



Devarajan (Deva) RANGARAJAN

Ph.D. in Marketing

Full Professor, International Negotiation and Sales
Management

Academic Director

d.rangarajan@ieseg.fr

EDUCATION

2003 Ph.D. in Marketing, C. T. Bauer College of Business, Unknown

PROFESSIONAL EXPERIENCE

ACADEMIC:

2021 - Present Professor, IÉSEG School of Management, France

2017 - 2021 Associate Professor, Ball State University

2003 - 2017 Assistant/Associate Professor/Professor, Vlerick Business School

COURSES TAUGHT

- Sales techniques, Grande ecole (bachelor cycle)
- Relationship management and loyalty, Grande ecole (master cycle)
- Crm and loyalty, Msc in digital marketing and crm

INTELLECTUAL CONTRIBUTIONS

Papers in refereed journals

Published

Goel A., Baliga A. J., Rangarajan D., Lussier B., (2025), Technology use in B2B sales: examining the extant literature and identifying future research opportunities using morphological analysis, *Journal of Personal Selling and Sales Management*, 45(1), pp. 82-98

Mukhopadhyay S., Harri T., Rangarajan D., Singh R., (2025), Enhancing B2B Sales Through Digital Transformation: Insights into Effective Sales Enablement, *Industrial Marketing Management*, 125(2025), pp. 29-47

Rangarajan D., Giovannetti M., Sharma A., Cardinali S., Cedrola E., (2024), Understanding the enduring shifts in sales strategy and processes caused by the covid 19 pandemic, *Journal of Business & Industrial Marketing*, 39(4), pp. 735-756

Rangarajan D., Amitabh Anand A., Singh S., Bowen M., (2024), Strategic Renewal during Crises - A Pragmatist Proposition for Multinational Enterprises in a Globalized World, *Journal of International Management*, 30(3), pp. 101134

