



Revised August 27th, 2018

Harrison B. Pugh

Department of Marketing • College of Business • Florida State University
Tallahassee, FL 32306 • Phone: (504) 383-3848 • www.harrisonpugh.com • hpugh@fsu.edu

EDUCATION

Ph.D., Marketing, dissertation proposal defended, expected completion May 2019
Florida State University, Department of Marketing, College of Business

B.S., Multinational Business Operations, 2006 Cum Laude
Florida State University, Department of Marketing, College of Business
Minor in Mandarin Chinese

HONORARY APPOINTMENTS AND AWARDS

Research Fellow (2016 – present), Center for Sales and Marketing Strategy, University of Washington

William O. Bearden Doctoral Research Award Winner (2018), Southeast Marketing Symposium, University of Alabama

AMA-Sheth Consortium Fellow (2017), AMA-Sheth Foundation Doctoral Consortium, University of Iowa

Florida State University's Outstanding Teaching Assistant Award Nomination (2017-2018)

Graduate Student Research and Creativity Award Nomination (2017-2018)

ISBM Ph.D. Seminar Series Scholarship Recipient (2016)

RESEARCH INTERESTS

Multimethod strategy research concerning how dynamic relationships impact B2B and B2C firms; sales management, customer-company identification, and service failure and recovery.

PUBLISHED RESEARCH

Pugh, Harrison B., Michael K. Brady, and Lucas M. Hopkins (2018), "A Customer Scored: Effects of Employee Reprimands in Frontline Service Encounters," *Journal of Service Research*, 21 (2), 219–34. <http://journals.sagepub.com/doi/10.1177/1094670517746777>

WORKING PAPERS

Pugh, Harrison B., Colleen M. Harmeling, Michael K. Brady, and Robert W. Palmatier, "Identity-Based Defectors: Unique Psychological States and Reacquisition Strategies," firm data collected and analyzed (includes all transactions and marketing communications to 4,186 defectors from a multinational charitable organization), currently designing field study, expected submission to *Journal of Marketing* fall 2018.

Pugh, Harrison B., Colleen M. Harmeling, Michael K. Brady, and Robert W. Palmatier, "Effective Win-back Window Strategies," firm data collected and analyzed (28,947 customers' transactions and marketing communications), expected submission to *Journal of Marketing* spring 2019.

† selected as the winner of the 2018 William O. Bearden Doctoral Research Award

WORKING PAPERS (CONTINUED)

Pugh, Harrison B., and Clay M. Voorhees, “A Tobit Method of Controlling for Selection Bias on Continuous Variables,” currently planning simulations, expected submission to *Journal of the Academy of Marketing Science* spring 2019.

Bonney, Leff, Bryan Hochstein, and **Harrison B. Pugh**, “Situational Awareness: Adaptive Strategies for Maximizing Salesforce Effectiveness,” four field studies analyzed, secondary data collected, expected submission to *Journal of Marketing* fall 2019.

Zhang, Jonathan Z., **Harrison B. Pugh**, Colleen M. Harmeling, and Robert W. Palmatier, “Managing First Impressions: The Impact of Customer Acquisition States on Long-term Relationships,” firm data collected (includes all transactions and interactions between the firm and 140,000 customers over 12 years), planning to use hidden Markov model to model customer states, expected submission to *Journal of Marketing Research* fall 2019.

CONFERENCE PRESENTATIONS

***Pugh, Harrison B.**, Colleen M. Harmeling, Michael K. Brady, and Robert W. Palmatier, “Investigating the Win-back Window: Effective Strategies for Reactivating Lost Donors,” presented at the *2018 AMA Winter Educator’s Conference*, New Orleans, LA.

Korper, Ana K., Hannes Fleischer, ***Harrison B. Pugh**, Jan Millemann, Simon Hazée, Thorsten Gruber, Treasa Kearney, Luc Vandenhoeck, Reiner Vandenstein, Jay Kandampully, and Michael K. Brady, “The Matching Place,” presented at the *2017 Let’s Talk About Service Research Symposium*, Antwerp, Belgium.

