

**René Y.  
Darmon**

**Emeritus  
Professor,  
Department**



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## Education

Ph.D., Wharton School, University of Pennsylvania.  
MBA, Columbia University, New York.  
Diplôme ESSEC.

## Research Areas

Sales force management, marketing research, marketing decision models.

## On-going Projects

Sales Force Governance.  
Sales Quota Setting Methods.

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## Publications

### ✉ Academic Publications

#### Books

*Pilotage dynamique de la force de vente. Une nouvelle approche pour concilier impératifs stratégiques et moyens opérationnels.* 1st edition. Paris (France) : Village Mondial/Pearson Education France, 2001

*LA VENTE - De la persuasion à la négociation commerciale.* 1st edition. Caen (France) : Editions Management Société, 1998

*Le marketing : fondements et applications - Guide d'enseignement.* (with M. Laroche, J. Petrof). 5th edition. Montréal (Canada) : Chenelière/McGraw-Hill, 1996

*Le marketing : fondements et applications - Guide de l'étudiant.* (with M. Laroche, J. Petrof). 5th edition. Montréal (Canada) : Chenelière/McGraw-Hill, 1996

*Le marketing : fondements et applications.* (with M. Laroche, J. Petrof). 5th edition. Montréal (Canada) : Chenelière/McGraw-Hill, 1996

*Management des ressources humaines des forces de vente.* Paris (France) : Economica - Gestion, 1993

*Effective Human Resource Management in the Sales Force.* Westport, Connecticut (Etats-Unis) : Quorum Books, 1992

*Advertising in Canada - Instructor's Manual.* (with M. Laroche). Toronto (Canada) : McGraw-Hill, 1991

*Les fondements de la recherche commerciale.* (with M. Laroche, K. Mcgown, J. Nantel). Québec (Canada) : Gaëtan Morin Editeur, 1991

*Advertising in Canada : A Managerial Approach.* (with M. Laroche). Toronto (Canada) : McGraw-Hill Ryerson Limited, 1991

*Le marketing : fondements et applications.* (with M. Laroche, J. Petrof). 4th edition. Montréal (Canada) : McGraw-Hill, 1990

*Marketing Research in Canada.* (with M. Laroche, K. MCGOWN). Toronto (Canada) : Gage Publishing Co, 1989

*Canadian Marketing : A Management Perspective.* (with M. Laroche, J. Petrof). 3rd edition. Toronto (Canada) : McGraw-Hill Ryerson, 1989

*Gestion de la publicité.* (with J. Brisoux, M. Laroche). Montréal (Canada) : McGraw-Hill, 1987

## Articles

"Joint Assessment of Optimal Sales Force Sizes and Sales Call Guidelines: A Management-oriented Tool", *Canadian Journal of Administrative Sciences*, Sept. 2005, Vol. 22, Issue 3

"Controlling Sales Force Turnover Costs through Optimal Recruiting and Training Policies", *European Journal of Operational Research*, Jan. 2004, Issue 154

"Designing Sales Force Satisfying Selling Positions: A Conjoint Measurement Approach", With B. Rigaux-bricmont, P. Balloffet. *Industrial Marketing Management*, Jan. 2003, Issue 32

"Quelles qualités pour un délégué médical et pour son directeur commercial ? (Medisch afgevaardigde en commercieel directeur : welke specifieke vaardigheden ?)", *Big Jim*, Jul. 2002, Issue 5, p. 34-36

"Salespeople's Management of Customer Information: Impact on Optimal Territory and Sales Force Sizes", *European Journal of Operational Research*, Jan. 2002, Issue 137, p. 162-176

"Optimal Sales Force Compensation Plans: An Operational Procedure", With D. Rouzies. *Journal of the Operational Research Society*, Jan. 2002, Issue 53, p. 447-456

"Optimal Salesforce Quota Plans Under Salesperson Job Equity Constraints", *Canadian Journal of Administrative Sciences*, June 2001, Vol. 18, Issue 2, p. 87-100

