

# DENNIS M. SPAHR

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

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- 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

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**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, M407 Business-to-Business Marketing, 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 Instructor – 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 Lecturer – 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  
**Guest Speaker – 11<sup>th</sup> Annual Sales Symposium**  
Sessions Taught: “Reward and Recognition for Today’s Global Sales Force” (April 2008)

## **TEACHING HONORS AND AWARDS**

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- Winner, Alpha Kappa Psi Teachers' Excellence Award – Legacy Award (2023)
- Winner, Trustees Teaching Award (2022)
- Winner, Alpha Kappa Psi Teachers' Excellence Award – Most Impactful (2022)
- Nominee, Alpha Kappa Psi Teachers' Excellence Award – Herman B. Wells Award (2022)
- Honoree, Indiana University Bloomington Senior Recognition Award Ceremony (guest of Easan Venkat; Kate Hevner Award Recipient) 2022
- Coach (of competition MVP, Riley Flynn), National Team Selling Competition (2022)
- Coach (1<sup>st</sup> place), National Team Selling Competition (2021)
- Winner, William G. Panschar Award for Excellence in Teaching (2021)
- Coach (1<sup>st</sup> place), National Team Selling Competition (2020)
- Honoree, Hoosiers Scholar Student/Professor Luncheon (2020)
- Coach (1<sup>st</sup> place) National Team Selling Competition (2019)
- Honoree, Professor Appreciation Dinner, Delta Gamma Sorority (2019)
- Winner, Trustees Teaching Award (2018)
- Coach (2<sup>nd</sup> place), National Team Selling Competition (2018)
- Honoree, Professor Appreciation Night, Kappa Alpha Theta Sorority (2018, 2019)
- Honoree, Faculty Appreciation Night, Indiana University Women's Soccer (2018)

## **SERVICE AND ACADEMIC COMMITTEES**

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- Committee Member, Non-Tenure Track Hiring Committee; Marketing Department, 2023
- Residential Fellow, Jellison Living Learning Center – August 2022 - Present
- Faculty Advisor, Sales Club at Kelley School of Business 2018 – Present
- Faculty Member/Mentor, Global Sales Workshop, 2018 – Present
- Donor, Habitat for Humanity More Than Houses Event – November 2022
- Certified Mental Wellness First Aid Trainer, Kelley School of Business – February 2022
- Certified Faculty Peer Observer, FACET at Indiana University, 2020 - Present
- Committee Member, Business Outlook Committee, 2020 – 2022
- Lecturer/Presenter, Kelley Direct Admit Days, 2021
- Judge, Kelley Institute for Social Impact (KISI) Kelley Impact Case Competition, 2021, 2022
- Committee Member, Non-Tenure Track Hiring Committee; Marketing Department, 2021
- Coach, National Team Selling Competition, 2018 (2<sup>nd</sup> place), 2019 (1<sup>st</sup> place), 2020 (1<sup>st</sup> place), 2021 (1<sup>st</sup> place), 2022 (participant)
- Judge, Kelley School of Business Marketing Department: DEI Strategy Presentations for M455 Course, October 2020

- Volunteer Builder, Habitat for Humanity Kelley Blitz Build, 2019
- Volunteer, Kelley Senior Day Breakfast, 2019
- Committee Member, Academic Fairness Committee, 2018, 2019
- Case Coach, DECA High School Marketing Buffalo Grove High School State Champions, 2018, 2019

## PUBLICATIONS

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- “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

#### **SELECTED CONFERENCE PRESENTATIONS / WEBINARS**

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- “Marketing at Kelley”, *Kelley Direct Admit Days, Online*, February and March 2021
- “Sales and MBAs” with Charlie Ragland, Michelle Shaw, *Kelley MBA Sales Workshop Panelist, Bloomington, IN*, April 2020
- “Careers in Marketing and Advice”, *American Marketing Association, Indiana University Chapter*, March 2019
- “Building Rapport and Networking” *FASE Mentors, Indiana University*, February 2019
- “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
- “Private Health Exchanges,” *America’s Health Insurance Plans (“AHIP”) HR Council & Education Committee Conference*, March 2016

- “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
- “How to Drive Sales Compensation Design” [Webinar] with Rick L. Butler, *WorldatWork Sales Comp Fundamentals Series*, September 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
- “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
- “The Future of Sales Compensation” with Jeff Schaf, *WorldatWork Spotlight on Sales Compensation Conference*, September 2010
- “How to Properly Manage, Reward, and Compensate the Millennial Generation” with Joseph DiMisa, *Syngy Sales Performance Conference – General Session*, May 2009
- “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
- “The Most Underleveraged Asset in Sales: The Sales Manager” with Steve Grossman, *Syngy Sales Performance Conference – Workshop*, April 2007
- “Job Evaluation: Essential Process or Outdated Tool?” with Corinne Carlson, *Chicago Compensation Association*, November 2006
- “Management Practices that Distinguish High Performing Sales and Service Efforts,” *Chicago Compensation Association*, April 2005
- “Sales Landscape in Health Insurance,” *Healthcare Compensation Professionals Organization*, March 2004

