

# Bitty Balducci

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## EDUCATION

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PhD	Doctor of Philosophy in Marketing Minor: Statistics <i>Dissertation Proposal Defended: September 5, 2019</i>	University of Missouri (Expected) June 2020
MBA	Master of Business Administration Emphasis: Marketing	University of Montana 2016
BSBA	Bachelor of Science in Business Administration Major: Marketing	University of Missouri 2011

## RESEARCH INTERESTS

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**Substantive:** Sales and service, naturalistic frontline interactions, frontline employee management, sales force management, B2B

**Methodological:** Unstructured data analysis (acoustic, text), machine learning, natural language processing

## RESEARCH PUBLICATIONS

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**Balducci, Bitty** and Detelina Marinova (2018), “Unstructured Data in Marketing,” *Journal of the Academy of Marketing Science*, 46(4), 557-590.

*\*Finalist, JAMS Best Paper Award*

*\*Winner, Sastri Mantrala Best Research Paper Award*

## MANUSCRIPTS UNDER REVIEW & WORKING PAPERS

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**Balducci, Bitty**, Detelina Marinova, and Jagdip Singh “Voice in Frontline Interactions,” preparing for submission to Journal of Marketing in January 2020.

*\*Essay 1 of dissertation*

*\*Winner, OFR Young Scholar Award*

Richins, Marsha and **Bitty Balducci** “The Role of Visualization Ability and Anticipatory Savoring in Generating a Materialistic Mindset,” preparing for submission to Journal of Consumer Research in March 2020.

**Balducci, Bitty**, Detelina Marinova, and Jagdip Singh “The Role of Voice in Salesperson Lead Calling Effectiveness,” working paper. Target: Journal of Marketing Research, (data collection complete, analysis and writing underway).

*\*Essay 2 of dissertation*

*\*Finalist, ISBM Doctoral Dissertation Competition*

*\*Winner, AMA Sales SIG Doctoral Dissertation Proposal Competition*

**Balducci, Bitty** “What Makes Consumer Boycotts Gain and Sustain Momentum?,” working paper. Target: Journal of Marketing, (conceptualization phase).

# DISSERTATION

**Title: “Voice in Marketing Interactions”**

**Committee: Dr. Detelina Marinova (Chair), Dr. Jagdip Singh, Dr. Marsha L. Richins, Dr. Murali K. Mantrala, and Dr. Yi Shang (Computer Science)**

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## ESSAY 1 OF DISSERTATION

**Title:** Voice in Frontline Interactions

**Abstract:** Voice is a powerful tool used by organizational agents to effectively communicate with customers during business-to-business (B2B) interactions. Despite the relevance of voice for (B2B) interaction outcomes, understanding organizational agent’s voice and its effective use is largely absent in the marketing literature. We conceptualize marketer-driven voice through an interdisciplinary perspective in which we consider its vocal and verbal components. Moreover, we delineate the features of organizational agent voice that impact B2B outcomes by identifying the unique information conveyed through linguistic, prosodic, phonetic, and source cues. The interaction of these cues shapes communicated meaning and interaction effectiveness. The conceptual framework is validated by isolating verbal and vocal cues in a naturalistic B2B interaction: inside sales lead conversion. The findings support our conceptualization of voice and suggest that organizational agents can adapt voice to better resonate with customers throughout frontline interactions.

**Keywords:** unstructured data, organizational agent voice, vocal cues, verbal cues, phonetics, linguistics, semantics, frontline interactions

## ESSAY 2 OF DISSERTATION

**Title:** The Role of Voice in Salesperson Lead Calling Effectiveness

**Abstract:** Inside sales, or remote selling activities within a firm, are growing at an unprecedented pace due to their ability to substantially reduce selling costs while enhancing efficacy of traditional outside sales forces. Effective lead conversion is a, if not *the*, critical challenge facing the inside sales force. Extant literature suggests that inside salespeople can motivate lead conversion by utilizing nonverbal cues to enhance persuasion. However, the variety of nonverbal cues available to inside salespeople are severely limited in many cases. I examine the role of salesperson verbal and vocal cues in lead conversion effectiveness through dyadic and dynamic analysis of naturalistic inside sales phone conversations through machine learning and econometric modeling. Specifically, I propose that the salesperson use of vocal confidence coupled with task-oriented verbal tactics positively influence lead conversion effectiveness with differential impacts as the call progresses. Given that such calls have an average success rate of 2%, insights on ways to enhance conversion effectiveness would be welcomed by practitioners.

**Keywords:** unstructured data, inside sales, voice, vocal cues, verbal cues, persuasion, motivational prosody, machine learning

## DISSERTATION DATA & EMPIRICAL APPROACH

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### Multi-Source Data:

- Recorded audio files (~3000) capturing naturalistic sales interactions between inside salespeople and actual B2B customers from Fortune 500 trucking and logistics firm
- CRM data providing information on customer-specific variables

### Empirical Approach:

- Essay 1: Acoustic analysis and computer-assisted text analysis
- Essay 2: Acoustic analysis, natural language processing, machine learning, text analysis

## CONFERENCE EXPERIENCE

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### *Conference Presentations*

Balducci, Bitty\*, Detelina Marinova, Jagdip Singh (2020), "Voice in Frontline Interactions," *Organizational Frontline Research Symposium*: San Diego, CA.

