



CEL
COMMERCIAL EXCELLENCE LAB

PRESENTATION
2019

Commercial Excellence Lab (CEL): origins

The Commercial Excellence Lab derives from a twenty-year experience of a SDA Bocconi Professors' team, taking benefit from solid skills in the commercial field.

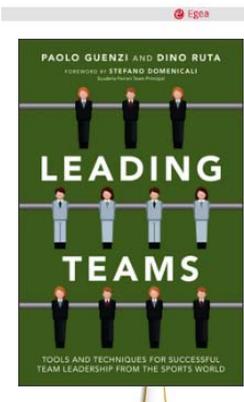
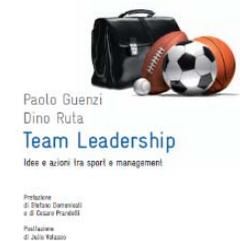
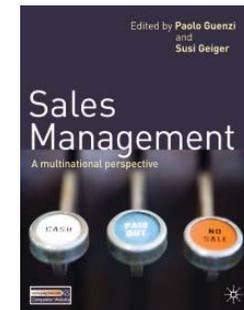
SDA Bocconi background on sales themes:

+ 20 Years of activity

+ 100 Companies involved in customized projects

+ 100 Publications on sales topic

+ 2800 Sales managers involved in training programs



CEL goals

1. To become - through a rigorous research activity - a think tank and so a reference point, in Italy and out of Italy, for the **development and dissemination of knowledge** on sales management and personal selling.
2. To support and accompany companies in understanding and managing the **variables that determine the commercial performance**, taking into account the current market changes.
3. To involve - in an innovative and synergistic way - companies in the **development of sales and managerial skills**, creating/consolidating relationships between university, companies and marketplace on the topic of sales.
4. To actively contribute in growing the **commercial reputation of companies** and their professionalism, making them **an attractive job choice** for talents.



Knowledge development: research projects 2016-2018

CEL generated new and additional knowledge on those topics:

3 RESEARCH PROJECTS ON PERCEPTIONS ABOUT SALES JOBS

Focus on reputation, perceived role and business skills. Survey-based research investigating three perspectives:

1. **Young talents:** *how do they perceive the role of the salesperson? What affects their intention to work in sales?*
2. **CEO:** *how important are the skills acquired in the commercial field for the company career?*
3. **Salespeople and Area Managers:** *which are the critical skills to succeed in the commercial profession?*

1 RESEARCH PROJECT ON MODELS OF SALES TRANSFORMATION

Multi-case research on how to successfully manage the strategic processes of "Sales Transformation".

1 RESEARCH PROJECT ON MANAGING THE DIGITAL TRANSFORMATION OF SALES UNITS

Qualitative and then survey-based research on key components and success factors of a "Digital Commercial Transformation Plan".

2 RESEARCH PROJECTS ON TECHNOLOGY ADOPTION IN SALES FORCES AND SALES ENABLEMENT

1. **Digital & Social Selling Index**
2. **Sales Content Management**

Large-scale surveys to investigate the adoption of digital tools and sales content in commercial organizations, and analysis of their drivers and impact on performance.



