credibility 9, 37, 53, 62
trust and 53
CRM see Customer Relationship Management (CRM)
crossing points, thinning and thickening of 6–7
cross-selling performance 96
Cuevas, Javier M. 74
Customer Relationship Management (CRM) 22, 39–40
customer retention and deletion 113
customers 161
   acquisition 52
   engagement 33
   influence of 166–7
   needs 53
   orientation 56, 113, 166
   relationship 39, 115, 128–9, 154
   retention and deletion 122–3
   satisfaction surveys 171
   service personnel 12
   unethical requests of 167
Darrat, Mahmoud 100
data analysis 119
database, and knowledge management 113, 123
DeCarlo, Thomas E. 98
decision latitude 143
decision-making process 154
DeConinck, James B. 99
delivery of value 59
demographic variables 27
Dempsey, William A. 112
depersonalization 135, 142–3, 147
   stages of 148
Dess, Gregory G. 57
developed markets 110–11, 131
DeVincentis, John 9
digital natives 93
digital technologies
   activities to 12
   implementation of 12
Dingus, Rebecca 170
discovery learning 103
diversity of perspectives 142
Dyer, W. Gibb 85
EFA see exploratory factor analysis (EFA)
effective sales management 96
emerging markets 109–11, 126
   application of 115–18
   approach (nurturing the relationship) 124
   close (adding value/satisfying needs) 127–8
   context of 130
   customers in 122
   discussion 129–30
   exist in 127–8
   findings 119–21
   follow-up (customer relationship maintenance) 128–9
   limitations and future research 130–31
   methodology 118–19
   overcoming objections (problem solving) 126–7
   participants in qualitative study 120–21
   personal selling in 111
   pre-approach (database and knowledge management) 123
   presentation (marketing the product) 124–6
   prospecting (customer retention and deletion) 122–3
   salespeople in 118, 124–5, 130
   selling in 111, 115–19, 129
   steps of selling paradigm 112–15
emotions/emotional
   coping skills 147
   exhaustion 135–6, 143–4, 147–8
   in family business 87–8
   intelligence 143, 147
   labor 147
   understanding of 149
employee accountability 168
enterprise selling 1
entrepreneur-friendly sales model 60
entrepreneurial leadership, parlance of 55
entrepreneurial orientation 56–7
entrepreneurial selling 49–51, 55
   analytical categorization focused on 64–6
   antecedents and consequences of 61–2
   conceptualization of 55
   data and methods 63–6
engaging in 60–61
friendly frameworks 57–9
literature review 51–2
salesperson 52–3
uniqueness of entrepreneurial selling context 53
nature of 63
orientation, operationalization and measurement of 56
outcome of 61
propensity to engage in 60
research on 59–62
and routine selling 54–5
suggested research questions 61–3
toward operationalization of 56–7
uniqueness of 53
entrepreneurs/entrepreneurship 49, 54, 76–7
control systems as 52
crossroads of 57
as learning 56
and marketing 50
by public and private entities 50
research 51
sales and 50
scholars 51
ethical behavior 154, 163
ethical decision-making skills 172
ethical dilemmas 154, 160
potential for 154
sources of 158–60
ethical leadership 168–9
ethical values 170
ethical violations 165–6
ethics
formal codes of 161
in sales 153
sensemaking approach to 169
training initiatives 168–70
ethics in workplace 153–4
challenges inherent to sales 155–8
climate as spine of organization 154–5
employee accountability and diversified incentives 170–71
ethical selling organizations 160–61
influence of 161–3
influence of customer 166–7
sales manager 163–6
ethics training initiatives 169–70
implications for sales management 167–8
sources of conflict and ethical dilemmas 158–60
unique role of sales 155
exploratory factor analysis (EFA) 144
external stakeholders 161
face-to-face communication 92
family business 80, 84–5
emotions in 87–8
issue in 82
family firms 73, 84
professionalization of 73
feedback 13, 58, 78, 96–8, 168
first impressions role 124
Fournier, Christophe 136, 142–3
Fraser, Simon S. 51
Freeman, Elise C. 100
Gabler, Colin B. 100
Gale, Sarah Fister 101
generalized sales process 75
generational theory 93
GlaxoSmithKline 153
globalization 110
Gokpinar, Bilal 53
grounded theory, traditions of 119
Gupta, Gouri 98
Hartmann, Nathaniel N. 2, 6–7, 10, 12
helicopter parenting 96
Hill, Ronald Paul 100
Hitt, Michael A. 73
Hollet-Haudebert, Sandrine 136, 142–3
homebuyers 15
Huang, Yufei 53
impression management 143, 158
incentives 170–71
incorporate entrepreneurship 50
INDSALES scale 144
initial selling 78
initial user training 24–6
institutional alignments 6–7
institutional change processes 7
institutional context 13–14
institutional theory 4
institutional work process 7–8, 14
institutions, disruption of 7
*International Classification of Diseases Handbook* 135
intraorganizational relationships 155–6

