

Christopher R. Plouffe

cplouffe@cob.fsu.edu
850-597-9235

Ph.D.	Doctor of Philosophy, Business Administration – Marketing Ivey Business School, University of Western Ontario , London, Ontario, Canada.
MBA	Master of Business Administration – Marketing School of Business, Queen's University , Kingston, Ontario, Canada.
BA(h)	Bachelor of Arts (Honours) – Major Concentration in Sociology Faculty of Arts & Science, Queen's University , Kingston, Ontario, Canada.

RESEARCH INTERESTS

- Professional Selling, Sales Performance, & Management of the Sales Function; B2B Marketing; Revenue Management & Generation; Customer Relationship Management (CRM)
- Diffusion and Adoption; Marketing Emerging Technologies; High-Tech Marketing; NPD; E-Commerce

RESEARCH – JOURNAL ARTICLES IN PRINT OR FORTHCOMING *

Plouffe, Christopher R., Srinivas Sridharan and Donald W. Barclay (Forthcoming). “Exploratory Navigation and Salesperson Performance: Investigating Selected Antecedents and Boundary Conditions in High-Technology and Financial Services Contexts”, *Industrial Marketing Management*, (39), pages TBD.

Plouffe, Christopher R., John Hulland, and Trent Wachner (2009), "Customer-Directed Selling Behaviors and Performance: A Comparison of Existing Perspectives," *Journal of the Academy of Marketing Science*, 37 (4), 422-439.

Wachner, Trent, Christopher R. Plouffe and Yany Grégoire, (2009), “SOCO’s Impact on Individual Sales Performance: The Integration of Selling Skills as a Missing Link,” *Industrial Marketing Management*, 38 (1), 32-44.

Plouffe, Christopher R. (2008), “File Swapping via ‘Peer-to-Peer’ Systems over the Internet: An Empirical Examination of One Form of ‘Consumer-to-Consumer’ Exchange,” *European Journal of Marketing*, 42 (11/12), 1179-1202.

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.

* Note: Only in-print and forthcoming publications are listed here (i.e., all manuscripts currently in the journal review process, all work-in-progress and article drafts, and all currently executed or planned research projects are not listed).

RESEARCH – JOURNAL ARTICLES IN PRINT OR FORTHCOMING ... *continued*

Plouffe, Christopher R. and Donald W. Barclay (2007), “Salesperson Navigation: The Intraorganizational Dimension of the Sales Role,” *Industrial Marketing Management*, 36 (4), 528-539.

Brian C. Williams and Christopher R. Plouffe (2007), “Assessing the Evolution of Sales Knowledge: A 20-Year Content Analysis,” *Industrial Marketing Management*, 36 (4), 408-419.

Austin, Caroline Graham, Christopher R. Plouffe, and Cara Peters, (2005). “Anti-Commercial Consumer Rebellion: Conceptualization and Measurement”. *Journal of Targeting, Measurement, & Analysis for Marketing*, 14 (1), 62-78.

Plouffe, Christopher R., Brian C. Williams, and Thomas W. Leigh (2004), “Who’s on First? Stakeholder Differences in Customer Relationship Management and the Elusive Notion of ‘Shared Understanding’,” *Journal of Personal Selling & Sales Management*, 24 (4), 323-338.

- o 2004 “Excellence in Research Award” as the year’s most impactful paper by AMA’s “SalesSIG”

Plouffe, Christopher R., John Hulland, and Mark Vandebosch (2001), “Richness versus Parsimony in Modeling Technology Adoption Decisions: Understanding Merchant Adoption of a Smart Card-Based Payment System,” *Information Systems Research*, 12 (2), 208-222.

Plouffe, Christopher R., Mark Vandebosch, and John Hulland (2001), “Intermediating Technologies and Multi-Group Adoption: A Comparison of Consumer and Merchant Adoption Intentions Toward a New Electronic Payment System,” *Journal of Product Innovation Management*, 18 (2), 65-81.

Plouffe, Christopher R., Mark Vandebosch, and John Hulland (2000), “Why Smart Cards Have Failed: Looking to Consumer and Merchant Reactions to a New Payment Technology,” *International Journal of Bank Marketing*, 18 (3), 112-123.

REFEREED CONFERENCE PROCEEDINGS PAPERS

Plouffe, Christopher R., Mark Vandebosch, and John Hulland (2000), “Conducting Comparative Multi-Group Survey Research: A Case Study,” *Proceedings: AMA Winter Educators’ Conference – Marketing Theory and Applications*, J. Workman Jr. and W. Perreault Jr., Eds. Vol. 11, pp. 186-193.

