



The Business School
for the World®

Marketing & Sales Excellence Initiative (MSEI)

January 2025

Launched in April 2021

<https://www.insead.edu/centres/marketing-and-sales-excellence>



Marketing & Sales Excellence Initiative



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The INSEAD Marketing & Sales Excellence Initiative



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INSEAD Marketing & Sales Excellence Initiative (MSEI)

What Marketing & Sales executives across industries and geographies ask for today



1. How can I support my CEO's future **growth agenda**?
2. How can I best **lead transformation and change** in this challenging times?
3. How do I demonstrate **Return on Marketing** to my CFO?
4. How can we **transform our sales force** to thrive in the 'Next Normal'?
5. How can I lead **innovation with new business models** for data monetization?
6. How can we capitalize on new **social media marketing & sales tools**?
7. How can we profit from **new digital technologies**, such as AI and blockchain?
8. How do we hire **best-in-class talent** for marketing and sales excellence?
9. How do we build a **world-class customer-centric organization**?

(Source: AMA, Gartner, IBM, McKinsey – 2020)

Our Response: The Marketing & Sales Excellence Initiative (MSEI)



Mission: To Shape the Future of Value Creation and Sharing between Individuals, Organizations and Society at large.



Vision: To Serve as the Premier Global Forum on Marketing & Sales Excellence Practices for Customer-centric Leaders

MSEI creates synergies between our Marketing Area activities and Marketing & Sales executives' interests



MSEI is the full-service platform for business leaders interested in Marketing & Sales Excellence practices



Research

Providing Real Solutions to Real Marketing & Sales Problems



Education

Developing Strategic-minded Leaders for Customer-Centric Organizations



Practice

- Defining Strategies to Meet Tomorrow's Marketing & Sales Challenges



MSEI offers members a safe environment for learning, connecting, sharing and networking with peers

Marketing is more than a function or a discipline; marketing is a way of looking at the world through the eyes of customers to see opportunities for sustainable profitable growth for a business in an ever-changing environment.

INSEAD's MSEI offers its members exclusive access to best and next practices in Marketing & Sales.



Our Team



Dr. Wolfgang ULAGA

*Professor of Management
Practice in Marketing,
MSEI Co-Director*



Dr. Christoph SENN

*Adjunct Professor of Marketing,
MSEI Co-Director*



Marie DRUNAT

*Onsite Programme Manager,
INSEAD*

MSEI is backed up by a growing number of leading firms and an experienced Advisory Board





Marketing & Sales
Excellence Initiative



MSEI offers members a safe environment for learning, connecting, sharing and networking with peers

Discovery Events



Research
Consortium (BBR)



