



Marketing & Sales
Excellence Initiative

Tomorrow's Sales Organization

with Professor Wolfgang Ulaga and Professor Christoph Senn (INSEAD),
Siegfried Neubauer (Siemens), and Patrice Amann (Microsoft)

29th – 30th March 2023, INSEAD Europe Campus and Zoom



Overview: Tomorrow's Sales Organization

More than two decades ago, author and consultant Adrian Slywotzki described the shift from the age of manufacturing to the age of distribution as a "Collapse of the Middle". In his view, the traditional sales force and organization were becoming increasingly obsolete, while low-cost solutions (i.e., automated and digital sales) and high-end solutions (i.e., personal selling to key accounts) were on the rise.

As of today, the situation has accelerated further, mainly driven by the COVID pandemic. According to a recent McKinsey report, the future of sales is hybrid, and omnichannel is the key to success. Frank Cespedes, Senior Lecturer at Harvard Business School, states: "For over 60 years, buying and therefore sales models have been conceptualized in terms of what academics call a 'hierarchy of effects' model. And what they mean by that is that the job is to move the prospect along a linear funnel or pipeline from awareness to interest to desire to action, but that's just not the way buying happens today. ... The big change in the B2B sales process is that many sales models, including deployment and compensation processes, are just out of date. They're out of touch with the way buying actually occurs in the market."

Yet, these observations also raise many new questions: What are the future elements of a winning sales organization? What are the organizational capabilities and individual skills required to be successful? And how can companies and sales professionals successfully master this transformation?

Against this backdrop, we explore in our Discovery Event: 1) how leading companies are coping with these challenges, 2) the status of MSEI members' sales organizations, and 3) what MSEI member firms can do to build a successful next-generation sales organization.

Keynote Speakers



Siegfried NEUBAUER

Senior Consultant, Siemens AG

Siegfried Neubauer is leading Siemens' efforts for Customer Value Co-Creation, Sales and Key Account Management, Open Innovation, Business Model Innovation and Digital Business Ecosystems. Prior to this role, he served as CEO of Siemens Electronics Assembly Systems in China, after having worked as Key Account Manager and Head of Key Account Management Siemens Asia.

Siegfried's LinkedIn: <https://de.linkedin.com/in/siegfried-neubauer-0b00b08>



Patrice AMANN

EMEA Regional Business Lead - WW Financial Services, Microsoft

Patrice Amann is EMEA Regional Business Lead, directing Microsoft's business with global Financial Services customers, after having served as Global Business Manager and Regional Sales Manager at Microsoft. Prior to these roles, he also worked as Pre-Sales Engineer at BULL, and Sales Team Leader and Global Account Manager for Oracle.

Patrice's LinkedIn: <https://www.linkedin.com/in/patriceamann/>

Discussion Facilitators



Wolfgang ULAGA

INSEAD Professor of Management Practice
Co-Director, INSEAD Marketing & Sales Excellence Initiative (MSEI)

Wolfgang works with senior executives and managers around the globe on building and growing competencies and skills in marketing and sales of products, services, customer solutions, and new digitally-driven cloud-based business models in both consumer and business-to-business (B2B) markets. His research focuses on how companies can unleash recurring revenue growth through offers integrating, hardware and software, data and analytics.

He co-directs INSEAD B2B Marketing Strategies in a Digital World Executive Education open enrollment program and MSEI Subscription Business Bootcamp.

LinkedIn profile: <https://fr.linkedin.com/in/wolfgang-ulaga-813a6916>

INSEAD faculty page: <https://www.insead.edu/faculty-research/faculty/wolfgang-ulaga>



Christoph SENN

INSEAD Adjunct Professor of Marketing
Co-Director, INSEAD Marketing & Sales Excellence Initiative (MSEI)

Christoph conducts research and transfer projects in cooperation with companies, such as ABB, BASF, Coca-Cola, DSM, Evonik, Geberit, General Electric, Hoffmann-La Roche, Konica-Minolta, Maersk, Microsoft, Pfizer, Schindler, Schneider-Electric, Sonos, Swiss Re, Tetra Pak, Vodafone, WMF, and Zebra.

He teaches in INSEAD B2B Marketing Strategies open enrollment program and directs the INSEAD Research Consortium on Breakthrough Business Relationships (BBR).

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Programme Agenda: 29 – 30 March 2023

Date/ Time (CET)	Programme	Venue
29 th March 2023		
19:00 – 21:30	MSEI Pre-Event Welcome Dinner	Le Cercle, INSEAD Europe Campus
30 th March 2023		
08:30 - 09:00	Registration & Welcome Coffee	Amphi Tanoto, Plessis Mornay Learning Space, INSEAD Europe Campus
09:00 - 09:15	Welcome & Introduction Christoph Senn and Wolfgang Ulaga, INSEAD MSEI Co-Directors	Amphi Tanoto/ Zoom
09:15 – 10:00	Keynote Presentation 1: Siemens – From Sales Engineers to Strategic Account Management and beyond: Reflections on a 175-year journey Siegfried Neubauer, Senior Consultant, CEO Office – Sales Excellence Q&A with Siegfried	Amphi Tanoto/ Zoom
10:00 – 10:15	Networking Coffee Break	Amphi Tanoto
10:15 – 11:00	Keynote Presentation 2: Building an integrated B2B and B2C Sales Organization at Microsoft – Lessons learned Patrice Amann, EMEA Regional Business Lead – WW Financial Services Q&A with Patrice	Amphi Tanoto/ Zoom
11:00 – 11:15	Networking Coffee Break	Amphi Tanoto
11:15 – 12:15	Break-Out Session 1: MSEI Members’ Sales Organizations – Status and Challenges Discussion in small break-out groups	Breakout Rooms 0.01 to 0.06/ Zoom
12:15 – 14:00	Networking Lunch	Main Restaurant
14:00 – 15:00	Break-Out Session 2: MSEI Members’ Sales Organizations – Options and Future Plans Discussion in small break-out groups	Breakout Rooms 0.01 to 0.06/ Zoom
15:00 – 15:15	Networking Coffee Break	Amphi Tanoto
15:15 – 15:45	Group Report-Outs, Discussion Discussion in plenary (full group)	Amphi Tanoto/ Zoom
15:45 – 16:00	Wrap-Up & Outlook on next MSEI events and activities Networking opportunity among MSEI Members	Amphi Tanoto/ Zoom

Pre-Event Preparation

Online Survey:

Please complete a simple diagnostic survey [here](#) by **23 March 2023**.

Assignment:

For in-person participants:

Please bring along a printed sales organization chart that is relevant to your area of responsibility.

For virtual participants:

Please have an electronic version of your sales organization chart that is relevant to your area of responsibility.

Please note that MSEI reserves the right to adapt or change the program agenda any time depending on current circumstances.

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