Dissemination of knowledge

More than
7.000

VIEWS ON THE WEBSITE

11

VIDEO INTERVIEWS TO
SELLERS AND SUPERVISORS
PUBLISHED ON THE WEBSITE

8

ARTICLES ON THE
NATIONAL PRESS

2

WEBINARS

45

SPEECHES OF OUR PARTNER'
MANAGERS ON CAMPUS

4

FOCUS GROUPS WITH
SALESPEOPLE AND
SUPERVISORS

4

WORKSHOPS with the participation of

350

EXECUTIVES

28.06.2016

VENDITE:
UN MESTIERE MERAVIGLIOSO?
PERCEZIONI E PROSPETTIVE
DELLE PROFESSIONI
COMMERCIALI

AULA N01
ORE 18.15 - 20.15
EDIFICIO VELODROMO
PIAZZA SRAFFA 13
MILANO

18.10.2016

LE VENDITE NELLA
"STANZA DEI BOTTONI":
IL COMMERCIALE AGLI
OCCHI DEI TOP MANAGER

ORE 18.30 AULA 01
VIA BOCCONI, 8 - MILANO

15.5.2017

THE IMPACT OF
TECHNOLOGIES ON
CUSTOMER
RELATIONSHIP
MANAGEMENT: THE ERA
OF THE EMPOWERED
CUSTOMER

ORE 18.30, AULA 01
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DIGITAL & SOCIAL SELLING
INDEX: IL BAROMETRO DEL
GRADO DI SVILUPPO
TECNOLOGICO DELLE RETI
COMMERCIALI IN ITALIA

