

GLOBAL
EDITION



Selling Today

Partnering to Create Value

FIFTEENTH EDITION



Michael Ahearne
Gerald Manning



Selling Today

PARTNERING TO CREATE VALUE

Fifteenth Edition

Global Edition

This page is intentionally left blank

Selling Today

PARTNERING TO CREATE VALUE

MICHAEL AHEARNE

University of Houston

GERALD MANNING

Des Moines Area Community College

Fifteenth Edition

Global Edition



Pearson

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Dubai Singapore • Hong Kong
Tokyo • Seoul • Taipei • New Delhi • Cape Town • São Paulo • Mexico City Madrid • Amsterdam • Munich • Paris • Milan

Content Production: Abhilasha Watsa

Product Management: Yajnaseni Das, Ishita Sinha, Kajori Chattopadhyay, and Amrita Roy

Product Marketing: Joanne Dieguez

Rights and Permissions: Anjali Singh and Ashish Vyas

Please contact <https://support.pearson.com/getsupport/s/contactsupport> with any queries on this content.

Cover Art: Pushkarevskyy/Shutterstock

Pearson Education Limited

KAO Two

KAO Park

Hockham Way

Harlow

Essex

CM17 9SR

United Kingdom

and Associated Companies throughout the world

Visit us on the World Wide Web at: www.pearson.com

© Pearson Education Limited, 2023

The rights of Michael Ahearne and Gerald Manning to be identified as the authors of this work have been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

Authorized adaptation from the United States edition, entitled Selling Today: Partnering to Create Value, 15th Edition, ISBN 978-0-13-796290-7, by Michael Ahearne and Gerald Manning, published by Pearson Education © 2023.

Acknowledgments of third-party content appear on the appropriate page within the text, which constitutes an extension of this copyright page.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without either the prior written permission of the publisher or a license permitting restricted copying in the United Kingdom issued by the Copyright Licensing Agency Ltd, Saffron House, 6–10 Kirby Street, London EC1N 8TS.

PEARSON and ALWAYS LEARNING are exclusive trademarks owned by Pearson Education, Inc. or its affiliates in the U.S. and/or other countries.

All trademarks used herein are the property of their respective owners. The use of any trademark in this text does not vest in the author or publisher any trademark ownership rights in such trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners. For information regarding permissions, request forms, and the appropriate contacts within the Pearson Education Global Rights and Permissions department, please visit www.pearsoned.com/permissions/.

This eBook is a standalone product and may or may not include all assets that were part of the print version. It also does not provide access to other Pearson digital products like MyLab and Mastering. The publisher reserves the right to remove any material in this eBook at any time.

ISBN 10 (print): 1-292-45863-1

ISBN 13 (print): 978-1-292-45863-2

ISBN (eBook): 978-1-292-72690-8

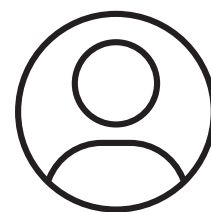
British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

eBook formatted by B2R Technologies Pvt. Ltd.

To our wives (Jessica Ahearne and Beth Manning) whose patience
and support make our work possible.
—Mike and Jerry

Pearson's Commitment to Diversity, Equity, and Inclusion



Pearson is dedicated to creating bias-free content that reflects the diversity, depth, and breadth of all learners' lived experiences.

We embrace the many dimensions of diversity, including but not limited to race, ethnicity, gender, sex, sexual orientation, socioeconomic status, ability, age, and religious or political beliefs.

Education is a powerful force for equity and change in our world. It has the potential to deliver opportunities that improve lives and enable economic mobility. As we work with authors to create content for every product and service, we acknowledge our responsibility to demonstrate inclusivity and incorporate diverse scholarship so that everyone can achieve their potential through learning. As the world's leading learning company, we have a duty to help drive change and live up to our purpose to help more people create a better life for themselves and to create a better world.

Our ambition is to purposefully contribute to a world where:

- Everyone has an equitable and lifelong opportunity to succeed through learning.
- Our educational content accurately reflects the histories and lived experiences of the learners we serve.
- Our educational products and services are inclusive and represent the rich diversity of learners.
- Our educational content prompts deeper discussions with students and motivates them to expand their own learning (and worldview).

Accessibility

We are also committed to providing products that are fully accessible to all learners. As per Pearson's guidelines for accessible educational Web media, we test and retest the capabilities of our products against the highest standards for every release, following the WCAG guidelines in developing new products for copyright year 2022 and beyond.



You can learn more about Pearson's commitment to accessibility at

<https://www.pearson.com/uk/accessibility.html>

Contact Us

While we work hard to present unbiased, fully accessible content, we want to hear from you about any concerns or needs with this Pearson product so that we can investigate and address them.



Please contact us with concerns about any potential bias at
<https://www.pearson.com/report-bias.html>



For accessibility-related issues, such as using assistive technology with Pearson products, alternative text requests, or accessibility documentation, email the Pearson Disability Support team at disability.support@pearson.com



BRIEF CONTENTS

Preface 19

About the Authors 30

PART 1 Developing a Personal-Selling Philosophy 32

Chapter 1 Relationship Selling Opportunities in the Information Economy 34

Chapter 2 Evolution of Selling Models That Complement the Marketing Concept 62

PART 2 Developing a Relationship Strategy 80

Chapter 3 Ethics: The Foundation for Partnering Relationships That Create Value 82

Chapter 4 Creating Value with a Relationship Strategy 104

Chapter 5 Communication Styles: A Key to Adaptive Selling Today 121

PART 3 Developing a Product Strategy 144

Chapter 6 Creating Product Solutions 146

Chapter 7 Product-Selling Strategies That Add Value 164

PART 4 Developing a Customer Strategy 182

Chapter 8 The Buying Process and Buyer Behavior 184

Chapter 9 Developing and Qualifying Prospects and Accounts 205

PART 5 Developing a Presentation Strategy 232

Chapter 10 Approaching the Customer with Adaptive Selling 234

Chapter 11 Determining Customer Needs with a Consultative Questioning Strategy 257

Chapter 12 Creating Value with the Consultative Presentation 280

Chapter 13 Negotiating Buyer Concerns 302

Chapter 14 Adapting the Close and Confirming the Partnership 323

Chapter 15 Servicing the Sale and Building the Partnership 341

PART 6 Management of Self and Others 360

Chapter 16 Opportunity Management: The Key to Greater Sales Productivity 362

Chapter 17 Management of the Sales Force 380

Appendix 1 Reality Selling Today Role-Plays and Video Scenarios 397

Appendix 2 The NewNet Systems Regional Accounts Management Case Study 413

Appendix 3 Partnership Selling: A Role-Play for *Selling Today* 437

Endnotes 505

Glossary 523

Name Index 531

Subject Index 539

This page is intentionally left blank

CONTENTS

Preface 19

About the Authors 30

PART 1 Developing a Personal-Selling Philosophy 32

Chapter 1 Relationship Selling Opportunities in the Information Economy 34

Personal Selling Today—A Definition and a Philosophy 35

Emergence of Relationship Selling in the Information Economy 36

Major Advances in Information Technology and Electronic Commerce 37

Strategic Resource Is Information 37

Business Is Defined by Customer Relationships 37

Sales Success Depends on Creating and Adding Value 37

Considerations for a Future in Personal Selling 38

Wide Range of Employment Opportunities 38

Activities Performed by Salespeople 39

Freedom to Manage One's Own Time and Activities 40

Titles Used in Selling Today 40

Above-Average Income 40

Above-Average Psychic Income 41

Opportunity for Advancement 41

Opportunities for Women 41

Employment Settings in Selling Today 42

Selling Through Channels 43

Career Opportunities in the Service Channel 43

Career Opportunities in the Business Goods Channel 45

Career Opportunities in the Consumer Goods Channel 46

Selling Skills—One of the “Master Skills for Success” in the Information Age 48

Knowledge Workers in the Information Economy 48

Managerial Personnel 49

Professionals 49

Entrepreneurs and Small Business Owners 50

Marketing Personnel and Customer Service Representatives 51

Learning to Sell 51

Corporate-Sponsored Training 51

Training Provided by Commercial Vendors 51

Certification Programs 51

College and University Courses 52

Chapter Learning Activities 58 • Reviewing Key Concepts 58 • Key Terms 59

Review Questions 59 • Application Exercises 59 • Role-Play Exercises 60

Reality Selling Case Problem—Alex Homer/Tom James Company 60

Partnership Selling: A Role-Play 61

Chapter 2 Evolution of Selling Models That Complement the Marketing Concept 62

Marketing Concept Requires New Selling Models 63

- Evolution of the Marketing Concept 64
- Marketing Concept Yields Marketing Mix 65
- Important Role of Personal Selling 65

Evolution of Consultative Selling 65

Evolution of Strategic Selling 67

- Strategic/Consultative–Selling Model 69

Evolution of Partnering 73

- Strategic-Selling Alliances—The Highest Form of Partnering 73
- Partnering Is Enhanced with High Ethical Standards 75
- Partnering Is Enhanced with Customer Relationship Management 75

Value Creation—The New Selling Imperative 75

- Chapter Learning Activities 76 • Reviewing Key Concepts 76 • Key Terms 77
- Review Questions 77 • Application Exercises 77 • Role-Play Exercise 78
- Reality Selling Video Case Problem—Ryan Guillory/Independent Consultant (TWFG) 78

Part 1 Role-Play Exercise

PART 2 Developing a Relationship Strategy 80

Chapter 3 Ethics: The Foundation for Partnering Relationships That Create Value 82

Developing a Relationship Strategy for Partnering Style Selling 83

Issues Challenging the Ethics of Salespeople 84

Factors Influencing Ethical Decision Making of Salespeople 85

- Influences in a Global Economy 85
- Influence of Senior Management 86
- Influence of Company Policies and Practices 87
- Influence of the Sales Manager 90
- Influence of the Salesperson's Personal Values 91
- Influence of Laws, Contracts, and Agreements 92
- Building Trust with the Transactional, Consultative and Strategic Alliance Buyer 93

Making Ethical Decisions That Build Selling Relationships 94

- Influence of Character in Ethical Decision Making 94
- The Erosion of Character on Ethical Decision Making 94

Developing a Personal Code of Ethics That Adds Value 97

- Chapter Learning Activities 98 • Reviewing Key Concepts 98 • Key Terms 99
- Review Questions 99 • Ethics Application Exercises 100 • Role-Play Exercise 102
- Reality Selling Video Case Problem—Edith Botello/Mattress Firm 102

Chapter 4 Creating Value with a Relationship Strategy 104

Relationships Add Value 104

- Partnering—The Highest-Quality Selling Relationship 105
- Relationship Strategies Focus on Four Key Groups 106
- Adapting the Relationship Strategy 107

Thought Processes That Enhance Your Selling Relationship Strategy 108

- Self-Concept—An Important Dimension of the Relationship Strategy 108
- The Win-Win Philosophy 109
- Empathy and Ego Drive 110

Verbal and Nonverbal Strategies That Add Value to Your Selling Relationships 110

- Adding Value with Nonverbal Messages 110
- Impact of Appearance on Relationships 113

Impact of Voice Quality on Relationships 114

Impact of Etiquette on Your Relationships 114

Conversational Strategies That Enhance Relationships 115

Comments on Here and Now Observations 115

Compliments 115

Search for Mutual Acquaintances or Interests 116

Self-Improvement Strategies That Add Value 116

Chapter Learning Activities 117 • Reviewing Key Concepts 117 • Key Terms 117

Review Questions 118 • Application Exercises 118 • Role-Play Exercise 119

Reality Selling Video Case Problem—Susana Rosas/CB Richard Ellis 120

Chapter 5 Communication Styles: A Key to Adaptive Selling Today 121

Communication Styles—An Introduction to Adaptive Selling 122

Communication-Style Bias 122

Communication Style Principles 123

Improving Your Relationship Selling Skills 124

Communication Style Model 124

Dominance Continuum 124

Sociability Continuum 125

Four Styles of Communication 126

Popularity of the Four-Style Model 132

Determining Your Communication Style 132

An Online Assessment of Your Communication Style 133

Minimizing Communication-Style Bias 133

How Communication-Style Bias Develops and Erodes Partnering Relationships 133

Adaptive Selling Requires Versatility That Builds Strong Relationships 134

Building Strong Relationships Through Style Flexing 136

Building Relationships with Emotive Customers 138

Building Relationships with Directive Customers 138

Building Relationships with Reflective Customers 138

Building Relationships with Supportive Customers 138

Word of Caution 139

Chapter Learning Activities 139 • Reviewing Key Concepts 139 • Key Terms 140

Review Questions 140 • Application Exercises 140 • Role-Play Exercise 141

Adaptive Selling Case Problem—Ray Perkins/Grant Real Estate 142

Part 2 Role-Play Exercise

PART 3 Developing a Product Strategy 144

Chapter 6 Creating Product Solutions 146

Developing Product Solutions That Add Value 147

Selling Solutions 147

Explosion of Product Options 148

Creating Solutions with Product Configuration 148

Preparing Written Proposals 149

Becoming a Product Expert 149

Product Development and Quality Improvement Processes 150

Performance Data and Specifications 151

Maintenance and Service Contracts—Servicing the Sale 151

Pricing and Delivery 152

Become a Company Expert 153

Company Culture and Organization 153

Company Support for Product 154

Become the Industry Expert—Know Your Competition 154

Develop and Communicate a Healthy Attitude toward Your Competition 155

Sources of Product, Company, and Industry Information 155

Web-Based Sources, Catalogs, and Marketing-Related Sales Support Information 156

Engage in Plant Tours 156

Build Strong Relationships with Internal Sales and Sales Support Team Members 156

