



Enabling Sales Productivity

SEMINAR

Strategies and Tactics to Drive Revenue Growth

September 17–18, 2019
The Conference Board
New York, NY

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Agenda

Day One

Tuesday, September 17, 2019

9:00 – 9:30 am

Adopt or Die: How the New Economy is Transforming Sales and Marketing

Digital is not just about new technology, artificial intelligence, or social media – it's changing what we sell, how people are buying, and how we work. Revenue generation has become a team sport, yet most companies are organized into departments of specialization that create organizational silos. In addition, market opportunities come and go more rapidly – creating a need to blend planning and execution. This session will provide the foundation for the rest of the conference:

- Illuminate the tectonic forces that are transforming the buying dynamic
- Design the emerging revenue growth ecosystem
- Seven rules for successfully executing a transformation
- Four distinct patterns of digital transformation
- Developing revenue portfolios to break it down into manageable parts
- What the success journey looks like: proof, formulate, scale
- How to start

Scott Santucci, Program Director, **The Conference Board**

9:30 – 9:45 am

Table exercise

9:45 – 10:15 am

A View from the Top: Pressures Pulling CEO's in Many Directors

Driving growth is a top initiative for boards and CEO's – but what does it look like? CEOs are pulled into different directions between investors and customers while having to also having to manage an huge rise in audits and compliance.

These factors are tipping the scales for CEOs to spend more time focused on managing risk rather than making educated bets to drive growth. What can commercial leaders do to help? In this session the Conference Board will share:

- Economic trends
- Opinions from Wall Street analysts
- Trends and workflow of Board
- Exclusive survey data from CEO's

And plot these insights against the ecosystem model shared in the previous

10:15 – 10:30 am

Table exercise

10:30 – 11:00 am

How Solvay is Addressing the Revenue Growth Ecosystem

Solvay one of the leading chemical suppliers in the world. In the Americas, Sameer Rupani has produced a solid track record of organic growth over the last three years buy focusing on modeling out the system. A chemical engineer by training, he spends a lot of time mapping out the whole sales and marketing system. His business is impacted by the new economy indirectly – but the strong shift to focusing on customer experience and new ways of working creates new variables in his growth equation. Sameer will share his view of a system, highlight a few of the seemingly simple changes to the environment and how they alter the sales and marketing model.

- A system view of the sales engine
- The new variables being introduced
- How those variables change the design of the engine
- The gaps it creates with how the rest of the organization is set up
- What they are doing to adapt.

Sameer Rupani, EVP Sales and Marketing, **Solvay**

11:00 – 11:15 am

Table exercise

11:15 – 11:45 am

Refreshment Break and Networking

11:45 am– 12:15 pm

Sales Enablement: The Chassis to Drive the Modern Revenue Engine

Sales enablement is a term or role that has emerged quickly but is still unclear to many. In this session, Christian Abel – the chair of the Conference Board's Sales Enablement Council will share the council's vision and framework for what sales enablement should look like. He will then provide an example for how he is running the function at Eaton.

- The Council's vision of sales enablement
- Establishing the value of a new function
- The Council's business within a business framework
- What it looks like at Eaton and how it works

Christian Abel, Sr Director Sales Enablement, **Eaton**

12:15 – 12:30 pm

Table exercise

12:30 – 1:30 pm

Lunch

1:30 – 2:00 pm

Connecting Go-to-Market with Execution

Many leading organizations are asking what the differences are between sales strategy, operations, and enablement functions. Daniel West will share his experiences merging these functions under one integrated go-to-market umbrella at Oracle. He will share how important it is to execute with a “bi-focal lens” and to do the work to create an operating model that pulls out the complexity of a sales organization.

- The concept of industrialization for enabling growth
- Importance of gaining internal buy-in and research
- What research to do and not to do
- What enabling services
- How much of your time is spend doing internal selling?
- What results he’s achieved

Daniel West, VP GTM Enablement, **Oracle**

2:00 – 2:15 pm

Table exercise

2:15 – 2:45 pm

Getting Started with Sales Enablement in a Big Company

It’s one thing to have a vision for driving growth, but it is a completely different experience building it from scratch. How do you share the strategic vision the CEO has with all the different independent functions who are currently creating their own programs? How do you manage all the extremely strong opinions that exists across the organization about what activities should be rolled out to the sales force immediately? In the session, get a good look at all the variables that go in to brining everything together and how people get started. Hang Black recently started a role to build out a strategic sales enablement function at Juniper Networks. She’s going to share her journey to date.

- How does a big company decide to invest in sales enablement?
- What does her department look like and where does she report?
- What is her vision and strategic plan?
- How does she get started?

What does she see as her pitfalls?

Hang Black, Head of Global Sales Enablement, **Juniper Networks**

2:45 – 3:00 pm

Table Exercises

3:00 – 3:30 pm

English to English Translation – The Invisible Killer to Sales Success

A lot of discussion has been given to the increased complexity of selling, the need to focus on the buyers’ journey, and the

growing number of stakeholders involved in a buying decision. Have you ever thought about how all those things come together for a salesperson? Lindsey Gore is a salesperson with Microsoft and she going to paint a very sobering picture for how challenging it is for a salesperson to navigate all these variables and what it looks like.