Jackson, Susan E. 136, 142
Jaramillo, Fernando 99
Jennings, Jason 95
job satisfaction 100
for salespeople 155
Johnson, Julie T. 99

knowledge management 129
database and 123
Kurland, Nancy B. 163

Lagace, Rosemary R. 144
Lans, Thomas 57
Lassk, Felicia G. 11–12, 109–10
Lawrence, Thomas B. 7
leadership
commitment from 171
direct impact of 171
learning orientation 27–8
Loe, Terry W. 170
Lumpkin, G. T. 57
Lusch, Robert F. 4

Machleit, Karen A. 144
Maio, C. Fred 100
management, ramifications from 164–5
market/marketing
academic research on 50–51
components of 163
entrepreneurship and 50
ethics in 154
orientation 56
product 114
"taken for grantedness" of 51
Maslach burnout inventory (MBI) 135, 143–4
Maslach, Christina 136, 142
Matsumo, Ken 56
Matthews, Russell S. 51
MBI see Maslach burnout inventory (MBI)
McClaren, Nicholas 155
Mehta, Rajiv 98

Menasco, Michael B. 115
Mentzer, John T. 56
Milewicz, Chad 170
Millennial learning styles 102–3
Miller, Danny 95, 101
Mićović, Alex 170
Moncrief, William C. 11–12, 109, 112–13
motivation theory 154–5
Mulder, Martin 57
Mulki, Jay Prakash 136, 142–3
multi-faceted role ambiguity 145–6
multi-tasking 94

needs-identification process 124–5
negative ramifications 165
negative traits, collection of 135
network-based interactions 36
non-family salesperson 83–4
non-professionalization, impacts of 83–4
nurturing relationships 114, 129

obedience, culture of 169
objections, overcoming 126–7
Oliver, Richard L. 166
online training 103
Onyemah, V. 52
organization/organizational
challenges facing 167
characteristics of 161
climate surveys 171
commitment 99, 143, 162–3
learning 56
strategic initiative for 170
training 26
Osborne, Richard L. 79–80
Ozsomer, Aysegul 56