Today's Wired Customers Have a Lot of Product, Competitive, and Industry Knowledge 156

Researching and Using Products 157

Reading and Studying Publications 157

Word of Caution 157

Creating Value with a Feature–Benefit Strategy 158

Distinguish between Features and Benefits 158

Use Bridge Statements 159

Identify Features and Benefits 159

Avoid Information Overload 159

Chapter Learning Activities 160 • Reviewing Key Concepts 160 • Key Terms 161

Review Questions 161 • Application Exercises 161 • Role-Play Exercise 162

Reality Selling Video Case Problem—Bolaji Ayodele/Autodesk 162 • Partnership Selling: A Role-Play 163

Chapter 7 Product-Selling Strategies That Add Value 164**Product Positioning—In a Competitive Marketplace 165**

Essentials of Product Positioning 165

Salesperson's Role in Product Differentiation 166

Custom Fitting and Communicating the Value Proposition 166

The Three-Dimensional (3-D) Product Solutions Selling Model 167**Product-Positioning Strategies to Sell New (vs. Mature) and Low-Priced (vs. Value-Added) Products 169**

Selling New Products Versus Well-Established Products 169

Selling Products with a Price Strategy 172**Selling Your Product with the Value-Added Product-Selling Model 174**

Value Creation Product Strategies for Transactional, Consultative, and Strategic Alliance Buyers 177

Chapter Learning Activities 178 • Reviewing Key Concepts 178 • Key Terms 178

Review Questions 178 • Application Exercises 179 • Role-Play Exercise 179

Reality Selling Case Problem—Selling New Products at Steelcase 179

Part 3 Role-Play Exercise**PART 4 Developing a Customer Strategy 182****Chapter 8 The Buying Process and Buyer Behavior 184****Developing a Customer Strategy 185**

Adding Value with a Customer Strategy 185

Complex Nature of Customer Behavior 186

Consumer, Business, and Government Buyers 186

Types of Business Buying Situations 187

Types of Consumer Buying Situations 188

Achieving Alignment with the Customer's Buying Process 189

Steps in the Typical Buying Process 189

Understanding the Buying Process of the Transactional, Consultative, and Strategic Alliance Buyer 192

Transactional Process Buyer 192

Consultative Process Buyer 192

Strategic Alliance Process Buyer 193

The Buyer Resolution Theory 193

Understanding Buyer Behavior 194

- Basic Needs That Affect Buyer Behavior 194
- Group Influences That Affect Buying Decisions 196
- Perception—How Customer Needs Are Formed 197
- Buying Motives 198

Chapter Learning Activities 201 • Reviewing Key Concepts 201 • Key Terms 202
 Review Questions 202 • Application Exercises 202 • Role-Play Exercise 202
 Reality Selling Video Case Problem—Ashley Pineda/PulteGroup 203

Chapter 9 Developing and Qualifying Prospects and Accounts 205

- Prospecting and Account Development—an Introduction 206
- Importance of Prospecting and Account Development 207

Prospecting and Account Development Requires Planning 208

- Account Development and Prospecting Plans Must Be Assessed Often 209

Sources of Prospects and Accounts 209

- Referrals 209
- Centers of Influence, Friends, and Family Members 211
- Directories 211
- Trade Publications 211
- Trade Shows and Special Events 211
- Digital Sales (Telemarketing) and E-Mail 212
- Direct-Response Advertising and Sales Letters 213
- Website 213
- Computerized Database 213
- Cold-Calling 214
- Networking 215
- Educational Seminars 216
- Prospecting and Account Development by Nonsales Employees 216
- Combination Approaches 218

Qualifying Prospects and Accounts 219**Collecting and Organizing Account and Prospect Information 220**

- Sales Intelligence 221

Managing the Account and Prospect Base 222

- Portfolio Models 223
- Sales Process Models 223
- Pipeline Management, Pipeline Analytics, and Pipeline Dashboards 224

Chapter Learning Activities 225 • Reviewing Key Concepts 225
 Key Terms 226 • Review Questions 226 • Application Exercises 227
 Role-Play Exercise 227 • Reality Selling Video Case Problem—Dave Levitt/
 Salesforce.com 228 • Regional Account Management Case Study Chapters 9–15
 Real-World Sales Assignments! 229

Part 4 Role-Play Exercise**PART 5 Developing a Presentation Strategy 232****Chapter 10 Approaching the Customer with Adaptive Selling 234****Developing the Presentation Strategy 235**

- Presentation Strategy Adds Value 235

Planning the Preapproach 236

- Establishing Presentation Objectives 237

Team-Selling Presentation Strategies 237

- Strategies for Selling to a Buying Committee 239

Adaptive Selling: Builds on Four Strategic Areas of Personal Selling 239**Developing the Six-Step Presentation Plan 240**

- Planning the Presentation 241
- Adapting the Presentation Plan to the Customer's Buying Process 242

The Approach 242

- The Digital Contact 243
- The Social Contact—Building Rapport 245
- The Business Contact 248

Converting the Prospect's Attention and Attracting Interest 248

- Agenda Approach 248
- Product Demonstration Approach 248
- Referral Approach 248
- Customer Benefit Approach 249
- Question Approach 249
- Survey Approach 250
- Premium Approach 250
- Combination Approaches 251
- Coping with Sales Call Reluctance 251
- Selling to the Gatekeeper 252
- Digital Presentation 252

Chapter Learning Activities 252 • Reviewing Key Concepts 252 • Key Terms 253
 Review Questions 253 • Application Exercises 254 • Role-Play Exercise 254
 Reality Selling Video Case Problem—Alim Hirani/Hilti Corporation 254 • Regional
 Account Management Case Study 255 • Partnership Selling: A Role-Play 256

Chapter 11 Determining Customer Needs with a Consultative Questioning Strategy 257

The Consultative-Sales Process Adds Value 259**The Four-Part Need–Satisfaction Model 260**

- Part One—Need Discovery 260
- Part Two—Selection of the Solution 260
- Part Three—Need Satisfaction Through Informing, Persuading, or Reminding 261
- Part Four—Servicing the Sale 261

Creating Value with Need Discovery 261

- Need Discovery—Asking Questions 261
- The Four-Part Consultative Questioning Strategy 263
- Qualifying to Eliminate Unnecessary Questions 268

Need Discovery—Listening and Acknowledging 269

- Need Discovery—Establishing Buying Motives 270

Selecting Solutions that Create Value 270

- Selecting Solutions—Match Specific Benefits with Buying Motives 271
- Selecting Solutions—Product Configuration 272
- Selecting Solutions—Make Appropriate Recommendations 272
- Need Discovery and the Transactional Buyer 273
- Involving the Prospect in the Need Discovery 273
- Transitioning to the Presentation 274

Planning and Execution—Final Thoughts 274

Chapter Learning Activities 275 • Reviewing Key Concepts 275 • Key Terms 276
 Review Questions 276 • Role-Play Application Exercises for “Questioning” Video
 Series 276 • Reality Selling Case Problem—Debora Karish/Amgen 277
 Regional Account Management Case Study 278 • Partnership Selling: A Role-Play 279

Chapter 12 Creating Value with the Consultative Presentation 280

Need Satisfaction—Selecting a Consultative Presentation Strategy 281

- Need Satisfaction—The Informative Presentation Strategy 281
- Need Satisfaction—The Persuasive Presentation Strategy 281
- Need Satisfaction—The Reminder Presentation Strategy 282

Guidelines for Creating a Presentation That Adds Value 283

- Adapt the Presentation to Meet Unique Needs of the Customer 284
- Cover One Idea at a Time and Use an Appropriate Amount of Detail 285
- Use Proof Devices to Demonstrate Buyer Benefits 285
- Appeal to as Many Senses as Appropriate 285
- Balance Telling, Showing, and Involvement 286
- Develop Creative Presentations 286
- Consider the Use of Humor—in Moderation 287
- Choose the Right Setting 287
- Document the Value Proposition 287
- Quantify the Solution 287
- Check Sales Tools 288
- Summarize Major Points 288

Guidelines for a Persuasive Presentation Strategy That Adds Value 288

- Place Special Emphasis on the Relationship 288
- Target Emotional Links and Use a Persuasive Vocabulary 289
- Sell Specific Benefits and Obtain Customer Reactions 289
- Use of Showmanship 290
- Minimize the Negative Impact of Change 290
- Place the Strongest Appeal at the Beginning or End 290
- Use the Power of Association with Metaphors, Stories, and Testimonials 290

Guidelines for a Group Sales Presentation 291

- Enhancing the Group Presentation with Mental Imagery 292
- Digitally Enhanced Presentation Fundamentals 292

Selling Tools for Effective Demonstrations 292

- Product and Plant Tours 292
- Models 293
- Photos, Illustrations, and Brochures 294
- Portfolios 294
- Reprints 294
- Catalogs 294
- Graphs, Charts, and Test Results 294
- Bound Paper Presentations 295
- Digital Transformation of the Demonstration 295
- Rehearse the Presentation 296
- Plan for the Dynamic Nature of the Consultative Sales Presentation 296

[Chapter Learning Activities 298](#) • [Reviewing Key Concepts 298](#) • [Key Terms 298](#)

[Review Questions 298](#) • [Application Exercises 299](#) • [Role-Play Exercise 299](#)

[Reality Selling Case Problem—Chris Wylie/Ecolab 299](#) • [Regional Account](#)

[Management Case Study 300](#) • [Partnership Selling: A Role-Play 301](#)

Chapter 13 Negotiating Buyer Concerns 302**Formal Integrative Negotiation—Part of the Win-Win Relationship Strategy 303**

- Negotiation Is a Process 304
- Planning for Formal Negotiations 305
- Conducting the Negotiation Session 307
- Know When to Walk Away 309

Common Types of Buyer Concerns 309

- Concerns Related to Need for the Product 309
- Concerns about the Product or Services 310
- Concerns Related to Source 310
- Concerns Related to Time 311
- Concerns Related to Price 311

Specific Methods of Negotiating Buyer Concerns 311

- Direct Denial 311
- Indirect Denial 312
- Questions 312
- Superior Benefit 313
- Demonstration 313
- Trial Offer 313
- Third-Party Testimony 314
- Postpone Method 314

Creating Value During Formal Negotiations 314

- How to Deal with Price Concerns 314
- Negotiating Price with a Low-Price Strategy 316

Working with Buyers Trained in Formal Negotiation 316

- Budget Limitation Tactic 317
- Take-It-or-Leave-It Tactic 317
- Let-Us-Split-the-Difference Tactic 317
- "If . . . Then" Tactic 317
- "Sell Low Now, Make Profits Later" Tactic 317

Chapter Learning Activities 318 • Reviewing Key Concepts 318 • Key Terms 318
 Review Questions 318 • "Negotiations: Solving the Tough Problems" Video
 Application Exercises 319 • Role-Play Exercise 319 • Reality Selling Video
 Case Problem—Heather Ramsey/Marriott International 320 • Regional Account
 Management Case Study 321 • Partnership Selling: A Role-Play 322

Chapter 14 Adapting the Close and Confirming the Partnership 323**Adapting the Close—an Attitude That Adds Value 324**

- Review the Value Proposition from the Prospect's Point of View 325
- Closing the Sale—The Beginning of the Partnership 325

Guidelines for Closing the Sale 325

- Focus on Dominant Buying Motives 326
- Longer Selling Cycles and Incremental Commitments 326
- Negotiating the Tough Points Before Attempting the Close 327
- Avoid Surprises at the Close 327
- "Tough-Mindedness"—Displaying a High Degree of Self-Confidence at the Close 327
- Ask for the Order More Than Once 327

Recognize Closing Clues 327**Specific Methods for Closing the Sale 329**

- Trial Close 329
- Direct Appeal Close 330
- Assumptive Close 330
- Summary-of-Benefits Close 331
- Special Concession Close 332
- Multiple Options Close 332
- Balance Sheet Close 332
- Management Close 333
- Impending Event Close 333
- Combination Closes 333
- Adapting to the Customer's Communication Style 333
- Practice Closing 334

Confirming the Partnership When the Buyer Says Yes 334

- What to Do When the Buyer Says No 335

Chapter Learning Activities 336 • Reviewing Key Concepts 336 • Key Terms 337
 Review Questions 337 • Application Exercises 337 • Role-Play Exercise 338
 Reality Selling Video Case Problem—Maria Candurin/Starburst 338 • Regional Account
 Management (RAM) Case Study 339 • Partnership Selling: A Role-Play 340

