



Marketing & Sales  
Excellence Initiative

# Leveraging Technology for Social Selling

with **Sigrid BRENDEL** (ret. Chief Procurement Officer, Campari Group), **Steffen SPEE** (Client Partner, Verizon Business), **Paolo GUENZI** (Professor at University of Bocconi) **Wolfgang ULAGA** (INSEAD Professor) and **Christoph SENN** (INSEAD Professor)

**30<sup>th</sup> November 2023, Virtual session (Zoom)**



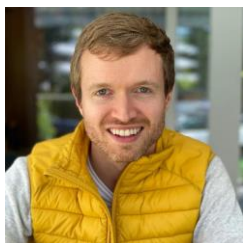
# Overview: How to Leverage Technology for Social Selling

Even 15 years after its inception, Social Selling is still a hotly debated topic. On the one hand, social selling platform providers such as LinkedIn, for example, actively promote the use of their LinkedIn Sales Navigator platform that costs the individual user more than \$1.000 subscription fees per year. On the other hand, practical experiences from the B2B frontline indicate that much of the information and sales performance effects that the LinkedIn Sales Navigator promises can also be obtained by applying a smart Social Selling approach without using paid tools (INSEAD BBR Research Consortium 2023).

While sales research has widely noted the growing importance of social media in contemporary B2B selling, there is still a lack of understanding how salespersons can leverage social media in their work. Recent study results suggest that in order to implement social selling successfully, salespeople should systematically invest in three key activities: insight generation, connecting to relevant actors, and engaging customers (Terho, Giovanetti & Cardinali, IMM 101, 2022, p. 228).

Against this backdrop, we will explore the following questions: What exactly is Social Selling in the B2B context? How does Social Selling work from the B2B seller perspective? What do B2B buyers expect from salespeople in the hybrid sales cycle? And how can MSEI members make these insights work for their own sales activities? The virtual event will start with two keynotes, followed by small discussion groups for experience exchange between B2B sales professionals, and a summary of the findings.

## Keynote Speakers



### **Steffen SPEE**

Verizon Senior Client Executive for Siemens and Allianz

Steffen is orchestrating Verizon's business for two multinational companies, Siemens and Allianz. He started his career as Account Manager at Meltwater Group, before moving into a Key Account Manager role in Vodafone's Enterprise Account Group. He is also a lecturer at the Technical University of Munich (TUM), where he teaches the MBA course about Social Selling and Personal Branding.

Steffen's LinkedIn profile: <https://www.linkedin.com/in/steffenspee/>



### **Sigrid BRENDEL**

Former CPO, Campari Group

Sigrid is an accomplished procurement leader with 25 years of experience in international companies. She has started her career at Kraft Jacob's Suchard / Kraft Foods, where she worked in various procurement roles. She was also Director Dairy Procurement at Mondelez, and most recently served seven years as the Chief Procurement Officer at Campari Group.

Sigrid's LinkedIn profile: <https://www.linkedin.com/in/sigridbrendel/>

# 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, teaches in INSEAD MBA and Executive MBA classes, and directs the MSEI Subscription Business Bootcamp (SBB).

Wolfgang's 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's passion is helping organizations build better business relationships. His current research activities focus on high-performance business relationships, customer-centric leadership, and corporate and business strategy implementation. He has run 500+ sales force improvement projects in cooperation with companies, such as ABB, BASF, Coca-Cola, DSM, Evonik, General Electric, Hoffmann-La Roche, Konica-Minolta, Maersk, Microsoft, Pfizer, Schindler, Schneider-Electric, Sonos, Swiss Re, Tetra Pak, Vodafone, WMF, and Zebra. He directs the INSEAD Research Consortium on «Breakthrough Business Relationships» and teaches in the INSEAD B2B Marketing Strategies open enrollment program.

Christoph's LinkedIn profile: <https://www.linkedin.com/in/christophsenn/>

INSEAD faculty page: <https://www.insead.edu/faculty-research/faculty/christoph-senn>



## Paolo GUENZI

Senior Professor of Marketing, Bocconi University, Milan

Paolo Guenzi is Senior Professor at SDA Bocconi School of Management, where he is the Director of the Commercial Excellence Lab. Paolo is Associate Professor in the Department of Marketing at Bocconi University. His areas of research are sales force management, team leadership, digital transformation of sales organizations, marketing-sales relationships, relationship marketing. Paolo worked on training and consulting projects for companies in different industries like, for example 3M, Allianz, Boehringer-Ingelheim, CNH, Dab Pumps, Epta, Gewiss, Heineken, Henkel, Hilti, Luxottica, Olympus, Vodafone, Weber. He has also published several books on sales management and teams.

