

DENNIS M. SPAHR

Kelley School of Business, Indiana University; 1309 E. 10th St.; Bloomington, IN 47405
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EDUCATION

- MBA** Stephen M. Ross School of Business; University of Michigan, Ann Arbor 1993
Marketing and General Management
- BA** Indiana University, Bloomington 1986
Chemistry

ACADEMIC AND RELATED TEACHING EXPERIENCE

Kelley School of Business, Indiana University, Bloomington 2018 - Present
Lecturer, Department of Marketing and Center for Global Sales Leadership
Courses Taught: M330 Consultative Selling, M355 Personal Selling and Sales Management, M360 Sales for Social Impact, M405 Consumer Behavior, M426 Sales Management

Driehaus College of Business and Kellstadt Graduate School of Business, DePaul University 2017
Adjunct Professor – Center for Sales Leadership
Courses Taught: MKT 383 Analytical Sales (undergraduate), MKT 583 Monetizing Marketing Strategy (graduate)

Carlson School of Management at the University of Minnesota 2014 and 2016
Guest Teacher – Sales Executive Leadership Program
Sessions Taught: “Motivating and Enabling the Sales Effort” (May 2016) and “Best Practices for Hiring High Performing Salespeople” (May 2014)

Quinlan School of Business at Loyola University of Chicago 2002, 2003 and 2009
Guest Teacher – Human Resources & Industrial Relations
Sessions Taught: “Sales Incentive Compensation” (Nov 2009), “Sales Incentive Programs” (March 2003), “Market Pricing” (September 2002)

Ralph and Lucy Schey Centre at Ohio University 2008
Speaker – 11th Annual Sales Symposium
Sessions Taught: “Reward and Recognition for Today’s Global Sales Force” (April 2008)

TEACHING AND SERVICE RECOGNITION

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|-----------------------------------------------------------------------------------|------|
| National Team Selling Competition Coach (<i>1st place</i>) | 2019 |
| Trustees Teaching Award Winner | 2018 |
| National Team Selling Competition Coach (<i>2nd place</i>) | 2018 |

PUBLICATIONS / ARTICLES / PAPERS

- “The Formula for Improving the HR and Sales Relationship,” *WorldatWork Sales Compensation Focus*, May 2014
- “Who Gets the (Sales) Credit?” with Kanak Rajan, *WorldatWork Sales Compensation Focus*, November 2013
- “Avoiding Sales Compensation Plan Crimes” with Rick L. Butler, *Workspan: The Magazine of WorldatWork*, October 2013
- “How Much Does That Sale Cost (and Who Is Getting Paid for It?): 2 Key Sales Compensation Analytics for Companies in the ‘Winter’ of Their Lives,” *WorldatWork Sales Compensation Focus*, November 2011
- “Rewarding the Harvest: Sales Compensation for Companies in the Autumn of Their Lives,” *WorldatWork Sales Compensation Focus*, September 2011
- “Sales Compensation as Your Company Matures: Growing Up Can Be Hard to Do” with Shawn Rossi, *WorldatWork Sales Compensation Focus*, July 2011
- “Disguised Base Salary: When Incentive Pay Becomes Guaranteed Pay” with Elizabeth Stolarczuk, *WorldatWork Sales Compensation Focus*, May 2011
- “Sales Strategy Trends,” *Sibson Sales Trends Surveys*, April 2011
- “A ‘KISS’ for Your Start-Up Sales Organization” with Shawn Rossi, *WorldatWork Sales Compensation Focus*, March 2011
- “Understanding CCOS: What is the Right Cost of Sales for My Company” with Joseph DiMisa, *Sibson Perspectives*, June 2010
- “2010 Sales Compensation Trends” with Elizabeth Stolarczuk, *Sibson Sales Trends Surveys*, April 2010
- “Rewarding Sales Behavior...Seriously,” *WorldatWork Sales Compensation Focus*, March 2010
- “Keeping Top Talent Through the Downturn” with David Insler, Sheila McCarthy, *SellingPower Incentives Newsletter*, August 2009
- “Sales Comp Communication for the Health Insurance Industry” with Andrew Goldberg, Serkan Sener, *Custom Health Insurance Survey*, August 2009