## MEDIA CITATIONS

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- “Faculty Friday – Professor Dennis Spahr,” *Kelley Department of Marketing Blog*, (<https://marketingblog.kelley.iu.edu/2021/04/30/faculty-friday-professor-dennis-spahr/>)
- “Diversity: Through the Faculty’s Eyes,” *quoted in Kelley Department of Marketing Blog* (<https://marketingblog.kelley.iu.edu/2021/04/16/diversity-through-the-facultys-eyes/>)

- “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/>)
- “Kelley School hosts 12<sup>th</sup> National Team Selling Competition; its team finishes in second place among 24 teams,” *recognized in Kelley School of Business blog*, October 17, 2018 (<https://blog.kelley.iu.edu/2018/10/17/kelley-school-hosts-12th-national-team-selling-competition-its-team-finishes-in-second-place-among-24-teams/>)
- “Millennials in the Sales Organization,” *quoted in WorldatWork Total Rewards Newsletter*, June 2009
- “Calming Quota Chaos,” *quoted in Synygy Magazine*, April 2009
- “Millennials in the Sales Organization,” *quoted in Synygy Sales Performance Conference Pre-Conference Materials*, February 2009
- “Road Test-Proactive Modeling of Sales Compensation Plans,” *quoted in Synygy Magazine*, Summer 2008
- “Don’t Promote – Reward,” *quoted in Synygy Magazine*, Fall 2007

#### **PROFESSIONAL TRAINING / CONFERENCE ATTENDANCE**

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- Participant, RNMKRS Symposium of Best Practices, May 16, 2023
- Participant, Kelley School of Business: Lecturer Track Promotion Overview Workshop, March 31, 2023
- Participant, Kelley School of Business Marketing Department DEIB Workshop: Creating an Inclusive Syllabus, February 3, 2023
- Participant, Indiana University Center for Innovative Teaching and Learning: Writing a Teaching Statement, January 17, 2023
- Participant, Indiana University Center for Innovative Teaching and Learning: DMAI and Portfolio Success, January 12, 2023
- Participant, Korn Ferry “Seize the Sale: Taking Action to Defeat the Downturn”, October 25, 2022
- Participant, Corporate Visions “Science-Backed Strategies to Win Over Today’s B2B Buyers”, June 23, 2022
- Participant, 3M Frontline Sales Workshop on Diversity in Sales Research, April 7, 2022
- Certified Mental Wellness First Aid Training, February 4 and 11, 2022
- Participant, University Sales Center Alliance (USCA), Online and Austin, TX, October 2021
- Participant, Sales Educators Academy: Annual Conference, Online June 2021
- Participant, Kelley Marketing DEI Workshop: Building DEI into the Curriculum, May 2021
- Participant, 3M Frontline Sales Workshop on Diversity in Sales, April 2021

- Participant, “Using Chally” Sales Educator Foundation (SEF) Webinar, March 2021
- Participant, Topo/Gartner 2021 Sales & Marketing Virtual Summit, January 2021
- Participant, University Sales Center Alliance & Gartner Seminar: Trends in Selling, October 2020
- Participant, Wall Street Journal Webinar: How to Effectively & Efficiently Search for WSJ Articles, September 2020
- Participant, University Sales Center Alliance Seminar: Online Sales Competitions, September 2020
- Graduate, Indiana University Center for Innovative Teaching and Learning: Blended Course Design Class, Summer 2020
- Participant, Indiana University Center for Innovative Teaching and Learning Webinar: Canvas Teaching in the Fall, June 2020
- Certified FACET Peer Reviewer, Indiana University Kelley School of Business: Faculty Peer Observer Training, Bloomington, IN, September 2019 – May 2020
- Participant, Sales Educators Academy: Annual Conference, Orlando, FL June 2019
- Participant, University Sales Center Alliance: Semi-Annual Conference, Terre Haute, IN, October 2018
- Participant, American Marketing Academy: Sales Special Interest Group Conference, Boston, MA, August 2018
- Participant, Gartner Professor Days Conference, Ft. Myers, FL, June 2018
- Graduate, Indiana University Center for Innovative Teaching and Learning: Course Development Institute, Bloomington, IN, June 2018
- Career and Life Coach Trainee, Convergence Point: Transformational Coaching Training, January 2018 – June 2018

## INDUSTRY EXPERIENCE

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### **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** **Senior Principal, Senior Sales Performance Consultant**

2012 - 2016

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**  
**Vice President, Sales Effectiveness**

2007 - 2012

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**  
**Principal; Sales Effectiveness Consulting (2006 – 2007)**

2003 - 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 AFFILIATIONS / CERTIFICATIONS**

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- Certified Transformational Coach (We Train Coaches), February 8, 2023
- Member, American Marketing Association, 2018 – Present
- Member, University Sales Center Alliance, 2018 – Present
- Chicago Compensation Association, 2005 – 2018
  - Development Committee Chair, 2015 – 2016
  - Board of Directors, 2014 – 2016
  - Sponsors Committee Member, 2010 – 2014
  - Member, 2005 – 2018
- Speaker/Writer/Member, WorldatWork, 2003 – 2018