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# Willy Bolander

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## EDUCATION

Ph.D. Marketing (Management Minor) – *University of Houston, Houston, TX.*

Bachelors of Business Administration (*magna cum laude*) – *Kennesaw State University, Atlanta, GA.*

## ACADEMIC APPOINTMENTS

Carl DeSantis Associate Professor of Marketing, Florida State University, August 2016 – Present.

Assistant Professor of Marketing, Florida State University, May 2011 – August 2016.

## RESEARCH

### *Research Interests*

- **Intraorganizational relationships as drivers of salesperson behavior and performance.**
  - *Examples: Plouffe et al. (2016), Bolander et al. (2015), Fu, Bolander, and Jones (2009).*
- **Individual adaptation to personal and organizational change over time.**
  - *Examples: Bolander, Dugan, and Jones (2017), Boichuk et al. (2014), Ahearne et al. (2010), Fu, Jones, and Bolander (2008).*
- **Interpersonal influence, persuasion, and ethics in selling and sales management.**
  - *Examples: Holmes et al. (2017), Bolander et al. (2016), Bolander, Bonney, and Saturnino (2014), Plouffe, Bolander, and Cote (2014).*

### *Academic Publications*

11. Bolander, Willy, Riley Dugan, and Eli Jones (2017), “Time, Change, and Longitudinally Emergent Conditions: Understanding and Applying Longitudinal Growth Modeling in Sales Research,” **Journal of Personal Selling and Sales Management**, 37 (2), 153-169.

Research in marketing and sales is seemingly obsessed with cross-sectional research designs. In part, this is because researchers have been led to believe that collecting and analyzing longitudinal data is too difficult. Hoping to spur new research that properly accounts for time, this article argues against such perceptions and details one particular method – longitudinal growth modeling – that demystifies longitudinal data analysis.

10. Holmes, Yvette, Lauren Beitelspacher, Bryan Hochstein, and Willy Bolander (2017), ““Let’s Make a Deal:” Price Outcomes and the Interaction of Customer Persuasion Knowledge and Salesperson Negotiation Strategies,” **Journal of Business Research**, 78, 81-92.

Negotiation has become increasingly popular in business-to-consumer contexts, yet most negotiation research comes from business-to-business settings. This research explores the interaction of salesperson negotiation strategies and consumer persuasion knowledge (CPK) to predict price concessions and customer satisfaction, finding that when CPK is high, salespeople should *integrate*, but when CPK is low, they should *avoid*.

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9. Plouffe, Christopher R., Willy Bolander, Joseph A. Cote, and Bryan Hochstein (2016), "Does the Customer Matter Most? Exploring Strategic Frontline Employees' Influence of Customers, Business Partners, and the Internal Sales Team," **Journal of Marketing**, 80 (1), 106-123.

For decades marketers have treated the customer as the most important target of a frontline employee's (FLE) influence attempts. However, modern FLEs must now influence a portfolio of relationships that includes customers, the internal business team (IBT) within an FLE's own firm, and external business partners (EBPs). This work examines how influence tactic effectiveness varies across stakeholders and finds, somewhat controversially, that both the IBT and EBPs account for more variance in sales performance than customers.

**\*This study was awarded the AMA's Sales SIG Research Excellence Award, 2017.**

8. Bolander, Willy, William J. Zahn, Terry Loe, and Melissa Clark (2015), "Managing New Salespeople's Ethical Behaviors during Repetitive Failures: When Trying to Help Actually Hurts," **Journal of Business Ethics**, available online, forthcoming in print.

Performance failure is ubiquitous among new salespeople, yet managers know very little about how to manage salespeople experiencing repetitive failure. This study finds that repetitive periods of failure increase unethical behaviors and interventions intended to remind the salesperson to behave in the customer's best interests attenuate this effect, but only under a non-contingent reward structure. Under a contingent reward structure these interventions actually backfire by amplifying the relationship between failure and unethical behaviors.

