

Terry College of Business  
The University of Georgia  
Marketing 4220: Sales Force Strategy  
Spring 2009

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Instructor: Professor Thomas W. Leigh, Emily H. and Charles M. Tanner, Jr., Chair in Sales Management (tleigh@terry.uga.edu)

Hours/Location: T. Th. 11:00 a.m. - 12:15 p.m.; 309 Sanford Hall

Office: 135 Brooks Hall

Office Hours: T. Th. 10:00 a.m.-11:00 a.m.; T 1:00 – 3:00 p.m.; M 2:00-4:00 p.m.  
(Others by appointment only; schedule through email)

Texts: Ingram, Thomas N. and Raymond W. LaForge (and others) *Sales Management: Analysis and Decision Making*, 7th Edition, M.E. Sharpe, 2009

Additional Assigned Readings and cases may be handed out or added to the Blackboard website

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**Course Purpose:**

The purpose of this course is to focus on the strategic role of the selling function, sales force and go-to-market strategy, and the sales management process in the firm. The first part of the course is designed to familiarize you with business-to-business selling strategy, including customer interface strategy, sales force roles and capabilities, organizational structures and marketing-sales interfaces, and, from a strategic perspective, how to manage customer relationships and accounts. The remainder of the course focuses on the key responsibilities of sales managers, including recruiting, developing, motivating, compensating, and evaluating the sales force. While the basics of many of these topics are discussed in other courses such as human resource management, the focus here will be on the unique aspects that pertain to consumer and business-to-business sales strategy and sales management applications.

**Course Format:**

This course consists of three learning formats. The first format consists of lectures and discussions of key sales force strategy and sales management concepts and decisions, assigned readings, and case analyses. Applied learning about text material, cases and articles depends on a thorough analysis of the assigned material,

slides, and cases, as well as in-class discussion. Therefore, each member of the class should be prepared to actively participate in class and case discussions.

The second pedagogical format consists of presentations by leading executives in selling and sales management, most from the Atlanta area. Many of these companies recruit at UGA, so bring your resumes. These presentations are designed to provide perspectives on current company practices in a variety of industries. Each speaker is selected to discuss a particular content topic (i.e., sales strategy, recruiting practices, compensation and performance). An emphasis is placed on relationship selling and business-to-business sales contexts. Six speakers have been invited to class; confirmations will follow. Out of respect for the speaker's time investment in UGA and our class, attendance is required for all students. Essay questions concerning the material the speaker presented will be included on the exams.

The final pedagogical format involves case studies, either from the text, handed out in class, or available on the Blackboard website. Several cases will be selected from the text and only orally discussed in class. However, four more comprehensive cases, Spectrum Brands, DigitalThink, Wesco Intn'l, and BioMed Co. LTD will be submitted in written form by the assigned student teams ( as well as discussed in class.) Spectrum Brands is due on Jan 27, 2009; DigitalThink is due on Feb 5, 2009; Wesco Int'l is due on Mar 5, 2009; and, BioMed Co. LTD is due on April 23, 2009.

### **Assignments:**

The attached course schedule shows the tentative dates, topics, text reading assignments, and case assignments for the term. You are expected to be prepared thoroughly for each day. Additional short cases for in class discussion only may be selected from the text as the term progresses.

Case Analyses: Cases are scheduled for discussion throughout the semester. By now you should well understand that cases are of little personal value without significant preparation prior to class. You should come prepared to discuss the issues in each case. My suggestion is that you discuss these cases in a team context prior to class.

Readings: You are responsible for the text or handout readings listed for each class. Time will be taken during class to review these readings; alternatively, the material will be included in the lecture/discussion for that day.