Subscription
Business Bootcamp

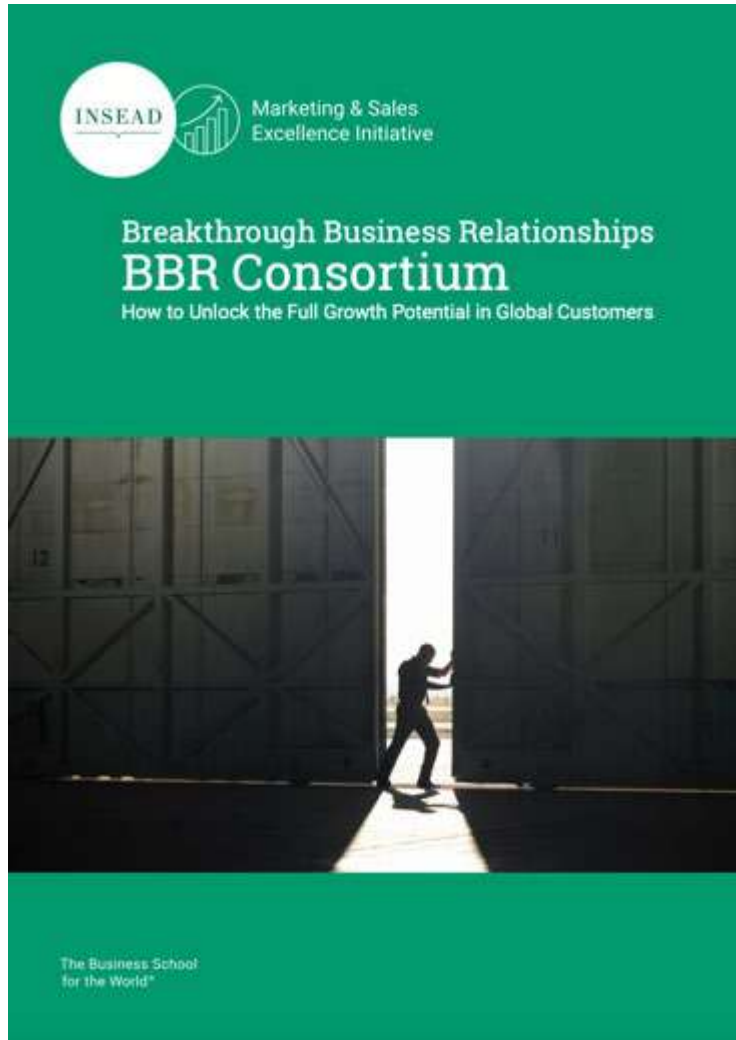


Benchmarking &
Best Practice
Sharing
Knowledge Creation
& Dissemination

Networking



The INSEAD Breakthrough Business Relationships (BBR) Consortium 2025



The BBR consortium at a glance:

- BBR helps companies to unlock growth in strategic customer relationships
- By invitation only, no competitors allowed, shared costs, full payback
- Hosted by INSEAD's Marketing & Sales Excellence Initiative (MSEI)
- **Three tangible outcomes:**
 1. Assessment of top-10 customer relationships, plus strategy check
 2. Coaching of up to 5 real-life Value Creation Projects for breakthroughs
 3. Cross-industry benchmarking and learning, success case library
- Timeline:
 - Sep 2024: Start of intake (first-come first-served), limited capacity
 - Jan 2025: Onboardings, individual kick-offs, start of coaching
 - Mar 2025: Value Camp (max. 5 account managers per firm), coaching
 - Apr 2025: Coaching continues, internal reviews w/ Executive Sponsors
 - Oct 2025: Benchmarking Conference (max. 10 seats per firm)
- For more information, please contact christoph.senn@insead.edu

Breakthrough Business Relationships (BBR) Consortium 2023



- No. of participants: 26
- No. of participating companies: 7
- INSEAD faculty: Christoph Senn



INSEAD BBR Consortium Benchmarking Conference (BMC) – I

Oct 26-27, 2023 in Zurich Switzerland

Agenda for the Participants and the Executive Sponsors

INSEAD BBR Consortium Member Companies



- No. of participants: 25
- No. of participating companies: 7
- INSEAD faculty: Christoph Senn, Jean-Claude Larréché

INSEAD MSEI BBR Consortium Benchmarking Conference II

Congratulations for their successful completion of the INSEAD Marketing & Sales Excellence Initiative (MSEI) Breakthrough Business Relationships (BBR) Research Consortium. Kudos to the teams who have done outstanding work over the last two years in applying Triple Fit Strategy to their customer cases!



Konica Minolta, Research Partner

Antje Homann, Matthias Kiessling
Hanna Koval, Filipe Ribeiro,
Glen Russell



Otis, Research Partner

Federico Garcia Parra, Ricard
Montaner, Elli O'Quinn, Laila Rondel



Südzucker, Research Partner

Roman Arnould, Friedrich-Wilhelm
Becker, Jens Boehm, Hans-Peter
Gai, Mario Kraft, Graciela Ralli,
Nicolas Seegmuller



Marketing & Sales
Excellence Initiative

INSEAD MSEI Business Breakthrough Relationship (BBR) Research Consortium



24-25 October 2024
in Zurich, Switzerland
Benchmarking Conference II,
&
“Triple Fit Strategy” Book
Launch





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Business Breakthrough Relationship Consortium 2025



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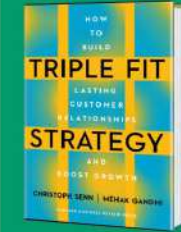
Nine-month Global
Action-learning
Research Consortium

Breakthrough Business Relationships

Next Run Starting in
March 2025 at INSEAD
Europe Campus,
Fontainebleau, France

A unique Consortium to advance
YOUR Global Key Account Program

Benchmarking | Value Creation Projects |
Coaching | Networking | Shared Costs



Led by our joint experts



Christoph Senn

Adjunct Professor of Marketing, INSEAD;
Co-Author «Triple Fit Strategy»



Mehak Gandhi

Head of Research, Valuecreator AG;
Co-Author «Triple Fit Strategy»

Proven method with full payback

Content based on the book «Triple Fit Strategy» published by Harvard Business Review

Some of our former participants



«Triple Fit Strategy works! In fact, it has
become embedded in the way we manage
our business relationships to stay close to
our strategic customers regardless of
industry conditions.»