Balducci, Bitty\*, Detelina Marinova, Jagdip Singh (2018), "The Role of Voice in B2B Cold Calling Effectiveness," *Institute for the Study of Business Markets*: Boston, MA.

### *Additional Conference Experience*

Member, Academic/Practitioner Team, *4<sup>th</sup> Annual OFR Symposium (2018)*: New Orleans, LA

Co-authored MSI Whitepaper: "Advancing Frontlines Research in Academic-Practitioner Collaboration: An Agenda for Future Research"

Discussant, *27<sup>th</sup> Annual Robert Mittelstaedt Doctoral Symposium (2018)*: Lincoln, NE

## TEACHING INTERESTS

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Sales Management, Personal Selling, Advanced Personal Selling, Marketing Management

## TEACHING EXPERIENCE

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### *University of Missouri*

#### **Sales Management**

Spring 2020	(UG, 17 students)	Composite Score:	---/5.00
Fall 2019	(UG, 31 students)		4.09/5.00
Spring 2019	(UG, 31 students)		4.76/5.00

#### **Retail Marketing**

Fall 2018	(UG, 32 students)		4.31/5.00
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## HONORS AND AWARDS

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Winner, AMA Sales SIG Doctoral Dissertation Proposal Competition	2020
Winner, Organizational Frontline Research Young Scholar Award	2020
Finalist, ISBM Doctoral Dissertation Competition	2020
Finalist, JAMS Best Paper Award for "Unstructured Data in Marketing"	2019
AMA Sheth Consortium Fellow, New York University	2019
Sastri Mantrala Best Research Paper Award	2019
University of Missouri Summer Research Fellowship	2018-2019
University of Missouri Outstanding Graduate Research Assistant Award	2018

## SERVICE

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Ad-Hoc Reviewer, *Journal of the Academy of Marketing Science*

## SOFTWARE

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Python (primary environment: Spyder), Praat, LIWC, NLogit, SPSS, SAS, EQS, HLM

## DOCTORAL COURSEWORK

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### Seminars in Marketing

Research Methods in Marketing  
Marketing Strategy  
Marketing Models  
Consumer Behavior  
Multivariate Analysis  
Applied Modeling Techniques

### Professor

Lisa Scheer  
Detelina Marinova  
Murali Mantrala & Srinath Gopalakrishna  
Peter Bloch & Ratti Ratneshwar  
Shaoming Zou  
Detelina Marinova

### Methodology

Problem Solving and Programming  
Mathematical Statistics  
Econometrics I  
Applied Statistical Models I  
Applied Statistical Models II  
Experimental Design  
Hierarchical Linear Modeling  
Probability Theory

### Professor

Shawn Moore  
William Banks  
Isaac Miller  
Justin Shows  
Paul Speckman  
Isabella Zaniletti  
Nianbo Dong  
Kangwon Seo

## PROFESSIONAL EXPERIENCE

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**Assistant Director of Development, University of Montana Foundation:** *Missoula, MT* 2015 – 2016

- Used relationship selling to manage \$500,000 portfolio of major gift donors
- Achieved 4x annual financial goal and conducted 7x the annual goal for qualifying visits

**Community Manager, American Cancer Society:** *Missoula, MT* 2013 – 2015

- Used relationship selling to manage \$165,000 portfolio and build relations with key corporate accounts
- Provided sales training to lead volunteers to achieve 13% increase in net income over prior year

**Development Coordinator, American Cancer Society:** *Rochester, MN* 2012 – 2013

- Engaged in cold calling and actively conducted lead qualification to build robust pipeline
- Exceeded aggressive income goals by 6% and increased net income by 40% over previous year

**Public Outreach Coordinator, City and Borough of Sitka:** *Sitka, AK* 2011 – 2012

- Developed and led campaign for Department of Labor grant to encourage “green” career training
- Collaborated with the City to design Energy Star Rebate Program resulting in reduced electric load

## REFERENCES

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Dr. Detelina Marinova (Chair)  
Frances Ridge Gay MBA Professor & Professor in Marketing  
Robert J. Trulaske College of Business – University of Missouri  
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Dr. Jagdip Singh  
AT&T Professor of Marketing  
Weatherhead School of Management – Case Western Reserve University  
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Director of Graduate Studies & Professor in Computer Science  
College of Engineering and Computer Science – University of Missouri  
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Dr. Marsha L. Richins  
Bailey K. Howard World Book Chair of Marketing & Professor in Marketing  
Robert J. Trulaske College of Business – University of Missouri  
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