

**NORTHWESTERN UNIVERSITY
KELLOGG SCHOOL OF MANAGEMENT**

Marketing 463 – Section 61
Sales Force Management
Leverone Hall – Evanston Campus
Fall Quarter, 2009

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COURSE SYLLABUS

SESSION	DATE	TOPIC	READINGS/ASSIGNMENT
1	9/21	Accelerating Sales Force Performance	Read Chapter 1: The Dimensions and Drivers of a Winning Sales Force Read Chapter 2: Achieving Sales Force Excellence
2	9/24	Accelerating Sales Force Performance	Case Analysis: Milford Industries (A, B, C)
3	9/28	A Process for Designing a Selling Organization Sales Strategy Channel Selection	Case Analysis: Hewlett-Packard Imaging Systems Division: Sonos 100 C/F Introduction
4	10/1	Sales Force Design	Read Chapter 3: Sales Strategies that Win with Customers Read Chapter 4: Sizing Your Sales Force for Long-Term Success Read Chapter 5: Structuring the Sales Force for Efficiency and Effectiveness Read: Match Your Sales Force Structure to Your Business Life Cycle
5	10/5	Sizing the Sales Force for Strategic Advantage (Sales Force Design packet)	Case Analysis: Hart Hospital Equipment Sizing and Structuring
6	10/8	Structuring the Sales Force for Strategic Advantage (Sales Force Design packet)	
7	10/12	Geographic Deployment (Speaker) Kelly Tousi, Principal Matt Schilling, Consultant ZS Associates	Case Analysis: Master Cement & Concrete, Inc. Read Chapter 6: Designing Sales Territories for Maximum Success Read: Sales Territory Alignment: An Overlooked Productivity Tool
8	10/15	Recruiting and Retaining the Best Salespeople	Read Chapter 7: Sales Force Recruiting: Winning the Talent War
9	10/19	The Critical Role of the First-Line Sales Manager (Speaker) Chris Hartman, VP of Sales, NE Div. Boston Scientific Cardiac Rhythm Management	Read Chapter 8: Developing More Effective Training Programs Read Chapter 10: The Right Sales Manager: A Key to Sales Force Success
10	10/22	Talent Management <ul style="list-style-type: none"> • Performance Management • Motivating the Sales Force 	Case Analysis: Ethitex Pharmaceuticals Case Analysis: I.M.A.G.E. International Read Chapter 14: Staying on Track Through Better Sales Force Performance Management
11	10/26	Talent Management (Speaker) Sales Force Culture (Speaker) Mike Walkman, Former SNC National Sales Director at Johnson & Johnson <ul style="list-style-type: none"> • Sales Force Culture 	Read Chapter 9: How to Create a Winning Sales Force Culture
12	10/29	Compensating for Results	Read Chapter 12: How Sales Force Incentives Can Drive Results
13	11/2	Compensating for Results	Case Analysis: Big City Times

14	11/5	Effective Sales Compensation Programs: (Speaker) Ken Fairchild, Director, US Compensation at Medtronic	
15	11/9	Goal and Objective Setting	Case Analysis: Milford's Goal Setting Read Chapter 13: Setting Fair and Realistic Goals to Motivate Your Sales Force
16	11/12	Leveraging Information	Read Chapter 11: Using Information Technology to Enhance Sales
17	11/16	The Effectiveness Hunt	
18	11/19	Sales and Marketing Alignment	Case Analysis: Delta Pharmaceuticals Read Chapter 19: Achieving Better Sales and Marketing Alignment
19	11/30	Speaker: Greg Schofield Executive Vice President of Sales and Marketing Aria Healthcare	
20	12/3	Implementing Sales Force Change	

CASE ASSIGNMENT CALENDAR

WEEK	MONDAY	THURSDAY
1		Milford Industries (A, B, C)
2	Hewlett-Packard Imaging Systems Division: Sonos 100 C/F Introduction	
3	Hart Hospital Equipment-Sizing and Structuring	
4	Master Cement & Concrete, Inc.	
5		Esthete Pharmaceuticals I.M.A.G.E. International
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7	Big City Times	
8	Milord's Goal Setting	
9		Delta Pharmaceuticals
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CASE DISCUSSION QUESTIONS

SESSION	CASE TITLE	DISCUSSION QUESTIONS
2	Milford Industries (A, B, C)	<ol style="list-style-type: none"> 1. What are the three most significant sales force issues, challenges or concerns facing the Capital District? 2. How would you address these issues, challenges or concerns?
3	Hewlett-Packard Imaging Systems Division: Sonos 100 C/F Introduction	<ol style="list-style-type: none"> 1. How should the Sonos 100 C/F be distributed: through ISY's direct sales force or through manufacturer's reps? 2. What are the economic implications of your decision? 3. What are the organizational implications?
5	Hart Hospital Equipment Sizing and Structuring	<ol style="list-style-type: none"> 1. Evaluate the current size and structure proposal. 2. Suggest an alternative if the current proposal can be improved.
7	Master Cement & Concrete, Inc.	Give this case a try.
10	Esthete Pharmaceuticals I.M.A.G.E. International	<p>The Ethitex discussion questions are in the case.</p> <p>What do you like about Bart Reynolds' motivation programs? What don't you like about them?</p>
13	Big City Times	Give this case a try.
15	Milford's Goal Setting	Set quotas for Milford's Capital District.
18	Delta Pharmaceuticals	<ol style="list-style-type: none"> 1. Is there a problem here? What are the root causes of the problem? 2. How would you propose to fix the problems?