- “Agent/Broker Compensation & Practices” with Andrew Goldberg, Serkan Sener, *Custom Health Insurance Survey*, July 2009
- “Tying the Sales Compensation Plan to Organizational Strategy,” [Interview] *WorldatWork Sales Compensation Solutions*, July 2009
- “Retaining Top Sales Talent When Results are Hard to Come By: Motivating the Key Players You’ll Need in the Upturn” with David Insler, Sheila McCarthy, *WorldatWork Sales Compensation Solutions*, July 2009
- “Sales Compensation is Not the Only Tool in Your Toolbox,” *HR Magazine – SHRM*, May 2009
- “Market Pricing Sales Compensation: A Combination of Science and Art,” *WorldatWork Sales Compensation Solutions*, May 2009
- “Millennials in the Sales Organization” with Joseph DiMisa, Elizabeth Stolarczuk, Zsuzsa Palotas, *Sibson Survey*, April 2009
- “Sales Compensation is Not the Only Tool in Your Toolbox,” *Sibson Perspectives*, April 2009
- “Agent Commission Rates for Individual Health Policies” with Andrew Goldberg, Serkan Sener, *Sibson White Paper*, February 2009
- “Five Keys to Effectively Communicating Your 2009 Sales Compensation Plan” with Shawn Rossi, *WorldatWork Sales Compensation Quarterly*, Fourth Quarter 2008
- “Common Sales Compensation Design Mistakes: Five Common Mistakes as You Design Your 2009 Compensation Plans” with Jonathan Minor, *WorldatWork Sales Compensation Quarterly*, Third Quarter 2008
- “Forecast: Mostly Sunny for Sales Growth” with Joseph DiMisa, Jonathan Minor, *WorldatWork Sales Compensation Quarterly*, Third Quarter 2008
- “Don’t Throw the Baby Out with the Bathwater: Subtle Adjustments Can Help Save Your Sales Compensation Plans” with Jonathan Minor, *WorldatWork Sales Compensation Quarterly*, Second Quarter 2008
- “Beyond Spring Training: Use ‘SPORTS’ to Get Your Sales Force Ready for the Rest of the Season,” *Sales & Marketing Management*, September 2005
- “Leverage Your SAM Compensation Plan by Paying Attention to the Details,” *Velocity (Strategic Account Management Association “SAMA”)*, Third Quarter 2000

CONFERENCE PRESENTATIONS / SPEECHES / WEBINARS

- “The Right Pay Mix to Target Changing Pay Preferences” with Don Hubbartt, Paul Reiman, Dow Scott, Ph.D., *WorldatWork’s Spotlight on Sales Compensation*, August 2016
- “Compensation Basics,” Society of Human Resource Management (“SHRM”) Emerging Leaders Meeting, June 2016
- “Private Health Exchanges,” *America’s Health Insurance Plans (“AHIP”) HR Council & Education Committee Conference*, March 2016

- “Saving Sales Compensation Professionals from Extinction,” *Chicago Compensation Association*, October 2014
- “Sales Compensation for the Global Sales Organization: How Do You Get a Handle on all Those Plans and Who is Responsible for What?” [Webinar] with Shawn Rossi, *WorldatWork Sales Compensation Genius Series*, September 30, 2014
- “Nightmare on Sales Compensation Street” with Rick L. Butler, Christy Roberts, Paul Reiman, *WorldatWork’s Spotlight on Sales Compensation*, August 2014
- “Sales Compensation Forensics” with Dan Byrne, *Twin Cities Compensation Network (“TCCN”)*, February 2014
- “Sales Compensation Forensics” with Nick Vollrath, *Chicago Compensation Association*, November 2013
- “How to Drive Sales Compensation Design” [Webinar] with Rick L. Butler, *WorldatWork Sales Comp Fundamentals Series*, September 2013
- “Best Practices for Hiring High Performing Sales People,” *IMPAX Client Executive Forum*, September 5, 2013
- “Compensating for Sales Growth...While Not Losing Your Existing Business or Your Sanity” with Rick L. Butler, Jack Gannon, Paul Reiman, *WorldatWork’s Spotlight on Sales Compensation*, August 2013
- “Sales Compensation Forensics: How to Identify Problems in Your Plan Design & Payouts...and Fix Them!” with Rick L. Butler, *WorldatWork’s Spotlight on Sales Compensation*, August 2013
- “Sales Incentives that Motivate and Increase Sales” with Kate Feldt, Christie Clark, *ShopperTrak Users Group Conference 2013*, June 2013
- “Update on Sales Compensation Design Trends” with Reese Bacon, *Callidus User Group: Blue Cross Blue Shield Forum*, October 2012
- “Cloud Computing and Its Impact on Sales Force Effectiveness,” *Sibson High Tech Sales Compensation Forum*, April 2011
- “Real Pay for Performance” with Myrna Helleman, *Milwaukee Area Compensation Association*, March 2011
- “Sales Compensation and Sales Effectiveness Trends in the Health Insurance Industry,” *America’s Health Insurance Plans (AHIP): HR Leadership Council Meeting*, March 2011
- “Good Sales Compensation Intentions Gone Bad: Ensuring the Success of Your 2011 Software Sales Compensation Plan,” [Webinar] *Sibson Webinars*, February 2011
- “Good Sales Compensation Intentions Gone Bad: Ensuring the Success of Your 2011 High Tech Sales Compensation Plan,” [Webinar] *Sibson Webinars*, February 2011
- “Sales Compensation Pay Ranges,” *Sibson High Tech Sales Compensation Forum*, October 2010
- “Crediting and Quota Setting Practices and Implications,” *Sibson High Tech Sales Compensation Forum*, October 2010