Exams: There will be three exams, including the final exam. These exams will be multiple choice (60%), essay and problems (40%) and will cover all new readings, cases, and classroom discussion prior to the exam at issue and subsequent to the preceding exam (they are not cumulative) **The dates for these exams are: Tuesday, FEB 10, 2009 (Exam 1), Thursday, March 31, 2009 (Exam 2), and the regularly scheduled final exam period (Exam 3). The final exam will be at the appointed time and will not be cumulative.**

### **Grading Policies:**

The purpose of grading is twofold. One is evaluate your performance for



3. Given the importance of class participation, I will do my best to learn your names...however, give me some help. Send me a resume (optionally with a picture). Your privacy will be protected.
4. I would be happy to discuss the course, your progress, or any other issues of concern to you on an individual basis during office hours or by appointment. You may also send me an email at [tleigh@terry.uga.edu](mailto:tleigh@terry.uga.edu).
5. Given the importance of this course, I will do everything that I can to use the class time effectively and would ask that you do the same. This will include starting on time and ending on time. On many Thursday's, I will have to leave promptly at about 12:00 p.m. for a scheduled cardio-rehab session. I will arrange for this time to be covered by a speaker or an in-class assignment.
6. All articles within the Student Honor Code will be explicitly followed in this course.
7. I realize you are all friends due to the previous classes you have taken together. However, I feel we should limit in-class time to classroom discussions. Personal conversations and administrative issues should be handled outside of class.
8. No cell phone calls allowed in class. Please refrain from emailing and text messaging during class hours.
9. I will post supplementary materials on the Blackboard website and will use the Blackboard email list to update you on new class developments or new material (like an article in the WSJ or NYT).

### **Faculty Biography:**

Dr. Thomas W. Leigh is Professor and Emily H. and Charles M. Tanner, Jr. Chair of Sales Management at The University of Georgia. He received his D.B.A. in Marketing from Indiana University and an M.B.A. and B.S. (Economics) from Southern Illinois University. He served as Assistant Professor at Penn State, including roles as Faculty Director for the Penn State Executive Management Program and Visiting Professor at Ogilvy and Mather Advertising (NY). He received an M.B.A. teaching award at Penn State. Long active in the American Marketing Association, he is past president of the AMA's Academic Council and the Sales Special Interest Group, has served on the AMA Board Finance Committee, and is a charter member of the AMA Foundation Leadership Circle. He served as Chairman of the East Georgia Chapter of the American Red Cross in 1992-93.

Professor Leigh's research has been published in the *Journal of Marketing Research*, *Journal of Marketing*, *Journal of Consumer Research*, *Journal of Applied Psychology*, *Journal of Advertising*, *Journal of Advertising Research*, *Planning Review*, *Journal of Purchasing and Materials Management*, *Journal of Personal Selling and Sales Management*, *Journal of the Academy of Marketing Science*, and *Expert Systems and Applications*. Two of his articles have been recognized with annual best paper awards by the Sales SIG. Several others were finalists for best paper awards at *JCR* and *JA*. He was awarded the prestigious AMA Sales SIG's

Lifetime Achievement Award for his research and service in 2007. He serves on the editorial boards of the *Journal of Marketing*, *Journal of the Academy of Marketing Science*, and *Journal of Personal Selling and Sales Management*. His current research emphasizes a variety of strategic sales force issues: customer relationship strategy and CRM practices, strategic account selling and management, salesperson knowledge and performance, B2B eCommerce approaches to support CRM strategies, competitive advantage through sales strategy, and the impact of marketing and sales interface quality on organizational performance. Dr. Leigh's research has been partially supported by Accenture and DuPont.