- What does complexity look like in the day in the life of salesperson
- What are all of those buying stakeholders doing, anyway?
- How many internal stakeholders must she also work with?
- What an “agreement network” is and how she must navigate it
- What “English to English” translation means

Lindsey Gore, Account Executive, **Microsoft**

3:30 – 3:45 pm

Table exercises

3:45 – 4:15 pm

Simplify Sales Execution by Modeling the Agreement Network

B2B buying is complex, but it doesn’t have to be. Like anything with human beings, there are patterns to predict buying behavior and model it out. This session will cover research based on over 1000 different executive buyers, over 500 interviews, and several working sessions with executives from different business to uncover those patterns of success. This session will cover:

- Four different buying types and economic relationship patterns
- Differences with these patterns and the number of stakeholders
- How customers perceive an outcome
- Different outcome patterns
- Defining out the roles of different stakeholders over time
- Anticipating friction points among buyers
- Plotting a more human based journey over time

Scott Santucci, Program Director, **The Conference Board**

4:15 – 4:30 pm

Table exercises

4:30 - 4:45 pm

Wrap up

Day Two

Wednesday, September 18, 2019

9:00 – 9:30 am

The Coming Dust Bowl of Sales

Dr. Howard Dover has uncovered eerie similarities between the farming techniques that led to the dust bowl during the great depression and tactics in use by most sales organizations today. Dr. Dover is the head of the Center for Professional Sales at the University of Texas-Dallas. Through this institution, he's worked with many leading corporations and studies both the executive tactics and approach to hiring. His research as some provocative conclusions all businesses looking to enable productively should hear.

Dr. Howard Dover, Professor and Head of the Center for Professional Sales, **UT-Dallas**

9:30 – 9:45 am

Table exercise

9:45 – 10:15 am

What Digital Sales Transformation Looks like – at Google Scale

You hear a lot about digital sales transform, but rarely from the firms that are already there. What would you be doing if you had to grow your revenues \$20 Billion dollars? Yes, that is not a misprint. How might that force you to fundamentally rethink what you know about building and managing a sales force?

We're thrilled to have a as rare glimpse behind the scenes of growth giant Google. You will have to hear it for yourself how differently Glenn and his team must think about sales to achieve these growth targets and how much inefficiency they think can still be removed.

- How different does Google think about growth than other companies
- Why does eliminating inefficient create huge growth gains?
- How different is his technology ecosystem from your stack?
- How effective are Googles B2B reps, how does he measure it?
- No – he's got nothing to sell you and that part of the story

Glenn Lally, Director of Product Development Partnerships (GTM Team), **Google**

10:15 – 10:30 am

Table exercise

10:30 – 11:00 am

Sales Transformation in Practice – Lessons Learned and Starting Again

It's almost a buzz word, isn't it? Sales Transformation. Digital Transformation. What you don't hear about is that most fail to realize their objectives. Bill Lepage has his own playbook for driving huge transformations. In his talk, he will share lessons

learned from his experiences at Cisco and how much effort he's putting in to prepare his new organization to lead through another one.

- Why is internal buy-in so critical for driving success?
- How do you start the change management effort before the project is over?
- What are the keys to a successful transformation, and why do most companies fail to follow them?

Bill LePage, Senior Vice President WorldWide Sales Operations, **Hitachi Vantara**

11:00 – 11:15 am

Table exercise

11-15 – 11:30 am

Refreshment Break and Networking

11:30 am - 12:00 pm

Panel: Lessons Learned and Next Steps

Our panel will discuss lessons learned from the past two days and what it means to their businesses. Some key topics:

- How do you synthesize what's learned here for your own company?
- What can you do about the ideas and actions?
- What is common across all the examples

Panelists:

Glenn Lally, Director of Product Development Partnerships (GTM Team), **Google**

Bill LePage, Senior Vice President WorldWide Sales Operations, **Hitachi Vantara**

Dr. Howard Dover, Professor and Head of the Center for Professional Sales, **UT-Dallas**

Sameer Ruani, EVP Sales and Marketing, **Solvay**

12:00 - 12:15 pm

Questions

12:15 – 12:45 pm

Closing Remarks

Scott Santucci will pull together the comments from our last panel and findings from the table exercises to provide conclusions from our seminar and highlight some action items companies can take to begin enabling sales productivity.

Scott Santucci, Program Director, **The Conference Board**

REGISTRATION INFORMATION

Online www.conferenceboard.org/salesproductivity

Email customer.service@conferenceboard.org

Phone 212.339.0345

8:30 am – 5:30 pm ET, Monday – Friday

Pricing: REGISTER EARLY AND SAVE!	Before 8/3/19	After 8/3/19
Members	\$1,695	\$1,795
Non-Members	\$1,895	\$1,995

Fees do not include hotel accommodations.

Event Location

The Conference Board

845 Third Avenue (Between 51st and 52nd St.)

New York, NY 10022

Tel: **(212) 339-0345**

Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

Team Discounts per Person

For a team of three or more registering from the same company at the same time, take \$150 off each person's registration. One discount per registration. Multiple discounts may not be combined.