



## ACADEMIC APPOINTMENTS

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Washington State University  
Assistant Professor, Fall 2021-Present

## RESEARCH INTEREST

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The effects of social dynamics (i.e., social networks, social influence, social capital, etc.) on marketing outcomes like performance and turnover.

## ACADEMIC PUBLICATIONS

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Alec Pappas, Charles Hofacker, and Willy Bolander, (2023) "Using a Strobelight Analysis to Examine Relationship Inconsistency," *Journal of the Academy of Marketing Science*, forthcoming.

Pappas, Alec, Wyatt Schrock, Manoshi Samaraweera, and Willy Bolander (2023), "A Competitive Path to Cohesion: Multilevel Effects of Competitiveness in the Sales Force," *Journal of Personal Selling & Sales Management*, (Forthcoming), 1-19.

Bolander, Willy, Nawar N. Chaker, Alec Pappas, and Daniel R. Bradbury (2021), "Operationalizing Salesperson Performance with Secondary Data: Aligning Practice, Scholarship, and Theory," *Journal of the Academy of Marketing Science*, 49 (1), 462-481.

## SELECTED RESEARCH IN PROGRESS

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"Not All Networks are Created Equal: An Analysis of Network Creation and Centrality Effects on Performance and Turnover," Alec Pappas, Maria Rouziou, Bruno Lussier, Willy Bolander, Chris Plouffe, and Huanhuan Shi, preparing for submission at the *Journal of Marketing Research*.

*Marketing literature has begun exploring the effects of intraorganizational network centralities on performance, often finding positive relationships between the two variables. Though, little is known about how to create these centralities, what their effects are on turnover, and which centrality is optimal to create. Our research addresses these questions by examining the longitudinal effects of network centralities, and the similarity of the individuals within those networks on performance and turnover. We also test the moderating effects of two important antecedent variables on betweenness, closeness, and eigenvector centralities, and their similarity dimensions, to determine the most effective networking practices. Our research provides guidance for managers about how to network effectively within the organization for the most beneficial individual- and organization-level outcomes.*

"The Future of the Retailing Sales Force," Alec Pappas, Elena Fumagalli, Maria Rouziou, and Willy Bolander, preparing for submission to the *Journal of Retailing* on June 30<sup>th</sup>, 2023.

*The future of retail is changing, and the retail sales force is poised to be at the forefront of that change. The authors intend to provide an in-depth overview of the shifts that will take place in the retail sales role.*

“The Progression of Burnout in the Sales Force,” Dayle Childs, Nick Lee, Alec Pappas, Belinda Dewsnap, preparing for submission to the *Journal of Marketing*.

*Burnout is a significant issue, particularly in the sales role. Organizations struggle with retaining quality talent, and little is known about the unfolding of this process over time, and which managerial interventions are effective in mitigating burnout effects. Our research is among the first to assess burnout from a within-person perspective in sales, assessing the stages of burnout, and moderating individual (active coping) and managerial variables (positive and negative feedback). Our findings allow us to guide managers on better intervention strategies to reduce burnout from manifesting.*

“Handling a Crisis: Using a Natural Experiment to Assess Effective Responses to an Organizational Crisis,” Alec Pappas, Huanhuan Shi, and Willy Bolander, data collected and analysis in progress with intent to submit to the *Journal of Marketing*.

*Using a mixture of survey data and longitudinal data from a CRM system, the authors analyze the individual differences between effective and ineffective performers during an organizational crisis using a natural experiment approach.*

“A Social Network Perspective on Value Cocreation Within the Selling Ecosystem,” Molly Burchett, Rhett Epler, Alec Pappas, Maria Rouziou, Tim Butler, Willy Bolander, and Bruno Lussier, minor revisions at the *European Journal of Marketing*.

*This research explains the service ecosystem from a social network perspective through the lens of the selling firm. We detail how salespeople develop and enhance network positions across various actors in the selling ecosystem to facilitate thin crossing points for exchange.*

“Influence(r): How Salespeople Influence Customers through Social Media,” Huanhuan Shi, Alec Pappas, and Willy Bolander, data collected and writing plan in development with intent to submit to the *Journal of Marketing*.

*The role of micro influencers is gaining popularity, but research is yet to understand how salespeople can play a similar role. Using a mixture of scraped social media data, objective performance, and salesperson survey data, we explore the methods of influence salespeople use to garner interest and enhance performance.*

“Signal or Noise: An Assessment of Salesperson Perceptions of Buying Signals in the RFP Process,” Kevin Chase, Wyatt Schrock, Alec Pappas, and Nawar Chaker, data collection in progress with intent to submit to the *Journal of Marketing*.