Dr. Leigh has taught in all four of the Terry College's MBA Programs, including the EMBA program, on the subject of CRM, B2B Sales Strategy, and eCommerce, and Sales Management. Professor Leigh's executive education experience includes teaching roles at UGA, Penn State, Northwestern and Georgia State University, as well as for such corporate clients as Beatrice Foods, Marriott, Reichhold Chemicals, Siam Cement (Bangkok), Moore Business Forms, Inchcape/Caleb Brett, Armstrong World Industries, CISCO Systems, CIGNA Insurance, Digital Equipment, and SATYAM Computer (India). Dr. Leigh lectured on the subject of CRM for the Seminarium Institute and the University of California (Berkeley) in Chile, Peru, Columbia, and Mexico. Most recently, Dr. Leigh has taught in the EMBA program at Wuhan University (China), the Henley EMBA Program (England), the University of the West Indies Executive Education program (Trinidad), and the AMA Strategic Sales Leadership Program at Rollins College. With the Burgundy Group (Chicago), he helped develop and taught in the American Red Cross Leadership Institute. He was the founding director of the AMA's Advanced School of Marketing Research and the AMA's CRM Leadership Program. Along with Jeff Tanner (Baylor), Dr. Leigh recently edited a Special Issue of the *JPSSM* on CRM: Strategy, Process and Technology in 2004 and hosted the AMA's 2004 Faculty Consortium on CRM. He was previously the guest editor for the *JPSSM* on a special issue concerning the role of social cognition in sales effectiveness. Dr. Leigh teaches in all four of the Terry College's MBA Programs on the subject of CRM, B2B Sales Strategy, and eCommerce, and Sales Management.

Dr. Leigh is a co-author of the book [Strategic Sales Leadership: Breakthrough Thinking for Breakthrough Results](#), with his partners in [THE Sales Educators LLC](#). This book is available through Amazon.com (search The Sales Educators).

**MARK 4220: Sales Force Strategy**  
Spring 2009  
**Tentative Class Schedule**

TH     Jan 8                    **Course Introduction, Tentative Daily Schedule, and Performance E  
Evaluations**

T	Jan 13	<b>Topic: Sales Management Strategies and Selling Functions: Why Have a Sales Force? Why Not Go Direct to Consumers? What Does a Salesperson Do?</b>
		Readings: Text, Chapters 1-2, Slides in Blackboard
TH	Jan 15	<b>Topic: Personal Selling Processes and Sales Management Issues</b>
		Readings: Text, Chapter 2, Slides in Blackboard Case Study: Hospital Supply International, Text, p. 321 ( In Class discussion only)
T	Jan 18	<b>Topic: Sales Force Strategy and the Sales Function Planning</b>
		Readings: Text, Chapter 3, Slides in Blackboard (Add Leigh and Marshall article and Best Practices slide show?)
TH	Jan 22	<b>Topic: Sales Force Strategy and the Sales Function Planning (continued)</b>
		Readings: Text, Chapter 3, Slides in Blackboard
T	Jan 27	<b>Topic: Sales Force Strategy: Go-to-Market Strategy</b>
		Readings: Text, Chapter 3, Slides in Blackboard Case study: Spectrum Brands Inc., Text, p. 327 (Team written case and in-class discussion)
TH	Jan 29	<b>Topic: Sales Force Strategy: Go-to-Market Strategy</b>
		Readings: Text, Chapters 3, Slides in Blackboard .
T	Feb 3	<b>Topic: Customer Relationship Strategy in Business-to-Business Markets</b>
		Readings: Chrzanowski and Leigh (1997), "Customer Relationship Strategy and Customer-Focused Teams" (Handout) Optional: Jones and Leigh, Chapter 4 (see Blackboard for electronic copy) Optional: Napolitano, L. (1997), "Customer-Supplier Partnering: A Strategy Whose Time Has Come," JPSSM.
TH	Feb 5	<b>Topic: Customer Relationship Strategy and the Sales Model</b>
		Team Case Study: <b>Digital Think</b> Case study due and to be discussed in class. (Written Team case analysis due)
T	Feb 10	<b>EXAM 1 (Chapters 1-3 and class materials; cases)</b>
TH	Feb 12	<b>Customer Relationship Strategy: The Edward Jones Brokerage Sales Model</b>