Chapter 15 Servicing the Sale and Building the Partnership 341**Building Long-Term Partnerships with Customer Service 342**

- Achieving Successive Sales 342
- Responding to Increased Postsale Customer Expectations 342
- High Cost of Customer Attrition 344

Current Developments in Customer Service 345

- Computer-Based Systems 346

Customer Service Methods That Strengthen the Partnership 346

- Adding Value with Follow-Through 346
- Preventing Postsale Problems 348
- Adding Value with Customer Follow-Up 348

Adding Value with Expansion Selling 351

- Preplan Your Service Strategy 352
- Partnership-Building Strategies Should Encompass All Key People 352

Partnering with an Unhappy Customer 354

- Chapter Learning Activities 355 • Reviewing Key Concepts 355
- Key Terms 355 • Review Questions 356 • Application Exercises 356
- Role-Play Exercise 356 • Reality Selling Video Case Problem—Khalid Naziruddin/
Sewell Auto 357 • Regional Account Management Case Study 358 • Partnership
Selling: A Role-Play 358

Part 5 Role-Play Exercise**PART 6 Management of Self and Others 360****Chapter 16 Opportunity Management: The Key to Greater Sales Productivity 362****Opportunity Management—A Four-Dimensional Process 363****Time Management 364**

- Time-Consuming Activities 364
- Time Management Methods 365
- Saving Time with Meetings in Cyberspace and Other Methods of Communication 368

Territory Management 368

- What Does Territory Management Involve? 368
- Sales Call Plans 370

Records Management 371

- Common Records Kept by Salespeople 372
- Maintaining Perspective 374

Stress Management 374

- Develop a Stress-Free Home Office 375
- Maintain an Optimistic Outlook 375
- Practice Healthy Emotional Expression 375
- Maintain a Healthy Lifestyle 375

- Chapter Learning Activities 376 • Reviewing Key Concepts 376
- Key Terms 377 • Review Questions 377 • Application Exercises 377
- Role-Play Exercise 378 • Reality Case Problem—Julio Melara 379

Chapter 17 Management of the Sales Force 380**Applying Leadership Skills to Sales Management 381**

- Structure 382
- Consideration 383
- Situational Leadership 384

Coaching for Peak Performance 384

Recruitment and Selection of Salespeople 385

- Determine Actual Job Requirements 385
- Search Out Applicants from Several Sources 386
- Select the Best-Qualified Applicant 387
- Personality and Skills Testing 387

Orientation and Training 388

Sales Force Motivation 389

- Effective Use of External Rewards 390

Compensation Plans 391

- Strategic Compensation Planning 392

Assessing Sales Force Productivity 392

- Chapter Learning Activities 393 • Reviewing Key Concepts 393 • Key Terms 394
- Review Questions 394 • Application Exercises 395 • Role-Play Exercise 396
- Reality Sales Management Case Problem—Assessing Productivity 396

Appendix 1 Reality Selling Today Role-Plays and Video Scenarios 397

Appendix 2 The NewNet Systems Regional Accounts Management Case Study 413

Appendix 3 Partnership Selling: A Role-Play for *Selling Today* 437

Endnotes 505

Glossary 523

Name Index 531

Subject Index 539

PREFACE

Much of the Western world has experienced a rapid shift from a production-focused to a sales- and service-focused economy. Approximately one in nine people in the U.S. workforce hold sales-related positions. In fact, selling is the second largest employment category in the United States, offering an enormous variety of different employment contexts and opportunities to more than 20 million salespeople nationwide. Moreover, as sales researchers predict, this figure will continue to grow. Despite these staggering numbers conveying the importance of the sales function, business education has been slow to act to the market's increased demand for highly trained salespeople. Fortunately, in the last decade, many business schools have either developed or begun to develop specialized courses and programs in sales and sales management. Given the high demand for skilled sales professionals, senior sales managers are highly enthusiastic about recruiting students from these programs, where many of these students are receiving multiple job offers with excellent earning potential.

Those seeking a job in sales are not the only ones who will benefit from learning how to sell. In fact, almost everyone these days uses traditional sales-related activities in their professional and social lives. People use a whole assortment of selling techniques in everyday life to persuade decision makers and advance their causes. According to Daniel Pink, the author of the best-selling book, *To Sell Is Human*, people are using about 40 percent of their time at work to engage in what he calls “non-sales selling”—persuading, convincing, influencing, and moving others in ways that do not involve anybody making a purchase. Moreover, people across a wide variety of professions spend about 24 minutes of every hour influencing or moving others, and they consider this time investment crucial to their success.¹ Selling is increasingly becoming a master skill for success in the 21st century.

This paradigm shift, in which selling has become an integral part of the social and business life, has coincided with another major revolution—the dramatic change in ways in which people access information. The information age has transferred the power from sellers to customers. Today's customers can easily compare the offerings of different sellers through various online methods and choose those offerings that best suit their needs. For example, a recent Google shopper sciences study discovered that, on average, customers gather information from ten different sources before making a decision. In the business-to-business selling context, research estimates that approximately 60 percent of a customer's buying decision has been completed digitally by decision makers before they reach out to a sales rep. Given this shift, the true value of a salesperson lies in the co-creation of value with the customer.

Another phenomenon that has received less attention in the press is the shift in sales force composition from field sales to inside sales, thereby lowering the sales costs by more than 50% (on average, an outside sales call costs \$308, whereas an inside sales call costs only \$50). Research by ZS Associates indicates that 40 percent of large companies in the technology arena are shifting from the field to inside sales. COVID-19 has accelerated this process. While before COVID-19, more than half of sales were made by outside sales teams, when the pandemic hit, almost 90 percent of sales moved inside. The primary enablers of this change are the easy-to-use online videoconferencing and webinar communication tools, which are a good substitute for face-to-face meetings and give customers the comfort of purchasing and collaborating remotely.

The simultaneous shift towards co-creation of value and inside sales represents a dichotomy in sales function and is a manifestation of changing customer preferences. In order to lock their customers in and *create and deliver superior value* in times when customers have more choices and fewer switching costs, salespeople are adopting a partnering style of selling to build long-term, strategic relationships with their customers. Having these long-term relationships is

¹ Daniel Pink, *To Sell Is Human: The Surprising Truth about Persuading, Convincing, and Influencing Others* (NY: Riverhead Books, 2012), pp. 19–25.

important, as it is more profitable for companies to retain existing customers than it is to acquire new customers. The pivotal role of a *partnering style of selling* in today's highly competitive business environment is a common theme throughout the 15th edition of *Selling Today: Partnering to Create Value*.

The primary goal of each revision of *Selling Today* is to develop the premier research-backed text available, and the most practical and applied text available in the marketplace. The revision process begins with a thorough review of several hundred articles, books, and research reports. We also study popular sales training programs such as Conceptual Selling, SPIN Selling, Integrity Selling, Trusted Advisor, and Solution Selling. Major corporations throughout the world such as Microsoft, Marriott, Principal Financial Group, UPS, Wells Fargo, and Xerox use these training programs. Of course, reviews and suggestions by professors and students influence decisions made during the revision process as well.

Staying on the Cutting Edge: New to This Edition

The business environment and research on personal selling and sales force management continues to experience significant changes. Our primary goal as researchers, practitioners, and consultants in the field of selling is to provide a cutting-edge treatment of the field. The 15th edition of *Selling Today* describes what ramifications the information age has for the selling world and how sales professionals must cope with new issues arising from the information revolution with an ethical, customer-centered mindset. The most significant changes in the new edition include the following (videos are available in the MyLab™ and eTextbook):

- Chapter 1 addresses the impact of artificial intelligence on the role/value of salespeople and explores the impact of the COVID-19 pandemic on opportunities for women in sales occupations.
- Expanded discussion in Chapter 2 of the strategic/consultative-selling model addresses how advances in technology have revolutionized consumer buying behavior and the role of electronically mediated interactions.
- The updated Global Business Insight box in Chapter 3 on doing business in China references recent drivers for companies to leave China.
- The new Reality Selling Video for Chapter 6 features Bolaji Ayodele, a senior Business Development Representative for Autodesk. Autodesk is an American software corporation that makes software products and services for architecture, engineering, construction, and other industries. Bolaji's video shows an example of the new role of Business Development within companies.
- Chapter 8 offers expanded discussions of business and government buyer behavior and the diminished role of information asymmetry in the typical buying process with two new figures.
- Chapter 9 coverage of sources of prospects and accounts addresses the role of marketing and prospecting with the weight customers place on online resources (supported by two new figures) and the use of lead scoring models.
- New coverage of digital presentations in Chapter 10 highlights the challenges of capturing the prospect's attention and attracting interest. In addition, the Selling in Action box in Chapter 10 now includes a discussion of business card rituals in Japan.
- The four-part model in Chapter 11 has been updated to reflect new developments in sales such as changes in product knowledge and how it impacts product configuration and solution selection.
- Chapter 12 introduces modern product demonstration software.
- The new Reality Selling Video for Chapter 14 features Maria Candurin, a Sales Development Representative for Starburst. Starburst provides optionality for accessing data at scale without having to move data. In this video, Maria shows an example of calling potential clients.
- The new Reality Selling Video for Chapter 17 features Justin Bremer, the Vice-president, and Regional Sales Leader at Fidelity Investments. Fidelity Investments offer financial planning and advice, retirement plans, wealth management services, and a wide range of other financial services to customers. In this video, Justin shows how senior leaders can coach salespeople to improve their sales calls skills through role-play.

- Reality Selling Role-Play and Video Scenarios study guides have been updated in Appendix 1 for the relevant new Reality Selling videos.
- Extensive referencing of academic articles found in the *Journal of Personal Selling and Sales Management*, *Journal of Marketing*, *Harvard Business Review*, and others have been brought up to date. Topics and trends in selling garnered from numerous trade publications such as *Selling Power*, *ThinkSales*, *Value Added 21 Selling*, *Sales and Marketing Management*, and *The American Salesperson* have been integrated throughout the 15th edition.
- An updated Glossary appears at the end of the book for quick reference.

Developing Employability Skills

***Selling Today's* video-based sales training support is unparalleled as a teaching and learning resource.** Two different video series in this title's MyLab—Reality Selling Today and Adaptive Selling Training—provide a grounding in the skills and role-playing experiences students need to be prepared for successful careers in the modern-day sales environment.

Reality Selling Today Videos feature successful recent college graduates making sales calls, as they do on a daily basis in their professional personal selling careers. There are a total of 13 Reality Selling Today Videos, each providing a real-world example of sales careers and presentations. These video presentations are introduced in a chapter-opening vignette, related to the material presented in the chapter, applied with a case problem at the end of the chapter, and further used as a setting for detailed role-play scenarios presented in Appendix 1. In this edition, three new videos were shot “on-site” in settings where these successful salespeople and sales managers make their sales presentations and coordinate with their team members.

The professionally produced Adaptive Selling Training Video Series is the only custom-produced video series available to accompany a textbook on selling.

- **Exclusive to *Selling Today!* Neil Rackham Selling Today/SPIN Selling Video.** Utilizing the extensive research, writing, and worldwide consulting work of Neil Rackham, the authors have partnered with him to produce this exclusive video. Neil Rackham is one of the most recognized sales authors of all time. Celebrated for his pioneering book titled *SPIN Selling*, Neil is a sought-after expert who consults with global organizations on improving and streamlining their sales functions.

Presented in Chapter 11 “Determining Customer Needs with a Consultative Questioning Strategy,” the Adaptive Selling Today Videos feature Rackham providing cutting-edge information on the effective use of questions in *Selling Today*. Additionally, Neil shares his insights on the changing role of salespeople in an increasingly competitive marketplace. He further emphasizes the importance of sales education in the business curriculum. This is very useful information for instructors looking to introduce questioning methods or discuss the evolution of value selling.

- **Multi-part series produced and directed by Arthur Bauer, a well-known and widely acclaimed award-winning training-video professional.** The videos present concepts in the text based on carefully written scripts and utilization of professional actors, and they are filmed in real, contemporary business settings. These professionally produced videos are also marketed and sold to sales training directors throughout the world, and they are used to train their salespeople in the skills critical to success in the profession of selling.

1. The video on the “Evolution of Selling” supports Chapter 2. This video outlines the entire history of selling using graphics depictions of sales throughout its evolution. This is very useful in showing students how the art and proactive of selling has evolved and remains important in this heavily digital age.
2. The video on building relationships, “Communication Styles: The Key to Adaptive Selling,” describes how to use behavioral psychology to build strong, mutually rewarding relationships. Designed to be shown when presenting Chapter 5, it discusses how to avoid style bias by understanding and flexing one’s style to adapt and communicate effectively with the customer’s style. A web-based style assessment exercise titled



Neil Rackham

Source: Courtesy of Michael Ahearne

Communication Style Assessment is designed to discover one's own preferred style as well as to discover the styles of those clients in the prospect database. To access the Communication Style Assessment and share it with your students, go to www.pearson.com/en-gb.html, search for this text and go to Additional Resources.