Plouffe, Christopher R. (1999), “The Role of Non-Solicited Qualitative Input in Survey-Based Research: An Empirical Example of Interpretation and Analysis,” *Proceedings: AMA Summer Educators’ Conference – Enhancing Knowledge Development in Marketing*, S. Brown and D. Sudharshan, Eds. Vol. 10, pp. 228-234.

INVITED TRADE PUBLICATIONS, PRESS QUOTATIONS & MENTIONS, & CASES

BusinessWeek – “Savvy Selling” Podcast. Fri. May 18 (2007). “Lessons from a Sales Contest Winner: Why Preparation, Hustle, and Being Open to Coaching are Keys to Sales Success”.

Repertoire Magazine – “On the Brink of a Career”. September (2007). Vol. 15, Issue 9. What salespeople in the health care and medical industries can learn from the winners of the National Collegiate Sales Competition (NCSC). <http://www.repertoiremag.com/Article.asp?Id=2760>

INVITED TRADE PUBLICATIONS, PRESS QUOTATIONS & MENTIONS, & CASES ... *continued*

The Oregonian, in Metro Section (cover story), “Two Place High in Sales Competition”, Monday April 2 (2007), p. B1. Topic: WSU’s 1st place finish at the 2007 National Collegiate Sales Competition (NCSC).

The Columbian, in Business Section (cover story), “Masters at Marketing Themselves”, Cami Joiner. Tues. April 3 (2007), p. E1. Topic: WSU’s 1st place finish at the 2007 National Collegiate Sales Competition (NCSC).

The Globe & Mail, Report on Business, “Monday Morning Manager”, H. Schachter, ed. Jan. 15 (2007), p. B2. Topic: Summarizes the managerial implications of my Dissertation research on “Salesperson Navigation”.

Fortune, Dec. 31 (2002), p. 206. Quoted on the conflict of interest created by sales representatives focusing on “absolute dollars” of sales generated versus “profitability” of those dollars.

Plouffe, Christopher R., Mark Vandenbosch, and John Hulland (1999), “The Ongoing Failure of Smart Cards in North America: A Case Study”, *Future Banker*, August 8, pp. 42-43.

Plouffe, Christopher R., (1999), “Amway of Canada”, Ivey Business School, University of Western Ontario (Ivey Case # 9A99D015; Ivey Teaching Note # 8A99D15).

CONFERENCE PRESENTATIONS & SESSION CHAIRS (Presenter in *italics*)

Plouffe, Christopher R. (Panel Moderator; Panel Participants: Ted Simendinger, President, Sales Talent Development; Brian Williams, Partner and Global Markets and Solutions Leader, Mercer Inc.; Ellen Pullins, University of Toledo; Eli Jones, Louisiana State University; Andrea Leigh Dixon, Baylor University). American Marketing Association {AMA} Winter Educators’ Conference. Feb. 20, 2010, New Orleans, LA.

- Session Titled: “Current Trends Affecting the Sales Force and Its Ability to Create Customer Value in the Down Economy”

Plouffe, Christopher R., (Invited Panel Participant, with Arun Sharma, Jason Jordan, and Thomas Weisenbach; Moderator: Howard Stevens, HR Chally Group). Selling Power Magazine’s “Sales Leadership Conference”. November. 9, 2009. Miami, FL.

- Session Titled: “Quality Sales Leadership”

Plouffe, Christopher R., (Session Chair)
“Academy of Marketing Science (AMS) Annual Conference”, May 20-23, 2009, Baltimore, MD.

- Session Titled: “Multi-level Approaches in Sales Research”

Plouffe, Christopher R. (Invited Panel Participant, with Karen Flaherty, Fernando Jaramillo, & Adam Rapp)
“New Horizons in Sales Conference” (aka, AMA Faculty Consortium on Sales), July 16, 2007 – Orlando, FL

- Individual presentation and panel talk on needed research in the sales stream from the perspective of “up-and-coming” faculty.

Plouffe, Christopher R. (Conference Session Chair)
AMA Faculty Consortium on Customer Relationship Management (CRM), June 25, 2004 – Dallas, TX.

- Plenary Session: “Customer Value and CRM–Customer Valuation”, by Dr. Martha Rogers – Partner, Peppers & Rogers.

