

VITA

Andris A. Zoltners

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Kellogg School of Management
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Education

- Ph.D. Carnegie-Mellon University, 1973, Industrial Administration
 Dissertation Title: "Integer Programming and Management
 Science"
- M.S.I.A. Carnegie-Mellon University, 1972, Industrial Administration
- M.S. Purdue University, 1969, Mathematics
- B.S. University of Miami, 1967, Mathematics

Teaching Experience

Northwestern University, September 1976 - present

Sales Force Management (MBA's, EMP)
Marketing Planning and Evaluation Systems (MBA's, EMP)
Marketing Management (MBA's)
Marketing Research (MBA's)
Quantitative Analysis of Marketing Problems (MBA's)
Marketing Models (Ph.D.'s)

University of Massachusetts, June 1973 - September 1976

Seminar in Management Science (Ph.D. and M.S. Management Science majors)
Quantitative Analysis in Accounting (M.S. Accounting majors)
Deterministic Models (M.S. Management Science majors)
Managerial Models (MBA's)
Regression Analysis (MBA's)
Introduction to Probability and Statistics (MBA's)

Management Development Seminars:

Developed three programs:

Accelerating Sales Force Performance	4 days	100-150 participants per year
Accelerating Sales Force Performance (short version)	1-2 days	400-1,000 participants per year
Sales Force Incentive Planning: Compensating for Results	3 days	40-50 participants per year
The Kellogg School Summit for Sales Executives: Integrating Sales and Marketing Strategies	1½ days	95-100 participants

Teaching Interests

Sales Force Management, Strategic Marketing Planning, Marketing Models.

Consulting and Other Experiences

1983-Present, Consultant:

Founder and Co-Chairman of ZS Associates, a global management consulting firm providing world-class expertise in sale force management and marketing issues. With experience in over 60 countries and over 1,000 people worldwide, ZS concentrates its resources and energies in helping their clients achieve lasting competitive advantage in sales and marketing.

1969-1970: Systems Analyst, Marathon Oil Company, Findlay, Ohio

1968: Member of the Mathematics and Computation Center Technical Staff, Aerospace Corporation, El Segundo, California

1967: Aerospace Engineer, NASA Manned Spacecraft Center, Houston, Texas

Research Interests

Sales Force Productivity Enhancement
Management Science Models in Marketing

Books

Building a Winning Sales Force (with P. Sinha and S. Lorimer), AMACOM, a division American Management Association, March 2009, 476 pp.

The Complete Guide to Sales Force Incentive Compensation: How to Design and Implement Plans That Work, (with P. Sinha and S. Lorimer), AMACOM, a division of American Management Association, August 2006, 490 pp.

Sales Force Design for Strategic Advantage, (with P. Sinha and S. Lorimer), Palgrave MacMillan Press, 2004, 380 pp.

The Complete Guide to Accelerating Sales Force Performance, (with P. Sinha and G. Zoltners), AMACOM, a division of American Management Association, 2001, 473 pp.

The Fat Firm (with P. Sinha and S. Murphy), 1997, McGraw-Hill, published in five languages, 279 pp.

Marketing Planning Models (ed.), 1982, Elsevier North-Holland, Inc.

Marketing Decision Models (ed., with R. Schultz), Spring 1981, Elsevier North-Holland, Inc.

Publications

“Sales Force Effectiveness: A Framework for Researchers and Practitioners” (with P. Sinha and S. E. Lorimer), *Journal of Personal Selling & Sales Management*, Vol. XXVIII, No. 2, Spring 2008, pp. 115-131. Winner of the Marvin Jolson Award for the Best Contribution to Selling and Sales Management Practice as well as the American Marketing Association’s Sales SIG 2009 Excellence in Research Award.

“Match Your Sales Force Structure to Your Business Life Cycle,” (with P. Sinha and S. E. Lorimer), *Harvard Business Review*, July/August 2006.

“Sales Territory Design: Thirty Years of Modeling and Implementation,” (with P. Sinha), winning entry in the INFORMS Society for Marketing Science Practice Prize Competition, *Marketing Science*, Vol. 24, No. 3, Summer 2005, pp. 313-331.

