



## SFE – in the new (ab)normal Info session





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## 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

## 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)

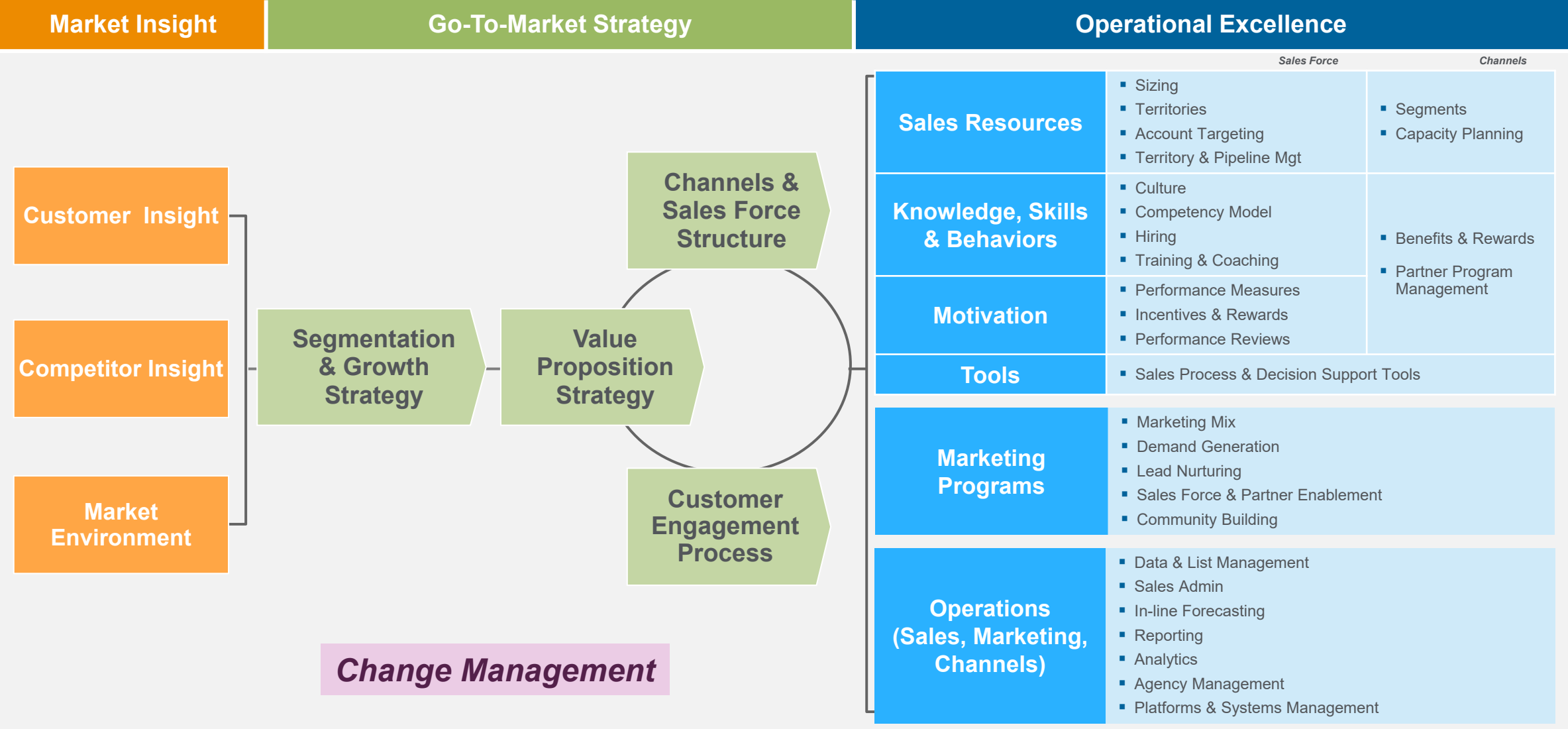
# How has your organization responded with the sales force?

