



# The Journal of Selling

Volume 17, Number 1

## ACADEMIC ARTICLES:

The Digital Selling Movement: An Evolution to Digital and Research Opportunities

*By Robert M. Peterson*

The Roles and Responsibilities of the Inside Sales Force: A Strategic Framework

*By Douglas J. Ayers, John D. Hansen and C. Michael Wittmann*

Inside Sales Force and Gender: Mediating Effects of Intrinsic Motivation on Sales Controls and Performance

*By Anne Gottfried, Scott Ambrose and Richard Plank*

## APPLICATION ARTICLES:

The Inside-Outside Alliance: How Inside and Field Sales Teams Collaborate to Maximize Growth

*By Britton Manasco and Anneke Seley*

The Power of Inside Sales and Sales Acceleration

*By Johny Wudel and Jonathan Lautaha*

A Sales Disruption: Is Digital Sales Replacing Traditional Field Sales?

*By Bob Perkins and Robert M. Peterson*

## PEDAGOGY ARTICLE:

Voicemail Assignment

*By John "Andy" Wood*



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## **Mission Statement**

The objective of the journal is to foment collaboration between practitioners and academics for the advancement of application, education, and research in selling. Our audience is comprised of practitioners in industry and academics researching in sales.

## Manuscripts

1. **Articles for consideration** should be sent by email to Editor: Robert M. Peterson, Department of Marketing Northern Illinois University, DeKalb, IL 60115 peterson@niu.edu.
2. **Articles in excess of 6000 words** will not normally be accepted. The Editor does welcome shorter articles and case studies.
3. **A manuscript should be submitted via email** to the Editor in Microsoft Word format, with author's name(s) and title of the article. Contributors are advised to check by telephone that submissions have been received. Neither the editor nor Northern Illinois University, Department of Marketing accepts any responsibility for loss or damage of any contributions submitted for publication in the Journal.

**Biographical note** - supply a short biographical note giving the author(s) full name, contact information, appointment, institutions or organization / company and recent professional attainments.

**Synopsis** - an abstract of at least 100 words, but not exceeding 175 words should be included.

**Diagrams / text boxes / tables** - should be submitted without shading although a copy of how the authors wishes the diagram to appear shaded may be submitted by way of illustrative example. These should be numbered consecutively and typed on separate pages at the end of the article with an indication in the text where it should appear.

**References** - should be cited using the Chicago method. No footnotes should be used for references or literature citations. Wherever possible, full bibliographic details (e.g., volume number issue number or date, page numbers publisher year of publication) should be included.

**Footnotes** - are seldom used and should be folded into the article text.

4. **Any article or other contribution** submitted must be the original unpublished work of the author(s) not submitted for publication elsewhere.
5. **Manuscripts should be formatted on 8 1/2" x 11" paper** with all margins of 1" and double-spaced. Font style should be Times New Roman in 12 pitch.
6. **An address for correspondence** (including Email address) should be supplied as well as a telephone and fax number at which the author(s) may be contacted.
7. **Authors undertake the responsibility** to check that the manuscript should be free of grammatical, syntax or spelling errors. The Editor reserves the right not to accept any manuscript in which excess alterations or corrections need to be made.

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## From the Special Issue Editor



*John D. Hansen*

This special issue of the *Journal of Selling* focuses on a topic that has become increasingly important in recent years, the effective management of an inside salesforce. Although a growing number of companies are now relying solely on inside salesforces, or using them in conjunction with an outside salesforce, the vast majority of sales research has been conducted in the outside salesforce context. We know little about the applicability of this research in the inside salesforce context. The academic, application, and pedagogical articles contained in this special issue address this problem.

Three academic articles are presented first. In “The Digital Selling Movement: An Evolution of Change and Research Opportunities,” Peterson examines the evolution of digital selling, presents a definition of the concept, and presents an agenda for future research on the topic. Ayers et al., in “The Roles and Responsibilities of the Inside Salesforce: A Strategic Framework,” then present a strategic framework for the implementation of an inside sales force that outlines the roles and responsibilities of inside sales based on the buying situation and stage of the relationship lifecycle. Lastly, in “Inside Sales Force and Gender: Mediating Effects of Intrinsic Motivation on Sales Controls and Performance,” Gotfried et al. empirically investigate gender’s influence on the relationship between sales control and job performance amongst inside salespeople.

Three application articles are presented next. In the first, entitled “The Inside-Outside Alliance: How Inside and Field Sales Teams Collaborate to Maximize Growth,” Manasco and Seley discuss the need for integrated efforts across the inside and outside salesforces in light of the competitive pressures and needs for efficiency firms now face. Wudel and Lautaha, in “The Power of Inside Sales and Sales Acceleration,” then examine the practices and technology used to optimize the activity of sales development representatives in the profession. Perkins and Peterson, in “A Sales Disruption: Is Digital Sales Replacing Traditional Field Sales?,” follow this by highlighting the technological advancements, data analytics movements, and changes in traditional sales role coinciding with a heightened focus on inside sales.

The special issue concludes with a pedagogical article aimed at enhancing aspiring sales students’ effectiveness in the inside selling environment. In his article, aptly entitled “Voice Mail Assignment,” Wood describes an exercise designed to introduce the student to appropriate voice messaging etiquette while helping overcome millennials’ resistance to using the telephone as a voice messaging device.

As I have learned through this process, the development of a special issue is no easy task. I would like to thank all of the contributing authors for their involvement, and their professionalism and timeliness throughout the review process. I would also like to thank the reviewers who gave of their time and, in my opinion, significantly strengthened the articles contained in the special issue. We hope you find them useful.

Sincerely,

John D. Hansen, Ph.D.  
Special Issue Editor, *Journal of Selling*