*Many transactions that take place in B2B sales go through an RFP process. Buying firms often struggle to gain enough responses from sellers to provide meaningful competition between providers. In this research, we will use a combination of scraped secondary data from public RFP databases, interviews, and survey data to understand the RFP process using a dyadic perspective of buyer and seller. Our goal is to determine how buyers can signal to sellers more effectively to enhance the competitiveness of this process.*

## EDUCATION

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Ph.D., Marketing, 2021  
Florida State University, Department of Marketing, College of Business

B.S., Marketing and Finance, 2015 Cum Laude  
Florida State University, College of Business

## DISSERTATION: “TOWARD AN INTEGRATED THEORY OF SOCIAL RELATIONS”

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**Dissertation Chair:** Willy Bolander

**Internal Committee Members:** Mike Brady, Colleen Harmeling, Charles Nyce

**External Committee Member:** Christophe Van den Bulte (University of Pennsylvania)

### **Abstract:**

My dissertation topic focuses on social relations within marketing organizations and their effects on performance and turnover in three separate studies. In Study 1, I utilize a metatriangulation perspective to develop a theoretical framework for social relations within the firm. Specifically, I detail the structural (i.e., social network theory), resource (i.e., social capital), and influence (i.e., social influence) components of social relations and elaborate on the specific theories that contribute to each. The culmination of this comprehensive theoretical review is a model of social relations within an organization called the Integrated Theory of Intrafirm Relations. To demonstrate this theoretical framework, I present Study 2 in which intraorganizational social network data is used to assess effects social network positioning on performance and turnover. Antecedents of network positions are also explored to determine marketing variables that create valuable, and detrimental, network positions. Findings from Study 2 hint at the existence of turnover contagion which is the primary focus of Study 3. For Study 3, I take a multi-method approach to determining the causes of turnover contagion with network data from the field and a simulation to assess how turnover contagion occurs, who is most susceptible to it, and how managers can potentially suppress its effects. These studies add specificity and clarity to intrafirm relationships to help practitioners maximize benefits for the organization. This research also shines a light on the potential dark side of networking.

### **Defended:**

June 23, 2021

## CONFERENCE PRESENTATIONS

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“Using a Strobelight Analysis to Examine Relationship Inconsistency,” Alec Pappas, Charles Hofacker, and Willy Bolander, presented at the 2023 Global Sales Science Institute in Toronto.

“Automated Influence Tactics,” Deva Rangarajan, Alec Pappas, Bryan Hochstein, and Nawar Chaker, presented at the 2021 University Sales Center Alliance Spring Sales Series, Virtual.

“The Competitive Path to Cohesion,” Alec Pappas, Wyatt Schrock, Willy Bolander, and Manoshi Samaraweera, presented at the 2021 National Conference in Sales Management, Virtual.

“It’s Complicated: A Closer Look at Marketing Relationships,” Alec Pappas, Willy Bolander, Charles Hofacker, and Yaacov Petscher, presenting at the 2020 Southeast Marketing Symposium, The University of Mississippi (Cancelled – Coronavirus).

“Salesperson Performance Operationalization with Secondary Data,” Willy Bolander, Nawar Chaker, Alec Pappas and Daniel Bradbury, presented at the 2020 Winter AMA in San Diego.

“It’s Complicated: A Closer Look at Marketing Relationships,” Alec Pappas, Willy Bolander, Charles Hofacker, and Yaacov Petscher, poster session at the 2019 Florida Marketing Camp, University of Central Florida.

“Competing Toward Cohesion,” Alec Pappas, Manoshi Samaraweera and Willy Bolander, presented at the 2019 Southeast Marketing Symposium, The University of Memphis.

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## HONORARY APPOINTMENTS AND AWARDS

*USCA Research Proposal Grant (2020) \$2000*, University Sales Center Alliance.

*AMA Sales SIG Global Database (2019) \$2500*, AMA Sales SIG.

*SEF Grant Award for “Turnover Pandemic” (2019) \$5000*, Sales Education Foundation.

*Harold and Muriel Berkman Scholarship (2018) \$1000*, Academy of Marketing Science.

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## TEACHING – WASHINGTON STATE UNIVERSITY

**Instructor**, B2B Marketing.

In-person Course (Fall 2022, 11 students; Course Evaluation – 4.7/5)

In-person Course (Spring 2022, 28 students; Course Evaluation – 4.8/5).