- 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



## Break-out groups

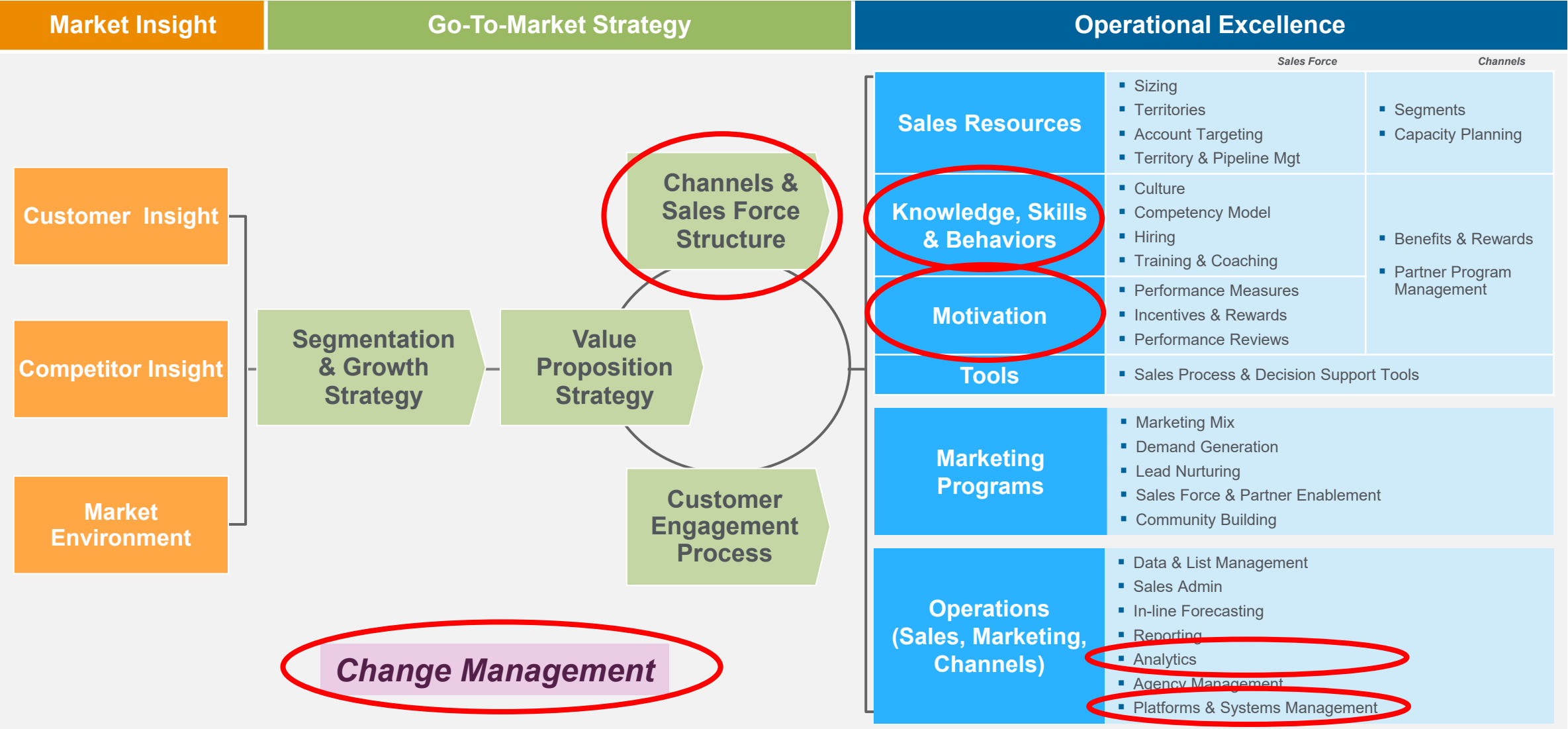
- Discuss **your biggest revelation or learning** related to the sales force during Covid-19



