THOUGHT LEADERSHIP ON THE SALES PROFESSION

10-11 June • Columbia University

WHEN?
Tuesday, June 10
8:30 AM – 5:00 PM
Wednesday, June 11
8:00 AM – 3:00 PM

WHERE?
Columbia University
New York, NY

COST?
$950

HOW DO I REGISTER?
See your invitation email for registration details or request an invitation by contacting us
**DAY 1**

**9:00AM – 10:30AM**

Dr. Bob Cialdini, NY Times bestselling author of *Influence: Science and Practice*, will deliver a keynote on influence tactics in sales.

**11:00AM – 12:15PM**

Dr. Andy Zoltners, Professor Emeritus at Northwestern University and Founder of ZS Associates, will kick-off a panel discussion on sales manager effectiveness.

**1:30PM – 5:00PM**

Professors like Dr. Doug Chung of Harvard (left) and Dr. Len Lodish of Wharton (right) are scheduled to give TED-style talks on the most cutting-edge research in sales today.

**DAY 2**

**8:00AM – 9:00AM**

Dr. Bill Klepper, WSJ bestselling author of *The CEO's Boss: Tough Love in the Boardroom*, will deliver a keynote on integrated leadership for sales success.

**9:30AM – 10:45AM**

Dr. Bill Klepper, WSJ bestselling author of *The CEO's Boss: Tough Love in the Boardroom*, will deliver a keynote on integrated leadership for sales success.

**11:15AM – 12:15PM**

Bernard Quancard, SAMA’s CEO, will kick-off a panel on frontiers in strategic account management.

**1:30PM – 3:00PM**

Dr. Anne Coughlan of Kellogg (left) and Dr. Hernan Bruno of INSEAD (right) will be among the final conference speakers, giving TED-style talks on their latest sales force research.

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**VISIT SALESTHOUGHTLEADERSHIP.ORG**
PRELIMINARY CONFERENCE SCHEDULE

DAY 1 – Tuesday, June 10

► 8:30 AM - 9:00 AM: Welcoming Remarks
   Location: 301 Uris Hall
   Co-Chairs: Mike Ahearne (University of Houston), Noel Capon (Columbia University), and Tom Steenburgh (Darden School of Business)

► 9:00 AM - 10:30 AM: Keynote on Influence Tactics in Sales
   Location: 301 Uris Hall
   Presenter: Robert Cialdini
   Core Message: Here are six questions Dr. Cialdini will answer during his presentation:

   1. If you have two options to present to a client, which should you present first, the more costly or the less costly one?
   2. Is it better to tell prospective clients what they stand to gain by agreeing to a specific plan or what they stand to lose if they don’t?
   3. If you have a new piece of information that would directly impact your client, when should you mention that it is new—before or after you present the information to your client?
   4. If you have a suggestion that has both strengths and weaknesses, when should you present the weaknesses, early or late in your presentation?
   5. After a client has praised you, your work, or your office staff, what is the most effective thing you can do immediately after you have said thank you?
   6. To arrange for a client to like you and to want to cooperate with you, what is the single most productive thing you can do before you try to influence that person?

► 10:30 AM - 11:00 AM: Networking Break
   Location: Hepburn Room and Terrace

► 11:00 AM - 12:15 PM: Panel Discussion – Sales Manager Effectiveness
   Location: 301 Uris Hall
   Moderator: Tom Steenburgh (Darden School of Business)
   Presenter: Andy Zoltners (Northwestern University and ZS Associates)
   Panelists: Paul Helmore (Schlumberger), Joe Stallard (Sewell Automotive), and Chris Suhoza (FedEx)

► 12:15 PM - 1:30 PM: Lunch
   Location: Faculty House

► 1:30 PM - 3:00 PM: Academic Competitive Presentation Sessions
   ► Track 1: Sales Force Effectiveness
   Location: Uris Hall 301
   Moderator: Ajay Kohli (Georgia Institute of Technology)
   Presenters: Noel Capon (Columbia University), Leonard Lodish (Wharton), and D. Eric Boyd (James Madison University)
   Papers:
   
   - Securing Competitive Advantage through the Sales Function
     - Noel Capon and Gary Tubridy
   
   - How a Subjectively Parameterized Sales Force Deployment and Allocation Model has Stayed Relevant for Over 35 Years and the Resulting Lessons for Managers
     - Leonard Lodish
   