- Rangarajan D., McClure C., Epler R., Schmitt L., (2024), AI in Sales: Laying the Foundations for Future Research, *Journal of Personal Selling and Sales Management*, 44(2), pp. 108-127
- Rangarajan D., Amitabh Anand A., Bowen M., Vessal S., Spivack A., (2023), The Role of Ethics in B2B Marketing, *Industrial Marketing Management*, 115(2023), pp. 421-438
- Rangarajan D., Amitabh Anand A., Bowen M., (2023), To Be or Not to Be: A Review of The (Un)Ethical Salespeople Literature, *Journal of Business & Industrial Marketing*, 38(9), pp. 1837-1851
- Rangarajan D., Dugan R., Deeter-Schmelz D., Chaker N., Itani O., Agnihotri R., Nowlin E., (2023), Preparing for, Withstanding, and Learning from Sales Crises: Implications and a Future Research Agenda, *Journal of Personal Selling and Sales Management*, 43(2), pp. 89-104
- Rangarajan D., Hochstein B., Platt A., Voorhees C., Nagel D., Mehrotra V., (2023), Customer Success Management, Customer Health, and Retention in B2B Industries, *International Journal of Research in Marketing*, 40(04), pp. 912-932
- Rangarajan D., Itani O., Badrinarayanan V., (2023), The Impact of Business-to-Business Salespeople's Social Media Use on Value Co-Creation and Cross/up-selling: The Role of Social Capital, *European Journal of Marketing*, 57(3), pp. 683-717
- Giovannetti M., Rangarajan D., Sharma A., Cardinali S., Cedrola E., (2022), Understanding Salespeople's Resistance To, And Acceptance And Leadership Of Customer-Driven Change, *Industrial Marketing Management*, 107(2022), pp. 433-449
- Fletcher-Chen C., Sharma A., Rangarajan D., (2022), Examining Supplier, Buyer, and Customer Triads: The Critical Role of Conflict in Interaction Processes and Product/Service Innovations, *Industrial Marketing Management*, 107(November), pp. 337-352
- Lauzi F., Westphal J., Rangarajan D., Schafers T., Marianne-Perono C., De Juan-Vigeray M., (2022), Understanding Sales Enablement in Complex B2B Companies - Uncovering Similarities and Differences in a Cross-Functional and Multi-Level Case Study, *Industrial Marketing Management*, 108(2023), pp. 47-64
- Rangarajan D., Badrinarayanan V., Sharma A., Singh R., Sridhar G., (2022), Left to their own devices? Antecedents and contingent effects of workplace anxiety in the WFH selling environment, *Journal of Business & Industrial Marketing*, 37(11), pp. 2361-2379
- Rangarajan D., Hochstein B., Duane Nagel D., Lyngdoh T., (2022), Sales complexity and value appropriation: a taxonomy of sales situations, *Journal of Business & Industrial Marketing*, 37(11), pp. 2298-2314
- Rangarajan D., Lussier B., Hartmann N., Chaker N., (2022), Lone Wolf Tendency and Ethical Behaviors in Sales: Examining the Roles of Perceived Supervisor Support and Salesperson Self-Efficacy ?, *Industrial Marketing Management*, 104(July), pp. 304-316
- Bowen M., Rangarajan D., Lai-Bennejean C., Haas A., (2021), Social Media Usage by Salespeople: Impact of Pro-Active Servicing and Peer Usage on Salesperson Performance. *Industrial Marketing Management*, 96.(July), pp. 166-182
- Rangarajan D., Chaker N., Hochstein B., Nagel D., Hartmann N., (2021), Transitioning from Reactive to Proactive Strategy and Tactics: Customer Success Management and the Modularization of Frontline Roles., *Journal of Service Research*, 24(4), pp. 601-621
- Rangarajan D., Sharma A., Lyngdoh T., Paesbrugghe B., (2021), Business-to-business selling in the post COVID-19 era: Developing an adaptive and hybrid salesforce, *Business Horizons*, 64(5), pp. 647-658
- Gelb B., Rangarajan D., Hochstein B., Blaisdell M., (2020), One Approach to Repeat Business: "Customer Success Managers", *Rutgers Business Review*, 5(1), pp. 13-27
- Hochstein B., Rangarajan D., Mehta N., Kocher D., (2020), An Industry/Academic Perspective on the Emerging Customer Success Phenomenon., *Journal of Service Research*, 23(1), pp. 3-7
- Paesbrugghe B., Rangarajan D., Sharma A., Hochstein B., (2020), Evaluation of Salespeople by the Purchasing Function: Implications for the Evolving Role of Salespeople, *Journal of Personal Selling and Sales Management*, 40(4), pp. 289-305
- Rangarajan D., Dugan R., Bolander W., Deeter-Schmelz D., Pullins E., Le Bon J., Agnihotri R., (2020), Sales Management, Education, and Scholarship Across Cultures: Early Findings from a Global Study and an Agenda for Future Research., *Journal of Personal Selling and Sales Management*, 40(3), pp. 198-212
- Rangarajan D., Dugan R., Rouziou M., Kunkle M., (2020), People, Process, Performance: Setting an Agenda for Sales Enablement Research, *Journal of Personal Selling and Sales Management*, 40(3), pp. 213-220