3. The video on “Questioning” presents a widely researched approach to discovering customer needs using the consultative model. Shown when covering Chapter 11, application exercises at the end of the chapter apply and enhance the development of this critical, consultative selling skill. Closely aligned with the four questions in the Spin Selling Model, professional actors show how each of these questions is effectively used in the sales process.
4. The video titled “Negotiations: Solving the Tough Points” supports the principles in Chapter 13 on negotiation. Using a medical equipment sales setting, professional negotiation strategies are dramatically presented for moving through the sometimes difficult process of answering customer concerns, moving the sale forward, and achieving a win-win solution.
5. The video titled “Ask for the Order and Get It” is built on the concepts in Chapter 14, “Adapting the Close and Confirming the Partnership.” This video is designed to visually and dramatically present the many methods for moving the sales process to a successful conclusion.

Organization of This Book

The material in *Selling Today* continues to be organized around the four pillars of personal selling: relationship strategy, product strategy, customer strategy, and presentation strategy. Moreover, in the 15th edition, we emphasize ethical selling as an important factor within which all the four strategies should be embedded. Part 1, “Developing a Personal Selling Philosophy,” includes Chapters 1 and 2 and sets the stage for an in-depth study of these strategies. The first chapter provides a contemporary definition of selling and gives students the opportunity to explore career opportunities in the information age, while the second chapter describes the evolution of personal selling associated with the information revolution.

Research indicates that high-performance salespeople are better able to build and maintain relationships than are moderate performers. Part 2, “Developing a Relationship Strategy,” focuses on several important person-to-person relationship-building practices that contribute to success in personal selling. The influence of ethical selling as the foundation of successful relationships is discussed in Chapter 3. Creating value with a relationship strategy is discussed in Chapter 4. Chapter 5, “Communication Styles: A Key to Adaptive Selling Today,” introduces communication styles, explains how to build strong relationships with style flexing, and provides a web-based assessment that enables one to discover their own style and the style of others they will be working with. To access the Communication Style Assessment Exercise online and share with your students, go to www.pearson.com/en-gb.html, search for this text and go to Additional Resources.

Part 3, “Developing a Product Strategy,” examines the importance of complete and accurate product, company, and competitive knowledge in personal selling. A well-informed salesperson is in a strong position to configure value-added product solutions for a customer's unique needs. The importance of having expert product knowledge as well as knowledge of competition and industry trends is discussed in Chapter 6, while Chapter 7 explains how to sell with a value-added strategy.

Part 4, “Developing a Customer Strategy,” presents information on why and how customers buy, and also explains how to identify prospects. With increased knowledge of the customer, salespeople are in a better position to understand a customer's unique wants and needs and to create customer value in the multi-call, lifetime customer setting. Chapter 8 sheds light on consumer- and business-buying behaviors, while Chapter 9 describes the strategies used to develop prospects and accounts. Appendix 2 provides students the opportunity to assume a new sales position as Regional Account Manager, taking over an account base with 20 existing clients/prospects. Students assume responsibility for developing sales strategies and tactics to move these prospects

through the six-step sales process presented in the text. Regional Account Management Case Study exercises at the end of Chapters 9–15 challenge students to properly apply the sales process they are studying to their new role as a Regional Account Manager.

The concept of a salesperson as an advisor, consultant, value creator, and partner to buyers is stressed in Part 5, “Developing a Presentation Strategy.” Emphasis is placed on the need-satisfaction presentation model as well as on ways to provide outstanding service after the sale. Chapter 10 introduces the concept of adaptive selling as a useful strategy to approach customers. Chapter 11 explains how to identify customer needs with a consultative questioning strategy and Chapter 12 discusses the role of a consultative presentation in delivering value to the customers. The principles of formal negotiations as a part of a win-win strategy are discussed in Chapter 13, while Chapter 14 focuses on proper attitudes and strategies to close the sales. Chapter 15 finishes Part 5 by discussing the role of customer service in building sustaining, profitable relationships with the customer.

Personal selling is one of the few professions that inherently requires a great deal of self-discipline. Part 6 focuses on managing self as well as others by discussing the four dimensions of opportunity management in Chapter 16 and the fundamentals of sales force management in Chapter 17.

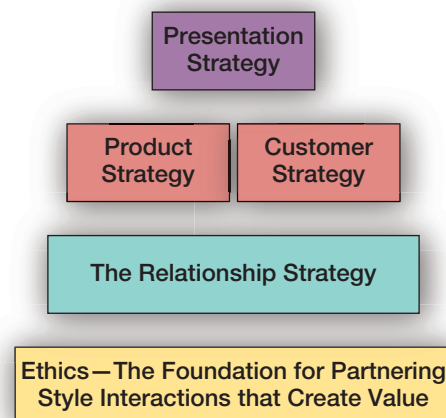
The 15th edition features three Appendices. Appendix 1, “The Reality Selling Today Role-Plays and Video Scenarios,” includes 13 role-play scenarios that provide students with the opportunity to, of course, sell. Due to the rise of multiple-account management as one of the key sales roles in many organizations today, the 15e includes Appendix 2, which is devoted to a multi-chapter case study on regional account managers’ daily challenges and responsibilities.

The popular Appendix 3 allows students to integrate and apply what they have learned from this textbook in all four strategic areas of personal selling. The 15th edition features a luxury beach-front resort and convention center with an interactive simulated website for use in student sales presentations. To access additional materials for Appendix 3, go to www.pearson.com/en-gb.html, search for this text and go to Additional Resources.

Building on Traditional Strengths

Selling Today: Partnering to Create Value has been successful because the authors continue to build on strengths that have been enthusiastically praised by instructors and students. Previous editions of *Selling Today* have evolved by tracing the trends in professional selling and highlighting the most critical areas for salesperson success. This edition provides material on a number of evolving and important concepts.

1. **The partnering era** is described in detail. Partnership selling principles, so important to today’s successful selling and marketing strategies, are presented and clearly illustrated throughout the text. Strategic alliances—the highest form of partnering—are discussed in detail.
2. **Value-added selling strategies** are presented throughout the text. Salespeople today are guided by a new principle of personal selling: *Partnerships are established and maintained only when the salesperson creates customer value.* Customers have fundamentally changed their expectations. They want to partner with salespeople who can create value, not just communicate it. Value creation involves a series of improvements in the sales process that enhance the customer’s experience.
3. **Ethics as the Foundation of Selling Today** Ethical selling is highlighted in Chapter 3, “Ethics: The Foundation for Partnering Relationships that Create Value,” as well as throughout the book. Chapter 3 addresses the many ethical lapses existing in the business world and emphasizes the need for a highly ethical interaction with customers as the starting point of all relationship development, if one is to build long-term, partnering-style selling relationships. Moreover, the ethics assessment at the end of the chapter and new text models are used to highlight an emphasis on ethical selling.



4. **CRM (Customer Relationship Management) Systems boxed features.** The CRM has been updated and enhanced by exposing users to a broad-based application of today's best-selling CRM applications. In Chapter 1, we introduce the use of popular CRM systems, such as Salesforce, NetSuite, Siebel, and Sugar CRM, through our popular boxed inserts. Then in Chapter 2, we provide instructions for the use of a regularly updated 30-day Salesforce.com free trial as well as access to training videos for the software. Additional CRM boxed inserts appearing throughout the text show how salespeople apply customer relationship management software to improve their partnering strategies.

Additionally, students can experience the importance of CRM Contact Reports and accompanying Notes Windows with the 20 regional accounts presented in Appendix 2, The NewNet Systems Regional Accounts Management Case Study. They soon realize the value of information entered into CRM systems as they analyze account metrics, prepare reports, and move their new accounts successfully through the sales process.

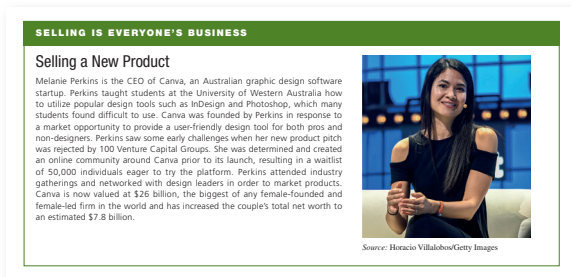
5. **Updated Social Selling Today boxed features.** Social media is playing a larger role in *Selling Today*. The 15e boxed inserts reflect strategies utilizing social media for selling in today's information-driven business world. Informing students how social networking applies to personal selling, these succinct inserts identify how social media networks, such as Facebook, Twitter, LinkedIn, and YouTube, can be used effectively in the selling process.

6. **Real-world examples**, a hallmark of previous editions and a continued focus in this edition, build the reader's interest in personal selling and promote an understanding of the major topics and concepts. With opening vignettes at the beginning of each chapter that put students in the shoes of the salesperson, and role-plays that allow students to utilize the skills they have learned, the real-world examples truly enrich the overall learning experience. Additional real-selling examples have been obtained from a range of progressive organizations, large and small, such as Emeco Ltd.; Whirlpool Corporation; UPS; BKM Total Office; Mutual of Omaha; Design Display, Inc.; Baxter Healthcare; Marriott Hotels; and Nordstrom.

7. **The Reality Selling Video Role-Plays in Appendix 1**, in addition to the role-play exercises and video case problems, remain an invaluable resource for instructors. Each scenario in Appendix 1 gives students the chance to assume the role of a salesperson in selling scenarios that are relevant to today's competitive environment. These role-play scenarios build on what students learned in the Reality Selling Video sales presentations and interviews. The detailed salesperson/customer role-play scenarios use the actual products and sales positions of the salespeople who appeared in the Reality Selling Videos. Websites of the companies the students will be using to role-play their sales presentations are supplied in order to learn appropriate amounts of product and company information. The Reality Selling Video interviews and sales presentations provide the necessary background and contextual information for students to use in both selecting the scenario and conducting the role-play. The Reality Selling Role-Plays are also specifically designed to prepare students for professional selling role-play competitions at annual college and university competitive event conventions. Refer to the following links for more information on the leading sales competitions at the college and university level:

- <http://coles.kennesaw.edu/ncsc/>
- www.universitiesalescenteralliance.org/sales_competitions.html
- https://www.deca.org/wp-content/uploads/2016/09/CGuide_2016-17_ProfSales.pdf
- <http://rbisaleschallenge.wpunj.edu/>
- <https://kelley.iu.edu/GlobalSales/students/competitions/page15657.html>

8. **The NewNet Systems Regional Accounts Management Case Study in Appendix 2.** For the first time in a personal-selling textbook, students are exposed to the strategic sales-planning responsibilities associated with moving multiple accounts successfully through the sales process for a company called NewNet Systems. Appendix 2 features the challenges and responsibilities of a regional account manager selling to 20 accounts with a projected total sales of \$1.8 million. Training future salespeople on these planning responsibilities is extremely important as the demand for account managers in today's businesses is burgeoning. Moreover, a recent study suggests that account managers spend 74 percent of their time



engaging in non-sales activities such as administrative tasks, traveling and waiting, and sales preparation. These figures attest to the fact that training and practicing effective management of these activities is crucial for future salespeople in today's business context. These account management responsibilities are coded to each of the six chapters in Part 5, Developing a Presentation Strategy, a sales process unit which makes it easy for professors to assign and monitor, and excellent for in-person or online courses.

9. **Appendix 3: Partnership Selling Role-Play.** This text includes an exciting luxury beach-front resort and convention center as the setting for the Partnership Role-Play. *Selling Today* is the only textbook that provides student exposure and experience to role-playing the entire consultative sales process from acquiring easy-to-learn product knowledge, initial building of sales relationships, discovering customer needs, and creating and delivering a technology-rich sales presentation. Appendix 3 is a perfect fit for both in-person or online courses. Serving as an excellent capstone experience, students develop the critical skills needed to apply relationship, product, customer, and presentation strategies.

MyLab™ Marketing for *Selling Today* 15th Edition

MyLab Marketing lets instructors create a course that best fits the unique needs of their students and their curriculum. Each MyLab course has a foundation of interactive course-specific content—created by authors who are experts in their field—that can be tailored and assigned as needed. Digital tools activate learning, to more fully engage student learners and help them prepare for class. Videos, interactive figures, Dynamic Study Modules, Mini-Simulations, cases, short quizzes and more enhance students' understanding of core topics as they progress through the course. MyLab Marketing also provides data that allows instructors to see how their students are doing in the course, as they go, so they can decide what to teach and how best to teach it.

For this Fifteenth Edition, MyLab Marketing includes:

- **An enhanced, dynamic eTextbook** that features interactive figures, embedded videos, and current events feature boxes.
- **New and updated Video Assignments** help students connect key course concepts to real-world events. These current events videos are featured alongside text-specific videos, illustrating the most important topics in the selling course. These *Selling Today* videos include Adaptive Selling Today Videos, Adaptive Selling Training Videos, Reality Selling Today Videos, and Reality Selling Today Role-Play Videos.
- **New Mini-Simulations** are included for some chapters, putting students in the role of professional business people and giving them the opportunity to apply course concepts and develop decision-making skills through real-world business challenges.
- **New Communication Mini Sims** aligned with Chapters 10–15 place students in real-world selling communication scenarios, and they let students edit and improve their business writing in an interactive, step-by-step setting.
- **New Case Study Library assignments** are included for select chapters, challenging students to apply critical thinking to current business examples and scenarios.
- **New and revised Warm Ups, Study Plan questions, and Chapter Quizzes** check students' understanding of key chapter concepts.
- **New Dynamic Study Modules** use the latest developments in cognitive science to help students study by adapting to their performance in real time.