Plouffe, Christopher R.
Direct Seller’s Education Foundation of Canada (DSEF), June 2, 2003 – St. Catherines, Ontario, Canada.

- Presentation of DSEF-sponsored Ph.D. dissertation findings (Salesperson Navigational Competency) to annual conference.

CONFERENCE PRESENTATIONS & SESSION CHAIRS ... *continued*

Plouffe, Christopher R., Mark Vandenbosch, and John Hulland
AMA Winter Educators' Conference, February 7, 2000 – San Antonio, TX.

- Title: "Conducting Comparative Multi-Group Survey Research: A Case Study."

Plouffe, Christopher R., Mark Vandenbosch, and John Hulland
AMA Summer Educators' Conference, August 10, 1999 – San Francisco, CA.

- Award-Winning Presentation to AMA's "Technology and Innovation SIG" summarizing a TechSIG-funded research project.

Plouffe, Christopher R.
AMA Summer Educators' Conference, August 10, 1999 – San Francisco, CA.

- Title: "The Role of Non-Solicited Qualitative Input in Survey-Based Research: An Example of Interpretation and Analysis."

Plouffe, Christopher R., Mark Vandenbosch, and John Hulland
Marketing Science Conference, July 13, 1998 – INSEAD, Fountainebleau, France.

- Title: "A Test of Consumer and Retail Technology Adoption Models."

INDUSTRY EXPERIENCE & POSITIONS

- 1996 Major Account Manager, **Hewlett-Packard (Canada) Ltd.**, Enterprise Computer Systems, Calgary, Alberta, Canada. Key accomplishments:
- Sold into major accounts in financial services, retail, telecom, and gov't industry verticals.
 - Large co-leveraged deals closed with key partners (e.g., Andersen Consulting, Oracle).
- 1995 Territory Sales Representative, **Hewlett-Packard (Canada) Ltd.**, Enterprise Computer Systems, Calgary, Alberta, Canada. Key accomplishments:
- 149% sales quota achievement in fiscal 1995.
 - Converted accounts from major competitors including IBM and Sun Microsystems.
- 1994 Marketing Analyst, **Hewlett-Packard (Canada) Ltd.**, Enterprise Computer Systems, Mississauga, Ontario, Canada. Key Accomplishment:
- Initiated a major prospecting campaign targeting various verticals in southwestern Ontario.
 - Generated a large funnel of qualified account opportunities.

ACADEMIC EXPERIENCE & POSITIONS

August, 2008 – Present

Assistant Professor - Marketing, College of Business, **Florida State University**, Tallahassee, FL, USA.

- Tenure-track position in Marketing.
- Faculty Member / Participant, FSU "Professional Sales Program"
- Co-Coach & Faculty Representative – National Collegiate Sales Competition & RBI Sales Challenge. 2008-Present

August, 2005 – June, 2008

Assistant Professor - Marketing, College of Business, **Washington State University**, Vancouver, WA, USA.

- Tenure-track position in Marketing.
- Director – Professional Sales Certificate Program, WSU Vancouver. 2005 – 2008
- Key Service-Related Contributions & Accomplishments:
 - Founded WSU Vancouver's Certificate Program in Professional Sales
 - Coach & Faculty Rep.– National Collegiate Sales Competition (NCSC), WSU Team. 2005–2008
 - Ongoing funding for Professional Sales Program self-sufficiency generated from corporate sector.

ACADEMIC EXPERIENCE & POSITIONS ... *continued*

August, 2001 – May, 2005

Assistant Professor - Marketing, Terry College of Business, **University of Georgia**, Athens, GA, USA.

- Tenure-track position in Marketing.
- Key Service-Related Contributions & Accomplishments:
 - Advisory Board Member, Master of Marketing Research (MMR) Program, 2001 – 2003
 - Coach & Faculty Representative – National Collegiate Sales Competition (NCSC), UGA Team. 2002–2005