Vincent Clerc, CEO, A.P. Moller-Maersk

For further information and registration, contact: marie.drunat@insead.edu

Subscription Business Bootcamps 2023 and 2024



Subscription Business Bootcamp
30 May – 1 June 2023
INSEAD Europe Campus

A collage of six photographs showing bootcamp activities. The top-left photo shows a group of people sitting on a bench in front of a brick wall with an archway. The top-right photo shows a man in a blue suit speaking at a podium. The middle-left photo shows a man in a white shirt speaking to a group of people. The middle-right photo shows a man in a white shirt speaking to a group of people. The bottom-left photo shows a group of people sitting at desks in a classroom, looking at laptops. The bottom-right photo shows a man in a white shirt speaking to a group of people.

- No. of participants: 16
- No. of participating companies: 8 (Assa Abloy, Schindler, Agrifac Machinery, DS Smith, Hager Group, BNPP Leasing Solutions, Thales, Michelin)



- No. of participants: 13
- No. of participating companies: 7 (F1, Schindler, Nedap, L'Oréal, Stellantis, Lacroix, Hitachi Rail)



Marketing & Sales
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MSEI - Zuora Subscription Business Bootcamp Jan. 2025





The Business School
for the World®

Subscription Business Bootcamp 2025

28 – 30 September 2025

New! Second edition on 16 – 18 September 2025



Subscription Business Bootcamp

28-30 January 2025

INSEAD Europe Campus
Fontainebleau, France

To register:



Accelerate Your Subscription Revenue

A unique hands-on Workshop to
advance YOUR subscription project
Ideating | Designing | Launching | Pricing |
Managing Your Subscription Offers

Led by our joint experts



Wolfgang Ulaga

Professor of Management Practice in Marketing
and Co-Director of INSEAD's Marketing &
Sales Excellence Initiative (MSEI)



Michael Mansard

Principal Director
of Subscription Strategy
EMEA Chair of the Subscribed Institute

Growing Subscription Community

230+ participants over past 3 years | 50+ subscription offer projects.

Some of our former participants



"The teachers are so experienced that every question you throw at them, they have a case to pull out of their hat. So it is always relevant information you get from them. Apart from that, you get a tremendous network of peers trying to explore the same business opportunities, so really valuable for me".

Karl Holm, Director & Head of Pricing at ASSA ABLOY Global Technologies

Discover more on the MSEI website: inse.ad/msei

MSEI's flexible partnering model ensures maximum impact on the road to Marketing & Sales Excellence



Research Partner

€ 75.000 p.a.

- Priority status to MSEI corporate members
- Priority status for company-specific research projects
- Priority status for communities of practice (research consortia)
- Priority access to MSEI directors and faculty

Corporate Member

€ 15.000 p.a.

- A total of 12 seats in MSEI's discovery events (three seats per quarter)
- Preferential rates for additional participants in discovery events
- Early access to MSEI research and publications
- Company-wide access to MSEI webinars and newsletter subscription

Individual Member

€ 1.500 p.a.

- A total of two seats in MSEI's annual discovery events (free choice)
- Priority status to buy additional participant seats in discovery events
- Access to MSEI research and publications
- Individual webinar and newsletter subscription

MSEI membership benefits at a glance: The easy way to build customer-centricity at your own pace



Offerings	Individual Member	Corporate Member	Research Partner
Access to insights briefings, webinars, MSEI newsletter	Yes (individually)	Yes (company-wide)	Yes (company-wide)
Access to community network and MSEI member contacts	Yes (individually)	Yes (company-wide)	Yes (company-wide)
Seats in MSEI quarterly discovery events	Total of two seats (pay for more seats)	Total of 12 seats (three per quarterly event)	Total of 20 seats (five per quarterly event)
Early access to MSEI research and publications	No	Yes	Yes
Preferential rates for additional participants in discovery events	No	Yes	Yes
Communities of practice, company-specific research	No	No	Yes
Priority access to MSEI directors and faculty	No	No	Yes

N.B.: Discovery events are half-day or full-day sessions on INSEAD’s campuses, held in selected cities, and/or meetings facilitated online. Webinars take the form of 1.5-hour online presentations by Subject Matter Experts, peer-to-peer discussions and Q&A with attendees.