- “Sales Compensation for Auto Dealers,” *Automotive News Webinar Series*, September 2010
- “The Future of Sales Compensation” with Jeff Schaf, *WorldatWork Spotlight on Sales Compensation Conference*, September 2010
- “Compensation Trends and Best Practices,” *Eastern Iowa Human Resource Association*, September 2010
- “Approaches to SPIF Design and Cost Management,” *Sibson Semiconductor Forum*, July 2010
- “Measuring and Paying Your Salesforce Based on Non-Financial Metrics,” *Sibson Semiconductor Forum*, July 2010
- “How to Pay on Sales Contracts (Billed vs. Booked),” *Sibson High Tech Sales Compensation Forum*, May 2010
- “When $2 + 2 \neq 4$: The Philosophies of Quota Allocation and Cost Modeling,” *WorldatWork Total Rewards Conference*, May 2010
- “Best Practices for Software Sales Crediting,” *Sibson Software Sales Compensation Forum*, April 2010
- “Sales Compensation Trends and Best Practices,” *Danaher HR Leaders Conference*, April 2010
- “Tune Up Your Engine Before You Run Your Sales Machine: Practical Tactics for Sales Compensation in the Health Insurance Industry,” [Webinar] *Sibson Webinars*, March 2010
- “Millennials in the Workforce,” *Great River Human Resources Association*, February 2010
- “Millennials in the Sales Organization,” *Chicago Compensation Association*, February 2010
- “Navigating Through This Uncertain Economy: Total Rewards and Sales Compensation Trends for 2010,” *America’s Health Insurance Plans (AHIP) National Conference*, January 2010
- “Globalization of Sales Organizations,” *Sibson High Tech & Software Sales Compensation Forums*, October 2009
- “Shortening the Budgeting and Planning Process,” *Sibson High Tech & Software Sales Compensation Forums*, October 2009
- “Incentive Compensation: Beyond Just Paying Bonuses,” *Michigan Compensation Association (MOCA)*, September 2009
- “How to Properly Manage, Reward, and Compensate the Millennial Generation” with Joseph DiMisa, *Synogy Sales Performance Conference – General Session*, May 2009
- “When $2 + 2$ Can’t Equal 4: The Philosophies of Quota Allocation and Cost Modeling,” *Synogy Sales Performance Conference: Breakout Session*, May 2009
- “How to Incent the Millennial Generation,” *Sibson High Tech Sales Compensation Forum*, April 2009

