

# ISBM Course on **B2B Engagement**

**Spring 2021**

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Number of Online Sessions: **8**  
Duration of each session: Approx. **2 hours**  
Day of the Session: **Tuesday**,  
Dates: **February 9, 2021 to March 30, 2021.**

## **Course Description and Objectives**

The course on B2B Engagement will discuss the concepts, metrics, and strategy underlying the principles of B2B Engagement with respect to customers, employees and salesforce. Companies possess much data about their customers, employees and salesforce and yet struggle to generate adequate insights. What can B2B firms do to engage their customers, employees, and salesforce and maximize profitability for the firm? Of course, through efficient customer and employee engagement. Furthermore, Sales force churn is another big concern in the B2B context. Firms desperately want to retain their best salespeople but face issues in – 1) evaluating the value of a salesperson; 2) taking timely action to prevent attrition of valuable salespeople. Can firms identify their best talent and efficiently plan resource allocation to develop their skills and maximize salesperson generated profitability through retention?

In this course, we discuss specifically, customer engagement, employee engagement and Sales Force Engagement. The content of this course equips the participants with tools to assess the lifetime value of a salesperson, as well as the engagement value of a customer and an employee. Using the framework learned in the course, participants can plan efficient resource allocation for training and mentoring of their salespeople so that they can pitch the right product to the right client at the right time and maximize firm-level profitability. Using real-world cases and examples from a variety of organizations, the course introduces the participants to the principles, practices, and skills required for customer and employee engagement and salesforce management. Participants also get the opportunity to apply what they learn in class by working on in-class exercises that will enhance the understanding of the relevance of the content.

### **Specifically, in this course the participants will learn:**

1. how to assess customer lifetime value in a B2B context and maximize firm profitability through customer engagement?
2. what are the dimensions of Employee Engagement and how to measure it?
3. how to evaluate the lifetime value of a salesperson and distribute available resources efficiently for training and mentoring; and how to predict salesperson churn?
4. how to leverage customer level and salespeople level insights to pitch the right product to the right customer at the right time and maximize firm profitability?

## Course Overview

The course details of B2B Engagement by focusing on how to:

- Create a customer-based strategy
- Engage a customer
- Engage an employee
- Measure and maximize future value from the customer
- Allocate resources for maximizing profitability
- Predict up-sell/cross-sell opportunities
- Avoid losses from cross-selling
- Measure the impact of a business reference
- Measure the lifetime value of Sales Force
- Predict turnover in the sales team
- Mentor the salespeople
- Measure the value of the brand and use it to maximize customer engagement
- Implement a profitable engagement & sales force management strategy
- Build a profitable brand through Sales Force Management

## Course Deliverables

**At the conclusion of the course, the participants will understand:**

- what are the drivers of profitable customer loyalty
- how to create value through customer engagement
- how to measure value from the customer
- how to measure employee engagement value
- how to allocate resources for maximizing profitability
- how to connect brand with the customer
- how to measure the impact of a business reference
- how to measure the lifetime value of Sales Force
- how to mentor the salespeople
- how to build a profitable brand through Sales Force Engagement
- how to Implement a profitable engagement & sales force engagement strategy

**At the end of this course, participants will be able to:**

- Measure value from the customer
- Measure engagement value of an employee
- Measure the impact of a business reference
- Measure the lifetime value of Sales Force
- Measure the value of the brand and use it to maximize customer engagement
- Implement a profitable engagement & sales force engagement strategy