“The Changing Environment of Selling and Sales Management,” (with E. Jones, S. P. Brown, B. A. Weitz), *Journal of Personal Selling & Sales Management*, Vol. XXV, No. 2, Spring 2005, pp. 105-111.

“Sales and Marketing Integration: A Proposed Framework,” (with D. Rouziès, E. Anderson, A. K. Kohli, R. E. Michaels, B. A. Weitz), *Journal of Personal Selling & Sales Management*, Vol. XXV, No. 2, Spring 2005, pp. 113-122.

“Sales Force Decision Models: Insights from 25 Years of Implementation,” (with P. Sinha), *Interfaces*, June 2001, Vol. 31, Issue 3, Part 2, 37 pages.

“Sales Territory Alignment: An Overlooked Productivity Tool,” (with S. E. Lorimer), *Journal of Personal Selling & Sales Management*, Summer 2000, Vol. XX, Number 3, pp. 139-150.

“Analysis of New-Product Diffusion Using a Four-Segment Trial-Repeat Model,” (with M. Hahn, S. Park and L. Krishnamurthi), *Management Science*, Vol. 13, No. 3, Summer 1994, pp. 224-247.

“Structuring a Multiproduct Sales Quota-Bonus Plan for a Heterogeneous Sales Force: A Practical Model-based Approach,” (with M. Mantrala and P. Sinha), *Marketing Science*, Vol. 13, No. 2, Spring 1994, pp. 121-144.

“Impact of Resource Allocation Rules on Marketing Investment-Level Decisions and Profitability,” (with M. Mantrala and P. Sinha), *Journal of Marketing Research*, Vol. 29, May 1992, pp. 162-175.

“An Integrated Model-Based Approach for Sales Force Structuring,” (with A. Rangaswamy and P. Sinha), *Marketing Science*, Vol. 9, No. 4, Fall 1990, pp. 279-298.

“The Channel Intermediary Selection Decision: A Proposed Model and An Application,” (with R. Rangan and R.J. Becker), *Management Science*, Vol. 32, No. 9, September 1986, pp. 1114-1122.

“A Computational Study of a Multiple Choice Knapsack Algorithm,” (with R. Armstrong, D. Kung, and P. Sinha), *Journal of the Association for Computing Machinery*, Vol. 9, No. 2, June 1983, pp. 184-198.

“Sales Territory Alignment: A Review and Model,” (with P. Sinha), *Management Science*, Vol. 29, No. 11, November 1983, pp. 1237-1256.

“A Manpower Sizing and Resource Allocation Model for Commercial Lending,” *Journal of Bank Research*, Vol. 14, No. 2, Summer 1983, pp. 134-143.

“A Market Selection Model for Multiple End-Use Products,” (with J. Dodson), *Journal of Marketing*, Vol. 47, No. 2, Spring 1983, pp. 76-88.

“The Nested Knapsack Problem,” (with R. Armstrong and P. Sinha), *Management Science*, Vol. 28, No. 1, January 1982, pp. 34-43.

“Integer Programming Model and Algorithmic Evolution: A Case From Sales Resource Allocation,” (with P. Sinha), *TIMS Studies in the Management Sciences*, Vol. 18, 1982, pp. 99-116.

“An Interactive Information System for Audit-Staff Assignment Decisions,” (with V. Balachandran), *The Accounting Review*, Vol. LVI, No. 4, October 1981, pp. 801-812.

“The Bounded Interval Generalized Assignment Problem,” (with T. Ross and R. Soland), *Naval Research Logistics Quarterly*, Vol. 27, No. 4, December 1980, pp. 625-633.

“Integer Programming Models for Sales Resource Allocation,” (with P. Sinha), *Management Science*, Vol. 26, No. 3, March 1980, pp. 242-260.

“An Optimal Algorithm for Sales Representative Time Management,” (with P. Sinha and P. Chong), *Management Science*, Vol. 25, No. 12, December 1979, pp. 1197-1207

“Weighted Assignment Models and Their Application,” (with T. Ross), *Management Science*, Vol. 25, No. 7, July 1979, pp. 683-696.

“Pricing the Product Line During Periods of Scarcity,” (with K. Monroe), *Journal of Marketing*, Vol. 43, No. 3, Summer 1979, pp. 49-59. Reprinted in a volume entitled "Marketing/Expansione" published by Arnoldo Mondadori Editore, Italy.