GRANTS & SCHOLARSHIPS

- 2009 ***Florida State University – First Year Assistant Professor (FYAP) Research Funding Award***
University-wide, peer reviewed proposals for research funding. Project titled: “Conflict Management and Negotiation Skills as Predictors of Salesperson Performance and Job Satisfaction: An Interdisciplinary Approach”. (sole authored grant solicitation and research project).
- 2003 ***Marketing Science Institute (MSI) – Research Grant # 4-1228***
"Peer-to-Peer Exchange via Technologically-Enabled Gray Markets: A Conceptualization and Usage-Based Empirical Examination with Implications for Marketing" (sole authored grant solicitation and research project).
- 2002 ***Research Grant – Coca-Cola Center for Marketing Studies***
Terry College of Business, UGA. Project entitled: “Anticommercial Consumer Rebellion: Conceptualization and Measurement” (co-authored project).
- 2001 ***Winner – Jeffrey Bertrand Graduate Research Fellowship, UWO***
Scholarship awarded to the outstanding Ph.D. candidate in marketing for dissertation-related expenses.
- 2000 ***Winner – Direct Selling Education Foundation Research Grant Competition***
DSEF grant in support of Ph.D. dissertation: “Salesperson Navigational Competency”.
- 1999 – ‘00 ***Ontario Graduate Scholarship (OGS)***
Awarded for academic distinction during Ph.D. coursework at the Ivey Business School, UWO.
- 1998 ***Winner – AMA ‘Technology & Innovation’ SIG Research Grant Competition***
Research proposal entitled: “A Test of Consumer and Merchant Technology Adoption Models.”
- 1996 – ‘99 ***Ivey Business School Doctoral Fellowship, UWO***
Renewed for each of a maximum of three years. Funded by the “Ivey Plan for Excellence.”

HONORS, AWARDS & DISTINCTIONS

- 2010 ***Overall Student Champion – National Collegiate Sales Competition (NCSC)***
Florida State University Team Co-Coach to the top overall student champion, and 2nd overall in the team standings (out of 61 universities).
- 2009 ***Overall Student Champion – The Russ Berry Institute / William Patterson University, “National Sales Challenge” (RBI Sales Challenge)***
Florida State University Team Co-Coach to the top overall student champion (out of approximately 25 universities).
- 2007 ***Overall Team Title & Student Champion – National Collegiate Sales Competition (NCSC)***
Washington State University Team Coach. Lead WSU team to win the 9th Annual NCSC at both the team and individual student levels (out of 43 universities).
- 2007 ***Dean’s Excellence Fellowship Award*** – College of Business, Washington State University
Cash award for excelling at research, teaching, and service.

HONORS, AWARDS & DISTINCTIONS ... *continued*

- 2006 ***Dean's Excellence Fellowship Award*** – College of Business, Washington State University
Cash award for excelling at research, teaching, and service.
- 2006 ***Students' Award for Teaching Excellence*** – Highest teaching award, WSU Vancouver.
- 2004 ***Excellence in Research Award*** – from the *American Marketing Association's "SalesSIG"*
For our 2004 *JPSSM* paper: "Who's on First? Stakeholder Differences in Customer Relationship Management..."
- 2000 ***Finalist – ISBM Dissertation Funding Competition, Pennsylvania State University***
Institute for the Study of Business Markets. Dissertation title: "Salesperson Navigational Competency"
- 1998 ***AMA Doctoral Consortium Fellow*** – representing Ivey Business School, UWO
- 1994 ***Dean's Honor List, Queen's University*** (2nd year of MBA Studies)
- 1990 & '91 ***Dean's Honor List, Queen's University*** (3rd and 4th years, undergraduate B.A.(h) degree)

EDITORIAL BOARD MEMBERSHIPS

- Editorial Review Board Member. *Journal of Personal Selling & Sales Management*, (2003-Present)
- Editorial Review Board Member. *Journal of Selling & Major Account Management* (2007-Present)

CONSULTATION

Florida Center for Advanced Aero-Propulsion (FCAAP)

Topic: Consultation on go-to-market, positioning, and differentiation strategies for initiatives that emerge from the FCAAP. (2009-2010)

Tensolite Corporation, Vancouver, WA

Topic: Ran a multi-week, private training and coaching session for Tensolite salespeople, account managers, and customer service reps. (2007)

Eli Lilly & Company, Indianapolis, IN

Topic: Developed a go-to-market marketing strategy for pending drug launch of Cymbalta, including multiple focus groups with prescribing physicians etc. (2003)

Bank of Montreal, Toronto, Canada

Topics: Several projects handled, including a study of "Cross-Selling Effectiveness", as well as development of a White Paper on "Best Practices in Retailing". (1998-2000)

Cohn & Wells (Advertising Agency), Toronto, Canada

Topics: Completed numerous consulting and client / industry-specific projects while employed on a retainer basis. (1997-2000)