Paolo's LinkedIn profile: [https://www.linkedin.com/in/paolo-guenzi-9504b810/?locale=it\\_IT](https://www.linkedin.com/in/paolo-guenzi-9504b810/?locale=it_IT)

# Programme Agenda: 30<sup>th</sup> November 2023

## Virtual session login information:

This event is an INSEAD MSEI community “members-only” event. For accessing the login information, a pre-registration is required.

For further information and an invitation to the virtual event, please contact MSEI Center Manager, Wai Yee Fong at [waiyee.fong@insead.edu](mailto:waiyee.fong@insead.edu).

| Date/ Time (CET)               | Programme  | Venue |
|--------------------------------|--|-------|
| 30 <sup>th</sup> November 2023 |  |       |
| 14:00 - 14:15                  | <b>Welcome &amp; Introduction</b><br>Christoph SENN and Wolfgang ULAGA, INSEAD MSEI Co-Directors   | Zoom  |
| 14:15 - 14:45                  | <b>Keynote Presentation 1:</b><br><b>“Social Selling - A Day in the Life of an Account Manager”</b><br>Steffen SPEE, Verizon Client Partner for Siemens and Allianz<br><br>Q&A with Steffen    | Zoom  |
| 14:45 - 15:15                  | <b>Keynote Presentation 2:</b><br><b>“What Buyers Expect from Sellers in the Hybrid Sales Cycle”</b><br>Sigrid BRENDEL, former Chief Procurement Officer, Campari Group<br><br>Q&A with Sigrid | Zoom  |
| 15:15 - 15:30                  | Short Break  |       |
| 15:30 - 16:15                  | <b>Break-Out Session: “How to Make Hybrid Selling Work - Successful Practices from MSEI Members”</b><br>Discussion in small virtual break-out groups   | Zoom  |
| 16:15 - 16:45                  | <b>Group Report-Outs, Feedback Round with MSEI Members and Faculty</b><br>Paolo GUENZI, Wolfgang ULAGA, Christoph SENN<br>Discussion in plenary (full virtual group)                           | Zoom  |
| 16:45 - 17:00                  | <b>Wrap-Up &amp; Outlook</b><br>Closing comments, announcement of 2024 MSEI events and activities  | Zoom  |

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

# Pre-Event Preparation

## Online Survey:

Please complete a simple diagnostic survey [here](#) by **24 November 2023**.

## Assignment:

Please read the following articles:

- Prabhakant Sinha, Arun Shastri & Sally Lorimer «Setting Your B2B Sales Strategy in a Downturn», in: *Harvard Business Review*, Digital Article, January 11, 2023.
- Laurence Minsky & Keith A. Quesenberry «How B2B Sales Can Benefit from Social Selling», in: *Harvard Business Review*, Digital Article, November 10, 2016.

Please also prepare your own examples, experiences and questions for the speakers and group discussions.

## Suggested Further Reading:

- Harri Terho, Marta Giovanetti & Silvio Cardinal: «Measuring B2B social selling: Key activities, antecedents and performance outcomes», in: *Industrial Marketing Management*, 101 (2022).
- Paolo Guenzi & Edwin J. Nijssen «Studying the antecedents and outcome of social media use by salespeople using a MOA framework», in: *Industrial Marketing Management*, 90 (2020).
- Jamie Shanks «Social Selling Mastery», *Scaling Up Your Sales and Marketing Machine for the Digital Buyer*, Wiley (2016).

## INSEAD Europe Campus

Boulevard de Constance  
77305 Fontainebleau Cedex, France  
T +33 (0)1 60 72 40 00

## INSEAD Asia Campus

1 Ayer Rajah Avenue  
Singapore 138676  
T +65 6799 5388

## INSEAD Middle East Campus

Al Khatem Tower, ADGM Square  
Al Maryah Island, P.O. Box 48049  
Abu Dhabi, UAE  
T +971 2 651 5200

## INSEAD San Francisco Hub

224 Townsend Street, San Francisco,  
CA, 94107 United States of America  
T +1 888 546 7323

[www.insead.edu/marketing-and-sales-excellence-initiative](http://www.insead.edu/marketing-and-sales-excellence-initiative)