# 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



# SALES FORCE EFFECTIVENESS IN THE NEW (AB)NORMAL

Academic Director: Marshall Solem

OCTOBER 5 - 6 + OCTOBER 12 - 13

Program Manager: David Collins

d-collins@kellogg.northwestern.edu

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

Northwestern  
Kellogg

# Your Faculty



Marshall Solem



Tony Yeung



Torsten Bernewitz



Tania Lennon



Chad Albrecht



Arun Shastri



Saby Mitra

## Course Assistants



Jon Kelman



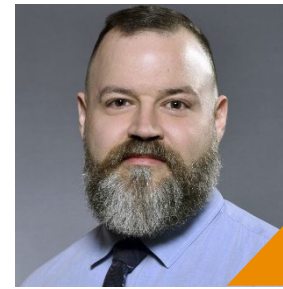
Will Wiet

## Program Advisor



Gretchen Baker

## Program Managers



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



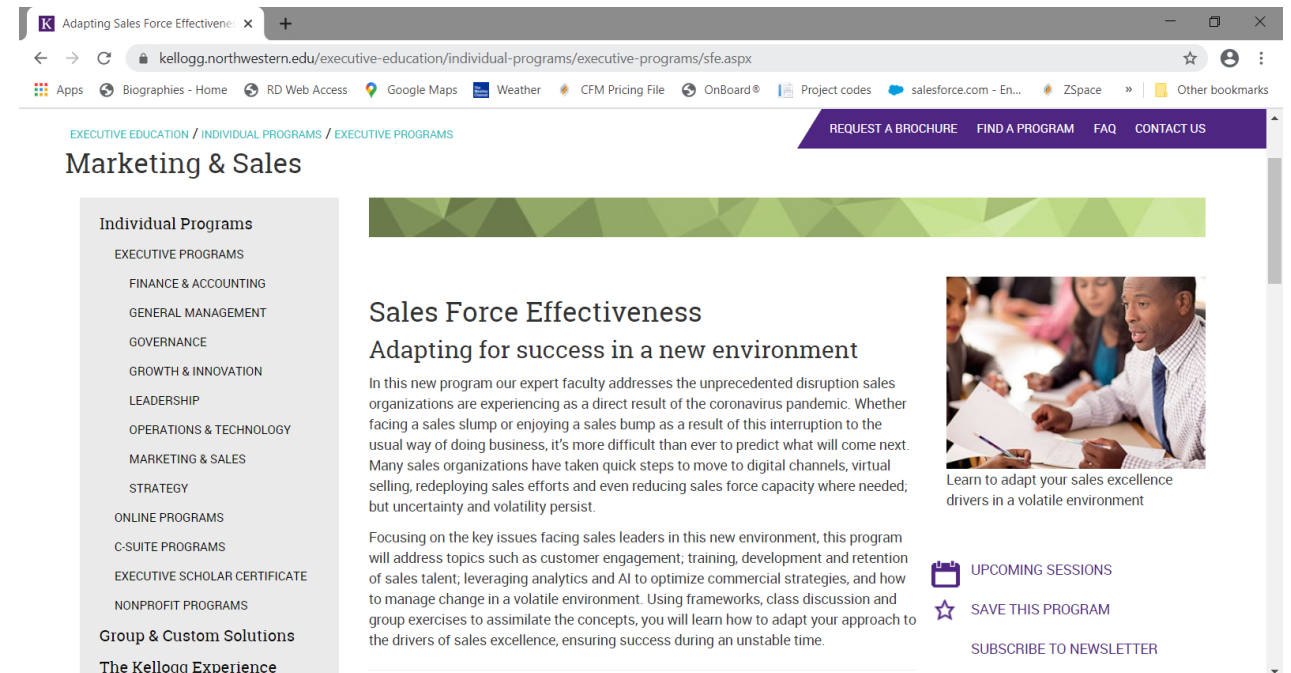
Explore resources on a robust course site



# Q&A

# For more information:

- Go to <https://kell.gg/kxsfe>
- Contact your Program Advisor – Gretchen Baker
  - [Gretchen-Baker@kellogg.northwestern.edu](mailto:Gretchen-Baker@kellogg.northwestern.edu)



