

**Jaime (Jim) Salas**

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**EDUCATION**

- Ph.D. Business Administration, Marketing, W.P. Carey School of Business, Arizona State University  
August 2013
- M.B.A. School of Global Leadership and Management Arizona State University, May 2007
- B.S. Marketing, University of Phoenix, May 2003

**DISSERTATION**

*Replicating Hybrid Solutions for Business Customers: The Determinants for Success*

To advance revenue and profit growth, many traditional manufacturers are creating hybrid offerings that combine products and services into innovative value propositions for customers. A *hybrid offering* represents a combination of one or more goods and one or more services that together offer more customer benefits than if the good and service were available separately. While such offerings can provide a strong differential advantage, the financial success of a hybrid strategy rests on the ability of a firm to develop a solution for one customer and to successfully replicate that solution for other customers. This study seeks to advance the understanding of the factors that facilitate and retard the successful replication of a hybrid offering.

By taking an organizational learning perspective, the study centers on how knowledge-sharing practices drive the hybrid offering transfer process. Attention is given to the relational processes and knowledge characteristics between the organizational actors who are directly involved in the exchange. These actors hold specific knowledge assets of the firm (products, services, interfaces, and processes) and customer (requirements, operations, and processes). A fundamental challenge lies in how firms coordinate these multi-domain areas of expertise so they can re-utilize knowledge that is already in use. Organizational routines not only function as a coordinating mechanism within the firm but also serve as the conceptual lens to study the replication of hybrid offerings. This work fills a gap in the growing solutions marketing research agenda by giving explicit focus to how firms create, retain, and transfer knowledge within the firm.

A Fortune-100 traditional manufacturing company in the business-to-business market, which has embraced the hybrid offerings concept and begun a companywide initiative to support the strategy throughout the firm, is funding this research. The study will center on a sample of one set of successful hybrid offering transfers and another set of unsuccessful hybrid offering transfers. Once these hybrid offerings are identified, key informants associated with each type of transfer (successful/unsuccessful) are surveyed. Respondents will include: (a) the source of the hybrid offering, identified as the firm members (sales account team) involved in the creation of the hybrid offering template, (b) the recipient of the hybrid offering, identified as the firm members (sales account team) who sold the hybrid offering template to another customer, and (c) the customer to whom the recipient sales team sold the hybrid offering template. Multiple methods (depth interviews and an associated survey of group members) will be used to test the relationships among the characteristics of the factors involved in prototyping and performance.

## **RESEARCH**

### **Research Interest**

- **Service Infusion:** the implementation of solution-centric strategies and their effect on the sales organization.
- **Sales Interface:** sales relationships with various units of the firm and their effect on marketing outcomes.
- **Social Networks:** the network effects of firm/customer relationships and marketing strategy.

### **Presentations:**

“The Sales and Service Delivery Interface: A Determinant of Service Infusion Success” 2011 *Frontiers in Service Conference*, Ohio State University with Stephen W. Brown and Michael Hutt.

### **Manuscript in Process:**

“Dynamic Capabilities and the Service Infusion Continuum: A Framework for Service Infusion Success” with Valarie Zeithaml, Mary Jo Bitner and Stephen Brown.

### **Works in Progress:**

Salas, Jim and Donald W. Jackson Jr., “Isolating the Correlates of SALES PERF”.

Salas, Jim and Donald W. Jackson Jr., “Examining the use of Adaptive Selling Behavior in a Team Selling Context”. Data collected and analyzed.

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**TEACHING INTEREST AND EXPERIENCE**

**Teaching Interest:**

- Marketing Strategy
- Sales Management & Key Account Management
- Business-to-Business Marketing
- Services Marketing Strategy

**Teaching Experience & Evaluations:**

<u>Course</u>	<u>Semester/Yr</u>	<u>Rating*</u>
MKT 414 Global Strategic Marketing	Fall 2009	6.34
MKT 302 Applied Marketing & Leadership	Summer 2010	6.17
MKT 442 Services Marketing Strategy	Fall 2010	6.79
MKT 302 Applied Marketing & Leadership	Summer 2011	6.85
MKT 302 Applied Marketing & Leadership	Fall 2011	6.75
MKT 452 Business-to-Business Marketing Strategy	Fall 2011	6.64
MKT 452 Business-to-Business Marketing Strategy	Spring 2012	6.57

*\*Overall Ratings based on a 7-point scale (1=Very Poor, 7=Very Good).*

**Teaching Awards:**

- 2011 Ken Coney Doctoral Student Outstanding Teaching Award, Department of Marketing, W.P. Carey School of Business, Arizona State University.
- 2012 Ken Coney Doctoral Student Outstanding Teaching Award, Department of Marketing, W.P. Carey School of Business, Arizona State University.

**HONORS AND AWARDS**

- 2007 PhD Project, Annual Conference Attendee and travel grant recipient.
- 2008 PhD Project & AMA Annual Conference Attendee and travel grant recipient.
- 2009 Sheth Foundation Annual AMS/PhD Project Conference travel grant recipient.
- 2009 Arizona State University, Sun Devil Marketing Alumni Teaching Fellowship.
- 2009 PhD Project & AMA Annual Conference Attendee and travel grant recipient.
- 2009 AMA Foundation Valuing Diversity Scholarship
- 2010 Alfred Schmidt Memorial Scholarship
- 2010 Louis H. Grossman "Life Leadership" Scholarship
- 2011 Alfred Schmidt Memorial Scholarship
- 2011 PhD Project, AMA/MDSA Annual Conference Attendee and recipient of travel grant.

