CURRENT FACULTY RESEARCH
WINTER 2011

Baylor Business
Hankamer School of Business

focus

Judging Research with Impact

Successful research often starts with a belief that you will discover something that will make a difference. With business schools spending millions of dollars a year to support faculty research, our findings should matter, and at Baylor University's Hankamer School of Business, we have conducted studies that matter for decades.

As professors dedicate years to research, a crowning accomplishment is for their findings to reach others through publication. This issue of Focus features our faculty research that has been included in top publications such as the *Journal of Business Ethics*, the *Journal of Organizational Behavior*, the *Journal of the Academy of Marketing Science*, and *MIS Quarterly*.

The publication of academic research is a conduit for showcasing potential impact of research, but its actual impact is measured after the research is widely disseminated. This thought leadership has inspired change within corporations, industry-supported studies, and practitioners' adoption and implementation of research ideas.

How do we judge research with impact? The Association to Advance Collegiate Schools of Business (AACSB) serves as an international accrediting organization for business schools and defines effective research as diverse, highly visible and accessible to the public at large.

THESE FACTORS PROVIDE MEASUREMENTS TO DETERMINE RESEARCH WITH IMPACT:

- *the number of times a published article is cited*
- *the number of awards its authors receive*
- *testimony before a government or other policy-making body*
- *changes in business practice*
- *requests to present papers at important gatherings*
- *sales numbers of books*

This issue of Focus also features two events and an ongoing program that have served as catalysts to research through the collaboration of international scholars and researchers. Baylor's Center for Professional Selling held a research symposium, with more than 50 attendees from around the world, in conjunction with its 25th anniversary celebration. The annual Transformative Consumer Research conference provided a dialogical forum for researchers studying how to transform the world by eliminating barriers between social change and business research. Baylor's McBride Fellowship Program continues to facilitate the exchange of ideas between faculty members and PhD students on an international level.

By participating in research-based events and programs and consistently publishing significant research, the faculty of the Hankamer School of Business will continue to play a fundamental role in the shaping of our business world.

TERRY S. MANESS
Dean, Hankamer School of Business

www.baylor.edu/business/research

STAYING A STEP AHEAD WITH PROACTIVE CUSTOMER ORIENTATION

Responding to customers' needs, though important, has become the status quo. Today's customers, however, are seeking providers who help them go beyond what they ask for by proactivly anticipating their evolving needs. And that field is uncluttered, says **CHRISTOPHER BLOCKER**, *assistant professor of Marketing.*

The idea of anticipating customers' future needs dates back to management gurus like Peter Drucker. However, there is little evidence to show what such activity looks like or how it stacks up against other important factors, like quality in the global market. Blocker's research tries to fill this gap by defining proactive customer orientation and assessing its importance from the perspective of customers themselves.

Blocker has studied customer value—a concept that is emerging as the central idea in the field of marketing—across a spectrum of cross-cultural contexts. His recent findings, published in the *Journal of the Academy of Marketing Science,* discuss how value creation has taken on a future-oriented perspective worldwide. The paper's title is "Proactive Customer Orientation and its Role for Creating Customer Value in Global Markets." Blocker and co-authors Daniel Flint and Matthew Myers of the University of Tennessee and Stan Slater of Colorado State University explain how investing in proactive anticipation reflects the leading edge of customer value creation.

"If you want a sustainable advantage in your markets into the future, this is where you have to invest," Blocker said. "It's a 'where do we go next?' kind of dialogue that sophisticated companies are driving forward with their customers."

Using phone and online surveys, Blocker examined 800 businesses in 19 industries and across five countries, asking managers about the nature and importance of proactive anticipation in their business relationships. Managers in India, Singapore, Sweden, the United Kingdom and the United States evaluated a key technology provider for their firms to give insight into what their company values from important business relationships.

"I was really trying to understand the landscape of customer value drivers in the global marketplace," he said. "The real surprise came when we found that proactive customer orientation was the most consistent driver of value within each country sample across the five-country data set."

This showed Blocker that highly responsive suppliers go beyond responding effectively to requests. Rather, "leading providers engage in proactive customer orientation by really studying their customers, getting inside their worlds, understanding their industries and strategies, and by constantly looking for clues that might reveal changes in what they value." They don't stop at just talk; they successfully translate this learning and dialogue into innovative solutions.