- “Changing Business Strategies in an Uncertain Environment,” *Sibson High Tech Sales Compensation Forum*, April 2009
- “Sales Trends for 2009,” *Chicago Compensation Association*, March 2009
- “Much More Than Simply ‘How Much?’: Sales Compensation Design and Implementation at Health Insurance Companies,” [Webinar] *Sibson/OpenSymmetry Webinar*, February 2009
- “Special Recognition Awards for Overachievers,” *Sibson Software Sales Compensation Forum*, October 2008
- “Surviving and Thriving in a Down Economy,” *Sibson Software Sales Compensation Forum*, October 2008
- “Special Recognition Awards for Overachievers,” *Sibson High Tech Sales Compensation Forum*, October 2008
- “Surviving and Thriving in a Down Economy,” *Sibson High Tech Sales Compensation Forum*, October 2008
- “Surviving and Thriving in an Uncertain Economy: Report of Sibson’s 2008/2009 Sales Growth and Trends Survey” with Joseph DiMisa, *Syngy Sales Performance Conference – General Session*, September 2008
- “Why Use a Hammer When a Wrench Is What You Need? Sales Compensation Isn’t the Only Tool in Your Toolbox,” *Twin Cities Compensation Network*, June 2008
- “Sales Compensation Planning Process: When to Start; When to Communicate; How to Manage the Process,” *Sibson High Tech Sales Compensation Forum*, May 2008
- “Sales Compensation for Health Insurance Plans,” *Callidus Blues Users Group*, May 2008
- “Sales Compensation Planning Process: When to Start; When to Communicate; How to Manage the Process,” *Sibson Software Sales Compensation Forum*, April 2008
- “There’s a New Sheriff in Town: Sales Compensation During Ownership Transition,” *Syngy Sales Performance Conference – Breakout Session*, April 2008
- “Developing A Sales Compensation Philosophy: It Really is Worthwhile,” *Syngy Sales Performance Conference – Round Table*, April 2008
- “Why Use a Hammer When a Wrench Is What You Need? Sales Compensation Isn’t the Only Tool in Your Toolbox,” *Chicago Compensation Association*, February 2008
- “Taking People Off of Sales Compensation,” *Sibson High Tech Sales Compensation Forum*, October 2007
- “An ‘Outside-In’ Look at Pharmaceutical Sales: How Sales Management Best Practices Across Industries Work (or Don’t work) in Pharmaceutical Sales Organizations” with Steve Crook, *Syngy Sales Performance Conference Workshop*, October 2007
- “Are You Making the Most of Your Sales Performance Toolbox?” with Steve Crook, *Syngy Sales Performance Conference – Round Table*, October 2007
- “Sales Engineers and Club Participation; Compensation Administration; and Women in Sales,” *Sibson Software Sales Compensation Forum*, September 2007

- “Acceleration Methodologies: Big Deals, Blue Birds and High Quota Attainment,” *Sibson Software Sales Compensation Forum*, September 2007
- “Is Your Agent Compensation Aligned with Your Sales Strategy?” *Synergy Sales Performance Conference – Round Table*, April 2007
- “The Most Underleveraged Asset in Sales: The Sales Manager” with Steve Grossman, *Synergy Sales Performance Conference – Workshop*, April 2007
- “Cost of Sales: Holy Grail or Urban Legend?” *Mercer Rewards Forum*, October 2006
- “Job Evaluation: Essential Process or Outdated Tool?” with Corinne Carlson, *Chicago Compensation Association*, November 2006
- “Sales Compensation and Sales Productivity in Managed Care,” *Healthcare Compensation Professionals Organization*, October 2006
- “Sales Compensation in the Financial Services Sector,” *Southeast Banking Round Table*, October 2006
- “Trends in Healthcare Industry Compensation,” *Healthcare Compensation Professionals Organization*, October 2005
- “Management Practices that Distinguish High Performing Sales and Service Efforts,” *Chicago Compensation Association*, April 2005
- “Sales Compensation...in Most Industries,” *Healthcare Compensation Professionals Organization*, October 2004
- “Sales Landscape in Health Insurance,” *Healthcare Compensation Professionals Organization*, March 2004

PRESS QUOTES

- “Kelley team celebrates school’s first victory in National Team Selling Competition,” *quoted in Kelley School of Business blog*, November 1, 2019 (<https://blog.kelley.iu.edu/2019/11/01/kelley-team-celebrates-schools-first-victory-in-national-team-selling-competition/>)
- “Millennials in the Sales Organization,” *quoted in WorldatWork Total Rewards Newsletter*, June 2009
- “Calming Quota Chaos,” *quoted in Synergy Magazine*, April 2009
- “Millennials in the Sales Organization,” *quoted in Synergy Sales Performance Conference Pre-Conference Materials*, February 2009
- “Road Test-Proactive Modeling of Sales Compensation Plans,” *quoted in Synergy Magazine*, Summer 2008
- “Don’t Promote – Reward,” *quoted in Synergy Magazine*, Fall 2007

INDUSTRY EXPERIENCE

The Spahr Group, LLC, Arlington Heights, IL **President**

2017 - Present

Founder of consulting firm that provides expert consultation to clients on sales effectiveness and sales operations issues including sales strategy development, sales role definition, sales organization design, sales compensation design, and related project leadership.

- Experience in multiple industries including: Automotive, Business-to-Business, Chemicals/Plastics, High Technology, Insurance, Media and Entertainment, Medical Devices, Software, and Professional Sports Teams and Leagues.

Mercer, Chicago, IL

2012 - 2016

Senior Principal, Senior Sales Performance Consultant

Co-leader of Mercer's Sales Performance and Sales Compensation Consulting practice and Business Development resource / Client Manager for Mercer clients.