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CEL partners 2018

MAIN PARTNER



PARTNER



TECHNICAL PARTNERS



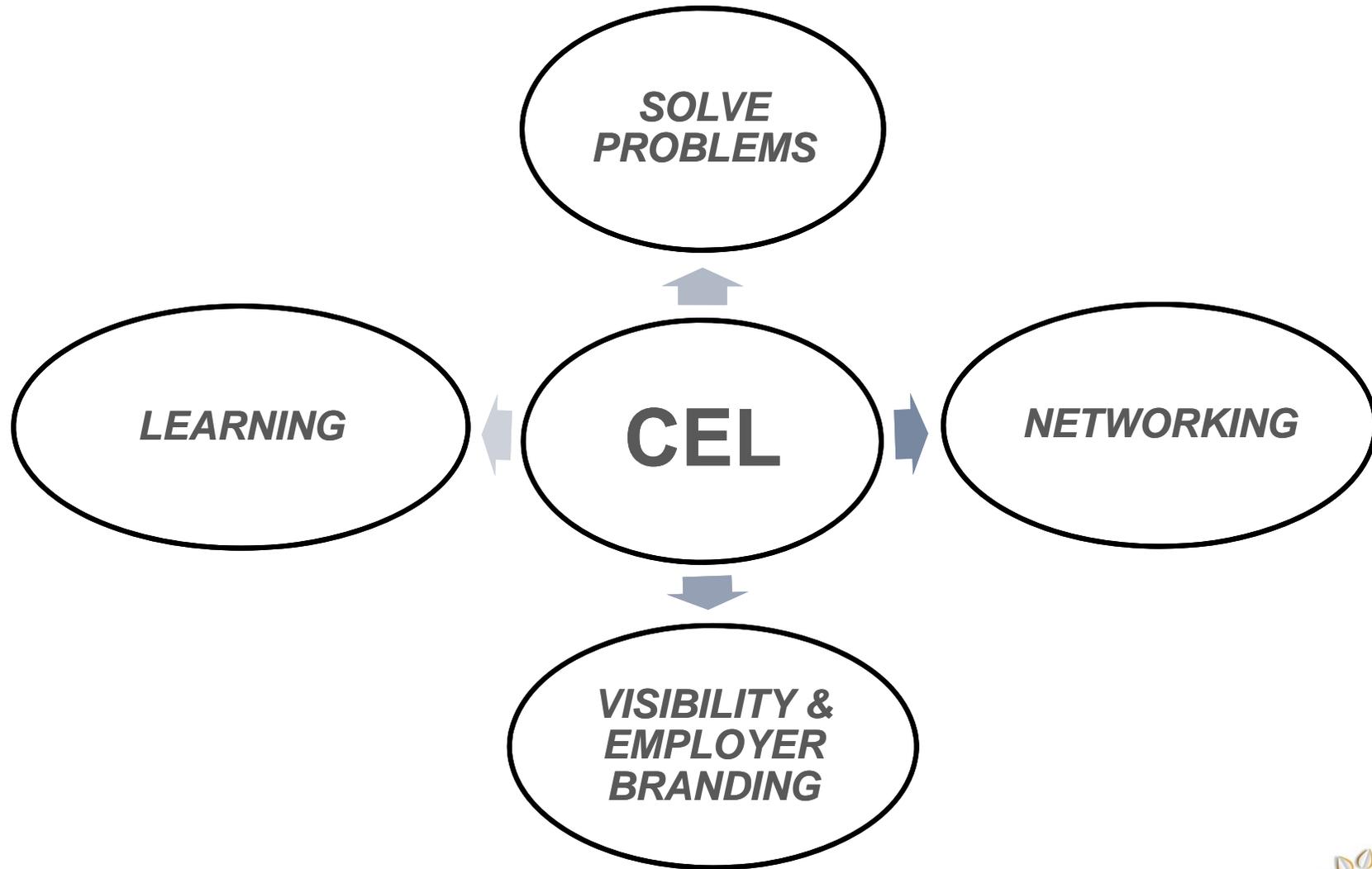
Why to become a partner

Being a CEL partner allows to:

1. have **answers to concrete problems** through a periodic content-exchange between organizations and SDA Bocconi on commercial processes, performance drivers and commercial skills models;
2. continuously incorporate **innovative ideas and incentives for improvement**, from leading thinkers and successful organizations, identifying transferable best practices in your company;
3. offer advancement and **learning opportunities** for your executives and your customers;
4. gain opportunities and acquire tools **to motivate your managers and sellers**;
5. increase the **attractiveness** of your company **for young talents and managers**, positioning it as a best place to work in the commercial field;
6. feed an internal marketing strategy in order to foster **loyalty and talent retention** in your company's business structure;
7. support the definition of knowledge & skill **development paths** of your commercials;
8. enhance the **quality and the return on investment of your company training and growth processes**.



Value drivers for partner companies. A summary



Example: learning

CEL allowed the partners to benefit from the following learning opportunities:

VIDEO INTERVIEWS TO
SALESPEOPLE AND SUPERVISORS
PUBLISHED ON THE WEBSITE

EXCLUSIVE WEBINARS FOR
PARTNER NETWORKS

RESEARCH REPORTS

MEETINGS & ROUNDTABLES

FOCUS GROUP WITH SALESPEOPLE

*These activities offer **learning opportunities** for managers, salespeople and, in some cases, the partners' clients.*

*Those are also opportunities to **engage and motivate the partners' managers and salespeople, and to support the retention of talents***



Example: visibility and employer branding in sales jobs

Partners can be cited in case studies and interviews on several SDA Bocconi channels

SDA Bocconi media support employer branding and promote attractiveness to young talents and managers, positioning the company among the "best place to work".

They can be motivating for executives in relation to personal recognition and visibility.



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11 VIDEO INTERVIEWS TO
PARTNER'S SALESPEOPLE
AND SUPERVISORS
PUBLISHED ON THE
WEBSITE

8 ARTICLES ON the
NATIONAL PRESS

PUBLICATION OF A DOSSIER
FOCUSED ON COMMERCIAL
EXCELLENCE IN
ECONOMIA&MANAGEMENT
(SDA BOCCONI'S EXECUTIVE
MAGAZINE). CEL PARTNERS
WERE CITED IN SOME
ARTICLES.



Example: networking

CEL allows the partners' managers to interact and also to get in touch with managers external to the partner's network thanks to (example of 2016-2017):

4 WORKSHOP with the participation of

350 EXECUTIVE ATTENDEES

28.06.2016

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The typical bundle of key services for the partners

- 1 **main research**, on a topic agreed with the Steering Committee. Main steps:
 - Analysis of *scientific and managerial literature* on the topic;
 - *Qualitative research*, involving partners;
 - *Quantitative survey* on a sample of managers/companies;
 - Report, presentation and in-depth discussion of the results during a *workshop* + extensive dissemination of a research' sum-up through various channels.
- 2 «**CEL Talks**»: *workshops for gaining "inspiration" on various topics*. Format: about 60 minutes of presentation conducted by a Professor, and then about 60 minutes of Q&A. One is a webinar, another one is a meeting with an international professor
- 1 **workshop** «*Insights for managerial practice*» on a topic proposed/chosen by the partners. Format: roundtable among the partners' managers, moderated by SDA Bocconi Professors, on managerial practices related to that selected topic.
- **Partner Managers' Speeches** in several courses at SDA Bocconi and Bocconi University.
- Involvement of partners in the writing of **mini-cases to be published** in several outlets

