N. Berkowitz, and William Rudelius (2006), *Marketing* (8 ed.). Boston: McGraw-Hill Irwin.
- Kotler, Philip (2003), *Marketing Management* (International-Eleventh Edition ed.). Upper Saddle River, NJ: Prentice Hall.
- Kotler, Philip and Kevin Keller (2012), *Marketing Management* (14 ed.). Upper Saddle River, NJ: Prentice Hall.
- Kotler, Philip, Neil Rackham, and Suj Krishnaswamy (2006), "Ending the War Between Sales & Marketing," *Harvard Business Review*, 84 (7/8), 68-78.
- Lambert, Douglas M., Howard Marmorstein, and Arun Sharma (1990), "Industrial Salespeople as a Source of Market Information," *Industrial Marketing Management*, 19 (2), 141-48.
- Low, George S., David W. Cravens, Ken Grant, and William C. Moncrief (2001), "Antecedents and consequences of salesperson burnout," *European Journal of Marketing*, 35 (5/6), 587-611.
- Manpower (2011). Annual Survey 2011. <http://manpowergroup.com/investors/releasedetail.cfm?releaseid=579093>
- "Miller Heiman Sales Best Practices Study" (2010)

- Moncrief, William C., Greg W. Marshall, and Courtney Watkins (2000), "Tracking academic research in selling and sales management: Authors, authorships, academic institutions, and journals," *Journal of Personal Selling & Sales Management*, 20 (2), 99-108.
- Moorman, Christine and Roland T. Rust (1999), "The role of marketing," *Journal of Marketing*, 180-97.
- Moussa, S. and M. Touzani (2011). "Ranking marketing journals using the Google Scholar-based hg-index." *Journal of Informetrics* 4(1): 107-117
- Oliva, Ralph A. (2005), "Business Marketing 'Straight Up'." State College, PA: ISBM, Pennsylvania State University.
- Page, Albert L. and Gary R. Schirr (2008), "Growth and Development of a Body of Knowledge: Sixteen Years of New Product Development Research 1989-2004," *Journal of Product Innovation Management*, 25 (3), 233-48.
- Panigyrakis, G. C. and C. A. Veloutson (1999). "Brand Manager's Interfaces in Different Consumer Goods Industries." *Journal of Product and Brand Management* 8(1): 19-37
- Parasuraman, A., Valarie A. Zeithaml, and Leonard L. Berry (1985), "A Conceptual Model of Service Quality and Its Implications for Future Research," *Journal of Marketing*, 49 (4), 41-50.
- Pelham, Alfred (2006), "Sales Force Involvement in Product Design: The Influence on the Relationships between Consulting-Oriented Sales Management Programs and Performance," *Journal of Marketing Theory and Practice*, 14 (1), 37-56.
- Pettijohn, Charles E., Linda S. Pettijohn, and A. J. Taylor (2002), "The influence of salesperson skill, motivation, and training on the practice of customer-oriented selling," *Psychology & Marketing*, 19 (9), 743-57.
- Piercy, N. F. (1986). "The Role and Function of the Chief Marketing Executive and the Marketing Department." *Journal of Marketing Management* 1(3): 265-89
- Plouffe, Christopher R. , Brian C Williams, and Trent Wachner (2008), "Navigating Difficult Waters: Publishing Trends and Scholarship in Sales Research," *Journal of Personal Selling & Sales Management*, 28 (1), 79-92.
- Reibstein, D. J., G. S. Day, et al. (2009). "Is Marketing Academia Losing Its Way?" *Journal of Marketing* 73(4): 1-3
- Rich, Gregory A., William H. Bommer, Scott B. MacKenzie, Philip M. Podsakoff, and Jonathan L. Johnson (1999), "Methods in sales research: Apples and apples or apples and oranges? A meta-analysis of objective and subjective measures of salesperson performance," *Journal of Personal Selling & Sales Management*, 19 (4), 41-52.
- Sanghani, Piyush (2005), "Greater involvement of the sales force in the NPD process can help companies capture useful customer data," *Visions*, XXIX (2), 8-9.
- Seggie, Steven and David A. Griffith (2009), "What Does It Take To Get Promoted in Marketing Academia? Understanding Exceptional Publication Productivity in the Leading Marketing Journals," *Journal of Marketing*, 73 (1), 122-35.
- Singh, Jagdip, Jerry R. Goolsby, and Gary K. Rhoads (1994), "Behavioral and psychological consequences of boundary spanning burnout for customer service representatives," *Journal of Marketing Research*, 31 (4), 558-69.
- Stewart, Thomas A. (2006), "The Top Line," *Harvard Business Review*, 84 (7/8), 10-10.
- Trailer, Barry and Jim Dickie (2006), "Understanding What Your Sales Manager is Up Against," *Harvard Business Review*, 84 (7/8), 48-55.
- University, Indiana (2008), "Kelley School of Business: Center for Global Sales Leadership."
- University Sales Education Foundation (2009) "Universities with Verified Sales Programs," Dayton, OH (www.saleseducationfoundation.org/html/univ-list.html)
- Vargo, Stephen L. and Robert F. Lusch (2004),

"Evolving to a New Dominant Logic for Marketing.," *Journal of Marketing*, 68 (1), 1-17.

von Hippel, Eric (1998), "Economics of product development by users: The impact of 'sticky' local information.," *Management Science*, 44 (5), 629-42.

von Hippel, Eric (1986), "Lead Users: A Source of Novel Product Concepts," *Management Science*, 32 (7).

Weitz, Barton A. and Kevin D. Bradford (1999), "Personal selling and sales management: A relationship marketing perspective," *Journal of the Academy of Marketing Science*, 27 (2), 241-54.

Workman, John P., Jr., Christian Homburg, and Ove Jensen (2003), "Intraorganizational determinants of key account management effectiveness," *Academy of Marketing Science. Journal*, 31 (1), 3-21.

www.salescenteralliance.net (2005), "University Sales Center Alliance."