Visit www.pearson.com/mylab/marketing to learn more about MyLab Marketing.



Park Shores Resort and Convention Center.

Source: Ken Howard/Alamy Stock Photo

Selling Today Supplements

At www.pearson.com/en-gb.html, instructors can access a variety of print, digital, and presentation resources available with this text in downloadable format. Registration is simple and gives you immediate access to new titles and new editions. As a registered faculty member, you can download resource files and receive immediate access and instructions for installing course management content.

The following supplements are available to adopting instructors:

- **Instructor's Manual.** This downloadable Instructor's Manual includes lecture outlines, answers to all end-of-chapter questions and case questions, detailed teaching instructions and answers for the three appendices, and additional activities and assignments for your students.
- **Test Item File.** This downloadable Test Item File contains over 1,200 questions, including multiple-choice, true/false, and essay-type questions. Each question is followed by the correct answer, the learning objective it ties to, the AACSB category when appropriate, the question type (concept, application, critical thinking, or synthesis), and a difficulty rating.
- **PowerPoint Presentations.** This downloadable deck of PowerPoint presentations includes basic outlines and key points with corresponding figures and art from each chapter. These presentations are ready to use or completely customizable for individual course needs. The notes section of each slide provides additional explanations written for your students.
- **TestGen.** Pearson Education's test-generating software is PC/Mac compatible and preloaded with all of the Test Item File questions. You can manually or randomly view test questions and drag-and-drop to create a test. You can add or modify test-bank questions as needed. These conversions can be found within the Instructor Resources on pearson.com/en-gb.html.

The Search for Wisdom in the Age of Information

The search for the fundamentals of personal selling has become more difficult in the age of information. The glut of information (information explosion) threatens our ability to identify what is true, right, or lasting. The search for knowledge begins with a review of information, and wisdom is gleaned from knowledge. Books continue to be one of the best sources of wisdom as are online links and videos. We provide an excellent array of support videos for various parts such as the Reality Selling section, making the 15th edition more practical and hands-on than any other textbook in the market. Many new books, and several classics, were used as references for the 15th edition of *Selling Today: Partnering to Create Value*. A sample of the more than 40 books used to prepare this edition follows:

Working with Emotional Intelligence by Daniel Goleman

The Tipping Point by Malcolm Gladwell

Integrity Selling for the 21st Century by Ron Willingham

The Platinum Rule by Tony Alessandra and Michael J. O'Connor

A Whole New Mind by Daniel H. Pink

Rethinking the Sales Force by Neil Rackham and John R. DeVincentis

Business Ethics by O. C. Ferrell, John Fraedrich, and Linda Ferrell

Negotiating Genius by Deepak Malhotra and Max H. Baserman

52 Sales Management Tips: The Sales Manager's Success Guide by Steven Rosen

Blur: The Speed of Change in the Connected Economy by Stan Davis and Christopher Meyer

Close the Deal by Sam Deep and Lyle Sussman

Complete Business Etiquette Handbook by Barbara Pachter and Marjorie Brody

Effective Human Relations—Personal and Organizational Applications by Barry L. Reece and Monique Reece

Emotional Intelligence for Sales Success: Connect with Customers and Get Results by Colleen Stanley and Jill Konrath

Business Ethics: Ethical Decision Making and Cases by O. C. Ferrell, John Fraedrich, and Linda Ferrell

First Impressions—What You Don't Know about How Others See You by Ann Demarais and Valerie White

Hug Your Customers by Jack Mitchell

Insightful Selling: Learn the S.A.L.E.S. Formula to Differentiate Yourself and Create Customer Value by Adon T. Rigg

Keeping the Funnel Full by Don Thomson
LinkedIn Marketing: An Hour a Day by Viveka von Rosen
Macroeconomics by R. G. Hubbard and A. P. O'Brien
Marketing Imagination by Ted Levitt
Marketing—Real People, Real Choices by Michael R. Solomon, Greg W. Marshall, and Elnora W. Stuart.
Megatrends by John Naisbitt
New Sales, Simplified: The Essential Handbook of Prospecting and New Business Development by Mike Weinberg and S. Anthony Iannarino
Personal Styles and Effective Performance by David W. Merrill and Roger H. Reid
Psycho-Cybernetics by Maxwell Maltz
Questions—The Answer to Sales by Duane Sparks
Re-Imagine! Business Excellence in a Disruptive Age by Tom Peters
Rules of the Hunt: Real-World Advice for Entrepreneurial and Business Success by Michael Dalton Johnson
Self Matters by Phillip C. McGraw
Selling Fearlessly: A Master Salesman's Secrets for the One-Call-Close Salesperson by Robert Terson
Small Message, Big Impact: The Elevator Speech Effect by Terri L. Sjodin
SPIN Selling by Neil Rackham
SPIN Selling Fieldbook by Neil Rackham
Strategic Sales Presentations by Jack Malcolm
Strategic Selling by Robert B. Miller and Stephen E. Heiman
The 7 Habits of Highly Effective People by Stephen R. Covey
The Customer Revolution by Patricia Seybold
The Wow Factor by Tom Peters
The Double Win by Denis Waitley
The New Conceptual Selling by Stephen E. Heiman and Diane Sanchez
The New Professional Image by Susan Bixler and Nancy Nix-Rice
The New Solution Selling by Keith M. Eades
The Power of 5 by Harold H. Bloomfield and Robert K. Cooper
The Sedona Method by Hale Dwoskin
The Speed of Change in the Connected Economy by Stan Davis and Christopher Meyer
The Success Principles by Jack Canfield
To Sell Is Human: The Surprising Truth about Moving Others by Daniel H. Pink
Value-Added Selling by Tom Reilly
Winning the Battle for Sales: Lessons on Closing Every Deal from the World's Greatest Military Victories by John Golden
Zero-Resistance Selling by Maxwell Maltz, Dan S. Kennedy, William T. Brooks, Matt Oechsli, Jeff Paul, and Pamela Yellen
Zero-Time Selling: 10 Essential Steps to Accelerate Every Company's Sales by Andy Paul

Acknowledgments

Many people have made contributions to the 15th edition Global Edition of *Selling Today: Partnering to Create Value*. We are very appreciative of the creative assistance and design work Rick Giudicessi did on the new Park Shores Resort and Convention Center promotional sales tools in Appendix 3, and the design for the NewNet Systems logo. We also appreciate his work on the new hotel and convention center website, enabling users to prepare technology-rich sales tools and presentations.

We also are very grateful to Jack Linge for his original work on the Appendix 2 NewNet Systems database and Regional Accounts Management Case Study Exercises. We thank award-winning video producer Art Bauer for his creativity, dedication, and attention to detail in the production of the Adaptive Selling Training Video Series. We thank Mohsen Pourmasoudi for his help and contributions with the Social Selling Examples, Reality Selling Video Series, Cases, and Role-Play exercises.

We would also like to thank all those who contributed to the revisions of the instructor supplements and the MyLab for this edition. Throughout the years, the text has improved as a result of numerous helpful comments and recommendations by both students and faculty. We extend special appreciation to the following reviewers:

- | | |
|--|---|
| Yashar Atefi, <i>University of Denver</i> | Wendal Ferguson, <i>Richland College</i> |
| Kate Bailey, <i>South Valley Bank and Trust</i> | Dean Flowers, <i>Waukesha County Technical College</i> |
| Jurgita Baltrusaitye, <i>University of Illinois at Chicago</i> | Stefanie Garcia, <i>University of Central Florida</i> |
| Susan Baxter, <i>Bethune-Cookman University</i> | Deb Gaspard, <i>Southeast Community College</i> |
| Alex Birkholz, <i>Wisconsin Indianhead Technical College</i> | Richard Geyer, <i>Tiffin University</i> |
| Robert Bochrath, <i>Gateway Technical Institute</i> | Connie Golden, <i>Lakeland Community College</i> |
| Jim Boespflug, <i>Arapahoe Community College</i> | Victoria Griffis, <i>University of South Florida</i> |
| Jerry Boles, <i>Western Kentucky University</i> | David Grypp, <i>Milwaukee Area Technical College</i> |
| Jim Boles, <i>Georgia State University</i> | Andrew Haaland, <i>Tompkins Cortland Community College</i> |
| Raghuram Bommaraju, <i>India School of Business</i> | Donald Hackett, <i>Wichita State University</i> |
| Jerry Bradley, <i>Saint Joseph's University</i> | Robert Hausladen, <i>University of Louisville</i> |
| Duane Brickner, <i>South Mountain Community College</i> | Jon Hawes, <i>The University of Akron</i> |
| Don Brumlow, <i>St. John's College</i> | Ken Hodge, <i>Marketing Manager, Nordson</i> |
| Jeff Bruns, <i>Bacone College</i> | Norm Humble, <i>Kirkwood Community College</i> |
| Murray Brunton, <i>Central Ohio Technical College</i> | Phil Hupfer, <i>Elmhurst College</i> |
| Larry P. Butts, <i>Southwest Tennessee Community College</i> | Kathy Illing, <i>Greenville Technical College</i> |
| John C. Calhoun, <i>State Community College, Alabama</i> | Karen James, <i>Louisiana State University, Shreveport</i> |
| Alan Canton, <i>California State University, Fresno</i> | Mark Johlke, <i>Bradley University</i> |
| John J. Carlisle, <i>New Hampshire Community Technical College, Nashua</i> | Michael Johnson, <i>Chippewa Valley Tech College</i> |
| Mark Chock, <i>Marian College</i> | Peter Johnson, <i>Pace University</i> |
| William R. Christensen, <i>Community College of Denver (North Campus)</i> | Richard Jones, <i>Marshall University</i> |
| Patricia W. Clarke, <i>Boston College</i> | Jim Kaempfer, <i>Century College</i> |
| Cindy Claycomb, <i>Wichita State University</i> | Ali Kara, <i>Pennsylvania State University, York</i> |
| Gloria Cockerell, <i>Collin College</i> | Jaciel Keltgen, <i>Augustana College</i> |
| Lori Connors, <i>Delgado Community College</i> | Katy Kemp, <i>Middle Tennessee State University</i> |
| David Corbett, <i>Ohio Valley University</i> | Davis King, <i>Pennsylvania State University, Delaware County</i> |
| Douglas A. Cords, <i>California State University, Fresno</i> | Wesley Koch, <i>Illinois Central College</i> |
| Robert Cosenza, <i>The University of Mississippi</i> | Stephen Koernig, <i>University of Illinois—Chicago</i> |
| Larry Davis, <i>Youngstown State University</i> | Bruce Kusch, <i>Brigham Young University</i> |
| Lynn Dawson, <i>Louisiana Technical University—Ruston</i> | Bernard Kyle, <i>Westchester Community College</i> |
| De'Arno De'Armond, <i>West Texas A&M University</i> | Wilburn Lane, <i>Lambuth University</i> |
| Dayle Dietz, <i>North Dakota State School of Science</i> | James Lawson, <i>Mississippi State University</i> |
| Gary Donnelly, <i>Casper College</i> | R. Dale Lounsburg, <i>Emporia State College</i> |
| Casey Donoho, <i>Northern Arizona University</i> | Marvin Lovett, <i>University of Texas, Brownsville</i> |
| Robert Dunn, <i>Cuesta Community College</i> | George H. Lucas, Jr., <i>Texas A&M University</i> |
| Mimi Eglin, <i>Fulton-Montgomery Community College</i> | Alice Lupinacci, <i>University of Texas at Arlington</i> |
| Susan Emens, <i>Kent State University</i> | Jennifer Malarski, <i>Lake Superior College</i> |
| Joyce Ezrow, <i>Anne Arundel Community College</i> | Lynnea Mallalieu, <i>University of North Carolina—Wilmington</i> |
| | Jack Maroun, <i>Herkimer County Community College</i> |
| | Leslie E. Martin, <i>University of Wisconsin, Whitewater</i> |

