SFE – in the new (ab)normal
Info session
On the call today

David Collins
Program Manager

Stacey Nussbaum
Zoom Support

Gretchen Baker
Program Advisor
On the call today

Marshall Solem
Academic Director
Adjunct Lecturer, Executive Education,
Principal Emeritus at ZS Associates and expert in sales force design,
sales manager development and sales effectiveness
Welcome to Kellogg Exec Ed
This session

1. Welcome & introductions
2. Course context
3. Course overview
4. Q&A
What has Covid wrought on the sales force?
The impact has been very varied

<table>
<thead>
<tr>
<th>Sales exploding</th>
<th>Sales/profits cratering</th>
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<tbody>
<tr>
<td>Diagnostics</td>
<td>Hospitality</td>
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<td>PPE &amp; sanitation</td>
<td>Travel</td>
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<td>Tech</td>
<td>Oil/gas</td>
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<td>Home fitness</td>
<td>Medical devices</td>
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<td>Basic supplies</td>
<td>Banking</td>
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<td>Food &amp; grocery</td>
<td>Discretionary goods</td>
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<td>Home repair</td>
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Sales exploding: Diagnostics, PPE & sanitation, Tech, Home fitness, Basic supplies, Food & grocery, Home repair, ...

Sales/profits cratering: Hospitality, Travel, Oil/gas, Medical devices, Banking, Discretionary goods, ...
How has your sales volume been impacted compared to your 2020 plan/budget/goal?

A. Huge drop (>50% decline)
B. Moderate drop (30-50% decline)
C. Mild drop (10-30% decline)
D. “No” impact (we’re within +/- 10% of our plan/goal)
E. Mild increase (10-30% gain)
F. Moderate increase (30-50% gain)
G. Huge increase (>50% gain)
How has your organization responded with the sales force?

A. Significant layoffs
B. Modest layoffs/furloughs
C. No Change
D. Hiring more reps
How have you shifted customer interactions

A. Not much change (e.g. maintained significant face to face or were already very virtual)

B. Shifted to all virtual

C. Shifted to primarily virtual but some face to face
Covid-19 impacts several aspects of the commercial model

Market Insight

Go-To-Market Strategy

Value Proposition Strategy

Channels & Sales Force Structure

Customer Engagement Process

Change Management

Sales Resources
- Sizing
- Territories
- Account Targeting
- Territory & Pipeline Mgt

Channels & Sales Force Structure

Knowledge, Skills & Behaviors
- Culture
- Competency Model
- Hiring
- Training & Coaching

Motivation
- Performance Measures
- Incentives & Rewards
- Performance Reviews

Tools
- Sales Process & Decision Support Tools

Marketing Programs
- Marketing Mix
- Demand Generation
- Lead Nurturing
- Sales Force & Partner Enablement
- Community Building

Operations (Sales, Marketing, Channels)
- Data & List Management
- Sales Admin
- In-line Forecasting
- Reporting
- Analytics
- Agency Management
- Platforms & Systems Management

Operations (Sales, Marketing, Channels)

Motivation

Knowledge, Skills & Behaviors

Channels & Sales Force Structure

Customer Engagement Process

Value Proposition Strategy

Segmentation & Growth Strategy

Customer Insight

Competitor Insight

Market Environment

Sales Resources
- Segments
- Capacity Planning
- Benefits & Rewards
- Partner Program Management
Break-out groups

- Discuss your biggest revelation or learning related to the sales force during Covid-19
What is your biggest open SF-related issue caused by Covid?
Covid-19 impacts several aspects of the commercial model

Highlight parts from the class
<table>
<thead>
<tr>
<th>TIME (US CENTRAL)</th>
<th>MONDAY OCTOBER 5</th>
<th>TUESDAY OCTOBER 6</th>
<th>THURSDAY OCTOBER 8</th>
<th>MONDAY OCTOBER 12</th>
<th>TUESDAY OCTOBER 13</th>
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<tbody>
<tr>
<td><strong>Morning Session 1</strong></td>
<td>8:00 – 9:30 AM</td>
<td>8:30 – 10:00 AM</td>
<td>8:30 – 10:00 AM</td>
<td>8:30 – 10:00 AM</td>
<td>8:30 – 10:00 AM</td>
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<tr>
<td>The New World of Work</td>
<td>Talent Management</td>
<td>Leveraging Analytics and AI to Optimize Omni-Channel Strategies</td>
<td>Managing Culture and Change in a VUCA World</td>
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<td>Solem</td>
<td>Lennon</td>
<td>Shastri</td>
<td>Bernewitz</td>
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<td><strong>Break</strong></td>
<td>9:30 – 9:45 AM</td>
<td>10:00 – 10:30 AM</td>
<td>10:00 – 10:25 AM</td>
<td>10:00 – 10:30 AM</td>
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<tr>
<td><strong>Morning Session 2</strong></td>
<td>9:45 – 10:45 AM</td>
<td>10:30 AM – 12:00 PM</td>
<td>10:30 AM – 12:00 PM</td>
<td>Class Photo: 10:25 AM</td>
<td>10:30 AM – 12:00 PM</td>
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<tr>
<td>New Models of Customer Engagement</td>
<td>Motivation and Incentives</td>
<td>Enablement and Execution: Bringing the New Strategy to Life</td>
<td>Panel Discussion and Wrap-up</td>
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<td>Yeung/Mitra</td>
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<td><strong>Break</strong></td>
<td>10:45 – 11:00 AM</td>
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<td><strong>Morning Session 3</strong></td>
<td>11:00 AM – 12:00 PM</td>
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<td>New Models of Customer Engagement (cont’d)</td>
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<td>Yeung/Mitra</td>
<td>Albrecht</td>
<td>Mitra</td>
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<td>Office Hours</td>
<td>12:00 – 12:30 PM</td>
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<td>Lennon/Albrecht</td>
<td>Shastri/Mitra</td>
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<tr>
<td>Networking</td>
<td>12:30 – 1:30 PM</td>
<td>4:00 – 5:00 PM</td>
<td>12:30 – 1:30 PM</td>
<td>Virtual Lunch</td>
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<tr>
<td>Virtual Lunch</td>
<td>Social Hour</td>
<td>Virtual Lunch</td>
<td>5:00 – 6:00 PM</td>
<td>Change Management Group Work (Bernewitz)</td>
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<td>Group Work</td>
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Your Faculty

Marshall Solem  Tony Yeung  Torsten Bernewitz  Tania Lennon

Course Assistants

Jon Kelman  Will Wiet

Program Advisor

Gretchen Baker

Program Managers

Chad Albrecht  Arun Shastri  Saby Mitra

David Collins  Stacey Nussbaum  Emilie Hunter
Resources & Opportunities to Connect

- Network with your peers during small group lunches and a social hour
- Dig deeper during faculty office hours
- Explore resources on a robust course site
For more information:

- Go to https://kell.gg/kxsfe

- Contact your Program Advisor – Gretchen Baker
  – Gretchen-Baker@kellogg.northwestern.edu
Thank you!
Appendix
Welcome to Kellogg Exec Ed
What has Covid wrought on the sales force?
What has Covid wrought on the sales force?
The impact has been very varied!

**Sales/profits exploding**
- Diagnostics
- PPE & sanitation
- Tech
- Home fitness
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**Sales/profits cratering**
- Hospitality
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