Blocker presented statements like "This provider excels at anticipating changes before we even ask." In addition, before conducting the quantitative study, Blocker conducted a qualitative inquiry by interviewing 10 managers to discover their views and develop an understanding of proactive customer orientation. Over the course of several interviews, managers described how their best providers helped them address their firm's evolving needs. "You really have to have those conversations and hear it from their voices," he said. This qualitative discovery helped Blocker create an effective measure for proactive customer orientation that would tap into managers' day-to-day experiences.

He also discovered that most firms are not proactive with customers. Blocker said at best, most are fairly responsive. That's partly because providers misunderstand or underestimate what proactivity means to customers. And some just believe they have better things to do.

"It takes a lot of work to understand a customer well enough to discover and anticipate their latent needs," Blocker said. "Good marketers are always trying to figure out what's next for their customers and help them connect the dots. This is easier said than done."

Knowing this adds both relevance and urgency to his research.

"This is really about maintaining an edge in a hypercompetitive global marketplace," he said. "Business strategists are always looking for an edge. One way this research helps is by exploring the nature of proactive customer orientation as a capability for anticipating customers' futures. The fact that we found proactivity was the most consistently important driver in a relationship means it is something you can't ignore."

To view Blocker's article in the *Journal of the Academy of Marketing Science,* Vol. 39, No. 2, visit: **www.springerlink.com/content/0092-0703/39/2**

Business researchers often talk about what something looks like. Seeing how an activity occurs and discussing it helps sharpen the focus and improve the results.

HITTING THE FOCUS BUTTON

Two events, one in 2010 and another this year, honed that focus to a fine point. And an ongoing program at the McBride Center for International Business continues to bring international scholars to Baylor and send Baylor scholars abroad.

The 2010 event was a five-day symposium to celebrate the 25th anniversary of Baylor University's Center for Professional Selling. It was a research symposium like no other, with teams of scholars embarking on projects advancing the field of sales education.

About 50 attendees came from around the world for the event, which alumni contributions funded. Another two dozen participants served as reviewers for research projects. Ten teams each included at least one international faculty member as well as a young scholar, a mid-career scholar and a senior researcher. During the five days, the faculty developed research questions and outlines for articles, said Jeff Tanner, associate dean of Research and Faculty Development.

The teams worked extensively after the conference. They presented working papers at a May 2011 event hosted by the Academy of Marketing Science and heard feedback after standing-room-only sessions. The symposium took months of planning and will produce years of results. Andrea Dixon, executive director of the Center for Professional Selling, began planning the symposium about a year in advance to celebrate the Center's 25th anniversary.

Tanner said several things encouraged the research. "First, you are bringing people together who develop common interests and continue to collaborate," he said. Also, because each team includes veteran scholars, younger researchers receive continued encouragement to focus. Finally, the special anniversary issue of the *Journal of Personal Selling and Sales Management,* which is publishing the works, "is likely to be influential because of the content."

Another event was this year's Transformative Consumer Research conference (TCR), which encourages studies on "changing the world," said Brennan Davis, an assistant professor of Marketing who bid on bringing the event to Baylor. Donations allowed the university to provide food and housing for 100 attendees, which included international researchers who study how to transform the world by eliminating barriers between social change and business research.

Davis said those who follow the movement founded by David Mick of the University of Virginia challenge the ivory tower reputation of academia.

"We believe in the value of theory at a high level," Davis said. "We believe theory can be used and developed with the purpose of applying business principles to some of the world's biggest social problems."

Davis said both individuals and businesses are generous with donations for TCR, and research journals are interested in the work. "Very high level, respectable journals with plenty of content have contacted us," he said.

One of these is the *Journal of Business Research.* "It's not focused on social marketing or transformative marketing," Davis said. "It is interested in what we have to say to everyone, not just to smaller circles."

Twice-yearly McBride Fellowships continue to encourage international PhD students to study with professors to complete their dissertations. The program has produced more than a dozen co-authored papers either with former McBride Fellows or their dissertation supervisors. International students reciprocate by inviting Baylor faculty and PhD students to their universities.