- Sharma A., Rangarajan D., Paesbrugghe B., (2020), Increasing Resilience by Creating an Adaptive Salesforce, *Industrial Marketing Management*, 88(7), pp. 238-246
- Gelb B., Hallikainen H., Rangarajan D., Laukanen T., (2019), How Big Data Can Transform Outcomes and Opportunities, *Rutgers Business Review*, 4(1), pp. 46-60
- Guenzi P., Rangarajan D., Chaker N., Sajtos L., (2019), It's All in Good Humor? Examining the impact of salesperson evaluations of leader humor on salesperson job satisfaction and job stress., *Journal of Personal Selling and Sales Management*, 39(4), pp. 352-369
- Peasley M., Rangarajan D., Paesbrugghe B., Srivastava R., Stewart G., (2019), The Impact of Adverse Life Events on Salesperson Relationships with Customers, *Journal of Business & Industrial Marketing*, 36(12), pp. 2126–2138
- Paesbrugghe B., Sharma A., Rangarajan D., Boute R., (2018), Aligning Sales and Operations Management: An Agenda for Inquiry, *Journal of Personal Selling and Sales Management*, 38(2), pp. 220-240
- Paesbrugghe B., Sharma A., Rangarajan D., Niladri S., (2018), Personal Selling and the Purchasing Function: Where do We Go From Here?, *Journal of Personal Selling and Sales Management*, 38(1), pp. 123-143
- Wille L., Rangarajan D., Weijters B., van Hoya G., Carpentier M., (2018), To Be Yourself or to Be Your Ideal Self? Potential Applicants' Perceptions of Actual and Ideal Self-Congruity, *Journal of Personnel Psychology*, 17(3), pp. 107-119
- Paesbrugghe B., Rangarajan D., Sharma A., Syam N., Jha S., (2017), Purchasing-driven sales: Matching sales strategies to the evolution of the purchasing function, *Industrial Marketing Management*, 62(April 2017), pp. 171-184
- Rangarajan D., Gelb B., Vandaveer A., (2017), Strategic personal branding-And how it pays off. Business Horizons, *Business Horizons*, 60(5), pp. 657-666
- Verleye K., Rangarajan D., Gemmel P., (2016), Engaged Customers as Job Resources or Demands for Frontline Employees?, *Journal of Service Theory and Practice*, 26(3), pp. 363-383
- Gelb B., Rangarajan D., (2014), Employee Contributions to Brand Equity. California Management Review, *California Management Review*, 56(2), pp. 95-112
- Verleye K., Rangarajan D., Gemmel P., (2014), Managing Engagement Behaviors in a Network of Customers and Stakeholders: Evidence from the Nursing Home Sector. Journal of Service Research, *Journal of Service Research*, 17(1), pp. 68-84
- DeClercq D., Rangarajan D., (2008), The role of perceived relational support in Entrepreneur-Customer Dyads, *Entrepreneurship: Theory and Practice*, 32(4), pp. 659-684
- Rangarajan D., Srivastava R., (2008), Understanding the salespeople's "feedback-satisfaction" linkage: What role does job perceptions play?, *Journal of Business & Industrial Marketing*, 23(3), pp. 151-160
- Srivastava R., Rangarajan D., (2008), Understanding the Salespeople's "feedback-satisfaction" Linkage: What Role Does Job Perceptions Play, *Journal of Business & Industrial Marketing*, 23(3), pp. 151-160
- Vandaele D., Rangarajan D., Gemmel P., Lievens A., (2007), How to govern business services exchanges: Contractual and relational issues, *International Journal of Management Reviews*, 9(3), pp. 237-258
- Weijters B., Rangarajan D., Schillewaert N., Falk T., (2007), Determinants and outcomes of customers' use of self-service technology in a retail setting, *Journal of Service Research*, 10(1), pp. 3-21
- De Wulf K., Rangarajan D., Schillewaert N., Muylle S., (2006), The role of pleasure in web site success, *Information and Management*, 43(4), pp. 434-446
- Rangarajan D., Jones E., Chin W., (2005), Impact of sales force automation on technology-related stress, effort, and technology usage among salespeople, *Industrial Marketing Management*, 34(4), pp. 345-354

Forthcoming

- Peesker K., rouziou M., Bolander W., Hautamaki P., Rangarajan D. (., Samaraweera M., Bullmore J., Klein M., Agnihotri R., Burgdorff Jensen K., Pimentel Claro D., Fournier C., Gonzalez G., Guenzi P., Kadić-Maglajlić S., Lai-Bennejean C., Palomino-Tamayo W., Ramos C., Ryals L., Salas J., Shi H., Squire P., westphal J., (2024), "Global Events Demand Global Data: COVID-19 Crisis Responses and the Future of Selling and Sales Management Around the Globe," *Journal of International Marketing*, 00(00), pp. 00
- Rangarajan D., Badrinarayanan V., Lai-Bennejean C., Bowen M., Kaski T., (2024), Digital transformation in sales organizations: Antecedents of sales managers' change readiness and championing behaviors, *Journal of Business & Industrial Marketing*, NA(NA), pp. NA