***Pugh, Harrison B.**, Michael K. Brady, and Lucas M. Hopkins, “A Customer Scorned: Effects of Employee Reprimands in Frontline Service Encounters,” presented at the *2017 Southeast Marketing Symposium*, Lexington, KY.

***Pugh, Harrison B.**, Michael K. Brady, and Lucas M. Hopkins, “A Customer Scorned: Effects of Employee Reprimands in Frontline Service Encounters,” presented at the *2016 Frontiers in Service Conference*, Bergen, Norway.

Note: asterisk (*) denotes presenter

DISSERTATION COMMITTEE

Dr. Michael K. Brady (chair), Dr. Colleen M. Harmeling, Dr. R. Michael Holmes (university representative), Dr. Charles F. Hofacker, Dr. Robert W. Palmatier

SERVICE

Ad Hoc Reviewer

Journal of Service Research (2017)

Journal of Marketing Management (2017)

SERVICE (CONTINUED)

Conference-Related Reviewer

2017 AMS Annual Conference

2016 AMA Marketing Educators' Conference, Services and Retail Marketing Track.

Session Chair

2016 *Frontiers in Service Conference*, Bergen, Norway

2015 *Southeast Marketing Symposium*, Tallahassee, FL.

Committee Member

2015 Dean of the College of Business Search Committee – Search Committee Member

2015 Graduate Policy Committee – Review Subcommittee Student Representative

ACADEMIC AND PROFESSIONAL ASSOCIATIONS

Let's Talk About Service (LTAS) 2017 Conference Invitee

Center for Service Leadership 2017 Annual Meeting Invitee, Arizona State University

Institute for the Study of Business Markets (ISBM) Ph.D. Seminar Series and Camp (2016)

American Marketing Association (Service SIG)

Beta Gamma Sigma Honor Society

TEACHING – FLORIDA STATE UNIVERSITY

Course Instructor

Basic Marketing Concepts (summer 2015); 4.69 instructor rating, 5-point scale

Market Research (summer 2018); 4.76 instructor rating, 5-point scale

Course Manager; Basic Marketing Concepts; (2016-present, 750-925 students/semester)

Guest Lecturer;

Consumer Behavior (summer 2017)

Professional Selling (spring 2017, fall 2017)

Advanced Selling (spring 2017)

Basic Marketing Concepts (fall 2015)

Teaching Assistant;

Basic Marketing Concepts

Online Course; Dr. Michael Brady (fall 2014-present, 750-925 students/semester)

On-campus Course

Dr. Michael Brady (fall 2014, approximately 300 students)

Dr. Lucas Hopkins (spring 2015, approximately 300 students)

Marketing Strategy in the Global Environment

Dr. Leff Bonney (summer 2017)

INDUSTRY EMPLOYMENT HISTORY

More than 15 years of sales and frontline service management experience in hospitality and technology industries.

SELECTED ABSTRACTS

Pugh, Harrison B., Colleen M. Harmeling, Michael K. Brady, and Robert W. Palmatier, “Identity-Based Defectors: Unique Psychological States and Reacquisition Strategies,” firm data collected and analyzed (includes all transactions and marketing communications to 4,186 defectors from a multinational charitable organization), currently designing field study, expected submission to *Journal of Marketing* fall 2018.

Firms often engage with defected customers in hopes of reacquisition. This research proposes that the reason a customer defects, whether lackluster performance by the company (a performance-based defection) or a deviation between the identity of the customer and the perceived identity of the company (an identity-based defection), leaves defectors in different psychological states. In turn, these two types of defectors respond differently to communications sent during the win-back window, the critical period after customer defection in which firms must work to reengage the defected customer. Therefore, a customer’s reason for defection determines the most effective means to reacquire these customers, yet most firms do not differentiate between identity- and performance-based defectors. In a two-study, multimethod design based on a social identity theory framework, this research examines how different communications delivered in the win-back window affect reacquisition of identity- versus performance-based defectors. In Study 1, experimental data empirically differentiate between the psychological effects of identity- and performance-based defections. Building on Study 1, Study 2 analyzes twelve years of firm-provided, longitudinal data on 4,186 defected customers’ marketing communications and payments (accounting for \$11.5 million in revenue) to suggest that reaffirmation communications (i.e., those focusing on the breadth of relationship benefits) are more likely to recover identity-based defectors whereas reacquisition communications (focusing on what the firm needs from the customer) are more likely to reacquire performance-based defectors.