"This collaboration has blossomed into really strong relationships," Tanner said. One TCR attendee is returning to Baylor as a McBride Fellow. Ten Fellows have gone through the program since 2005.

These activities set the agenda for research with an important international component. "We are using the conferences to develop relationships so that our research can be more global," Tanner said. "It puts a stake in the ground that we think these are important areas of research."

Visit the Baylor Business YouTube channel for videos of the **Center for Professional Selling** and the **Transformative Consumer Research conference:** **www.youtube.com/baylorbusiness**

Recently published books by faculty of Baylor University's Hankamer School of Business:

JAMES ROBERTS
Professor of Marketing
Ben H. Williams Professor of Marketing

Roberts, a leading researcher and expert on consumer behavior, wrote *Shiny Objects: Why We Spend Money We Don't Have in Search of Happiness We Can't Buy*, published by HarperOne, November 2011. Based upon the latest research on materialism and written in an easy to understand, upbeat style, with a touch of humor, *Shiny Objects* addresses how our obsession with possessions impacts our sense of self, the quality of our interactions with others, and our willingness to get involved in community affairs and social issues. Roberts' book helps readers examine their day-to-day behavior, offering tips and tools to change spending habits and develop smarter saving strategies. *Shiny Objects* reveals the key to reversing the devastating and ever-increasing effects of materialism in modern culture and explores how we can cultivate lives of real value. The book is available for purchase on Amazon.com and at Barnes & Noble.

PEDRO REYES
Associate Professor of Operations Management
Director, Center for Excellence in Supply Chain Management

Reyes, recognized as one of the world's foremost authorities on RFID technology, wrote *RFID in the Supply Chain,* published by The McGraw-Hill Companies, February 2011. The book offers insight to help companies decide whether, when and how to use RFID technology to improve supply chain management processes. Reyes includes 32 case studies of successful RFID implementation from companies like Gillette, Pro-X Pharmaceuticals and Walter Reed Army Medical Center to illustrate the range of RFID applications across industries. Along with a technical overview of RFID technology, coverage includes topics such as the advantages and limitations of RFID; RFID security and privacy concerns and solutions; improved supply chain visibility; and tracking, as well as a view of future implementations. The book is available for purchase on Amazon.com and at Barnes & Noble.

EXAMINING THE CONFLICTED MIDDLE AND B2B E-MARKETPLACES

When it comes to new technologies, associate professor of Information Systems **HOPE KOCH** *is always looking at how new technologies can help practitioners and how to minimize the struggles that often accompany change. This is what motivated her research into corporate procurement practices, which began a decade ago when companies began exploring how technology could be used in corporate purchasing.*

"From reading the trade press, executives felt that their companies should abandon their age-old procurement practices and replace them with Internet purchasing," Koch said.

Koch, along with her co-author Ulrike Schultze from Southern Methodist University, began to explore the Internet purchasing literature and found that it was silent on the conflicts associated with implementing electronic purchasing. Their research resulted in "Stuck in the Conflicted Middle: A Role-Theoretic Perspective on B2B E-Marketplaces," which was published in the top journal in the information systems field, *MIS Quarterly*.

"When we began exploring the implications of Internet purchasing in business situations, it was obvious that there were advantages to maintaining face-to-face relationships," Koch said. "While a purchaser may get better prices by looking for products in an online marketplace, like the corporate equivalent eBay, they don't build the social capital that can become necessary when the purchaser needs a favor."

To understand the situation more fully, Koch spent years researching procurement practices in the trucking, packaged goods and utility industries. She interviewed buyers, sellers and creators of electronic marketplaces. One of the most interesting cases was the utility industry's efforts to adopt electronic purchasing as a strategy to prepare for energy deregulation.

"Before deregulation, the mission for the utility companies was, literally, to keep the lights on," Koch said. "Because they were regulated, they didn't worry much about price because they could pass the cost on to the customers. After deregulation, they had to start thinking about more competitive pricing to be more cost competitive."

Energy X sought to help the utilities prepare for deregulation by creating an electronic marketplace with electronic catalogs and reverse auctions. While creating a marketplace to facilitate comparison-shopping seemed like a great strategy for reducing costs, the electronic marketplace did not account for the value of past relationships.