- Led consulting / client teams as the subject matter expert on over 100 sales compensation / sales performance projects at over 60 clients in multiple industries.
- Grew sales revenue an average of 35% per year in first three full years back with the firm.
- Acted as the Relationship Manager for four Chicago-based clients; represented all Mercer offerings to these under-penetrated accounts; grew one account to nearly \$1M in revenue.
- Managed three consulting staff members and was mentor to many analysts and associates.
- Created over 30 sales performance / sales compensation "best practice" materials for use as consulting tools by Mercer consultants.

Sibson Consulting, Chicago, IL

2007 - 2012

Vice President, Sales Effectiveness

As an officer of the firm, represented all Sibson offerings to clients with a focus on Sales Effectiveness; assisted with business leadership in the Midwest market.

- Subject matter expert or project manager on over 100 sales effectiveness projects.
- Grew practice revenue three out of four years as part of the Sales Effectiveness team.
- Led Sibson's Midwest marketing and business development initiatives and managed Sibson's Sales Effectiveness monthly business development email campaign.
- Co-led and managed Sibson's semi-annual Sales Compensation Forums.
- Created multiple intellectual capital pieces including surveys, articles, and speeches each year.

- As Sibson's liaison to WorldatWork, ensured Sibson participation in over 70% of sales compensation related newsletters.
- Managed two Senior Associates.

Mercer Human Resource Consulting, Chicago, IL 2003 - 2007
Principal; Sales Effectiveness Consulting (2006 – 2007)

Sold and managed large, global, multi-practice/multi-business client projects in the Human Capital Advisory Services business with a focus on sales effectiveness.

- Exceeded sales goal in first year as a Principal.

Senior Associate; Sales Effectiveness Consulting (2003 – 2006)

Sold and managed client projects in the Human Capital Advisory Services business with a focus on sales effectiveness.

- Co-led "new hire/analyst" training in 2005. Trained 40 new staff members.
- Led project-consulting teams that designed sales compensation plans at several Blue Cross Blue Shield affiliates and other health plans across the country.
- Exceeded sales goal all three years.

Towers Perrin, Chicago, IL 2001 – 2002
Senior Consultant, Project Manager

Sold and managed client projects in the Rewards & Performance Management line of business with a focus on sales force rewards.

- Sold \$320K of project work in 2001 and \$540K in first half of 2002.

The Alexander Group, Inc., Downers Grove, IL 1996 – 2000
Senior Manager, Telecommunications Practice Leader (2000)

Managed and led the firm's consulting services to clients in the telecommunications industry.

Senior Consultant (1997 – 2000)

Performed project management, people management, sales and consulting roles.

Consultant (1996 – 1997)

Performed technical analyses, problem assessment, and solution design.

AlliedSignal Plastics, Southfield MI and West Dundee, IL 1989 – 1996
Sales and Business Development Roles

Sold nylon and PET plastic resin to processors in Illinois and S. Wisconsin; led marketing and technical efforts to Chrysler, Ford and AlliedSignal Safety Restraints.

Dow Corning, Midland MI and Plymouth, MI 1986 – 1989
Sales Trainee / Sales Representative

Sold silicone products for the High Tech Commercial Unit to customers in MI/OH.

PROFESSIONAL TRAINING / CONFERENCE PARTICIPANT

Faculty Peer Observer Training

Trained Observer, Bloomington, IN, September 2019 - Present

Sales Educators Academy Annual Conference

Participant, Orlando, FL, June 2019

University Sales Center Alliance Semi-Annual Conference

Participant, Terre Haute, IN, October 2018

American Marketing Academy Sales Special Interest Group Conference

Participant, Boston, MA, August 2018

Gartner Professor Days

Participant, Ft. Myers, FL, June 2018

Course Development Institute, Center for Innovative Teaching and Learning

Participant, Bloomington, IN, June 2018

PROFESSIONAL AFFILIATIONS

American Marketing Association, 2018 – Present

Member

University Sales Center Alliance, 2018 – Present

Member

Chicago Compensation Association, 2005 – 2018

Development Committee Chair, 2015 – 2016

Board of Directors, 2014 – 2016

Sponsors Committee Member, 2010 – 2014

Member, 2005 – 2018

WorldatWork 2003 – 2018

Member

PROFESSIONAL SERVICE

Sales Club at Kelley School of Business, 2018 - Present

Faculty Advisor

Global Sales Workshop at Kelley School of Business, 2018 - Present

Faculty Mentor