

# THOUGHT LEADERSHIP ON THE SALES PROFESSION

10-11 June • Columbia University



THE  
SALES  
MANAGEMENT  
ASSOCIATION

[SalesManagement.org](http://SalesManagement.org)

UNIVERSITY of **HOUSTON** | BAUER  
SALES EXCELLENCE INSTITUTE

## 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.

**DAY 1**  
**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.

**DAY 2**  
**9:30AM – 10:45AM**



**Nick Toman** of CEB (left) and **Dr. Roland Rust** of the *University of Maryland* (right) will present two perspectives on the question, should we delight our customers?

**DAY 1**  
**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.

**DAY 2**  
**11:15AM – 12:15PM**



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

**DAY 2**  
**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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## 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*

- **Jagdeep 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

# THE THOUGHT LEADERSHIP ON THE SALES PROFESSION CONFERENCE

JUNE 10-11, 2014  
COLUMBIA UNIVERSITY

▶ **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

▶ **11:15 AM - 12:15 PM: *Panel – Frontiers in Strategic Account Management***

**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**