"While management was pushing the buyers to purchase at the lowest cost on the electronic marketplace, the buyers were concerned about maintaining relationships with suppliers that could help them during an emergency," Koch said. "It was important for the purchasers to know that if there was a hurricane, the supplier could deliver things, like wooden utility poles, in a hurry."

In the beginning, Energy X faced tremendous reluctance both from the utilities and from the suppliers who did not want to be compared openly against their competitors. Some suppliers refused to join altogether. Other utilities used the resource, but then followed up with contacting former vendors (in some cases the same ones they were getting bids from through Energy X). To survive, the utility e-marketplace modified its business model to accommodate personal relationships.

"This is what we call the conflicted middle," Koch said. "Business-to-business e-marketplaces evolved from a vision of a true electronic marketplace like an Amazon or an eBay to a hybrid structure that supports both electronic purchasing and relationships."

Energy X recreated itself as a supply-chain expert. Its focus shifted to concentrating less on technology and spending about 75 percent of its efforts on taking the cost out of the supply chain.

"This is a common situation for practitioners," Koch said. "Many times new technology becomes available, but before they really jump into it, we have to look at the real business value and figure out how best to use it."

Koch's research has evolved from business-to-business electronic marketplaces, to corporate uses of social media. She is currently involved in projects that look at using social media in new hire acclimation programs and in creating corporate knowledge management repositories.

"So many businesses are adopting new technology, like having a Facebook page or using Twitter, because they think they're supposed to," Koch said. "But I want to really look at the best uses of the technology and figure out how it can be the biggest benefit to practitioners. It's almost worse if they jump in without any idea of why they're doing something."

To view Koch's article in *MIS Quarterly*, Vol. 35, No. 1, visit: **www.misq.org/contents-35-1**

EMPLOYEES WHO PRACTICE REGULAR ACTS OF DECEPTION TO MISLEAD THEIR BOSSES *—and recent Baylor research shows 90 percent admit to deception at least sometimes—* **SHOULD BE PREPARED FOR NEGATIVE CONSEQUENCES.**

THE TANGLED WEB OF DECEPTION

That's because the boss is likely to see through the deception, especially if it becomes woven into a long-term relationship. And when the boss does recognize it, the outcome may be the opposite of what the employee hoped would happen.

When **JOHN CARLSON,** associate professor of Information Systems, began studying deception in the workplace, he was not surprised to find it.

"We know deception occurs in everyday social conversation," he said. "To think it does not occur at work would be naïve."

His co-authors—**DAWN CARLSON,** professor of Management and the H.R. Gibson Chair in Management Development, and **MERIDETH FERGUSON,** assistant professor of Management—have worked on similar organizational issues. Dawn Carlson has studied deviant work behaviors, and Ferguson's primary research is in two areas: the dark side of organizations, or "bad employee behavior that managers would love to do away with," and issues related to the work-family interface.

But studying impression management through the lens of deception was a new area for all three.

"Deception has been a topic of interest of mine for several years," John Carlson said. "We don't know everything about it, and this is the first paper to really look at these issues together."

He understood that employees might be tempted to employ deception when success is vital to their livelihood. But he wanted to discover whether the behavior earned a payoff. The short answer is no—mainly because too many lies must be "managed and reinforced over the duration of a relationship," he writes in the paper published in the *Journal of Business Ethics*, "Deceptive Impression Management: Does Deception Pay in Established Workplace Relationships?"

The line between deceptive and non-deceptive impression management is a fine one, but does exist.

"Impression management can be completely truthful," John Carlson said. "There are all sorts of impression management behaviors that we all engage in without thought or intentionality." Impression management can include such positive behaviors as arriving at work before the boss or smiling frequently.

Deception, however, is intentional and occurs, for example, when a subordinate knows that the supervisor's idea is a bad one, and does not say so—especially if he knows it is his job to speak up.

"If it's a bad idea and the subordinate knows he is expected to provide that honest feedback and does not, he is being deceptive," John Carlson said.

Continued on Next Page >

THE TANGLED WEB OF DECEPTION cont.