   - (When) Should Marketing and Sales Report to One Top Manager? An Executive Job Demands Perspective
     - Stephen Anderson-Macdonald, D. Eric Boyd, and Rajesh Chandy
**Track 2: New Business Development**
Location: Uris Hall 331
Moderator: Eli Jones (University of Arkansas)
Presenters: Joe Cannon (Colorado State University), Srinath Gopalakrishna (University of Missouri), and Sunil Singh (University of Missouri)
Papers:

Should Salespeople Target Start-Ups? Examining the Advantages and Disadvantages of "Imprinted Relationships"
- Tuba Üstüner, Rosemond Desir, and Joe Cannon

Leveraging Social Networks to Improve Sales Prospecting Outcomes
- Srinath Gopalakrishna, Andrew Crecelius, and Raghuram Iyengar

Email Negotiations in B2B Selling: Dynamic Use of Textual Cues as Influence Strategies
- Jagdip Singh, Detelina Marinova, and Sunil Singh

**Track 3: Team Selling**
Location: Uris Hall 333
Moderator: Dominique Rouziès (HEC Paris)
Presenters: V. Kumar (Georgia State University), Jai Li (Purdue University), and Christine Lai (Université Laval)
Papers:

Making Solution Selling More Effective: The Role of Team Composition and Task Effort
- V. Kumar, J. Andrew Peterson, and Adam Rapp

Team Composition, Compensation, and Sales Force Performance
- Tat Chan, Jai Li, and Lamar Pierce

Performance Impact of Individual Market Orientation in Sales Teams: Does Formality of Communication Matter and When?
- Christine Lai, Son Lam, and Mike Ahearne

3:00 PM - 3:30 PM: Networking Break
Location: Hepburn Room and Terrace

3:30 PM - 5:00 PM: Academic Competitive Presentation Sessions

**Track 1: Sales Force Compensation**
Location: Uris Hall 301
Moderator: Anne Coughlan (Kellogg School of Management)
Presenters: Doug Chung (Harvard Business School), Madhu Viswanathan (University of Arizona), and Ian Larkin (UCLA)
Papers:

Incentives versus Reciprocity: Insights from a Field Experiment
- Doug Chung and Das Narayandas

Is Cash King? A Field Intervention on Mental Accounting in a Sales Force
- Madhu Viswanathan, Xiaolin Li, Om Narasimhan, and George John

The Impact of Sales Incentives on Salesperson Input versus Sales Output: Evidence from a Field Experiment
- Ian Larkin
Track 2: Strategic Account Management
Location: Uris Hall 331
Moderator: Jagdip Singh (Case Western University)
Presenters: Brian Murtha (University of Kentucky), Hauke Wetzel (Georg-August-University of Göttingen), and Rajdeep Grewal (Pennsylvania State University)
Papers:
Customer Opportunism in a Team Selling Context: The Role of Team Leader’s Attribution Apprehension
- Brian Murtha, Goutam Challagalla, and Ajay Kohli
Purchase Boost or Demand Excess? Desired and Undesired Consequences of Key Supplier Status
- Hauke Wetzel, Maik Hammerschmidt, and Todd Arnold
Key Account Profitability in Business Markets: Aligning Seller Intrafirm Network and Buyer-Seller Interfirm Network
- Aditya Gupta, Rajdeep Grewal, and Gary Lilien

Track 3: Customer Relationship Management
Location: Uris Hall 333
Moderator: Adam Rapp (University of Alabama)
Presenters: Othman Boujena (Neoma Business School), Manfred Krafft (University of Münster), and Shankar Ganesan (University of Notre Dame)
Papers:
CRM and the Relationship between Marketing and Sales
Othman Boujena, Wesley Johnston, and Russell Winer
How Sales Efforts Accelerate Loyalty Program Adoption in a B2B Setting
Manfred Krafft, Kalyan Raman, Vijay Viswanathan, and Javier Sese
The Role of Buyer-Seller Relationships in Tender Evaluations and Outcomes
Shankar Ganesan, Christian Schmitz, and Eva Steinbacher

DAY 2 – Wednesday, June 11

7:00 AM - 8:00 AM: Breakfast
Location: Hepburn Room and Terrace

8:00 AM - 9:00 AM: Keynote on Integrated Leadership for Sales Success
Location: 301 Uris Hall
Presenter: Bill Klepper (Columbia University)
Core Message: Here are six questions Dr. Klepper will answer during his presentation:
1. What is the winning formula for achieving Integrated Leadership in your organization?
2. In which period should you leverage your behavioral style and leadership practices?
3. Where does your organization fall on the S-Curve?
4. What behavioral dynamics must you master to gain the endorsement of others—colleagues and customers?
5. What can we learn from Brooklyn Boulders’ Integrated Leadership?
6. Can you apply an Integrated Leadership Model in your organization?