The screenshot shows a web browser window displaying the Kellogg Northwestern University website. The page is titled "Marketing & Sales" and is part of the "Sales Force Effectiveness" program. The left sidebar lists various programs, including "EXECUTIVE PROGRAMS" and "ONLINE PROGRAMS". The main content area features a section titled "Sales Force Effectiveness" with the subtitle "Adapting for success in a new environment". The text describes the program's focus on addressing the challenges of the coronavirus pandemic, such as sales slumps and digital channel shifts. A photo of a man in a suit is shown, along with the text "Learn to adapt your sales excellence drivers in a volatile environment". The right sidebar includes links for "REQUEST A BROCHURE", "FIND A PROGRAM", "FAQ", and "CONTACT US", as well as "UPCOMING SESSIONS", "SAVE THIS PROGRAM", and "SUBSCRIBE TO NEWSLETTER".

Adapting Sales Force Effectiveness

kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/sfe.aspx

EXECUTIVE EDUCATION / INDIVIDUAL PROGRAMS / EXECUTIVE PROGRAMS

REQUEST A BROCHURE FIND A PROGRAM FAQ CONTACT US

## Marketing & Sales

### Individual Programs

- EXECUTIVE PROGRAMS
  - FINANCE & ACCOUNTING
  - GENERAL MANAGEMENT
  - GOVERNANCE
  - GROWTH & INNOVATION
  - LEADERSHIP
  - OPERATIONS & TECHNOLOGY
  - MARKETING & SALES
  - STRATEGY
- ONLINE PROGRAMS
- C-SUITE PROGRAMS
- EXECUTIVE SCHOLAR CERTIFICATE
- NONPROFIT PROGRAMS

Group & Custom Solutions


The Kellogg Experience

## Sales Force Effectiveness

### Adapting for success in a new environment

In this new program our expert faculty addresses the unprecedented disruption sales organizations are experiencing as a direct result of the coronavirus pandemic. Whether facing a sales slump or enjoying a sales bump as a result of this interruption to the usual way of doing business, it's more difficult than ever to predict what will come next. Many sales organizations have taken quick steps to move to digital channels, virtual selling, redeploying sales efforts and even reducing sales force capacity where needed; but uncertainty and volatility persist.

Focusing on the key issues facing sales leaders in this new environment, this program will address topics such as customer engagement; training, development and retention of sales talent, leveraging analytics and AI to optimize commercial strategies, and how to manage change in a volatile environment. Using frameworks, class discussion and group exercises to assimilate the concepts, you will learn how to adapt your approach to the drivers of sales excellence, ensuring success during an unstable time.