Kanuri V., Rangarajan D., Habel J., Chaker N., Guenzi P., (2022), "B2B Online Sales Pushes: Whether, When, and Why They Enhance Sales Performance", *Production and Operations Management*, 00(00), pp. 00

Muylle S., Dawar N., Rangarajan D., (2012), B2B Brand Architecture, *California Management Review*, 54(2), pp. 58-72

Communications in refereed conferences

International

Ponmythili P., Rangarajan D., Victor R., Chakraborty S., (2025), *Decoding Dual Advocacy: Exploring the Internalization Process in Salespeople for Organizational and Customer Success* Global Sales Science Institute, Shillong, India

Rangarajan D. (., Fischer H., Gabler C., Itani O., Landers M., (2025), *Selling Sustainable Solutions and Emerging Tensions: Towards a Conceptual Framework and Future Research Agenda* IMM Annual Summit, Sarajevo, Bosnia and Herzegovina

Rangarajan D. (., Kalwey T., Richter S., Franklin D., (2025), *Exploring Immersive Technologies in B2B Selling: A Research Agenda* IMM Annual Summit, Sarajevo, Bosnia and Herzegovina

Rangarajan D. (., McClure C., Anwar A., (2025), *Understanding the Impact of Servitization on the Sales Function in Industrial Manufacturing Companies: A Research Agenda* IMM Annual Summit, Sarajevo, Bosnia and Herzegovina

Rangarajan D. (., Rouziou M., Hautamaki P., Chaker N., (2024), *Managing the Use of Enterprise Social Media Platforms in B2B Organizations* Industrial Marketing Management South America Summit, Sao Paulo, Brazil

Rangarajan D., Badrinarayanan V., Itani O., Srivastava R., Stewart G., (2024), *Let me tell you about myself! Salesperson Orientations, Self-Presentation, and Pathways to Performance* National Conference on Sales Management, Missouri, USA

Rangarajan D., Cardinali S., (2024), "A Taxonomy of Sales Activities by Independent B2B Sales Agents: A Cross-National Perspective" Amaerican Marketing Association: Special Session on New Horizons in Selling, Boston, USA

Rangarajan D., Cardinali S., Christian C., (2024), *Leveling Up Commercial Agents' Competences (LUCA)* Global Sales Science Institute, Montpellier, France

Rangarajan D., Cardinali S., Stadlmann C., (2024), *Leveling up Commercial Agents' Competences (LUCA)* Eight Biennial Sales Force Productivity Conference, Tampere, Finland

Rangarajan D., Gustafsson B., John Mariadoss B., Pomirleanu N., (2024), *Marketing continuity in times of crisis: a conceptual model* European Marketing Association Conference, Bucharest, Romania

Rangarajan D., Westphal J., Franziska Huels F., Badrinarayanan V., (2024), *Technostress as a Driver of the Development of Role Stress of Sales Managers — Conceptual Framework* Academy of Marketing Science, Miami, USA

Hautamaki P., Alamaki A., Rangarajan D., Kaski T., (2023), *Failure to Launch: Triggers of Business-to-Business Sales Failures* IMM Summit, Bamberg, Germany

Fischer N., Badrinarayanan V., Rangarajan D., (2023), *Selling in Culturally Diverse Settings: Effect of Salespeople's Cultural Intelligence on Adaptive Selling and Relationship Performance* IMM Summit, Bamberg, Germany

Sharma A., Rangarajan D., Guda S., (2023), *Influence of Jilting on Sales Performance* IMM Summit, Bamberg, Germany