"Quel avenir pour la vente en face à face ?", *Gestion*, Jan. 2001, Vol. 26, Issue 3, p. 53-60

"Optimal Conditions for Sales Force Equitable Compensation", *ORSpektrum*, Jan. 2000, Vol. 22, Issue 1, p. 35-57

"Determinants of the Control of International Advertising by Headquarters of Multinational Corporations", With M. Laroche, V. Kirpalani. *Canadian Journal of Administrative Sciences*, Dec. 1999, Vol. 16, Issue 4, p. 273-298

"Internal Validity of Conjoint Analysis Under Alternative Measurement Procedures", With D. Rouzies. *Journal of Business Research*, Sept. 1999, Issue 46, p. 31-46

"A Conceptual Scheme and Procedure for Classifying Sales Positions", *Journal of Personal Selling and Sales Management*, June 1998, Vol. 18, Issue 3, p. 31-46

"The Effects of Some Situational Variables on Sales Force Governance System Characteristics", *Journal of Personal Selling and Sales*

, Feb. 1998, Vol. 18, Issue 1, p. 17-30

"Predicting the long-run profit impact of a contemplated sales force compensation plan", *Journal of the Operational Research Society*, Jan. 1997, Vol. 48, Issue 12, p. 1215-1225

"Selecting Appropriate Sales Quota Plan Structures and Quota Setting Procedures", *Personal Selling & Sales Management*, Jan. 1997, Vol. 17, Issue 1, p. 1-16

"Le pilotage des forces de vente : Etat de l'art et modèle conceptuel", *Recherche et Applications en Marketing*, Jan. 1997, Vol. 12, Issue 3, p. 25-28

"La vente : quelques grandes tendances actuelles", *Revue Française du Marketing*, Jan. 1997, Vol. 1997/4, Issue 164, p. 121-128

"L'éthique dans l'enseignement et la recherche", *Revue de l'Institut Catholique de Paris*, Jul. 1995, Issue 55, p. 118-120

"Répartition équitable des objectifs de ventes entre les commerciaux", *Recherche et Applications en Marketing*, Jan. 1995, Vol. 10, Issue 3, p. 3-15

"A Model for Optimizing the Refund Value in Rebate Promotions", With A. Ali, M. Jolson. *Journal of Business Research*, Mar. 1994, Vol. 29, Issue 3, p. 239-245

"La rotation des vendeurs : de la théorie à la pratique", *Recherche et Applications en Marketing*, Jan. 1994, Vol. 9, Issue 1, p. 31-50

"Normative Implications of a Marketing Decision Support System for Designing Sales Force Quota-reward Schemes", *Canadian Journal of Administrative Sciences*, Sept. 1993, Vol. 10, Issue 3, p. 241-254

"Where Do the Best Sales Force Profit Producers Come From ?", *Journal of Personal Selling and Sales Management*, June 1993, Vol. 13, Issue 3, p. 17-29

"Une nouvelle procédure d'interpolation en analyse conjointe : son impact sur la validité prédictive", With F. Coderre. *Recherche et Applications en Marketing*, Jan. 1993, Vol. 8, Issue 1, p. 113-124

"La recherche en marketing dans les communautés francophones", With C. Derbaix, P. Dubois. *Recherche et Applications en Marketing*, Jan. 1992, Vol. 7, Issue 1, p. 19-42

"Facteurs déterminants du contrôle de la publicité internationale par la maison mère des multinationales", With V. Kirpilani, M. Laroche. *Recherche et Applications en Marketing*, Jan. 1992, Vol. 7, Issue 2, p. 1-26

"Internal Validity Assessment of Conjoint Estimation Attribute Importance Weights", With D. Rouzies. *Journal of the Academy of Marketing Science*, Sept. 1991, Issue 19, p. 315-322

"Facteurs de risque des actions ordinaires : le point de vue des gestionnaires québécois", With N. Khoury, J. Martel. *L'Actualité Economique, Revue d'Analyse Economique*, Sept. 1990, Vol. 66

"Identifying Sources of Turnover Costs : A Segmental Approach", *Journal of Marketing*, Apr. 1990, Issue 54