9:00 AM - 9:30 AM: Networking Break
Location: Hepburn Room and Terrace
9:30 AM - 10:45 AM: Should we Delight our Customers? Two Perspectives
Location: 301 Uris Hall
Moderator: Mike Ahearne (University of Houston)
Panelists: Nick Toman (CEB) and Roland Rust (University of Maryland)
Core Message: A delightful customer experience not only satisfies, it also surprises and excites. Sounds good, right? Conventional wisdom and most of the research in marketing journals would agree, but other research by CEB suggests that investments made in exceptional customer experiences are futile and that we should focus our time and resources elsewhere. The questions that will be addressed in this session include the following:

1. What (if any) positive business results stem from customer delight?
2. When (if ever) does delighting customers pay off?
3. Does telling reps to delight customers have a dark side?
4. What’s more important, delighting customers or reducing customer effort?

10:45 AM - 11:15 AM: Networking Break
Location: Hepburn Room and Terrace

Location: 301 Uris Hall
Moderator: Noel Capon (Columbia University)
Presenter: Bernard Quancard (SAMA)
Panelists: Hajo Rapp (Siemens), Huw Tippett (Baxter), and Volkhard Bregulla (HP)

12:15 PM - 1:30 PM: Lunch
Location: Roone Arledge Auditorium

1:30 PM - 3:00 PM: Academic Competitive Presentation Sessions
Track 1: Motivating the Sales Force
Location: Uris Hall 301
Moderator: Greg Marshall (Rollins College)
Presenters: Paolo Guenzi (Bocconi University), Anne Coughlan (Kellogg School of Management), Alireza Keshavarz (HEC Paris), and Harish Sujan (Tulane University)

Papers:

What Really Matters to Sales Executives?
- Paolo Guenzi

Sales Performance Drivers in a Multi-Tier Sales Organization
- Mike Ahearne, Anne Coughlan, Dominique Rouziès, and Tom Steenburgh

Career Strategies in Sales Organizations
- Alireza Keshavarz, Francis Kramarz, Dominique Rouziès, Michael Segalla, and Bertrand Quelin

When Managers Misjudge the Abilities of their Salespeople: Devaluing Mr. Brilliant and Overvaluing Mr. Mediocre
- Harish Sujan and David Silvera
**Track 2: Sales Management**

**Location:** Uris Hall 331  
**Moderator:** Andrea Dixon (Baylor University)  
**Presenters:** Adam Rapp (University of Alabama), Robert Waiser (University of Toronto), Doug Hughes (Michigan State University), and Kenneth Le Meunier-FitzHugh (University of East Anglia)  
**Papers:**

- **Sales and Service Climate Perceptions: Understanding the Impacts of Multiple Psychological Climates on Salesperson Performance**
  - Adam Rapp, Daniel Bachrach, Jessica Ogilvie, Ryan Mullins, Jaron Harvey, and Mick Andzulis

- **Not Necessarily Sandbagging: Why Do Sales Managers Lobby for Bigger Budgets?**
  - Robert Waiser

- **Why Does Marketing Strategy Implementation Fail and What may be Done about It: A Multi-Level Investigation Within the Sales and Marketing Interface**
  - Doug Hughes, Avinash Malshe, and Mike Krush

- **Studying the Effectiveness of Cross-Functional Integration Mechanisms in Relationships between Sales and Marketing**
  - Kenneth Le Meunier-FitzHugh, Leslie Le Meunier-FitzHugh, Graham R. Massey, and Nigel F. Piercy

**Track 3: Salesperson Effectiveness**

**Location:** Uris Hall 333  
**Moderator:** Nick Lee (Loughborough University School of Business and Economics)  
**Presenters:** Hernan Bruno (INSEAD), Jan Wieseke (Ruhr University of Bochum), Ad de Jong (Eindhoven University of Technology), and Stephanie Mangus (Louisiana State University)  
**Papers:**

- **The Dynamic Effect of Price Discrimination in Business Markets**
  - Hernan Bruno, Yanwei (Wayne) Zhang, and Shantanu Dutta

- **Two-Sided Appeals in Personal Selling: When do They Work?**
  - Jan Wieseke, Sascha Alavi, and Johannes Habel

- **Helping Colleagues in the Sales Unit with the Sale of Products**
  - Michel van der Borgh, Ad de Jong, and Ed Nijssen

- **Conceptualizing and Testing “Trusted Advisor Relationship” and Its Implications**
  - Stephanie Mangus, Eli Jones, Judith Anne Garretson Folse, and William C. Black