- Lee McCain, *Seminole Community College*
 Tammy McCullough, *Eastern Michigan University*
 Norman McElvany, *Johnson State College*
 Kimberly McMahill, *Carl Sandburg College*
 Bob McMahon, *Appalachian State University*
 Robert McMurrian, *University of Tampa*
 Darrel Millard, *Kirkwood Community College*
 Chip Miller, *Drake University*
 Ron Milliaman, *Western Kentucky University*
 Irene Mittlemark, *Kingsborough Community College*
 Rita Mix, *Our Lady of the Lake University—Dallas*
 Russ Movritsem, *Brigham Young University*
 Mark Mulder, *Grand Rapids Junior College*
 Lynn Muller, *University of South Dakota*
 Ryan Mullings, *Clemson University*
 Gordon Myron, *Lucent Technologies*
 Lewis Neisner, *University of Maryland*
 John Odell, *Marketing Catalysts*
 Robert Owen, *Texas A&M University, Texarkana*
 Mark Pantaleo, *Pensacola Christian College*
 Jim Parr, *Louisiana State University*
 Nancy Patterson, *University of Arkansas Community College*
 Robert Perrella, *Piedmont College*
 Ron Pimentel, *California State University—Bakersfield*
 Richard Plank, *University of Southern Florida*
 Ray Polchow, *Zane State College*
 Quenton Pullman, *Nashville Technical Community College*
 Walter Purvis, *Coastal Carolina Community College*
 James Randall, *Georgia Southern University*
 Adam Rapp, *Ohio University*
 Peter Reday, *Youngstown State University*
 Judy Reinders, *Milwaukee Area Technical College*
 Daniel Ricica, *Sinclair Community College*
 Richard Riesbeck, *West Liberty State College*
 Carol Robarge, *Chippewa Valley Technical College*
 Sandra Robertson, *Thomas Nelson Community College*
 Mark Ryan, *Hawkeye Community College*
 Stan Salzman, *American River College*
 Nicholas A. Santarone, *Penn State University, Abington*
 Gary Schirr, *University of Illinois at Chicago*
 Donald T. Sedik, *William Rainey Harper College*
 Rick Shannon, *Western Kentucky University*
 C. David Shepherd, *Kennesaw State University*
 Scott Sherwood, *Metropolitan State College of Denver*
 Kent Sickmeyer, *Kaskaskia College*
 Robert E. Smiley, *Indiana State University, Terra Haute*
 C. Phillip Smith, *State Community College, Alabama*
 Diane Smith, *Henry Ford Community College*
 David Snyder, *Canisius College*
 Karl Sooder, *University of Central Florida*
 Forrest Stegeline, *University of Georgia*
 Thomas Stevenson, *University of North Carolina, Charlotte*
 Philip Stillitano, *Stark State College*
 Phil Straniero, *Western Michigan University*
 Carol Sullinger, *University of Toledo*
 Michael Swenson, *Brigham Young University*
 Leslie Thompson, *Hutchinson Community College*
 Robert Thompson, *Indiana State University*
 Ronald Tibbles, *University of North Florida*
 Gary Tucker, *Oklahoma City Community College*
 Sven Tuzovic, *Murray State University*
 Rae Verity, *Southern Alberta Institute of Technology*
 Douglas Vorhies, *University of Mississippi*
 Donna Waldron, *Manchester Community College*
 Jeff Walls, *Indiana Tech*
 Joan Weiss, *Bucks County Community College*
 Stanley “Martin” Welc, *Saddleback College*
 Stacia Wert-Gray, *University of Central Oklahoma*
 Scott Widmier, *University of Akron*
 Jim Wilkinson, *Stark State College*
 Thomas Williamson, *Ohio State ATI*
 Raymond Wimer, *Syracuse University*
 Susan Van Winkle, *Milwaukee Area Technical College*
 Amy Wojciechowski, *West Shore Community College*
 John Wolper, *The University of Findlay*
 Andy Wood, *West Virginia University*
 Lauren Wright, *California State University, Chico*
 Curtis W. Youngman, *Salt Lake Community College*
 Raymond Zagorski, *University of Alaska/Kenai Peninsula College*
 Donald A. Zimmerman, *University of Akron*

Global Edition Acknowledgments

Pearson would like to thank the following people for their work on the Global Edition:

Contributors

Robin Cheng, *Taylor’s University*
 Fiona Whelan-Ryan, *South East Technological University*

Reviewers

Anna Galindo, *Lancaster University*
 Jie Liu, *Manchester Metropolitan University*
 Alice Cheah Wai Kuan, *Taylor’s University*

ABOUT THE AUTHORS



Michael Ahearne
University of Houston

Michael Ahearne is Professor of Marketing and C. T. Bauer Chair in Marketing at the University of Houston. He is also Research Director of the Steven Stagner Sales Excellence Institute (SEI). The SEI is widely recognized as the leading university-based sales institute in the world, training more than 2,000 sales students, placing Ph.D. students at top research universities and working with more than 200 major corporations annually. He earned his Ph.D. in marketing from Indiana University. He has also served on the faculty at Emory University, the University of Connecticut, and at Pennsylvania State University. In addition, he has lectured internationally about sales and sales management in such countries as Austria, Belgium, China, France, Germany, India, Italy, Russia, and Spain.

Dr. Ahearne's research has focused primarily on improving the performance of salespeople and sales organizations. He has published over 50 articles in leading journals such as *Journal of Marketing*, *Journal of Marketing Research*, *Management Science*, *Strategic Management Journal*, *Journal of Applied Psychology*, and *Organizational Behavior and Human Decision Processes*. He was recently recognized by the American Marketing Association as one of the 10 most research-productive scholars in the field of marketing. His research has been profiled in the *Wall Street Journal*, *Business 2.0*, *Business Investors Daily*, *Fox News*, *INC Magazine*, and many other news outlets.

Before entering academia, Mike played professional baseball for the Montreal Expos and worked in marketing research and sales operations for Eli Lilly and PCS Healthcare. He was also a partner at ZS Associates, the largest global sales and marketing consulting firm.



Gerald L. Manning
Des Moines Area Community College

Gerald Manning is an international author, consultant, speaker, and successful businessperson. Professor Manning's book *Selling Today: Partnering to Create Value*, now in its 15th edition, is today's international number-one selling textbook on negotiations and partnering. With Chinese, Spanish, International English-Speaking, Canadian, Croatian, and U.S. editions, millions have profited from the strategies and tactics presented. He is the author of four additional books on management and sales, all published by large, international publishing companies.

Gerald Manning also serves as a sales and marketing consultant to senior management and owners of more than 500 businesses, including both national and international companies. He appears regularly as a speaker at national sales and management conferences, and is featured regularly in training videos on sales and management.

Professor Manning served as chair of the Marketing/Management Department of one of the leading colleges in the country for more than 30 years. In addition to his administrative duties, he has served as lead instructor in negotiations and sales. Mr. Manning received the "Outstanding Professor of the Year" award given annually by his college.

He has also applied numerous negotiation and personal selling principles and practices as owner of a very successful commercial and residential real estate investment, development, and management company.

Professor Manning's speaking and classroom experience, along with his consulting and the management of his company, have provided him a unique opportunity to research, study, test, refine, and write about personal selling. With this background, and a long-term partnership-type relationship with acclaimed training video producer Arthur Bauer, the Adaptive Selling Training Video Series was produced.

A Special Note to Students on How to Use the Book

This 15th edition Global Edition of *Selling Today* has several new features that distinguish it from other texts. Here we offer students of sales a few tips to make the most out of the materials presented in the new edition.

Selling is fun. That does not mean it is easy to close a deal. Each chapter in this new edition has been reorganized with the sole goal of providing you with a systematic summary of key concepts related to the topic area and ample application exercises. While there are different ways you can approach the text, we believe it is most effective to start each chapter with a concrete understanding of how the chapter fits into the big picture of selling through value creation, the overriding theme of this textbook. In this regard, we have extensively revised and updated the chapter previews, chapter summaries, key terms, review questions, and cross references among the chapters to assist you in integrating key concepts.

Practice makes perfect. We have created numerous role-play exercises that resemble real-life selling situations and applications to provide you with hands-on experience. From our experience, some students may dismiss these exercises as easy. Try one of the exercises, and you will see how these students could not be more wrong. Do not get us wrong; the exercises are not that difficult, but we do inject a great deal of reality into them to make them complex enough to provide you with the opportunity to hone your selling skills. So practice them with a friend, a family member, or in front of a video camera or mirror.

Observe, analyze, and think about your experiences with salespeople in everyday life. Use the concepts and themes you have learned from the text. Think about how those salespeople sell to you, or how you would do it differently if you were they.

We encourage you to write to us regarding your experience with this new edition.

Michael Ahearne and Gerald L. Manning

PART 1



Source: deklafenak/123RF

DEVELOPING A PERSONAL-SELLING PHILOSOPHY

The two chapters that make up Part 1 establish a foundation for the entire textbook. Chapter 1 provides a contemporary definition and description of personal selling and describes information-age personal-selling career opportunities. Sales-training programs offered by academic institutions, sales-training companies, and employer-provided sales training are also presented. Chapter 2, in response to the developments associated with the information economy, presents the evolution of contemporary selling models that complement the marketing concept. Chapter 2 also introduces the major themes that connect all of the chapters.



1

Relationship Selling Opportunities in the Information Economy

Learning Objectives

When you finish reading this chapter, you should be able to

1.1 Define personal selling and describe the three prescriptions of a personal-selling philosophy.

1.2 Describe the emergence of relationship selling in the age of information.

1.3 Discuss the rewarding aspects of a career in selling today.

1.4 Discuss the different employment settings in selling today.

1.5 Explain how personal-selling skills have become one of the master skills needed for success in the information age and how personal-selling skills contribute to the work performed by knowledge workers.

1.6 Identify the four major sources of sales training.



Source: Courtesy of Michael Aheame

▶ Reality Selling Video—Alex Homer/Tom James Company

Job seekers who visit websites like indeed.com are usually surprised to discover that sales careers represent one of the largest job-posting categories. The next big surprise comes when they discover the great variety of companies that hire salespeople. Alex Homer (pictured above) is a professional clothier for the Tom James Company (www.tomjames.com), one of the world's largest manufacturers and retailers of custom-made, luxury clothing. Each Tom James client purchases directly from one of the company's well-trained professional clothiers who provide clients with wardrobe consultation on a variety of fashion topics such as wardrobe coordination, current trends, proper fit, pattern and cloth selection, necessary collection pieces, and attire for specific occasions. Tom James clothiers like Homer always come to their clients, because appointments are conducted at the client's location of choice.

Alex Homer discovered the Tom James Company after he placed second in the National Collegiate Sales Competition as a student representing the University of Central Florida. Tom James took interest in Homer, and Homer decided to learn more about Tom James by participating in ride-alongs with their existing sales representatives. He liked it and decided to accept the job offer. Before starting to actually call on customers, Homer received training in selling, product knowledge, and prospecting. Regarding career development, Tom James offers new hires the necessary training to build a successful selling career regardless of their level of past experience. They also offer opportunities for net worth building, such as profit sharing, 401(k), and stock plans. In a recent report, 30 percent of Tom James sales professionals earned \$100,000 or more in commissions, leadership pay, bonuses, and stock dividends. ●

Personal Selling Today—A Definition and a Philosophy

1.1 Define personal selling and describe the three prescriptions of a personal-selling philosophy.

Most people are aware of Arthur Miller's very successful Pulitzer Prize-winning stage and screenplay, "The Death of a Salesman." The reality of **personal selling** today is that there is a "Rebirth of the Salesperson." Between 2000 and today, when many thought AI and the Internet were causing a reduction in the need for salespeople, the number of selling jobs increased. In fact, ZipRecruiter, an online job platform, reported more than 700,000 open sales positions around the United States in 2021.¹

In the past, there was information asymmetry, with salespeople knowing much more about products compared to the customers. As a result, most of the selling role was in the middle ground, giving some advice to customers and guiding them through the sales process, with only a few requiring transactional and strategic selling (Figure 1.1). Customers today have access to a wealth of information. As a result, they might not need the salesperson to guide them through the sales process for simple to medium purchases. Thus, sales roles are more divided between transactional and strategic buyers for simple and complex purchases, respectively.

Certainly, due to AI, the role of salespeople as order takers in transactional selling has diminished. Yet, salespeople bring value to customers in complex purchases. Complex purchases typically have higher prices, introduce significant buyer risk, have long purchase cycles, and need approval from multiple stakeholders. Salespeople are necessary in these situations. For example, salespeople still have an important role with customer acquisition in these purchases. In early 2019, the sales team at Google Cloud Services, having a small sales force size compared to its competitors, went on a hiring spree. By tripling its sales force coverage within a year, Google Cloud Services penetrated many more accounts. In such complex situations, AI cannot match salespeople's ability to bridge mutual knowledge gaps with new customers. Salespeople have the ability to uncover hidden needs.²

Selling is the second-largest employment category in the United States (government jobs are the largest), and research indicates that employment in sales and related occupations is projected to remain as strong and show little or no change in the next decade. One out of every nine people in the United States is employed in selling, a number that has remained constant for many years. According to Neil Rackham, author of the best-selling *SPIN Selling* and *Rethinking the Sales Force*, "personal selling today employs more people than any other business function—more than accounting, engineering and law put together."³

This ratio of salespeople to the total number in the workforce is true for many developed countries. In less developed countries such as China and Brazil, as their economies grow wealthier, the need for salespeople will increase substantially. For example, one study done by McKinsey and Company suggests that India's growing pharmaceutical industry tripled its cadre of drug representatives from 100,000 in 2009 to 300,000 in 2020.⁴

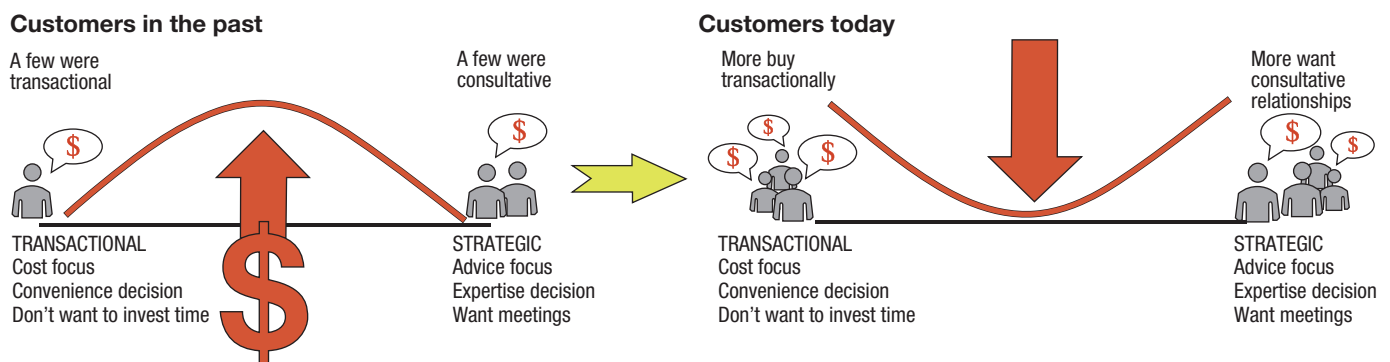


FIGURE 1.1
Evolution of Customers: Past Versus Today

FIGURE 1.2

Today, salespeople use a strategic plan based on a personal philosophy that emphasizes adopting the marketing concept, valuing personal selling, and becoming a problem solver/partner.