"Setting Commission Rates for the Control of the Salesperson's Client-prospect Effort Allocation", *Journal of the Operational Research*

*Society*, Jan. 1990, Issue 41

"Comments on 'Setting Commission Rates for the Control of the Salesperson's Client- Prospect Effort Allocation' - Rejoinder", *Journal of the Operational Research Society*, Jan. 1990, Issue 41

"Role of Headquarter Control by Multinationals in International Advertising Decisions", With V. Kirpalani, M. Laroche. *International Journal of Advertising*, Jan. 1988, Issue 7

"Quoplan : a System for Optimizing Sales-quota Bonus Plans", *Journal of the Operational Research Society*, Dec. 1987, Issue 38

"A Normative Model of Market Response to Sales Force Activities", *European Journal of Operational Research*, Dec. 1987, Issue 32

"Associative Positioning Strategies Through Comparative Advertising : Attribute vs Similarity Approaches", With C. Droge. *Journal of Marketing Research*, Nov. 1987, Issue 24

"The Impact of Incentive Compensation on the Salesperson's Work Habits : An Economic Model", *Journal of Personal Selling and Sales Management*, May 1987

"Optimizing a Two-step Sales Force Selection Process", *Journal of the Operational Research Society*, June 1986

### 📖 Other Publications

#### Articles published in Conference Proceedings

"Assessing Salespeople's Effectiveness with Sales and Market Share Data". In : *Flexible Marketing in an Unpredictable World*, Proceedings of the 36th EMAC Conference. Reykjavik (Iceland) : Reykjavik University & EMAC, 2007

"Linking Sales Quotas to Territory Untapped Market Potential". In : *Professional Sales and Sales Management Practices Leading Toward the 21st Century*,. Atlanta, Georgia (Etats-Unis) : National Conference in Sales Management, 1995

"Sales Force Recruiting and Training Policies for Minimizing Turnover Costs (EMAC Best Paper Award)". In : *Marketing for the New Europe : Dealing with Complexity - Proceedings of the 22nd EMAC Conference*,. Barcelone (Espagne) : European Marketing Academy (EMAC), 1993

"Territory Potential versus Sales Performance : Some Hypotheses About Salespeople's Time Allocation". In : *Professional Sales Management Practices Leading Toward the 21st Century*,. Orlando, Florida (Etats-Unis) : National Sales Conference in Sales Management, 1993

"Some Empirical Evidence About the Relationship Between a Salesperson's Performance and Territory Potential (Prix Bent Stidsen de la meilleure communication)". In : *Marketing Proceedings of the Annual Conference of the Administrative Sciences of Canada*,. Québec (Canada) : ASAC, 1992

"Predicting the Long-run Impact of a Contemplated Sales Force Compensation Plan". In : *Marketing for Europe - Marketing for the Future - Proceedings of the 21st Annual Conference of the European Marketing Academy*,. Aarhus (Danemark) : Aarhus Business School, 1992

"Where Do the Best Sales Force Profit Producers Come From ? (Mu Kappa

Tau Outstanding Paper Award)". In : *Professional Sales and Sales Management Practices Leading Toward the 21st Century - Proceedings of the National Conference in Sales Management*,. Chicago, Ill (Etats-Unis) : Bowling Green State University, 1992