**INVITED PRESENTATIONS**

Salas, Jaime, Michael Hutt D. Hutt, Beth A. Walker, Sungho Park, and Wolfgang Ulaga, "Replicating Hybrid Solutions for Business Customers: The Determinants for Success," *Central Michigan University (9-2012)*

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Salas, Jaime, Michael Hutt D. Hutt, Beth A. Walker, Sungho Park, and Wolfgang Ulaga, "Replicating Hybrid Solutions for Business Customers: The Determinants for Success," *Elon University, Martha and Spencer Love School of Business (9-2012)*

Salas, Jaime, Michael Hutt D. Hutt, Beth A. Walker, Sungho Park, and Wolfgang Ulaga, "Replicating Hybrid Solutions for Business Customers: The Determinants for Success," *Michigan State University, Eli Broad College of Business (9-2012)*

Salas, Jaime, Michael Hutt D. Hutt, Beth A. Walker, Sungho Park, and Wolfgang Ulaga, "Replicating Hybrid Solutions for Business Customers: The Determinants for Success," *Salisbury University, Perdue School of Business (10-2012)*

Salas, Jaime, Michael Hutt D. Hutt, Beth A. Walker, Sungho Park, and Wolfgang Ulaga, "Replicating Hybrid Solutions for Business Customers: The Determinants for Success," *Pepperdine University, Graziadio School of Business (10-2012)*

Salas, Jaime, Michael Hutt D. Hutt, Beth A. Walker, Sungho Park, and Wolfgang Ulaga, "Replicating Hybrid Solutions for Business Customers: The Determinants for Success," *California State University at Fullerton, Mihaylo College of Business and Economics (10-2012)*

**COURSEWORK**

- Fall 2008      Marketing Seminar—Marketing Management, Dr. Michael Hutt  
Marketing Seminar—Research Methods, Dr. Cheryl Jarvis  
Statistics Seminar—Multiple Regression, Dr. Marilyn Thompson
- Spring 2009    Marketing Seminar—Consumer Behavior, Dr. Stephen Nowlis  
Sociology Seminar —Sociological Theory, Dr. Victor Agadjanian  
Statistics Seminar—ANOVA, Dr. Samuel Green
- Fall 2009      Marketing Seminar—Services, Dr. Mary Jo Bitner  
Statistics Seminar—Multivariate Analysis, Dr. Samuel Green
- Spring 2010    Marketing Seminar—New Product Development, Dr. Rajiv Sinha  
Statistics Seminar—Structural Equation Modeling, Dr. Marilyn Thompson  
Management Seminar—Organizational Behavior Theory, Dr. Kevin Corley
- Spring 2011    Statistics Seminar—Advanced Topics in Structured Equation Modeling,  
Dr. Samuel Green (Audit)

### **SERVICE**

- Center for Services Leadership-
  - Facilitator for Services Blueprinting workshop: Fall 2008 & Winter, 2009
  - Facilitator for a custom workshop for a global CSL board member company. Workshop focused on service transition strategies for a product dominant firm-Winter, 2010.
  - Facilitator at the CSL Service Leadership Institute workshop-Winter, 2010 and 2011.
- Manufacturers' Representatives Educational Research Foundation-Served as a facilitator during their annual Sales Professional designation program. Winter 2009-2011
- Panel participant in PhD Project's MDSA Annual Conference for entering first year students-Summer, 2009.
- Panel participant & university recruiter during PhD Project's Conference for prospective PhD students-Fall, 2011.
- Ad Hoc Reviewer: Journal of Marketing

### **INDUSTRY EMPLOYMENT HISTORY**

#### **AT&T, 2000 – 2008**

##### *Client Engagement Manager*

- Created and managed large custom IT solutions by bringing together multiple subcontractors with in-house expertise to create new product solution portfolios.
- Built custom scope of works, negotiated pricing with subcontractors, customers and in-house expertise. Responsible for annual sales quota attainment and designing innovative solutions that can be sold to customer base.

##### *Client Business Manager*

- Key account management position where I managed a sales team in support of high-value clients, achieving annual sales quotas and consistent President's Club honors.

##### *Sales Manager*

- Managed a sales team of up to 12 key account sales reps throughout Arizona. Recognized for an Outstanding Sales Leadership Award for the sales region and promoting team members into management.

#### **Norstan Communications 1998 – 2000**

##### *Account Manager*

- Responsible for covering and managing strategic accounts. Winner of national sales presentation contest sponsored by our manufacturing partner and President's Club honors.

**REFERENCES**

Dr. Michael D. Hutt  
Ford Motor Company Professor of  
Marketing  
Department of Marketing  
W.P. Carey School of Business  
Arizona State University  
(480) 965-6205

Dr. Beth A. Walker  
Department Chair  
AT&T Professor of Services  
Marketing & Management  
W.P. Carey School of Business  
Arizona State University  
(480) 965-6242

Dr. Wolfgang Ulaga  
Professor of B2B Marketing &  
Strategy  
IMD Business School  
Lausanne, Switzerland

Dr. Stephen W. Brown  
Professor Emeritus  
Edward M. Carson Chair in Services  
Marketing  
W.P. Carey School of Business  
Arizona State University  
(480) 965-6310

Dr. Mary Jo Bitner  
PetSmart Chair in Services  
Leadership  
W.P. Carey School of Business  
Arizona State University  
(480) 965-1992