Pugh, Harrison B., Colleen M. Harmeling, Michael K. Brady, and Robert W. Palmatier, “Effective Win-back Window Strategies,” firm data collected and analyzed (28,947 customers’ transactions and marketing communications), expected submission to *Journal of Marketing* spring 2019.

† selected as the winner of the 2018 William O. Bearden Doctoral Research Award

In a three-study, multimethod design, this research examines how different marketing strategies in the win-back window affect reacquisition based on customers’ mode of defection, either active (where customers explicitly make the decision to cancel future services or close their account) or passive (where customers defect due to instances of credit card decline or expiration, or not making a scheduled payment). Of 28,947 defected customers of a large organization, we find that 60% left passively, without indicating to the firm their intent to do so. In Study 1, analyses of five years of firm-provided, longitudinal data on defected customers’ payments and marketing communications suggest that targeted win-back strategies are more likely to recover active defectors, whereas cross-selling strategies and loyalty initiatives are more likely to recover passive defectors. Model-free evidence suggests that applying the most effective reacquisition strategy could yield an additional \$21 million per year to the focal firm.

SELECTED ABSTRACTS (CONTINUED)

Pugh, Harrison B., and Clay M. Voorhees, “A Tobit Method of Controlling for Selection Bias on Continuous Variables,” currently planning simulations, expected submission to *Journal of the Academy of Marketing Science* spring 2019.

Heckman’s (1979) two-stage correction for selection on binary variables is often used to correct for selection bias. However, this method is less than ideal for use on continuous variables. There are several potential problems with using this approach with continuous variables, the researchers’ justification for chosen cut-off points and discarding information in the possible confounder. This research proposes using a two-step Tobit selection bias correction for selection on continuous variables.

Bonney, Leff, Bryan Hochstein, and **Harrison B. Pugh**, “Situational Awareness: Adaptive Strategies for Maximizing Salesforce Effectiveness,” four field studies analyzed, secondary data collected, expected submission to *Journal of Marketing* fall 2019.

This research supports the idea that situational awareness during a sales call has effects over and above other attributes of consultative salespeople. Four field studies with a partner firm have shown situational awareness, or the ability to sense and adapt to changing situations during the call, can have effects greater than preemptively matching salespeople’s strengths to what is expected to be needed in the sales call. Secondary data concerning both salespeople and target firms has been collected for future use in identifying moderators of this effect.

REFERENCES

Dr. Michael K. Brady (Committee Chair)

Bob Sasser Professor of Marketing

Department Chair

Department of Marketing

Florida State University

mbrady@fsu.edu

(850) 644-7853

Dr. Colleen M. Harmeling (Committee Member)

Assistant Professor

Dean's Emerging Scholar

Department of Marketing

Florida State University

charmeling@business.fsu.edu

(850) 644-7449

Dr. Charles Hofacker (Committee Member)

Carl DeSantis Professor of Business Administration

Department of Marketing

Florida State University

chofack@business.fsu.edu

(850) 644-7864

Dr. Robert W. Palmatier (Committee Member)

Professor of Marketing

John C. Narver Endowed Professor in Business Administration

Research Director of the Center for Sales and Marketing Strategy

University of Washington

palmatr@uw.edu

(206) 913-3388

Dr. Clay M. Voorhees

Morris L. Mayer Endowed Chair for Teaching Excellence in Marketing

Department of Marketing

University of Alabama

cmvoorhees@ua.edu

(517) 648-7001