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## Other Activities

### ▾ Scientific Activities

#### Editorial Board Membership

*Recherche et Applications en Marketing*, Groupe GFK, (2007)  
*International Journal of Research in Marketing*, Elsevier, (2006)  
*Expansion Management Review (L')*, (2006)  
*Recherche et Applications en Marketing*, (2006)  
*Journal of Personal Selling and Sales Management (The)*, (2006)  
*Journal of Business Research*, (2006)  
*Journal of Business Research*, (2005)  
*Recherche et Applications en Marketing*, (2005)  
*Journal of Personal Selling and Sales Management (The)*, (2005)  
*Expansion Management Review (L')*, (2005)  
*International Journal of Research in Marketing*, (2005)  
*International Journal of Research in Marketing*, (2004)  
*Journal of Personal Selling and Sales Management (The)*, (2004)  
*Expansion Management Review (L')*, (2004)  
*Journal of Business Research*, (2004)  
*Recherche et Applications en Marketing*, (2004)  
*International Journal of Research in Marketing*, (2003)  
*Recherche et Applications en Marketing*, (2003)  
*Journal of Business Research*, (2003)  
*Décisions Marketing*, (2003)  
*Journal of Personal Selling and Sales Management (The)*, (2003)  
*International Journal of Research in Marketing*, (2002)  
*Expansion Management Review (L')*, (2002)  
*Journal of Business Research*, (2002)  
*Journal of Personal Selling and Sales Management (The)*, (2002)

*Recherche et Applications en Marketing*, (2002)  
*Décisions Marketing*, (2002)  
*International Journal of Research in Marketing*, (2001)  
*Expansion Management Review (L')*, (2001)  
*Recherche et Applications en Marketing*, (2001)  
*Journal of Business Research*, (2001)  
*Journal of Personal Selling and Sales Management (The)*, (2001)  
*Expansion Management Review (L')*, (2000)  
*International Journal of Research in Marketing*, (2000)  
*Canadian Journal of Administrative Sciences*, (2000)  
*Journal of Business Research*, (2000)  
*Journal of Personal Selling and Sales Management (The)*, (2000)  
*Recherche et Applications en Marketing*, (2000)  
*Expansion Management Review (L')*, (1999)  
*Canadian Journal of Administrative Sciences*, (1999)  
*International Journal of Research in Marketing*, (1999)  
*Journal of Personal Selling and Sales Management*, (1999)  
*Journal of Business Research*, (1999)  
*Recherche et Applications en Marketing*, (1999)  
*Journal of Business Research*, (1998)  
*Canadian Journal of Administrative Sciences*, (1998)  
*Expansion Management Review (L')*, (1998)  
*Journal of Personal Selling and Sales Management*, (1998)  
*Recherche et Applications en Marketing*, (1998)  
*International Journal of Research in Marketing*, (1998)  
*Canadian Journal of Administrative Sciences*, (1997)  
*L'Expansion Management Review*, (1997)  
*International Journal of Research in Marketing*, (1997)  
*Journal of Business Research*, (1997)  
*Journal of Personal Selling & Sales Management*, (1997)  
*Recherche et Applications en Marketing*, (1997)  
*L'Expansion Management Review*, (1996)  
*Journal of Business Research*, (1996)

*Canadian Journal of Administrative Sciences*, (1996)  
*International Journal of Research in Marketing*, (1996)  
*Recherche et Applications en Marketing*, (1996)  
*Journal of Personal Selling & Sales Management*, (1996)  
*International Journal of Research in Marketing*, (1995)  
*Canadian Journal of Administrative Sciences*, (1995)  
*L'Expansion Management Review*, (1995)  
*Journal of Business Research*, (1995)  
*Journal of Personal Selling & Sales Management*, (1995)  
*Recherche et Applications en Marketing*, (1995)  
*Journal of Business Research*, (1994)  
*Canadian Journal of Administrative Sciences*, (1994)  
*Journal of Personal Selling & Sales Management*, (1994)  
*International Journal of Research in Marketing*, (1994)  
*Recherche et Applications en Marketing*, (1994)  
*Canadian Journal of Administrative Sciences*, (1993)  
*Recherche et Applications en Marketing*, (1993)  
*Journal of Personal Selling & Sales Management*, (1993)  
*International Journal of Research in Marketing*, (1993)

### **Conference Presentations**

"A Formal Model of Sales Force Motivation", Séminaire de Recherche, Adélaïde, Australie, 24 nov. 2000

"Proposition d'un instrument de mesure de la motivation, spécifique pour les commerciaux", Séminaire de Recherche, Montréal, Canada, 02 oct. 2000

"Sales Force Motivation and Outcome -or Behavior-Based Controls", Academy of Marketing Science Annual Conference, Montréal, Canada, 24 mai 2000