7. Bolander, Willy, Cinthia Saturnino, Doug Hughes, and Gerald Ferris (2015), "Social Networks within Sales Organizations: Their Development and Importance for Salesperson Performance," **Journal of Marketing**, 79 (6), 1-16. [LEAD ARTICLE]

Sales performance has traditionally been studied as an outcome of salespeople's behaviors with customers. Using social network analysis, this study explores sales performance as an outcome of behaviors and relationships within salespeople's own organizations. Results indicate that two social network characteristics (relational and positional centrality) are drivers of salesperson performance and that salespeople's political skill is an antecedent to relational centrality but, surprisingly, not positional centrality.

**\*This study was awarded the AMA's Sales SIG Research Excellence Award, 2016.**

**\*This study was awarded Northeastern University's Ronald Copeland Best Paper Award, 2015.**

6. Bolander, Willy, Leff Bonney, and Cinthia Saturnino (2014), "Sales Education Efficacy: Examining the Relationship Between Sales Education and Sales Success," **Journal of Marketing Education**, 36 (2), 169-181.

For years faculty involved in collegiate sales programs have leveraged their personal observations to suggest that sales educated graduates outperform salespeople hired from other sources. This paper is the first to empirically examine these claims and finds that sales educated graduates not only have higher first year sales performance, but also exhibit greater levels of organizational commitment than traditional college graduates.

**\*This study was recognized as the best sales paper published in the Journal of Marketing Education, 2014.**

5. Boichuk, Jeffrey P., Willy Bolander, Zachary R. Hall, Michael Ahearne, William J. Zahn, and Melissa Nieves (2014), "Learned Helplessness among Newly Hired Salespeople and the Influence of Leadership," **Journal of Marketing**, 78 (1), 95-111.

Newly hired salespeople are often thrown into environments where a sense of learned helplessness can develop over recurring periods of performance failure. This study examines how learned helplessness translates into salespeople's behaviors with customers and delineates some surprising findings about what types of leadership can help offset these undesirable customer-directed behaviors.

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4. Plouffe, Christopher R., Willy Bolander, and Joseph A. Cote (2014), "Which Influence Tactics Lead to Sales Performance? It's a Matter of Style," **Journal of Personal Selling and Sales Management**, 34 (2), 141-159.

Researchers have long assumed that existing methods of classifying influence tactics accurately describe similarities in the way salespeople use tactics, and the effects of using those tactics, in practice. This study does not find support for this perspective. Instead, our results suggest that effective influence may be more personal and idiosyncratic than is often acknowledged in our models of salesperson influence.

3. Ahearne, Michael, John Mathieu, Son K. Lam, and Willy Bolander (2010), "Why Are Some Salespeople Better At Adapting to Organizational Change?," **Journal of Marketing**, 74 (3), 65-79.

Given that organizational change efforts are often won or lost in the front-lines, salespeople are constantly called upon to perform in the face of change. This study empirically examines the longitudinal influences of salespeople's goal orientations (learning and performance) on performance trajectories during a planned intervention in order to understand why some salespeople are better at adapting to change than others.

**\*This study was featured as a "Research Brief" in Academy of Management Perspectives, August 2010.**

2. Fu, Frank, Willy Bolander, and Eli Jones (2009), "Managing the Drivers of Organizational Commitment and Salesperson Effort: An Application of Meyer and Allen's Three-Component Model," **Journal of Marketing Theory and Practice**, 17 (4), 335-350.

Organizational commitment (OC) has been established as an important job attitude, yet managers lack knowledge regarding how to influence OC and what types of OC are actually useful in driving salesperson effort. This study decomposes OC into its components and finds that OC based on a salesperson's intrinsic values (normative) does not drive effort, but OC that stems from excitement and emotion (affective) does.

**\*This study was honored as among the 10 most cited articles published in the JMTP from 2008-2012.**

1. Fu, Frank, Eli Jones, and Willy Bolander (2008), "Product Innovativeness, Customer Newness, and New Product Performance: A Time-Lagged Examination of the Impact of Salesperson Selling Intentions on New Product Performance," **Journal of Personal Selling and Sales Management**, 28 (4), 351-364.