Strategic/Consultative–Selling Model	
Strategic Step	Prescription
Develop a Personal-Selling Philosophy	<input type="checkbox"/> Adopt Marketing Concept <input type="checkbox"/> Value Personal Selling <input type="checkbox"/> Become a Problem Solver/Partner

Personal selling occurs when a company representative interacts directly with a customer or prospective customer to present information about a product or service.⁵ It is a process of developing relationships, discovering needs, matching the appropriate products with these needs, and communicating benefits through informing, reminding, or persuading. The term **product** should be broadly interpreted to encompass information, services, ideas, and issues. Increasingly, personal selling is viewed as a process that adds value. In an ideal situation, the salesperson builds a mutually rewarding relationship, diagnoses the customer’s needs, and custom fits the product to meet these needs. Having knowledge of these customer needs will lead to higher customer satisfaction and willingness to purchase a product.⁶

Preparation for a career in personal selling begins with the development of a personal philosophy or set of beliefs that provides guidance. To some degree, this philosophy is like the rudder that steers a ship. Without a rudder, the ship’s direction is unpredictable. Without a personal philosophy, the salesperson’s behavior also is unpredictable.

The development of a **personal-selling philosophy** involves three prescriptions: Adopt the marketing concept, value personal selling, and assume the role of a problem solver or partner in helping customers make informed and intelligent buying decisions (Figure 1.2). These three prescriptions for success in personal selling are presented here as part of the Strategic/Consultative–Selling Model. This model is expanded in future chapters to include additional strategic steps in the selling process. Chapter 2 will illustrate how the marketing concept has produced an evolving set of improvements to the sales process, moving it from peddling to value-added partnering.

1.2 Describe the emergence of relationship selling in the age of information.

Emergence of Relationship Selling in the Information Economy

The restructuring of the United States from an industrial economy to an **information economy** began approximately 65 years ago (Figure 1.3). During this period, the economy began shifting from an emphasis on industrial activity to an emphasis on information processing. The United States was giving way to a new society where most of us would work with information instead of

FIGURE 1.3

The age of information has greatly influenced personal selling. Today, salespeople use a variety of information technology tools to gather and process information of value to the customer. They recognize that information is a strategic resource and that relationship skills are needed to build a conduit of trust for information acceptance.

<i>Industrial Economy</i> 1860–1960	<i>Information Economy</i> 1960–2020
<ul style="list-style-type: none">• Major advances occur in manufacturing and transportation• Strategic resources are capital and natural resources• Business is defined by its products and factories• Sales success depends on meeting sales quotas	<ul style="list-style-type: none">• Major advances occur in information technology• Strategic resource is information• Business is defined by customer relationships• Sales success depends on adding value

INCREASES IN RELATIONSHIP SELLING AND RELATIONSHIP MARKETING

producing goods.⁷ Today, we live in an age in which the effective exchange of information is the foundation of most economic transactions, and the implications for personal selling are profound. We will describe the four major developments that have shaped the information economy and discuss the implications for personal selling.

Major Advances in Information Technology and Electronic Commerce

The information age has spawned the information technology revolution. Technology as well as globalization and speed of change influence almost everything we do.⁸ Salespeople and other marketing-related players in today's information age use personal computers, mobile phones, smartphones, websites, customer relationship management (CRM) applications with cloud computing, e-mail, instant messaging, blogging, and social media such as Facebook, YouTube, Twitter, and others. Frequently referred to today as **Selling 2.0**, these information technology tools, along with innovative sales practices, are used to create value for both the buyer and seller by improving the speed, collaboration, customer engagement, and accountability of the sales process.

The explosive growth of electronic commerce and other Internet activities has changed the way in which computers are used. Stan Davis, futurist and coauthor of *Blur: The Speed of Change in the Connected Economy*, notes that in today's information economy we use computers less for data crunching and more for connecting. These connections involve people-to-people, company-to-customer, machine-to-machine, product-to-service, organization-to-organization, and all these in combination.⁹ The jobs of information-age workers depend on these connections. People who work extensively with information, such as salespeople, need these electronic connections to conduct their information gathering, information sharing, and information management responsibilities.

Strategic Resource Is Information

Advances in information technology have increased the speed at which we acquire, process, and disseminate information. David Shenk, author of *Data Smog: Surviving the Information Glut*, notes that we have moved from a state of information scarcity to one of information overload.¹⁰ In an era of limitless data, informed salespeople can help us decide which information has value and which information should be ignored. Salespeople are the eyes and ears of today's marketplace. They collect a wide range of product, customer, and competitive intelligence.¹¹

Business Is Defined by Customer Relationships

Michael Hammer, consultant and author of *The Agenda*, says the *real* new economy is the customer economy. As scarcity gave way to abundance, as supply exceeded demand, and as customers became better informed, we have seen a power shift. Customers have taken more control of their own destinies.¹²

On the surface, the major focus of the age of information seems to be the accumulation of more and more information and the never-ending search for new forms of information technology. It's easy to overlook the importance of the human element. Humans, not computers, have the ability to think, feel, and create ideas. It is no coincidence that relationship selling and relationship marketing, which emphasize long-term, mutually satisfying buyer-seller partnering relationships, began to gain support at the beginning of the information age. Companies such as DuPont, Kraft Foods, and General Electric have adopted a philosophy that focuses on customer satisfaction, team selling, and relationship selling.¹³

Sales Success Depends on Creating and Adding Value

Value-added selling can be defined as a series of creative improvements within the sales process that enhance the customer experience. Salespeople can create value by developing a quality relationship, carefully identifying the customer needs, and then configuring and presenting the best possible product solution. Value is also created when the salesperson provides excellent service after the sale. Neil Rackham, author of *Rethinking the Sales Force*, and other experts in sales and marketing say that success no longer depends on merely communicating the value of products and services. **Success in personal selling rests on the critical ability to create value for customers.**

SOCIAL SELLING TODAY

Creating Customer Value with Social Media

Popular business strategies such as “Selling Is a Contact Sport” and “Speed Is Life” describe the value of social media in the selling process. Being immediately available to a customer is essential to a salesperson’s success for many reasons, including providing information at the moment the customer needs it, responding to a customer’s relationship-building contact, and obtaining and following up on leads. Instant outreach to one or more customers is also critical for high-performing salespeople. This instant contact capability empowers salespeople to quickly send notices of price changes, product modifications, product operation tips, service alerts, website updates, and invitations to business and social events.

Advances in communication technology enhance the value of salesperson availability and outreach by dramatically reducing the time required for salesperson and customer interactions. Among these advances is the category generally referred to as “social media.” Facebook, Twitter, LinkedIn, YouTube, WhatsApp, and smartphones are frequently identified as key components of this category.

Facebook can be used by a salesperson to expand his or her personal information that may be found on the company’s website. Products or services are also found on Facebook, allowing

customers and others to learn about and discuss a salesperson’s offerings. LinkedIn allows registered users to maintain a list of contact details of people they know and trust in business. Social media may also be put to use for instant messaging (Twitter, WhatsApp etc.), live streaming (Periscope, Blab etc.), image sharing (Snapchat), communication with B2B customers (Slack), etc. Other ways to streamline content is by letting customers, especially influencers, know that they have been mentioned in the content that has been created (Notifier helps connect with influencers), while apps such as Quuu.co and Crate help find and build curated content. Social media image creation tools such as Pablo 2.0 are particularly helpful for image management apps such as Pinterest and Instagram. Smartphones and similar mobile devices allow communications to include still and moving images designed to improve recipients’ understanding and acceptance of the accompanying messages.

High-performing salespeople and their organizations are well advised to carefully study the continuous advances in communication technologies and rapidly adopt the advantages they offer.^a Playing the serious “sport” of customer contact at the fastest possible speed is now a critical necessity in a salesperson’s life.

The value added by salespeople today is increasingly derived from intangibles such as the quality of the advice offered and the level of trust that underlies the relationship between the customer and the salesperson. The value of these intangibles can erode with shocking speed when the customer feels deceived or discovers that the competition is able to add more value to the sales process.¹⁴

1.3 Discuss the rewarding aspects of a career in selling today.

Considerations for a Future in Personal Selling

Job seekers who visit sites such as indeed.com and LinkedIn are usually surprised to discover that sales careers represent one of the largest job-posting categories. Many thousands of entry-level sales positions are listed every day. The next big surprise comes when they discover the great variety of companies that hire salespeople. Some companies, such as Marriott and United Parcel Service (UPS), are well-known throughout the nation. Other companies, such as SpeechPhone, LLC (www.speechphone.net), and World Golf Hospitality, Inc. (www.worldgolf.com), may be unfamiliar to the job seeker. SpeechPhone, LLC, sells call-forwarding, message retrieval, and other phone services. World Golf Hospitality, Inc., plans corporate-travel events and meetings that typically involve golf. The company has created travel programs for major events including the Masters, the Ryder Cup, and the U.S. Open tournaments.¹⁵

From a personal and economic standpoint, selling can be a rewarding career. Careers in selling offer financial rewards, recognition, security, and opportunities for advancement to a degree that is unique, when compared with other occupations.

Wide Range of Employment Opportunities

The 500 largest sales forces in America employ more than 24 million salespeople.¹⁶ These companies will seek to recruit 500,000 college graduates. A large number of additional salespeople are employed by smaller companies. In addition, the number of new sales positions is consistently increasing and sales positions commonly rank among the jobs considered most in demand.¹⁷ A close examination of these positions reveals that there is no single “selling” occupation. Our labor force includes hundreds of different selling careers and, chances are, there are positions that

match your interests, talents, and ambitions. The diversity within selling becomes apparent as you study the career options discussed in this chapter.

Although two-thirds of business school graduates take jobs as salespeople,¹⁸ often it's not their first career choice. Students tend to view sales as dynamic and active, but believe a selling career requires them to engage in deceitful or dishonest practices. The good news is that old stereotypes about sales are gradually going by the wayside. Students who study the careers of highly successful relationship salespeople discover that ethical sales practices represent the key to long-term success.

Activities Performed by Salespeople

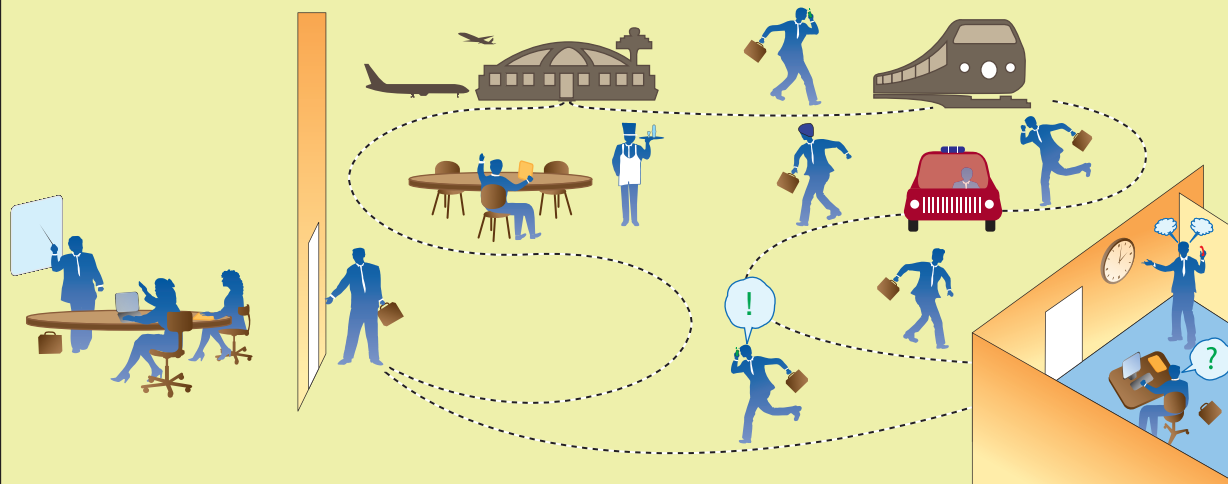
A professional selling position encompasses a wide range of tasks and, therefore, salespeople must possess a variety of skills. Figure 1.4 provides important insight about how many outside salespeople spend their time on the job. Note the time spent on administrative tasks, servicing, and telephoning. This, along with face-to-face selling and traveling time, provides a large amount of variety for salespeople. In some selling positions, such as retail selling, more time may be spent in face-to-face selling.