"Sales Force Research: Some Managerial Control Tools and Methods", Second French-German Workshop on Quantitative Methods in Marketing, Montpellier, France, 17 sept. 1999

"Optimal Conditions for Sales Force Equitable Compensation", Workshop on Operations Research in Marketing, Vienne, Autriche, 13 nov. 1998

"Equitable Pay for the Sales Force", Marketing Science (INFORMS), Fontainebleau, France, 01 juil. 1998

"Quelques tendances actuelles d'évolution de la fonction commerciale", Assemblée Générale de l'ADETEM, Paris, France, 01 avr. 1998

"Evaluating Salespeople's Job Characteristics Preferences throughout their Careers : A Conjoint Measurement Approach", (with P. Balloffet, B. Rigaux-bricmont). 16th International Symposium on Forecasting, Istanbul, Turquie, 01 juin 1996

"Strategies Used by the Customer-salesperson Dyad within Selling Contexts", (with M. Bergadaa). 25th EMAC Conference, Budapest, Hongrie, 14 mai 1996

"Optimality and Equity Issues in Sales Force Quota Setting", First French-German Workshop on Quantitative Methods in Marketing, Berlin, Allemagne, 01 mai 1996

"L'influence du genre sur la validité et la fiabilité de l'inventaire des préoccupations de carrière", (with P. Balloffet, B. Rigaux-bricmont). Congrès Annuel de l'Association Canadienne Française pour l'Avancement de la Science (ACFAS), Montréal, Canada, 01 mai 1996

"Allocations of a Firm's Sales Objectives Among Salespeople According to Different Definitions of Equity", Marketing Science, Gainesville, Floride, Etats-Unis, 01 mars 1996

"Compensation Systems and Sales Force Performance", Round Table, Rotterdam, Pays-Bas, 01 janv. 1996

"Plans de rémunération des commerciaux : maximisation du profit ou équité ?", Séminaire de Recherche en Marketing, Québec, Canada, 20 oct. 1995

"Optimal Sales Force Quota-bonus Plans Under Various Equity Constraints", Marketing Science Conference (INFORMS), Sydney, Australie, 02 juil. 1995

"Some Present Trends in Marketing", Monash Marketing Alumni Association, Melbourne, Australie, 01 juil. 1995

"Validation of a Conceptual Classification Scheme of Selling Positions", Marketing Research Seminar, Atlanta, Georgia, Etats-Unis, 07 avr. 1995

"The Impact of Territory Information Available to Salespeople on Optimal Sales Force Sizes", Euro XIII/OR 36, Glasgow, Ecosse, 19 juil. 1994

"Compensation Plan Structures, Salespeople's Reactions to Uncertainty and to Financial Incentives, and Territory Information Acquisition : A Theoretical Perspective", Marketing Science Conference, Tucson, Arizona, Etats-Unis, 01 mars 1994

"The Impact of Territory Information Available to Salespeople on Optimal Sales Force Sizes", Marketing Science Conference, Saint-Louis, Missouri, Etats-Unis, 01 mars 1993

"The Effects of a Salesperson's Utilities on Optimal Sales Force Compensation Structure", (with D. Rouzies-segalla). Marketing Science Conference, Saint-Louis, Missouri, Etats-Unis, 01 mars 1993

"The Predictive Validity of Conjoint Analysis : The Case of Concepts with Interpolated Attribute Levels", (with F. Coderre). Marketing Science Conference, Saint-Louis, Missouri, Etats-Unis, 01 mars 1993

"Sales Force Recruiting and Training Policies for Minimizing Turnover Costs", Marketing Science Conference, Londres, Grande-Bretagne, 01 juil. 1992

"Assessing the Sales and Profit Impacts of Alternative Sales Force Compensation Schemes", TIMS-Marketing-Science Conference,

Wilmington, Etats-Unis, 01 mars 1991

"A Model for Optimizing the Refund Value of the Mail-in Rebate Promotion", (with A. Ali, M. Jolson). TIMS-Marketing-Science, Wilmington, Etats-Unis, 01 mars 1991