New product (NP) development represents an area of intense corporate investment and the sales force plays a key role in the success of NP launches. This study examines the impact of characteristics of the NP and of the customer on salespeople's NP selling intentions and the eventual product performance.

### ***Practitioner Publications***

9. Bolander, Willy, Riley Dugan, and Cinthia Saturnino (2017), "Sales Training and Development Reboot," **TD (Talent Development) Magazine**, [www.td.org/Publications/Magazines/TD/TD-Archive/2017/03/Sales-Training-and-Development-Reboot](http://www.td.org/Publications/Magazines/TD/TD-Archive/2017/03/Sales-Training-and-Development-Reboot).
8. Plouffe, Christopher, Willy Bolander, Joseph Cote, and Bryan Hochstein (2017), "Is the Customer Really King?," **Baylor's Keller Center Research Report**, 10 (2).
7. Beitelspacher, Lauren Skinner, and Willy Bolander (2017), "For Stronger Relationships with Your Colleagues and Customers, Put in Some Sweat Equity," **Association for Talent Development Sales Enablement Blog**, [www.td.org/Publications/Blogs/Sales-Enablement-Blog/2017/02/For-Stronger-Relationships-with-Your-Colleagues-and-Customers-Put-in-Some-Sweat-Equity](http://www.td.org/Publications/Blogs/Sales-Enablement-Blog/2017/02/For-Stronger-Relationships-with-Your-Colleagues-and-Customers-Put-in-Some-Sweat-Equity).
6. Bolander, Willy, Christopher Plouffe, Joseph Cote, and Bryan Hochstein (2017), "Is the Customer King?," **LSE Business Review Blog**, <http://blogs.lse.ac.uk/businessreview/2017/02/03/is-the-customer-king>.

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5. Bolander, Willy and Cinthia Saturnino (2016), “If You’re in Sales, Don’t Build Relationships Only with Customers,” **LSE Business Review Blog**, <http://blogs.lse.ac.uk/businessreview/2016/07/26/if-youre-in-sales-dont-build-relationships-only-with-customers>.
  4. Bolander, Willy (2016), “Think the Customer Matters Most? Consider Your Entire Portfolio of Relationships,” **Association for Talent Development Sales Enablement Blog**, [www.td.org/Publications/Blogs/Sales-Enablement-Blog/2016/08/Think-the-Customer-Matters-Most-Consider-Your-Entire-Portfolio-of-Relationships](http://www.td.org/Publications/Blogs/Sales-Enablement-Blog/2016/08/Think-the-Customer-Matters-Most-Consider-Your-Entire-Portfolio-of-Relationships).
  3. Bolander, Willy (2016), “(Mis) Managing Salesperson Performance Failure: When Good Intentions Produce Bad Behaviors,” **Association for Talent Development Sales Enablement Blog**, [www.td.org/Publications/Blogs/Sales-Enablement-Blog/2016/06/Mis-Managing-Salesperson-Performance-Failure-When-Good-Intentions-Produce-Bad-Behaviors](http://www.td.org/Publications/Blogs/Sales-Enablement-Blog/2016/06/Mis-Managing-Salesperson-Performance-Failure-When-Good-Intentions-Produce-Bad-Behaviors).
  2. Bolander, Willy (2015), “Need a Sales Performance Boost? Look Inside Your Own Organization,” **Association for Talent Development Sales Enablement Blog**, [www.td.org/Publications/Blogs/Sales-Enablement-Blog/2015/10/Need-a-Sales-Performance-Boost-Look-Inside-Your-Own-Organization](http://www.td.org/Publications/Blogs/Sales-Enablement-Blog/2015/10/Need-a-Sales-Performance-Boost-Look-Inside-Your-Own-Organization).
  1. Bolander, Willy (2015), “Hiring Sales People? Look for Experienced Sales Veterans or Inexperienced College Graduates,” **Association for Talent Development Sales Enablement Blog**, [www.td.org/Publications/Blogs/Sales-Enablement-Blog/2015/04/Look-for-Experienced-Sales-Veterans-or-Inexperienced-College-Graduates](http://www.td.org/Publications/Blogs/Sales-Enablement-Blog/2015/04/Look-for-Experienced-Sales-Veterans-or-Inexperienced-College-Graduates).