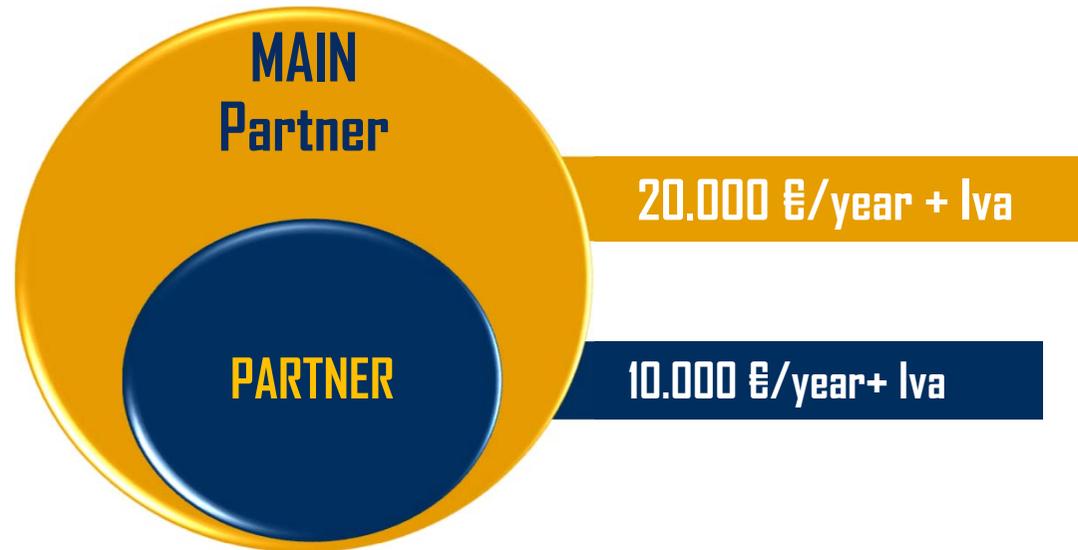


How to become a CEL partner

In order to achieve its ambitious objectives, CEL makes use of the contribution of ideas and experiences, active involvement and financial support of business partners.

There are two different levels of involvement, related to differentiated benefits and services (see table):

- **Main Partner**
- **Partner**



CEL Partners are expected to share energy, passion, know-how, and to promote visibility through their own communication channels and networks.



Services for «Partner» and «Main Partner»

CEL services	Partner	MAIN Partner
Participation to CEL Steering Committee	YES	YES
Influence on the strategic decisions of the Steering Committee (eg research focus and managerial meetings)	NO	YES
Access to full report of the annual CEL research	YES	YES
Possibility of customizing the quantitative research report on the specific commercial network involved in the project	NO	YES
Participation of own executives and/or clients to the "CEL Talks/Insights": 2 annual managerial meetings	maximum 5 people	maximum 10 people
Participation of own executives and/or clients to the annual CEL webinar	YES	YES
Possibility of business speech on Campus (to foster reputation, branding and talent scouting) (university, master)	medium	high
Involvement into a SDA Bocconi publishing projects	YES	YES
Discounts for registrations to SDA Bocconi open market training courses **	YES	YES
Discounts for registrations to the Executive Master in Marketing&Sales at SDA Bocconi	YES	YES
Visibility on CEL communications (SDA Bocconi + external media)	medium	high



Additional services reserved to Main Partners

In addition to the services illustrated in the previous table, the Main Partner can add one of the following services:

- **short managerial speech** (1-2 hours) made by a SDA Professor, in Milano and/or surrounding areas, on a selected topic (marketing/sales);
- Writing of a **company case history**;
- **One webinar** for the company on a selected topic (duration about 1 hour).



CEL Faculty Team



Paola Caiozzo
SDA Professor of Practice
Knowledge Group Organization



Paolo Guenzi
SDA Professor and Bocconi
University Associate Professor
Knowledge Group Marketing &
Sales



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SDA Professor of Practice
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