"Identifying the Most Profitable Sources of Salespeople", TIMS-Marketing-Science Conference, Urbana-Champaign, Etats-Unis, 01 janv. 1990

"An Empirically-Based Sales Force Typology", (with H. Vredenburg). Academy of Marketing Science Conference, Montreal, Canada, 01 janv. 1988

"Estimating Attribute Importance Weights with Conjoint Analysis : Some Validity Issues", (with D. Rouzies). TIMS-Marketing-Science Conference, Seattle, Etats-Unis, 01 janv. 1988

"Optimal Commission Rates on Sales to Clients and to Prospects", TIMS-Marketing-Science Conference, Paris, France, 01 janv. 1987

"Optimizing Sales Force Size Through Optimal Workload Assessment" in David A. Reid (ed.), Professional Sales and Sales Management Practices for the 21st Century, Proceedings of the 2002 National Conference in Sales Management, Atlanta, Georgia, avril 2002, 39-42.

"Sales Force Motivation Through Directional or Pre-specified Objectives", in Mino Farhangmehr (ed.), Marketing in a Changing World: Scope, Opportunities, and Challenges, Proceedings of the 31st EMAC Conference, Braga, Portugal, mai 2002, CD Rom, 122.

"Sales Force Bonus Plans Accounting for a Firm's Market Position Evolution in Every Sales Territory," in Einar Breivik, Andreas W. Falkenberg et Kjell Gronhaug (eds.), Rethinking European Marketing, Proceedings of the EMAC Conference, CD Rom, Bergen, Norvège, mai 2001, p. 77.

"A Measurement Model of Motivation Specifically Tailored to Salespersons' Situations", Séminaire de REcherche, FUCaM, Mons, Belgique, mai 2001.

"Efficient and Equitable Sales Force Incentive Plans", Jon M. Hawes (ed.), Professional Sales and Sales management Practices Leading into the 21st Century, Proceedings of the National Conference in Sales Management, Dallas, USA, mars 2001, 32-46.

"Efficient and Equitable Sales Force Incentive Plans", ESSEC-HEC-INSEAD Research Seminar, ESSEC, Cergy-Pontoise, mars 2001.

"Setting Sales Force Incentive Plans Based on Sales and Market Share Variations" in Visionary Marketing for the 21st Century: Facing the Challenge, A. O'Cass (ed.), Proceedings of the ANZMAC Conference, CD ROM, Griffith University, Gold Coast, Australia, December 2000.

"A Formal Model of Salesperson Motivation", Research Seminar, Université d'Adélaïde, Adélaïde, Australie, novembre 2000.

"Proposition d'un instrument de mesure de la motivation spécifique pour les commerciaux", HEC Montréal, octobre 2000.

" A Specific Sales Force Motivation Model", ESSEC Research Seminar, Chaumont-en Vexin, juin 2000.

"Sales Force Motivation and Outcome or Behavior Based Controls" in H.E. Spotts and H.L. Leadow (eds.), *Developments in Marketing Science, Proceedings of the Annual Conference of the Academy of Marketing Science*, Montréal, Canada, May 2000, 52.

"Sales Force Research: Some Managerial Control Tools and Methods", *Second French-German Workshop on Quantitative Methods in Marketing*, Montpellier, France, 17-18 septembre 1999.

"A Decision Theory Approach to the Determination of Optimal Compensation Structures", in *Ninth Biannual World Marketing Congress*, Qwara, Malta, June 23-26, 1999.

"Sales Forces Compensation Levels for Occupational and Corporate Equity", in *Marketing, Proceedings of the Conference of the Association des Sciences Administratives du Canada (ASAC)*, Saint-John, New Brunswick, Canada (June 1999), Honorable Mention Award for the Marketing Division.

"Managerial Controls over Salespeople's Motivation Processes", in *Marketing and Competition in the Information Age, Proceedings of the 28th Conference of the European Marketing Academy (EMAC)*, CD-ROM, Berlin, Germany, May 1999, 157.