Fletcher-Chen C., Sharma A., Rangarajan D., (2022), *Examining supplier, buyer, and customer triads* IMP, Okinawa, Japan

Rangarajan D., Bowen M., Amitabh Anand A., (2022), "What is so (Un) Ethical about Salespeople?: Recognizing Trends and Charting Directions" Association of International Business, Miami, USA

Rangarajan D., Dr. M., Terho H., Salonen A., (2022), *How Marketing Supports Sales in B2B Markets: Towards a Contextual Understanding of Customer Purchase Journey Facilitation* IMP Conference, Florence, Italy

Rangarajan D., Klein M., (2022), *Enhancing sales negotiation skills with role-playing situations combined with the CIT* Global Sales Science Institute, Frankfurt, Germany

Rangarajan D., srivastava V., Badrinarayanan V., (2022), *CBIM* CBIM, Atlanta/Virtual, USA

Rangarajan D., (2021), *Understanding Salespeople's Resistance, Acceptance, and Leadership of Change* 5th Industrial Marketing Management Summit, Philadelphia (virtual), USA

Rangarajan D., (2021), '*Using Salespeople to Transition B2B Customers to Online Channels: Theory and Field Evidence*' has been accepted as a competitive paper for the in-person component of our conference American Marketing Association Winter Conference, Las Vegas, USA

Paesbrugghe B., Sharma A., Rangarajan D., Syam N., (2017), *Salespeople are from Mars, Purchasers are from Venus: an inquiry for the sales function* Industrial Marketing and Purchasing Asia, Kuala Lumpur, Malaysia

Paesbrugghe B., Boute R., Weijters B., Rangarajan D., (2016), *Sales And Operation Integration: The role of collaboration and alignment* Global Sales Science Institute, Hiroshima, Japan

Paesbrugghe B., Rangarajan D., (2015), *The end of avoiding procurement in a buyer-seller relationship: a qualitative study from an empowered buyer's perspective*. European Marketing ACademy (EMAC), Leuven, Belgium

Verleye K., Gemmel P., Rangarajan D., (2011), *Indirect Customer Engagement Behavior* QUIS Conference, New York, New York, USA

Other conference and seminar presentations

International

Paesbrugghe B., Hochstein B., Rangarajan D., (2017), *Salespeople as knowledge brokers: a buyer's perspective* Academy of Marketing Science, Coronado, USA

Chapters in books

Published

Bowen M., Rangarajan D., Kaski T., (2022), Human Capital, Network Capital, and Systems Capital: The Three Pillars of Sales Enablement Strategy, in: Jorg Westphal, Jobst Gorne, Christian Schmitz(Eds.), *Sales Enablement als Fundament des Vertriebserfolgs*, 978-3-658-37613-0, Springer, Heidelberg, chapter 5, pp. 53-65

Rangarajan D., De Cock F., (2012), Value Added Selling at ABC Industries, *A&B*, -

Forthcoming

Rangarajan D., Ischi S., (2012), las Copco Construction Tools: Distributor Management Toolbox, *Atlas Copco*

EDITORIAL ACTIVITY

Associate Editor in an academic journal

2024 Journal of Business and Industrial Marketing

Member of the editorial board of an academic journal

2022 Industrial Marketing Management

Journal of Business Research

Reviewer in an academic journal

Journal of Business Research

Journal of Business and Industrial Marketing

European Journal of Marketing

Journal of Personal Selling and Sales Management

Industrial Marketing Management

PROFESSIONAL SERVICE

Member of a professional group

Association of Key Account Management

Member of an advisory board

2024 Journal of Personal Selling and Sales Management, USA

RESEARCH ACTIVITIES

COMMITTEE CHAIR

Member of a recruitment jury (orals)

Oral jury for English for new students, IÉSEG School of Management, France

Faculty recruitment member, IÉSEG School of Management, France

Participation in a professional advisory board

Professional Advisory Board for the masters in international business negotiation in June, IÉSEG School of Management, France