### ***Academic Conference Presentations***

“Examining Negotiation Strategies in the B2C Context: Consumer persuasion Knowledge Vs. Seller Negotiation Techniques” with Yvette Holmes, Lauren Beitelspacher, and Bryan Hochstein.

- Presented at the AMS World Marketing Congress 2016, Paris, France.

“Reaping and Sowing: The Effects of Salesperson Networking Ability on Sales Performance Over Time” with Doug Hughes, Keith Richards, and Cinthia Saturnino.

- Presented at the AMS Annual Conference 2016, Orlando, FL.

“Getting in Position: Uncovering Antecedents of Global Network Capital” with Cinthia Saturnino and Chris Plouffe.

- Presented at the AMS Annual Conference 2016, Orlando, FL.

“Do Salespeople Compete Ethically? Salespeople Say “Yes,” Customers Say “No”” with Bill Zahn and Bryan Hochstein.

- Presented at the AMS Annual Conference 2016, Orlando, FL.

“The Effects of Hire Source on Newly Hired Salesperson Performance Growth Over Time” with Cinthia Saturnino, Alexis Allen, and Bryan Hochstein.

- Presented at the AMS World Marketing Congress 2016, Paris, France.
- Presented at the National Conference in Selling and Sales Management 2016, Milwaukee, WI.

“Converting Purchase Commitments into Purchase Fulfillments: An Examination of Salesperson Characteristics and Influence Tactics” with Melissa Clark and Bryan Hochstein.

- Presented at the National Conference in Selling and Sales Management 2016, Milwaukee, WI.

“Applications of Longitudinal Growth Models in Selling and Sales Management”

- Presented at the University of Hawaii February 2016, Honolulu, HI.

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“Coaching Sales Students: Great Way to Success or a Great Waste of Time?”

- Presented at the Sales Educator’s Academy 2015, Winter Park, FL.

“The In’s and Out’s of Embedded Sales Rep Consultation in the Pre-decision Stage of Organizational Purchasing” with Leff Bonney and Bryan Hochstein.

- Presented at the Academy of Marketing Science 2015, Denver, CO.

“A Conceptual Overview of What the Informed Customer and the Adaptive Salesperson Bring to a Modern Sales Interaction” with Bryan Hochstein.

- Presented at the National Conference on Sales Management 2015, Houston, TX.

“A Dyadic Perspective on the Interplay between Ethical and Competitive Climates in the Salesforce” with Bryan Hochstein and Bill Zahn.

- Presented at the Southeast Marketing Symposium 2015, Tallahassee, FL.

“Do Salespeople Matter in the Information Age?” with Bryan Hochstein.

- Presented at the Global Sales Science Institute 2014, London, England.

“Experiential Learning in Sales Education.”

- Presented at the Sales Educator’s Academy 2013, Winter Park, FL.

“Decomposing Customer Need Knowledge: The Role of Salesperson Intuition” with Michael Ahearne and Zachary Hall.

- Presented at the AMA Winter Educator’s Conference 2012, St. Petersburg, FL.

“The Marketing-Sales Interface During New Product Launch: How Can Marketing Influence the Sales Force?” with Michael Ahearne, Florian Kraus, and Carmen Liutec.

- Presented at the AMA Summer Educator’s Conference 2011, San Francisco, CA.

“Influencing Key Account Strategy Implementation” with Michael Ahearne and Florian Kraus.

- Presented at the 2011 AMS Annual Conference, Coral Gables, FL.
- Presented at the AMA Winter Educator’s Conference 2011, Austin, TX.