"The Effect of Key Sales Force Control System Characteristics on Salespeople's Motivation: An Expectancy Theory Perspective", in *Professional Sales and Sales Management Practices Leading Toward the 21st Century*, Michael R. Williams and Michael A. Humphreys, eds., *National Conference in Sales Management*, New Orleans, La, USA (April 1998), 16-32, Outstanding Paper Award of the NCSM Conference.

"Equitable Sales Force Objective and Reward Budget Allocation Among Salespeople," in Per Andersson, ed, *Marketing Management and Communication, Proceedings of the 27th Conference of The European Marketing Academy (EMAC)*, Vol.4, Stockholm, Sweden, May 1998, 313-332.

"Optimal Compensation Plan Structures Under 'True' uncertainty and Salespeople's Optimism-Pessimism Orientation: A Decision Theory Perspective," in *Professional Sales and Sales Management Practices Leading Toward the 21st Century*, Michael A. Humphrey, ed., *National Conference in Sales Management*, Norfolk, Virginia, USA, (April 1998), 15-28.

"Conjoint Designs with Interpolations: An Alternative Approach for Reducing the Number of Conjoint Profiles," (with François Coderre), *Proceedings of the World Marketing Congress, American Marketing Academy*, Kuala Lumpur, Malaisie, (July 1997), 70-76.

"A Logical Partitioning Typology of Sales Force Control Systems," in *ASAC'97 Discovering New Worlds, Proceedings of the Conference of the Association des Sciences Administratives du Canada (ASAC)*, St. John's, Newfoundland, Canada, (May 29 - June 3, 1997), 172-184.

"Optimal Quota-Reward Plans for Sales Force Motivation and Satisfaction Management," in *Marketing: Progress, Prospects, Perspectives*, David Arnott et al., eds., *Proceedings of the European Marketing Academy (EMAC)*, Warwick Business School, Warwick, UK, (May 1997), 329-341.

"Sales Force Control Main Characteristics: Some Research Propositions," in

Professional Sales and Sales Management Practices Leading Toward the 21st Century, Michael R. Williams, ed., National Conference in Sales Management, Cincinnati, Ohio, USA, (April 1997), 90-102. (Best Paper Award.)

"Dynamique des intérêts de l'agent d'assurance pour son poste au cours de sa carrière," (with Pierre Balloffet and Benny Rigaux-Bricmont), in Marketing, Strategy, Economics, Operations and Human Resources: Insight on Service Activities, P. Eiglier and E. Langedard, eds., 4th International Research Seminar in Service Management, La Londe les Maures, France, (June 1996), 238-266.

"Intérêts du vendeur d'assurance au cours de sa carrière," (with Benny Rigaux-Bricmont and Pierre Balloffet), Proceedings of the Conference of the Association des Sciences Administratives du Canada (ASAC), Corinne Berneman, ed., Montreal, (May 1996), 22-30.

"Salespeople's Time Allocation Theory and the Territory Size Paradox: Some Implications," in Marketing for an Expanding Europe, Proceedings for the 25th Conference of the European Marketing Academy (EMAC), Joseph Ber&acute;cs and Judit Simon, eds., Budapest, Hungary, (May 1996), 239-252.

"Strategies Used by the Customer-Salesperson Dyad Within Selling Contexts," (with Michelle Bergadaà), in Marketing for an Expanding Europe, Proceedings of the 25th Conference of the European Marketing Academy (EMAC), Joseph Ber&acute;cs and Judit Simon, eds., Budapest, Hungary, (May 1996), 1451-1458.

"A Theory-Based Scheme and Procedure for Classifying Sales Positions," in Professional Sales and Sales Management Practices Leading Toward the 21st Century, Proceedings of the National Conference in Sales Management, Michael R. Williams, ed., Illinois State University, Anaheim, California, (March 1996), 67-81.

**Numerous paper presentations in conferences in France and abroad, including:**

"Optimal Conditions for Sales Force Equitable Compensation," Workshop on Operations Research in Marketing, University of Vienna, Vienna, November 13-14 1998.