“The Multiple-Choice Knapsack Problem,” (with P. Sinha), *Operations Research*, Vol. 27, No. 3, May-June 1979, pp. 503-515.

“An Allocation Model for Catalog Space Planning,” (with M. Johnson and P. Sinha), *Management Science*, Vol. 25, No. 2, February 1979, pp. 117-129.

“A Mathematical Programming System for Preference and Compatibility Maximized Menu Planning and Scheduling,” (with J. Balintfy, T. Ross, and P. Sinha), *Mathematical Programming*, Vol. 15, No. 1, July 1978, pp. 63-76.

“A Direct Descent Binary Knapsack Algorithm,” *Journal of the Association for Computing Machinery*, Vol. 25, No. 1, January 1978, pp. 304-311.

“A Computerized Bank Check Collection Vehicle Routing System,” (with G. Haas), *Journal of Bank Research*, Vol. 8, No. 3, Autumn 1977, pp. 148-158.

“Integer Programming Models for Sales Territory Alignment to Maximize Profit,” *Journal of Marketing Research*, Vol. 8, November 1976, pp. 426-430.

“Some Easy Postoptimality Analysis for Zero-One Programming,” (with C.J. Piper), *Management Science*, Vol. 22, No. 7, March 1976, pp. 759-765.

“Optimal Regional Distribution of Petroleum Products,” (with C. Moore), *OMEGA*, Vol. 4, No. 3, 1976, pp. 301-311.

“Implicit Enumeration Based Algorithms for Postoptimizing Zero-One Programs,” (with C.J. Piper), *Naval Research Logistics Quarterly*, Vol. 22, No. 4, December 1975, pp. 791-809.

“Sales Territory Design: An Integrated Approach,” (with R.J. Shanker and R.E. Turner), *Management Science*, Vol. 22, No. 3, November 1975, pp. 309-320.

“Intersection Cuts from Outer Polars of Truncated Cubes,” (with E. Balas), *Naval Research Logistics Quarterly*, Vol. 22, No. 3, September 1975, pp. 447-496.

“A National Planning Model for Determining an Optimal Distribution of Petroleum Products,” (with C. Moore), *Revista Internazionale Di Scienze Economiche e Commerciali*, Anno XXI, 1974, n. 7, pp. 647-657.

“The Corporate Payment Problem,” (with R.J. Shanker), *Journal of Bank Research*, Vol. 3, No. 1, Spring 1972, pp. 47-53.

“An Extension of the 'Lock-Box Location Problem',” (with R.J. Shanker), *Journal of Bank Research*, Vol. 2, No. 4, Winter 1972, p. 62.

Proceedings Articles, Book Chapters and Other Articles

“Building a Winning Sales Force,” (with P. Sinha and S. Lorimer) chapter to be included in a volume entitled *Kellogg on Marketing*, (publication forthcoming) edited by John Wiley & Sons

“Aligning Sales and Marketing to Enhance Customer Value and Drive Company Results,” (with P. Sinha and S. Lorimer) chapter to be included in a volume entitled *Kellogg on Marketing*, publication forthcoming) edited by John Wiley & Sons

“Sales Force Sizing and Territory Design,” (with P. Sinha and S. Lorimer) chapter to be included in a volume which is provisionally entitled *The Oxford Handbook of Sales Management and Sales Strategy* (to be published September 2009) Oxford University Press edited by Dr. Ken LeMeunier-Fitzhugh, Nigel Percy and Professor David W. Cravens, 33 pp.

“Sales Force Structure,” (with P. Sinha and S. Lorimer) chapter to be included in a volume which is provisionally entitled *The Oxford Handbook of Sales Management and Sales Strategy* (to be published September 2009) Oxford University Press edited by Dr. Ken LeMeunier-Fitzhugh, Nigel Percy and Professor David W. Cravens, 40 pp.

“Global sales effectiveness initiatives: What works and what does not?” (with P. Sinha) Published in *Journal of Medical Marketing*, Vol. 5,1, 2005, pp. 19-26.

“Equipos De Venta Exitosos,” in *en línea, Telefónica Empresas*, Año 5, Número 21, Mayo-Junio de 2003, pp.58-66.