Parvinen, Petri 57
peer influence 26
perceived ease-of-use 27
perceived usefulness 27
personal accomplishment 135–40
personal innovativeness 27
personal relationships 76, 79, 167
personal responsibility 84
personal selling 118, 131, 154
courses in 109
ethical practices in 154
see also selling
personal transportation 8
PET see professional ethics training (PET)
philanthropic organizations 50
Pitkanen, Iloni 57
Plank, Richard E. 112
Posner, Ronald S. 112
Powers, Thomas L. 98
pre-approach, elements of 123
prediction logic 55
Prensky, Marc 93
problem solving 114
process 40
product portfolio adoption 96
professional ethics training (PET) 169
professionalization 74
definition of 73
of family business 73, 80
of salesforce 85
salespeople 118, 153
of selling 74
professional sellers 74
professional selling in family businesses
73–6, 80, 136
definition of 75
impacts of non-professionalization
83–4
owner-managed stage 76–9
process 86
recommendations 84–8
second generation 79–83
professional training 87
proliferation of technology 146
Rackham, Neil 9
ramifications from management 164–5
RCR programs see responsible conduct of
research (RCR) programs
relationships
importance of 163–4
management 58, 166
personal 167
sales orientations 1
selling 9, 113
research framework 63
responsible conduct of research (RCR)
programs 169
retention activities 52
Rhoads, Gary K. 144–5
Rodriguez, Michael 95
role ambiguity 142–4, 157, 166
multi-faceted 145–6
role clarity 28
role conflict 28, 142–4, 158
and ambiguity 157
role performance 157
role stressors 142, 146–7
routine selling 54–5
Roy, Abhik 115
Rutherford, Brian N. 143–4
sales force automation (SFA) 22
sales management 99, 118, 131, 149, 154,
172
evaluation of 146
practice 2
training 98, 146
sales managers 26, 95, 97–8, 101, 163, 166,
168, 171
behavior 165
influence of 163–6
sales models 58
entrepreneur-friendly 60
existing 58
inadequacies in existing 58–9
sales organizations 22, 166
opportunity analysis for 42
salesperson burnout 135–6
framework for advancing 145
future study of 144–8
inception of 136
managerial implications 148–9
medical diagnosis of 142
negative effects of 136
research 136–44
scale for measuring 135
salesperson–customer interface 35–6
salesperson–customer shared technologies
33
salesperson/salespeople 8, 52–4
activities of 11, 119, 170
behavior 100, 163
compensation to the outcomes 166
ethical decision making 163
expectations of 158
failing 78
information and knowledge to 37
intentions 163
learning 56
motives of 153
norm for 165
performance 33
research 143
training, organizational provision of 26
sales process 21, 87, 109
digitalization of 22
digital transformation of 22
impact on 22
universality of 118
sales representatives 91–2, 154
generational theory 93
Generation Z 94–5, 97–8, 101–4
millennial generation 93–4
Millennials 96–103
retention 101–2
sales management 98–9
talent and retention 102
sales/selling 59
activities, empirical analyses of 12
aids 126–7
careers in 153–4
components of 163
comprehensive taxonomy of 109
conceptualization of 49
crossroads of 57
definition of 12
education in emerging markets 129
and entrepreneurship 50–51
ethics, research 156–7
farming 54
importance of 60–61
institutional and eco-systemic view of 14
leaders 163
leadership 165
organization 161–3
orientations, salespeople and changes in 7–10
paradigm, steps of 112–15
performance 21
practice of 153
processes 10
professional 169
recursive nature of 112–13
research 49
researchers 24, 97
talent 91, 99
unique role of 155
Sales Talent Study 91
sales technology 21–2
adoption 24, 28
personal factors 27–8
situational factors 24–7
artificial intelligence 40–42
availability and acceptance of 33
behavior–performance chain 28–33
components 25
defining 23–4
future of 35
implementation 21–2
initial user training and continuous training 24–6
landscape 28
literature 22–3
modifications in 25
“not-so-good” effects of 33–5
organizational characteristics 27
pitfalls of 33
social CRM 39–40
social influence 26–7
social media technology 35–9
tools 22
usage, future directions 33–5
user support 26
sales training 85, 92, 102–4, 125
Sandler methodology 74, 77
Sandler Selling System 75
S-D logic see service-dominant (S-D) logic
second-generation salesperson 80
self-directed learning 103
self-interest, culture of 169
sensemaking 169
sensemaking approach, efficacy of 169
sense of security 128
servant leadership 97
service-dominant (S-D) logic 2–4
service ecosystems 1–2
exchange and crossing points 5–6
sales activities 10–13
and larger context 13–15
research directions 15
salespeople and changes in sales orientations 7–10
selling as thinning of crossing points 6–7
theoretical foundations 2
institutional theory 4
service-dominant (S-D) logic 3–4
SFA see sales force automation (SFA)
Shapiro, Benson P. 112
signaling theory 53
Simon, Herbert A. 5
Singhapakdi, Anusorn 154–5, 172
Singh, Jagdip 144–5
skills-based ethics training program 169
snowballing 118
social communities 40
social exchange theory 168
social influence 26–7
social learning theory 168
social media 22, 26, 122
definition of 36
technologies 35–9
social network 37
social relationships 54
social selling 39, 122, 130
society 154
Solis, Rafael 103
Spillecke, Susanne B. 56–7
stakeholders 59
demands of 1
interacting with 161–2
Stewart, Alex 73
strategic technology systems 22
Strong, James 98
Suddaby, Roy 7
supervisors 26, 96, 168
symbolic gift 127
synergism 162
synergistic relationships 153
systemic views 5

Talent Shortage Survey 91
TAM see Technology Acceptance Model (TAM)
Task–Technology–Fit theory (TTF) 28
Technology Acceptance Model (TAM) 28
technology–behavior–performance chain 28–32
technostress 33–4
Tews, Michael J. 99–100
3M 162
Toytari, Pekka 57
traditional performance metrics 171
traditional sales process 58
training content 98
transactional selling orientation 8

transformational leaders 96–7
transformational leadership 97
trickle-down effect 168
trust 162
and credibility 53
trust-based sales process 112
TTF see Task-Technology-Fit theory (TTF)
Twenge, Jean M. 93–4, 100
uncertainty 169
unethical behavior 164, 171
unethical sales behavior 160
unique role of sales 155
value/satisfying needs 114
Vargo, Stephen L. 2, 4, 6–7, 10, 12
Verstegen, Jos 57
Vitell, Scott J. 154–5, 172
volunteer programs 101
Wang, Guangping 100
Weeks, William A. 170
WEIRD (Western, Educated, Industrialized, Rich, Democratic) societies 109
Wieland, Heiko 2, 6–7, 10, 12
Workforce Purpose Index (WPI) 102
work–life balance 100
workplace, ethics in 153–4
challenges inherent to sales 155–8
climate as spine of organization 154–5
employee accountability and diversified incentives 170–71
ethical selling organizations 160–61
influence of 161–3, 166–7
sales manager 163–6
ethics training initiatives 169–70
implications for sales management 167–8
sources of conflict and ethical dilemmas 158–60
unique role of sales 155
World Health Organization 135
WPI see Workforce Purpose Index (WPI)
Yoo, Onesun Steve 53