"Equitable Pay for the Sales Force", Marketing Science Conference, INFORMS, INSEAD, Fontainebleau, France (July 1998).

"Quelques tendances actuelles d'évolution de la fonction commerciale," General Assembly of the ADETEM, Paris (April 1998).

"Un modèle conceptuel du contrôle des forces de vente", Research Seminar of the FUCAM, Mons, Belgique, (April 1997).

"La rémunération des vendeurs et les performances commerciales", Club des Dirigeants d'Entreprises, Mons, Belgium, (April 1997).

"Quelques faits importants sur la vente et les forces de vente", Workshop of Groupe Force-Entreprise, Mons, Belgium, (April 1997).

"Sales Force Compensation and Sales Performance," presentation to CEOs, The Hebrew University of Jerusalem, Jerusalem, Israel (March 1997).

"Evaluating Salespeople's Job Characteristics Preferences Throughout Their Careers: A Conjoint Measurement Approach," (with Pierre Balloffet and Benny Rigaux-Bricmont), The 16th International Symposium on Forecasting, Istanbul, Turkey, (June 1996).

"Optimality and Equity Issues in Sales Force Quota Setting," First French-German Workshop on Quantitative Methods in Marketing, Berlin, (May 1996).

"L'influence du genre sur la validité et la fiabilité de l'inventaire des préoccupations de carrière," (with Pierre Baffollet and Benny Rigaux-Bricmont), Congrès Annuel de l'Association Canadienne Française pour l'Avancement de la Science (ACFAS), McGill University, Montreal, (May 1996).

"Compensation Systems and Sales Force Performance," Round Table, Institute for Sales and Account Management, Erasmus University, Rotterdam, (January 1996).

"Allocations of a Firm's Sales Objectives Among Salespeople According to Different Definitions of Equity," Marketing Science Conference, INFORMS, University of Florida, Gainesville, Florida, (March 1996).

### **▮ Affiliations and Academic Responsibilities**

European Marketing Academy (EMAC):

- Co-organizer of the Doctoral Colloquium, Paris, 1995.
- Invited faculty to the Doctoral Colloquium, Budapest, 1996, Warwick, 1997.
- Co-organizer of the first French-German Workshop on Marketing Models, Berlin, 1996.

Association Française du Marketing:

- Elected on the Board of Directors, 1992.
- Elected on the Executive Committee (Research), 1992-1996.
- Chairman of the Scientific Committee, 1992-1995.
- President-elect. 1999-2000, President 2000-2002

Visiting Professor, China Europe International Business School (CEIBS), Shanghai, PRC (November 1995), and at CEMI, Beijing, PRC (October-December 1991).

Professional Affiliations:

- Association Française de Marketing.
- The European Marketing Academy.
- The Academy of Marketing Science.
- Administrative Sciences Association of Canada.
- The American Marketing Association (Executive Member).
- INFORMS.

### **▮ Consulting and Other Activities**

Appointed Member of the Editorial Boards of:

- The Expansion Management Review, since 1994.
- The Journal of Business Research, since 1993.
- The International Journal of Research in Marketing, since 1993.
- The Journal of Personal Selling and Sales Management, since 1980.
- Canadian Journal of Administrative Sciences, since 1990.
- Recherche et Application en Marketing, since 1985.

- Singapore Marketing Review, 1987-1992.

Occasional Reviewer for the Journal of Marketing, the European Journal of Operational Research, Management Science, the Journal of the Academy of Marketing Science.

Frequent Reviewer/Chairperson for ASAC, AMA, EMAC, NCSM, and AFM Conferences, Jury of the AMA Dissertation Competition.

Member of doctoral committees in other institutions: University of Grenoble (1996), Antwerp University (1996), University of Laval, Quebec (1995), University of McGill, Montreal (1991 and 1992).

### 📌 **Professional Experience**

Industry positions at La Johnson Française and IBM-France.

Professor at McGill University, Montreal, and Université Laval, Québec.