“Salesperson Goal Orientations as Determinants of Adaptation to Organizational Change” with Michael Ahearne, Son K. Lam, and John Mathieu.

- Presented at the University of Houston Marketing Ph.D. Symposium 2009, Houston, TX.
- Presented at the AMA Winter Educators Conference 2009, Austin, TX.

## **TEACHING INTERESTS**

Selling, Sales Management, Marketing, and Strategy.

## **TEACHING EXPERIENCE**

*Courses Taught at Florida State University*

**MAR 5408 – MBA Sales Leadership** - Fall 2012, Sum 2013, Spring 2014, Fall 2014, Sum 2015.

**MAR 3400 – Professional Selling** - Fall 2011, Spring 2012, Fall 2012, Fall 2013, Spring 2015.

**MAR 4403 – Sales Management** - Sum 2014, Fall 2016, Spring 2017.

**MAR 4415 – Advanced Selling** - Spring 2013.

**MARK 7397 – MBA Sales Leadership, co-taught with Prof. Carl Herman - Spring 2010.**

**MARK 4373 – Advanced Professional Selling - Fall 2008, Spring 2009, Fall 2009, Spring 2010, Fall 2010, Spring 2011.**

**MARK 3337 – Professional Selling - Sum 2009, Sum 2010, Winter 2011.**

### ***Executive Education***

#### *Courses Developed and Taught*

##### **Professional Selling**

Two or three day experiential seminar covering essential influence concepts, buyer decisions processes, and sales methods.

- Co-developed with Leff Bonney and Pat Pallentino.
- Delivered in both general (open-enrollment) and firm-specific (customized) formats.

##### **In-Field Sales Review**

Three day experience that includes one day of review lecture and exercises plus two days in the field providing reps feedback on their selling behaviors.

- Co-developed with Pat Pallentino.
- Delivered in a firm-specific (customized) format.

##### **Introduction to Selling – Webinar**

Twelve week online course covering key information needed to prepare new salespeople for success in their new careers.

- Co-developed with Leff Bonney.
- Delivered in a firm-specific (customized) format but could be adapted for open-enrollment.

#### *Sample of Companies Participating in Executive Education Courses*

**Arthrex/Team1** – Medical Devices

**Aveda** – Salon Products

**Be.Creative House/Bumble & Bumble** – Salon Products

**Ecolab** – Industrial Cleaning Products

**Interline Brands** – Maintenance Products

**Neill Technology** – Retail Technology

**Stellar** – Engineering and Construction

### **AWARDS/HONORS**

- American Marketing Association Sales SIG Research Excellence Award – 2017.
  - For Plouffe, Bolander, Cote, and Hochstein (2016), J. of Marketing.
- American Marketing Association Sales SIG Research Excellence Award – 2016.
  - For Bolander, Saturnino, Hughes, and Ferris (2015), J. of Marketing.
- Florida State University Junior Faculty Research Productivity Award – 2016.
- Marketing Educator’s Association, Best Sales Paper in the Journal of Marketing Education – 2014.
- Florida State University College of Business Emerging Scholar Award – 2014.
- Florida State University Core Values Award – 2014.
- Florida State University First Year Assistant Professor Research Award – 2012.
- Several top ten student placements at NCSC and ISCS sales competitions – 2008-current.

- Awarded honorable mention in the AMS/Mary Kay Doctoral Dissertation Competition – 2011.
- Jesse Jones Dissertation Completion Scholarship – 2011.
- Selected as a finalist for the ISBM Doctoral Dissertation Award Competition – 2010.
- University of Houston (UH) Graduate Teaching Excellence Award – 2010.