Learn to adapt your sales excellence drivers in a volatile environment

- UPCOMING SESSIONS
- SAVE THIS PROGRAM
- SUBSCRIBE TO NEWSLETTER

# Thank you!

# Appendix

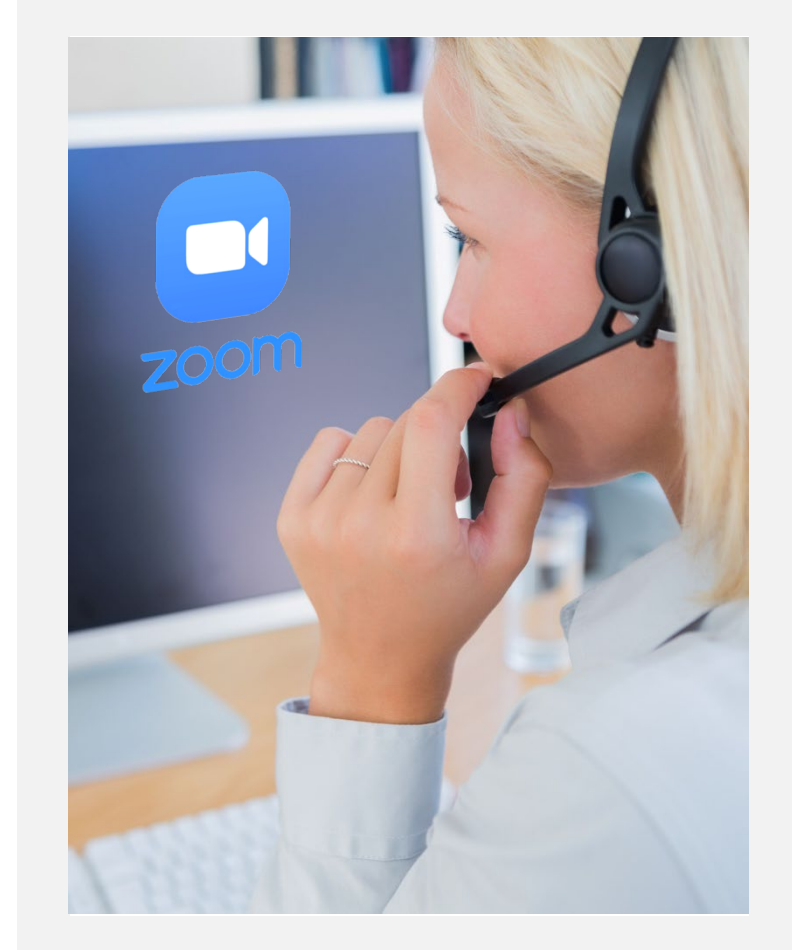
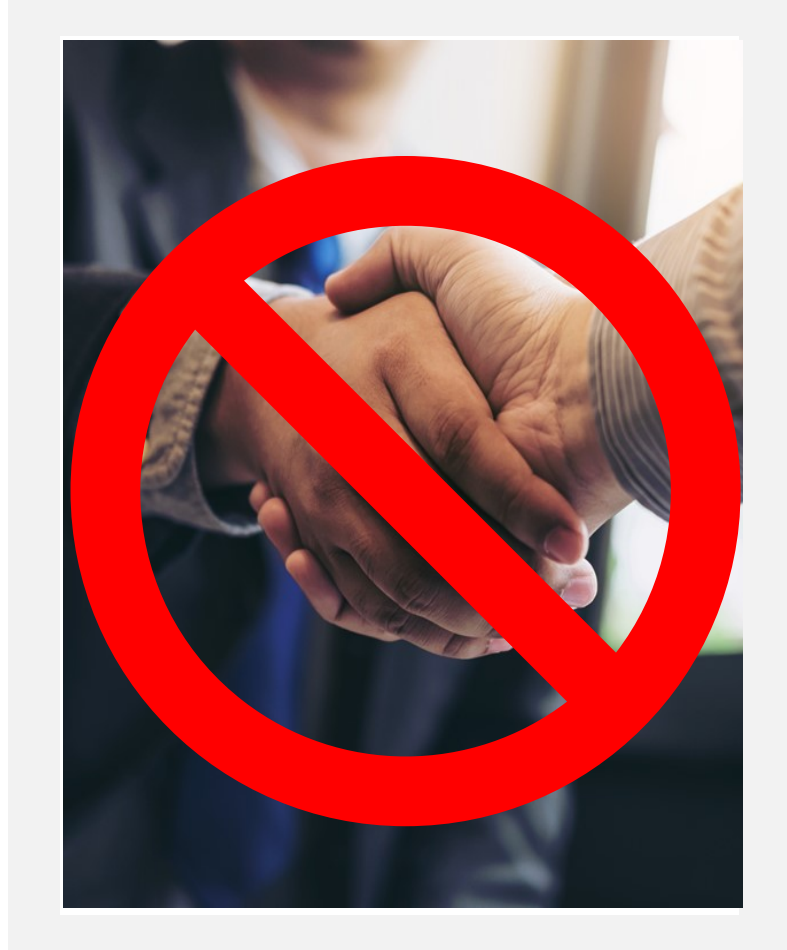
# Welcome to Kellogg Exec Ed

Replace with slide from David F





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