To collect data, the researchers surveyed 59 supervisors at a state agency. Each leader completed a survey on up to five subordinates. Each subordinate received, by mail, a survey to complete. The results include 171 surveys in which employees were asked to rate the following six statements on a five-point scale, with "never" on one end and "almost always" on the other:

- *Show him/her that you share his/her enthusiasm about his/her new idea even when you many not actually like it.*
- *Smile frequently to express enthusiasm/interest about something he/she is interested in even if you do not like it.*
- *Agree with your immediate supervisor's major opinions outwardly even when you disagree inwardly.*
- *Make up an excuse when your supervisor is not completely satisfied with what you have done.*
- *Describe an event to your supervisor so that it appears more positive than it really is.*
- *Describe your actions to your boss so that you get more credit for an outcome than you deserve.*

John Carlson said the researchers posed the questions this way because asking about non-specific events in an indirect way is easier for people to answer than the more direct, "How often do you lie to your boss?" Ninety percent of workers agreed with some of the statements, and 90 percent did not strongly disagree with everything.

Because deceptive impression management involves two difficult aspects—the deception (both the lie itself and reinforcing it over a period of time) and the impression management activity—unmasking seemed likely.

"So our initial thinking was, probably this is going to backfire," John Carlson said. "Maybe not right away or in every instance, but supervisors are going to find out, and the deception will color their perspective about subordinates in a negative way. That's what we found."

Dawn Carlson said this was the first time for the three to work together, and the combination worked well for several reasons. Their areas of research are similar and the co-authors are all Baylor professors.

"It helps to be face-to-face," Dawn Carlson said. "And we all have similar views about the importance of ethics, and that has to do with being at Baylor."

Although she has done previous research on impression management and how tactics that subordinates use affect behavior and evaluations, she had not looked at the issue through the lens of deception. Well-executed impression management can really help an employee, she noted. "Honesty pays."

Although she was surprised that 90 percent of people admitted to some deception, the finding was consistent with research about deviant behaviors in organizations.

"Deviant behavior means taking office supplies home, or leaving early, or playing on the computer while at work," Dawn Carlson said.

Ferguson noted that her role in the research was largely methodology. The supervisor/subordinate responses needed to match, and that was her area because of previous experience. But she enjoys studying dark employee behaviors that beset managers, like incivility or unproductiveness at work.

"I find motivations to engage in bad behavior very interesting," Ferguson said.

