

**NORTHWESTERN UNIVERSITY  
KELLOGG SCHOOL OF MANAGEMENT**

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

Professor A. Zoltners  
Office: 455 – Leverone Hall  
Phone: 847-467-1923  
E-mail Address: [andy.zoltners@zsassociates.com](mailto:andy.zoltners@zsassociates.com)

**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) <b>Kelly Tousi, Principal</b> <b>Matt Schilling, Consultant</b> <b>ZS Associates</b>	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) <b>Chris Hartman, VP of Sales, NE Div.</b> <b>Boston Scientific Cardiac Rhythm Management</b>	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"> <li>• Performance Management</li> <li>• Motivating the Sales Force</li> </ul>	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) <b>Sales Force Culture (Speaker)</b> <b>Mike Walkman, Former SNC National Sales Director at Johnson &amp; Johnson</b> <ul style="list-style-type: none"> <li>• Sales Force Culture</li> </ul>	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) <b>Ken Fairchild, Director, US Compensation at Medtronic</b>	
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: <b>Greg Schofield Executive Vice President of Sales and Marketing Aria Healthcare</b>	
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
6		
7	Big City Times	
8	Milord's Goal Setting	
9		Delta Pharmaceuticals
10		

**CASE DISCUSSION QUESTIONS**

<b>SESSION</b>	<b>CASE TITLE</b>	<b>DISCUSSION QUESTIONS</b>
<b>2</b>	Milford Industries (A, B, C)	<ol style="list-style-type: none"> <li>1. What are the three most significant sales force issues, challenges or concerns facing the Capital District?</li> <li>2. How would you address these issues, challenges or concerns?</li> </ol>
<b>3</b>	Hewlett-Packard Imaging Systems Division: Sonos 100 C/F Introduction	<ol style="list-style-type: none"> <li>1. How should the Sonos 100 C/F be distributed: through ISY's direct sales force or through manufacturer's reps?</li> <li>2. What are the economic implications of your decision?</li> <li>3. What are the organizational implications?</li> </ol>
<b>5</b>	Hart Hospital Equipment Sizing and Structuring	<ol style="list-style-type: none"> <li>1. Evaluate the current size and structure proposal.</li> <li>2. Suggest an alternative if the current proposal can be improved.</li> </ol>
<b>7</b>	Master Cement & Concrete, Inc.	Give this case a try.
<b>10</b>	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>
<b>13</b>	Big City Times	Give this case a try.
<b>15</b>	Milford's Goal Setting	Set quotas for Milford's Capital District.
<b>18</b>	Delta Pharmaceuticals	<ol style="list-style-type: none"> <li>1. Is there a problem here? What are the root causes of the problem?</li> <li>2. How would you propose to fix the problems?</li> </ol>