“Sales Force Culture Could Be the Key to Long-term Sales Success,” (with A. Bakker Lee) in *The ZS Insight*, Vol 2, Issue 1, February 2003, pp. 2-8.

“The Successful Selling Organization,” (with P. Sinha and G. Zoltners) in *Kellogg on Marketing*, edited by Dawn Iacobucci, John Wiley & Sons, 2001, pp.366-385.

“The drivers that make sales teams tick,” *Financial Times (Mastering Marketing Section)*, November 6, 2000, pp. 12-13.

“Readying the Medical Sales Force for E-World Strategies,” *Medical Industry Information Report*, Summer 1999.

“How to make sales force mergers work,” *Financial Times (Mastering Marketing Section)*, October 12, 1998, pp. 8-10.

“Creating a sales force to be reckoned with,” *Financial Times (Mastering Marketing Section)*, October 12, 1998, pp. 2-3.

“Sales-Force Byte: Computer-Aided Territory Design,” *Pharmaceutical Executive*, Vol. 8, No. 10, October 1988, pp. 50-54.

“Matching Manpower and Markets,” *Business Marketing*, September 1988, pp. 94-98.

“Sizing Up Your Sales Force: An Integrated Approach,” *Pharmaceutical Executive*, Vol. 7, No. 9, September 1987, pp. 70-78.

“Normative Marketing Models,” in *Marketing Decision Models* edited with R. Schultz, 1981, pp. 55-76.

“Marketing Decision Support Systems Are More Effective When They Incorporate Optimization and Assessment,” *Marketing News*, December 12, 1980.

“Models and Software for Sales Force Decisions,” in R. Leone, ed., *Proceedings of ORSA/TIMS Special Interest Conference on Market Measurement and Analysis*, 1980.

“Models and Computer Software Can Help Make Sales Force Decisions,” *Marketing News*, November 16, 1979.

“A Unified Approach to Sales Territory Alignment,” in R. Bagozzi, ed., *Sales Management: New Development from Behavioral and Decision Model Research*, Cambridge, MA: Marketing Science Institute, 1979, pp. 360-376.

“A Linear Programming Model for Determining an Optimal Regional Distribution of Petroleum Products,” (with C. Moore) in *Lecture Notes in Economics and Mathematical Systems: Energy, Regional Science, and Public Policy*, edited by M. Chatterji and P. Van Rompuy, Springer-Verlag, 1976, pp. 119-135.

“A Multi-Period Integer Programming Approach to the Product Mix Problem,” (with K. Monroe, S. Sunder, and W.A. Wells) in *Proceedings*, Fall Educators' Conference, American Marketing Association, 1976, pp. 493-497.

Papers Presented at Conference and Special Meetings

I have presented over 70 papers at professional conferences from 1974 to present.

Editorial Work

Associate Editor, *Management Science*

Editorial Board, *Marketing Science*

Editor, Special Issue of TIMS Studies in the Management Sciences on Marketing Planning Models

Referee for the following journals:

Operations Research

Management Science

Marketing Science
Journal of Marketing
Mathematical Programming
Naval Research Logistics Quarterly
ACM

Professional Affiliations

INFORMS
American Marketing Association (AMA)

Ph.D. Dissertation Chairman

M. Johnson, "Models for Retail Planning"
E. Rizkallah, "A Strategic Planning Model for Multinational Marketing"
K. Chou, "A General Model for Competitive Pricing and Product Line Pricing"
K. Rangan, "Models for Distribution Channel Decisions"
A. Rangaswamy, "Sales Force Organization: A Modeling Approach"
M. Hahn, "Advertising Models for Nondurables in the Early Part of Their
Product Life Cycle"
A. Manrai, "Similarity, Perception and Choice"
S. Horng, "Sales Response Estimation: An Analysis of the Delphi Method and the
Integration of Delphi Estimates and Historical Data"
M. Mantrala, "Models for Marketing Resource Allocation and Sales Force
Compensation"
S. Park, "New Product Models for Nondurables: New Models and Comparison with
Other Models"
Y.J. Kim, "Fractional Tit for Tat Strategy in Promotional Competition"
C. S. Lee, "A Study of Carryover Effects in Marketing"