Case Study: Edward Jones in 1999 Case to be discussed in class only

- T Feb 17 **Topic: Sales Force Organization**  
Readings: Text, Chapter 4, Slides in Blackboard
- TH Feb 19 Topic: Career planning and Development Guest speaker.  
(Dr. Leigh will be speaking at a conference in Tampa)
- T Feb 24 **Topic: Sales Force Organization – National and Global Account Management**  
Readings: Text, Chapter 6, Slides in Blackboard  
  
Shapiro, Slywotsky, and Doyle (1994), "Strategic Sales Management" A Boardroom Issue," *HBS* (#9-595-018) (Handout)  
  
Optional: Jones and Leigh, Chapter 5 (see Blackboard for electronic copy)  
Optional: Lawrence B. Chonko and Herbert F. Burnap, "Strategic Account Strategies", in Bauer et al. 1998, Chapter 5.
- TH Feb 26 **Guest Speaker: Christian Leard, NewellRubbermaid and/or Jeff Sewell, MooreWallace ( Each has been invited, with availability and dates to be confirmed)**
- T Mar 3 **Topic: Sales Territory Design, Sales Force Size, and Territory Management**  
Readings: Text, Chapter 4, Slides in Blackboard
- TH Mar 5 **Topic: Strategic and Sales Territory Management and Co-Ordination**  
Readings: Text, Chapter 4, slides in Blackboard  
Case Study: **Wesco International** to be discussed in class  
( **Written Team case due to be handed in**)
- Spring Break: March 10 and 12: Be Careful Out There**
- TH Mar 17 **Topic: Recruiting and Developing Sales Personnel**  
Readings: Text, Chapter 5, Slides in Blackboard  
Experiential Case-Resume Evaluation and Selection (Handout)
- T Mar 19 **Topic: Sales Development and Training**  
Readings : Text, Chapter 6, Slides in Blackboard

Quinn et al. (1996), "Managing Professional Intellect," Harvard Business Review (Optional)

**Guest Speaker: Hormel or Gallo or General Mills (Invited; not confirmed)**

- TH Mar 24 **Topic: Leading the Sales Force**  
Readings: Text, Chapter 7, Slides in Blackboard
- T Mar 26 **Topic: Leading the Sales Force**  
Readings: Text, Chapter 7, Slides in Blackboard  
Guest Speaker: Philip Morris or UPS  
Case Study: Romano Pitesti, Text, p. 345  
( In-class case discussion only)
- TH Mar31 Exam II (Chapters 4-7; case; speakers)
- T Apr 2 **Topic: Motivating the Sales Force**  
Readings: Text, Chapter 8, Slides in Blackboard
- TH Apr 7 **Topic: Motivating the Sales Force**  
**Guest Speaker: Jimmy Frangis, Radiant Systems, Inc. (Invited; not confirmed)**
- T Apr 9 **Topic: Rewarding and Compensating Salespeople**  
Readings: Text, Chapter 8, Slides in Blackboard  
Cespedes (1995), Chapter 8-Sales Compensation (Optional)
- TH Apr 14 **Topic: Salesperson Compensation (continued)**  
**Readings: Text, Chapter 8, Slides in Blackboard**
- T Apr 16 Case Study: Biomed Ltd, Text, p. 349  
(Team written case due and discussed in class)
- TH Apr 21 **Topic: Managing Salesperson and Sales Force Productivity**  
Readings: Text, Chapter 9, Slides in Blackboard
- T April 23 **Topic: Managing Salesperson and Sales Force Productivity**  
Readings: Text, Chapter 9, Slides in Blackboard  
**Guest Speaker: Gallo or Hormel or Philip Morris**
- Th Apr 28 **Topic: Integrating Sales Forces in a Merger: The case of FEDEX and FEDEX Ground ( Inclass discussion only)**  
**(This case may be handed in for extra credit at an individual's student's option...please do so only if this will help your grade.)**

**FINAL EXAM at Regularly Scheduled Exam Period (May 4-7)**