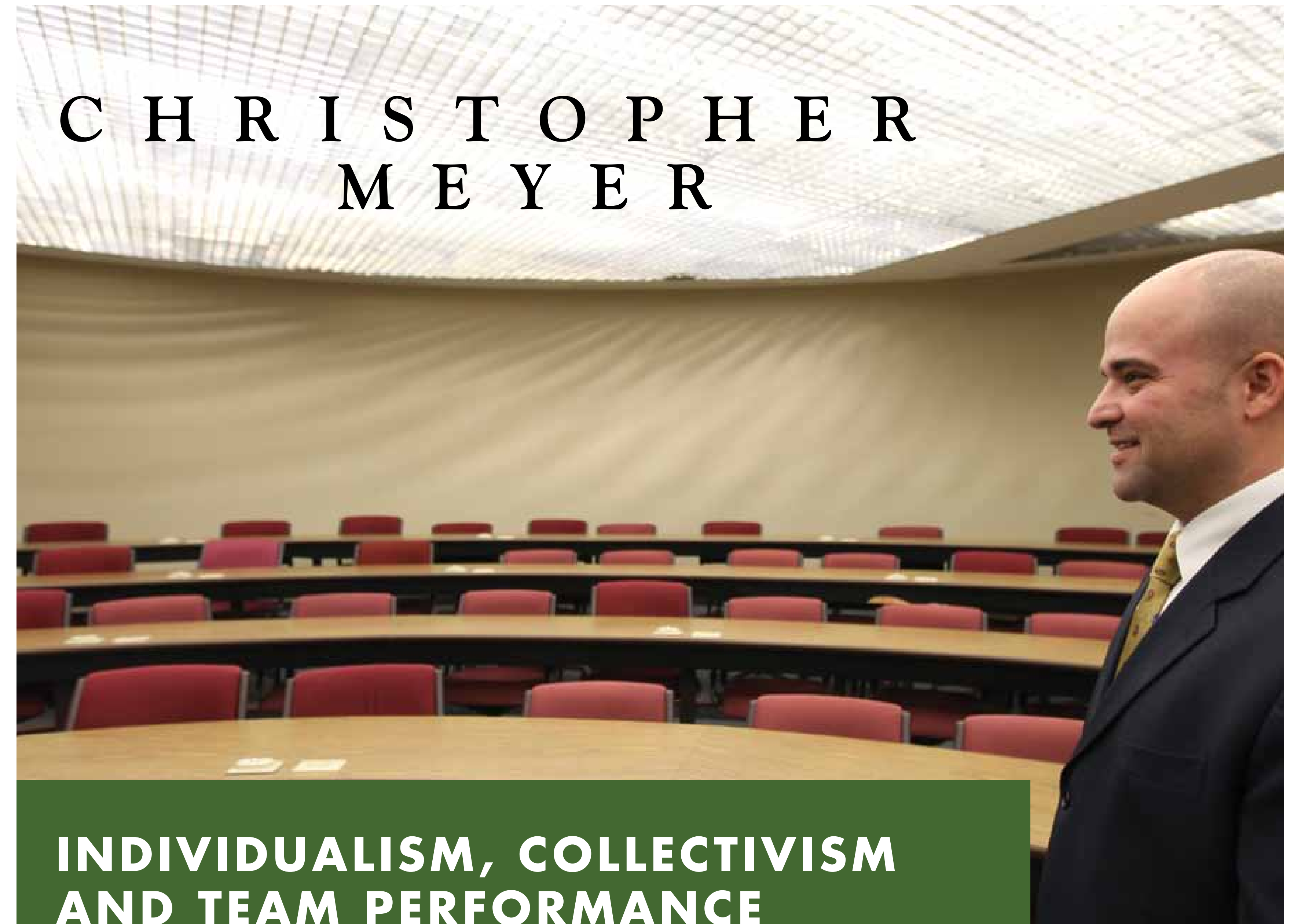
John Carlson expects to do more with the research.

"We have all worked with people we see engaging in some of these behaviors, and my tendency would be to think they are getting away with it," he said. "But we found here that it is not viewed as acceptable conduct. The results say people are not getting away with it. They are engaging in it, and it is backfiring. And yet they are still doing it, which is interesting."

He plans to expand on the research by asking if employees can "change course."

"If they do [change course], will that have any effect—because your supervisor will look at everything you do critically," he said.

To view the researchers' article in the *Journal of Business Ethics*, Vol. 100, No. 3, visit: www.springerlink.com/content/0167-4544/100/3



INDIVIDUALISM, COLLECTIVISM AND TEAM PERFORMANCE

Thinking about how businesses use teams, and how those teams are comprised, led associate professor of Management **CHRISTOPHER MEYER** *to wonder about individual differences of the team members and how those differences can determine the overall success or failure of the team.*

"There's been a lot of research in the past that puts people into one of two categories," Meyer said. "It says that people are either individualists or collectivists, and that is based almost entirely on their cultural background."

For example, people who grew up in the United States are thought to be individualists, motivated by what is good for them personally, and independent and self-reliant. People who grew up in China (or most Asian cultures), on the other hand, are thought to be collectivists, motivated by the good of the group, relying on others and placing priority on the group rather than self.

"But when I starting talking about this with my colleagues, I realized that I don't buy that," Meyer said. "I don't think I'm strictly in one category or another. By the cultural definition, I would be considered an individualist. But I care about my family; I have friends who I look out for. And that's not unique. I just don't buy that we are either only individualists or only collectivists."

He began discussing his thoughts with colleagues John Wagner and John Hollenbeck from Michigan State University, and Stephen Humphrey, from Pennsylvania State University. The four eventually collaborated to write a paper, "Individualism-Collectivism and Team Member Performance: Another Look," which was published in the *Journal of Organizational Behavior*.

"Together we came up with the idea that people can be ontological individualists or collectivists—that is, they define themselves as an individual or as part of a group—or utilitarian individualists or collectivists—for the task at hand they desire to work as individualists or collectivists," Meyer said. "While there is a cultural aspect to it, it's also your deep seeded belief structure."