## Session Plan

**Pre-work:** Be fluent with MS Excel

**Pre-read:** None as of now

From	To	Title	Objectives	Pedagogy (How to ...)	In-class Experiential Learning
<b>Session – 1 (February 9, 2021)</b>					
11:00 AM EST	1:00 PM EST	<b>Introduction to Customer Engagement Value Framework</b>	a) What is the path to profitability? b) What is customer loyalty? c) Why is Customer Engagement important? d) How to create value through customer engagement?	<ul style="list-style-type: none"> <li>Create a customer-based strategy</li> <li>Understand drivers of profitable customer loyalty</li> </ul>	
<b>Session – 2 (February 16, 2021)</b>					
11:00 AM EST	1:00 PM EST	<b>Customer Engagement Value (CEV) and Customer Lifetime Value (CLV) (Part I)</b>	a) What are the ways to engage a customer? b) What is Customer Lifetime Value (CLV)? c) What drives CLV? d) How do you segment customers on profit?	<ul style="list-style-type: none"> <li>Measure value from the customer</li> </ul>	Computing the future value of a customer (CLV computation)
<b>Session – 3 (February 23, 2021)</b>					
11:00 AM EST	1:00 PM EST	<b>Customer Engagement Value (CEV) and Customer Lifetime Value (CLV) (Part II)</b>	a) How do you segment customers on profit? b) How do you pitch the right product to the right customer at the right time? c) Pitching the right message to the right client at the right time	<ul style="list-style-type: none"> <li>Maximize future profit from customers</li> <li>Allocate resources for maximizing profitability</li> <li>Allocate resources for maximizing profitability</li> </ul>	

#### Session – 4 (March 2, 2021)

11:00 AM EST	1:00 PM EST	<b>Measuring and Maximizing Customer Engagement</b>	a) Is there a dark side in cross-selling? b) How do you link acquisition and retention to profitability? c) How do you measure the success of a Business Reference?	<ul style="list-style-type: none"> <li>Predict up-sell/cross-sell opportunities</li> <li>Avoid losses from cross-selling</li> <li>ARPRO Framework</li> <li>Measure the impact of a business reference</li> </ul>	Computing the future value of a business reference (BRV computation)
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#### Session – 5 (March 9, 2021)

11:00 AM EST	1:00 PM EST	<b>Measuring and Maximizing Sales Force Lifetime Value (Part I)</b>	a) Sales Force Lifetime Value (SFV) b) Why do Salespeople quit?	<ul style="list-style-type: none"> <li>Measure the lifetime value of Sales Force</li> <li>Predict turnover in the sales team</li> </ul>	Computing the future value of a salesperson (SFV Computation)
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#### Session – 6 (March 16, 2021)

11:00 AM EST	1:00 PM EST	<b>B2B Engagement: Application in Real World</b>			
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#### Session – 7 (March 23, 2021)

11:00 AM EST	1:00 PM EST	<b>Measuring and Maximizing Sales Force Lifetime Value (Part II)</b>	a) Mentoring Salespeople through coaching b) What is the role of the brand in engaging customers by sales force?	<ul style="list-style-type: none"> <li>Coach the salespeople</li> <li>Measure the value of the brand and use it to maximize customer engagement</li> </ul>	
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#### Session – 8 (March 30, 2021)

11:00 AM EST	1:00 PM EST	<b>CBV-CLV Linkage</b>	a) Connecting Brand with Customers using data b) Does Sales Force Management pay off in terms of shareholder value?	<ul style="list-style-type: none"> <li>Build a profitable brand through Sales Force Management</li> <li>Implement a profitable engagement &amp; sales force management strategy</li> </ul>	Linking Client Brand Value to CLV through optimization
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## Take Home Reading List:

1. “Knowing What to Sell, When, and to Whom,” V. Kumar, R. Venkatesan, and W. Reinartz, Harvard Business Review, March 2006.
2. “Getting the Most Out of All Your Customers,” J. Thomas, W. Reinartz, and V. Kumar, Harvard Business Review, July/August 2004.
3. “The Dark Side of Cross-selling,” Denish Shah and V. Kumar, Harvard Business Review, 2012.
4. “Can Marketing Lift Stock Prices?” V. Kumar and Denish Shah, Sloan Management Review, Vol. 52 (4), 2011.
5. “Who’s Your Most Valuable Salesperson?” V. Kumar, Sarang Sunder and RP Leone, Harvard Business Review, April 2015.
6. “How to Predict Turnover on Your Sales Team” Sarang Sunder, V. Kumar, Ashley Goreczny, and Todd Maurer, Harvard Business Review, July/August 2017.

## ***Suggested Books:***

- 1) **Profitable Customer Engagement:** <http://www.amazon.com/Profitable-Customer-Engagement-Concept-Strategies/dp/8132113403>
- 2) **Statistical Methods in CRM:** <http://www.amazon.com/Statistical-Methods-Customer-Relationship-Management/dp/1119993202>