**Instructor**, Professional Sales.

In-person Course (Fall 2022, 35 students; Course Evaluation – 4.7/5).

In-person Course (Spring 2022, 35 students; Course Evaluation – 4.8/5).

In-person Course (Fall 2021, 70 students; Course Evaluation – 4.6/5).

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## TEACHING – FLORIDA STATE UNIVERSITY

**Instructor**, Professional Selling.

In-person Course (Spring 2021, 18 students; Course Evaluation – 4.5/5).

**Instructor**, Basic Marketing Concepts.

In-person Course (Summer 2019, 52 students; Course Evaluation – 4.76/5).

**Course Manager**, Basic Marketing Concepts.

Online Course, Dr. Michael Brady (Summer 2018, Fall 2019-Spring 2021, 800 students).

**Teaching Assistant**, Basic Marketing Concepts.

Online Course, Dr. Michael Brady (Fall 2017-present, approximately 800 students/semester).

In-Person Course, Dr. Lucas Hopkins (Fall 2017-Spring 2018, approximately 300 students).

**Outstanding Teaching Assistant Nomination**, Basic Marketing Concepts (Fall 2020).

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## SERVICE – WASHINGTON STATE UNIVERSITY

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**Student Engagement Director**, Washington State University Center for Professional Sales (Fall 2021-present)

*This role is responsible for the development of student interest and engagement in the sales program. The Student Engagement Director will speak in introductory business courses, coordinate with the Academic Success and Career Center, advise the WSU Sales Club, and facilitate corporate engagement with students at club meetings and career fairs. Success in this role will be measured by growth and sustained student engagement in the sales club, corporate partner reviews, and student enrollment in introductory sales courses.*

**Faculty Advisor**, Washington State University Sales Club (Spring 2022-present)

*The WSU Sales Club offers an opportunity for students and corporate partners to connect through professional development sessions. As the faculty advisor, I was responsible for writing the constitution, registering the student organization, recruiting the executive board, recruiting club members, and organizing corporate guest speakers (approximately five per semester).*

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## SERVICE – FLORIDA STATE UNIVERSITY

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**Online Subject Pool Manager**, Florida State University Subject Pool (Fall 2019-Summer 2021).

**Research Lab Assistant**, Florida State University Behavioral Lab (Fall 2018- Summer 2021).

**Sales Competition Assistant**, International Collegiate Sales Competition, Orlando (2019).

**Conference Assistant**, Transformative Consumer Research Conference, Florida State University (2019).

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## ACADEMIC AND PROFESSIONAL ASSOCIATIONS

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**Editorial Review Board**, Journal of Retailing

**Ad Hoc Reviewer**, Journal of the Academy of Marketing Science, Journal of Personal Selling and Sales Management, Journal of Marketing

**Sales SIG**, American Marketing Association

**Board of Advisors**, Traq.ai

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## CODING PROJECTS

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**Quantile Regression Web Application**, Online web application created in R to assist researchers with running quantile regression analyses without the need to code. To access the application, please click the following link: <http://strobelight.shinyapps.io/strobelight/>.

**Personal Website**, I coded my personal website and currently maintain it using R: [alecnpappas.com](http://alecnpappas.com).

## REFERENCES

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**Willy Bolander**, *Professor of Industrial Distribution at Texas A&M University*

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**Phone:** 850-212-3893

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**Maura Scott**, *Persis E. Rockwood Professor of Marketing at Florida State University*

**Address:** 821 Academic Way Tallahassee, FL 32306-1110

**Email:** [mlscott@business.fsu.edu](mailto:mlscott@business.fsu.edu)

**Phone:** 602-690-4990

**Christopher Plouffe**, *Gary W. Rollins Endowed Chair and Professor of Sales at The University of Tennessee at Chattanooga*

**Address:** 418-C Fletcher Hall, Dept. 6516, 615 McCallie Avenue Chattanooga, TN 37403-2598

**Email:** [chris-plouffe@utc.edu](mailto:chris-plouffe@utc.edu)

**Phone:** 850-728-3155

## INDUSTRY EMPLOYMENT HISTORY

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**Account Manager**, July 2016-July 2017

*MotionPoint*

Managed the relationships of various Fortune 1000 companies by uncovering business needs, handling objections, and developing partnerships.

**Mortgage Closer**, December 2015-July 2016

*Wells Fargo Home Mortgage*

Managed a pipeline of approximately 70 loans per month in the greater Philadelphia metropolitan area.