## **PROFESSIONAL SERVICE**

### ***Reviewing***

- Editorial Review Board, Journal of the Academy of Marketing Science, 2016 – present.
- Editorial Review Board, Journal of Personal Selling & Sales Management, 2012 – present.
- Ad Hoc Reviewer, Journal of Marketing, 2015 – present.
- Ad Hoc Reviewer, Journal of Services Research, 2017 – present.
- Ad Hoc Reviewer, Journal of Business Ethics, 2015 – present.
- Ad Hoc Reviewer, Journal of International Marketing, 2015 – present.
- Ad Hoc Reviewer, Journal of Marketing Education, 2014 – present.
- Ad Hoc Reviewer, European Journal of Marketing, 2013 – present.
- Ad Hoc Reviewer, Journal of Personal Selling & Sales Management, 2010 – 2012.
- Ongoing reviewer for several recurring conferences, including:
  - American Marketing Association
  - Academy of Marketing Science
  - National Conference in Sales Management

### ***Doctoral Student Mentoring***

<b>Doctoral Student</b>	<b>Year</b>	<b>Role</b>	<b>Initial Job Placement</b>	<b>Current Position</b>
Bryan Hochstein	2016	Committee Member	University of Alabama	same
Melissa Nieves	2015	Committee Member	Berry College	same
Yvette Holmes	2014	Committee Member	Florida A&M University	Alabama State University

### ***Conference Coordination***

- Co-chair, National Conference in Sales Management, Doctoral Student Track, 2017.
- Co-chair, National Conference in Sales Management, Doctoral Student Track, 2016.
- Co-chair, AMS World Marketing Congress, Selling and Sales Management Track, 2013.
- Co-chair, AMA Summer Educators Conference, Selling and Sales Management Track, 2011.
  - Special session on Improving Relations between Marketing and Sales.
- Co-chair, AMA Winter Educators Conference, Selling and Sales Management Track, 2011.
  - Special session on Selling to Key Account and Buying Centers.

### ***Practitioner Conference Presentations***

- “Entrepreneurial Selling: Using a Questioning Strategy to Adapt Your Sales Approach.”
  - Presented at the Entrepreneurship Bootcamp for Veterans (EBV) 2013, Tallahassee, FL.
- “Asking Better Questions: Selling By Understanding and Meeting Customer’s Needs.”
  - Presented at the EBV National Conference 2011, Orlando, FL.

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### ***Interviews and Quotes in Media***

- “Should Your Startup Hire Sales Veterans or Rookies?” *Forbes.com*, November 2014.
- “4 Reasons Social Capital Trumps All,” *Forbes.com*, September 2014.
- “Sex, Politics, Religion, Oh My: Should Brands Take a Stand on Social Issues?” *YFS*, April 2013.
- “Add Urgency,” *Wearables Magazine*, March 2013.
- “You’re Fired! How to Deal with Problem Clients,” *850 Business Magazine*, February 2013.
- “Make More Money” *Advantages Magazine*, September 2012.
- “Re-Energize Your Sales Today,” *Advantages Magazine*, August 2012.
- “Profession Requires Self-Discipline and Adaptability,” *Military Times Edge*, July 2012.
- “7 Things Sales Experts Wish You Knew About Selling,” *YFS Magazine*, June 2012.
- “10 Common Objections Conquered,” *Advantages Magazine*, February 2012.

### ***Membership in Professional Organizations***

- Association for Talent Development
- American Marketing Association
- Academy of Marketing Science

### **INDUSTRY EXPERIENCE**

#### **Stanley Dean & Associates – Atlanta, GA**

- Employed as Client Development Mgr. (i.e., sales and client strategies) from August 2004 – May 2007.

#### **Jim Liufau State Farm Insurance Agency – Destin, FL**

- Employed in life insurance and financial services marketing from October 2003 – February 2004.

#### **AA Global Benefits Services – Fort Walton Beach, FL**

- Sold life insurance from October 2001 – October 2003, March 2004 – July 2004.

### **PERSONAL DETAILS**

#### **Family**

- Married with eight children.

#### **Activities/Hobbies**

- Musician (guitar and bass). Hundreds of live performances and three albums recorded.

#### **Community Involvement**

- Co-Founder and Chief Development Officer for **Go Foster! Inc.**, a nonprofit focused on recruiting and retaining new foster/adoptive families in Florida.