Utilitarian individualists satisfy personal aspirations and concerns through individual pursuits. Utilitarian collectivists see life as an effort by members of a collective to fulfill shared desires through joint pursuits.

Ontological individualists believe that the individual is the primary concern in society and see social groups as secondary. Ontological collectivists view groups as the basic unit of humanity.

"We started thinking about how many organizations use work groups in businesses today, and about the research that said groups perform better and complete tasks more efficiently if the people in them are collectivists," Meyer said. "But we disagreed that collectivists do better. We know that most tasks take both individual and collective motivation to get done. So if you have a mix of people with both traits, from both ends of the spectrum, we wondered if you would get a better outcome."

The researchers then set out to develop a measure, based on previous work, to determine if a person's outlook was more utilitarian or collective. They tested graduate students at Michigan State University and chose participants for their study.

Continued on Next Page >

AACSB ACCREDITED

focus

Produced by Baylor University's Hankamer School of Business
Writers: Barbara Elmore, Franci Rogers and Kristin Todd Stires
Editor: Kristin Todd Stires
Associate Dean of Research and Faculty Development: Jeff Tanner, jeff_tanner@baylor.edu
www.baylor.edu/business/research

100% Recycled Paper

INDIVIDUALISM, COLLECTIVISM AND TEAM PERFORMANCE cont.

Participants were given two types of tasks to complete. Both had components that required individual as well as group performance to do well. The first task was considered a "tight" task: participants did not have a lot of freedom in the choices they made to accomplish the task successfully. The task itself needed to be important.

"It's like assembly line work, where there are tight constraints and less opportunity for individualism," Meyer said.

The second task was considered more "loose": it had room for individual inputs and fewer constraints, "more like writing a paper or a novel," Meyer said.

In both tasks, speed and accuracy was recorded.

"Our prediction was that if you had teams with diversity of traits, you would have a better outcome," he said.

While their hypothesis was supported for speed (the more diverse teams did better), it was not for accuracy.

"Homogenous combinations (all individualists or all collectivists) do better in accuracy," Meyer said. "We think it's because consistency is more important for accuracy, but we don't have data to support that yet."

Next, the researchers looked at how performance was affected by the way the teams were structured: tight or loose interdependence on other team members. They hypothesized that the tighter the interdependence, the less individualism would matter to the outcome.

While they found that there was no difference when the interdependence was strong, they did find that it was an important predictor when it was weaker or loose. In that instance, both individualists and collectivists had better performance.

Meyer wants to do further research into how the factors can combine to show other possible ways to enhance a team's performance.

"We do so much work in teams, even self-appointed teams," he said. "That's the way work is moving. And what this research shows is that while we need people who work well in a collective setting, we need people to be individuals as well to get the maximum performance."

Meyer also hopes that organizations will look to research when they think about how their business are structured.

"We don't take enough time to think about how we form our teams. We just throw people together and hope for the best," he said. "But we're expecting chance to give us a better outcome when we can build teams that will work better. It takes time and effort, but if we fill positions and create teams based on what we know, we can get a better outcome."

Meyer believes that employee retention and satisfaction can also be affected by his findings.

"If we know people have different motivations, we need to reward them in different ways, too," he said. "In the best case scenario, you've got a variety of types on your team, so they need to be rewarded in a variety of ways, too. Especially in teams, we tend to forget that people need to be recognized and rewarded as individuals, too."

In the future, Meyer hopes to find additional ways to help organizations by continuing to research the most practical and successful ways to structure teams.

"We can have such a big impact on outcomes if we put the time in at the beginning," he said. "Think of sports teams. The really successful ones have made a conscious, sometimes very long-term effort to get just the right people into just the right positions. Business has to start thinking more that way, too."

To view Meyer's article in the *Journal of Organizational Behavior,* visit **http://onlinelibrary.wiley.com/doi/10.1002/job.783/abstract**

Baylor Business
Hankamer School of Business
focus
CURRENT FACULTY RESEARCH

HANKAMER SCHOOL OF BUSINESS
One Bear Place #98009
Waco, TX 76798-8009
BAYLOR UNIVERSITY
1845

NONPROFIT ORGANIZATION
U.S. POSTAGE
PAID
BAYLOR
UNIVERSITY