A salesperson representing Federal Express (FedEx) makes numerous sales calls each day in an attempt to establish new accounts and provide service to established accounts. A wide range of potential customers can use FedEx delivery services. A salesperson working for a Caterpillar construction equipment dealer may make only two or three sales calls per day. The products offered by the dealer are expensive and are not purchased frequently.

What Sales Reps Do with Their Time . . .

26% in face-to-face sales

74% in sales prep, travel, waiting, and administrative tasks



Sales is the lifeblood of any business. According to 2008 Yankee Group research study titled "Mobile CRM Tipping Point Finally Arrives," sales representatives spend their time on the following activities:

- Face-to-face selling 26%
- Sales prep 16%
- Administrative tasks 26%
- Travel and waiting 32%

FIGURE 1.4
How Salespeople Spend Their Time

A professional selling position encompasses a wide range of tasks and, therefore, salespeople must possess a variety of skills.

Source: Data from Sybase Inc., www.sybase.com/files/Thankyou_Pages/Sybase_Mobile_Solutions_for_SAP_Sales_Reps_print.pdf (accessed June 21, 2010).

Freedom to Manage One's Own Time and Activities

Because of the wide range of activities, most selling positions allow salespeople to be in control of how they use their time, decide what activities they will prioritize in their work schedules, and interact with a wide range of people. This is in contrast to many careers where one is confined to a particular location and team of people, assigned very specific tasks, and directly supervised by others. This freedom to plan activities and prioritize the use of time, not unlike that of an entrepreneur, is high on the list of why many successful people have chosen sales as a career.

However, the ability to manage one's time, set priorities, and execute successfully on these priorities is critical to success in selling. More on this subject of opportunity management will be presented in Chapter 16.

Titles Used in Selling Today

Just as selling occupations differ, so do the titles by which salespeople are known. Many of these titles and careers are represented in the careers described in the Reality Selling Videos presented throughout the book. A survey of current job announcements indicates that companies are using such titles as these (the abbreviations shown are commonly used by salespeople with these titles):

Account Executive (AE)	Sales Consultant
Account Representative	Business Development Representative (BDR)
Account Manager	Sales Associate
Customer Success Manager	Customer Engagement Representative
Relationship Manager	Marketing Representative
District Representative	Territory Manager
Marketing Partner	Channel Partner
Regional Accounts Manager (RAM)	National Accounts Manager (NAM)
Key Accounts Manager (KAM)	Global Accounts Manager (GAM)
Strategic Accounts Manager (SAM)	Account Development Representative (ADR)

Two factors have contributed to the creation of new titles. First, we have seen a shift from “selling” to “consulting” and “partnering.” When salespeople assume a consulting or partnering role, the value of the relationship often exceeds the value of the transaction. Second, the new titles reflect a difference in education and skill sets needed for the position.¹⁹ Both of these factors, along with the newer definition and philosophy of selling noted earlier in this chapter, have brought about the increasing use of the title “Account Manager” to describe the responsibilities of today's sales personnel. The account manager's role in creating and adding value has resulted in the Bureau of Labor Statistics projecting the Strategic Account Manager field as one of the fastest growing in the management, scientific, and technology industry. It is important to recognize, however, that there is still a large number of individuals employed in selling who prefer, and are proud, to be called “salespeople.”

Salespeople, regardless of title, play an important role in sustaining the growth and profitability of organizations of all sizes. They also support the employment of many nonselling employees.

Above-Average Income

Studies dealing with incomes in the business community indicate that salespeople earn significantly higher incomes than most other workers. Some salespeople actually earn more than their sales managers and other executives within the organization. In fact, a successful career in sales and sales management can result in earnings similar to doctors, lawyers, and chief executives.^{20,21} U.S. companies spend more than \$800 billion on sales force compensation each year—three times what they spend on advertising.²² This high level of compensation (whether from base salary, bonus, or incentives) is justified for good performance. Table 1.1 provides a summary of a recent compensation survey by the Sales Account Management Association. Executive and sales force compensation continues to climb despite uncertain economic conditions.²³

In recent years, we have seen new ways to report compensation for salespeople. The Hay Group, working with C&C Market Research, developed a reporting method that tracks earnings for different types of sales approaches. Research indicates that salespeople involved in transactional sales, which generally focus on selling products at the lowest price, also earned the lowest compensation.

TABLE 1.1 Sales Force Compensation

	LOW PERFORMERS	AVERAGE PERFORMERS	TOP PERFORMERS
Salespeople	\$43,580	\$ 62,070	\$89,030
Sales Managers	\$89,720	\$ 132,290	\$185,200

Source: Ahearne, Michael, Jeffrey Boichuk, Craig Chapman, and Thomas Steenburgh, "The 2012 Earnings Management Practices in Sales and Strategic Accounts Survey," Strategic Account Management Association, April 2012, p. 43.

Sales personnel involved in value-added sales earned the highest level of compensation. These highly paid salespeople created improvements and, therefore, value in the sales process that enhanced the customer experience.²⁴

Above-Average Psychic Income

Two major psychological needs common to all people are recognition and security. **Psychic income**, which consists of factors that provide psychological rewards, helps satisfy these important needs and motivates persons to achieve higher levels of performance. The need for recognition has been established in numerous studies that have examined human motivation. Workers from all employment areas indicate that recognition for work well done is an important morale-building factor.

In selling, recognition occurs more frequently and with greater intensity than it does in most other occupations. Because selling contributes so visibly to the success of most business firms, the accomplishments of sales personnel seldom go unrecognized. Most people want to achieve some measure of security in their work. Selling is one of those occupations that usually provide job security during both good and bad times.

Opportunity for Advancement

Each year, thousands of openings appear in the ranks of supervision and management. Because salespeople work in positions of high visibility, they are in an excellent position to be chosen for advancement to positions of greater responsibility. The top executives of many of today's companies began their careers in the ranks of the sales force. As noted in a business article written by Theodore B. Kinni, "Today's C-suites are literally bursting with sales professionals."²⁵

Of course, not all salespeople can become presidents of large corporations, but in the middle-management ranks, there are numerous interesting and high-paying positions in which experience in selling is a prime requisite for advancement. Information on careers in sales management is presented in Chapter 17.

Opportunities for Women

Prodded by a growing awareness that gender is not a barrier to success in selling, business firms are recruiting qualified women in growing numbers. The percentage of women in the sales force has increased considerably. In fact, in sales and related occupations, women comprise approximately 50 percent of the workforce.²⁶ Although women are still relative newcomers to industrial sales, they have enjoyed expanded career opportunities in such areas as real estate, insurance, advertising services, investments, and travel services. A growing number of women are turning to sales employment because it offers excellent economic rewards²⁷ and, in many cases, a flexible work schedule.

At Pitney Bowes, the nation's largest provider of corporate mail services, about 24 percent of the top employees are women. Many of the top salespeople are women who were formerly teachers.²⁸ Nationally, about 28 percent of all financial advisers are women.²⁹

Recently, there have also been some important changes due to the Covid pandemic. The disruptions that have occurred to daycares, schools, and afterschool programs have been hard on parents. However, evidence points to the fact that working mothers have borne more of the resulting childcare responsibilities and are more frequently reducing their working hours and in some cases even leaving their jobs entirely in response.³⁰ In fact, the labor force participation rate of adult women decreased from 57 percent in 2019 to 56 percent in 2020 during the Covid-19 pandemic.³¹

SELLING IN ACTION

Opportunities for Women in Sales

In a world that is beginning to value diversity, we are seeing growing opportunities for women in sales. However, some misinformation concerning women in sales still exists. Four common myths follow:

Myth: Women will not relocate or stick around long enough to repay the firm's hiring and training expenses. Today, working women make up nearly half of the workforce and they have made significant gains in a wide range of traditionally male-dominated areas. About 50 percent of the working women contribute more than half of their family's income. Most of the women in this group, who also outnumber male students in many business schools today, need to work, want to work, and seek rewarding career opportunities.

Myth: Women earn significantly less in sales than their male counterparts. Although a pay gap between men and women exists in the field of sales, it is relatively small compared with the earnings gap for women who work full time in the workforce as a whole, and this gap is getting smaller. In fact, new research shows that the average pay rate for American women rose by 4.4% in February 2022 compared to a 4.1% pay bump for men.^b

Myth: Buyers are less accepting of female salespeople. In the field of personal selling, perceived expertise, likability, and trustworthiness can have a major influence on purchase

decisions. Women who project these qualities seldom face rejection based on gender.

Myth: Women face special problems when assigned to selling positions in foreign countries. The truth is that recent research suggests that women often enjoy a significant edge over their male counterparts when given overseas assignments.^c



Source: Shutterstock

In recent years, the labor market has become a place of churning dislocation caused by the heavy volume of mergers, acquisitions, business closings, bankruptcies, and downsizings. Personal-selling careers, as well as those career areas that value selling skills, have become attractive employment options to the thousands of professionals who walk away from—or are pushed out of—corporate jobs.

1.4 Discuss the different employment settings in selling today.

Employment Settings in Selling Today

Careers in sales include both inside and outside sales positions. **Inside salespeople** are those who perform selling activities at the employer's location, typically using the telephone and e-mail. Many manufacturers and wholesalers have developed inside sales forces to take orders, make calls on customers, and provide support for field salespeople. In some cases, the inside salespeople are called customer service representatives (CSRs) and provide a number of support services on behalf of field salespeople.

Inside sales can be either “inbound” or “outbound.” Inbound inside salespeople respond to calls initiated by the customer. For more insight on outside sales, see Appendix 2: The NewNet Systems Regional Accounts Management Case Study. Telemarketing is a common form of outbound inside sales that serves several purposes, including sales and service. In some cases, this includes technical support personnel who provide technical information and answer questions. Some companies utilize sales assistants to confirm appointments, conduct credit checks, and follow up on deliveries.³² The use of telemarketing, websites, and the Internet has grown rapidly as businesses use these methods to contact potential new customers and to follow up on current customers or customers in distant areas.

Unlike inside sales, **outside salespeople** travel to meet prospects and customers in their places of business or residence. Information technology companies like Hewlett-Packard employ

thousands of salespeople to sell computer systems, peripherals, and integrated technology solutions to other companies, large and small. Wholesalers, like Super Value, employ outside salespeople who, in addition to selling products, offer a variety of services to their customers, such as maintaining inventories, merchandising, providing promotional support, gathering and interpreting market information, extending credit, and distributing goods. In addition, many direct-to-consumer salespeople, such as interior designers, engage at least partially in outside sales; for example, financial services, life insurance, or direct sales.

Inside and outside salespeople for the same company often work together and rely heavily upon each other. For example, inside salespeople often prospect, generating and qualifying leads for outside salespeople to call on personally. Also, once an initial sale is made by an outside salesperson, inside salespeople are asked to provide ongoing customer contact and service, taking responsibility for meeting customer needs while being alert for opportunities to sell additional products or services.

Selling through Channels

Many times, people mistakenly think of selling jobs as being limited to the interaction between the company and the end user of the good or service. However, goods and services flow from manufacturer to end user through a “channel of distribution.”

As can be seen in Figure 1.5, sales jobs exist throughout this supply chain.³³ In fact, many of the most promising sales careers in terms of career advancement and compensation exist at the beginning of the channel flow in the form of business-to-business, or “B2B,” sales. **Trade selling** refers to the sale of a product or service to another member of the supply chain. For example, a manufacturer of household goods may employ sales representatives to sell his or her products to retailers. The manufacturer may instead (or also) sell the products to wholesalers who warehouse the product; in turn, the wholesaler employs sales representatives to sell these and other products to retailers whom the manufacturer does not want to service directly. In the latter part of the channel flow, we find retail salespeople and, in some cases, service salespeople selling to consumers. This is often referred to as “business-to-consumer,” or “B2C” sales. As you can see, selling careers may be classified in several ways.

Similar scenarios exist with industrial products where the end user is a business rather than an individual consumer, and with services where the end user is either a consumer or business user. Another example of B2B sales is **missionary, or detail, sales**. Rather than selling directly to the end user, the missionary salesperson attempts to generate goodwill and stimulate demand for the manufacturer’s product among channel members.

Career Opportunities in the Service Channel

Sales careers in service sales include both business-to-business and business-to-consumer sales. Today, approximately 80 percent of the U.S. labor force is employed in some capacity in the service sector of the economy. The growth rate for the service industry is much higher than the growth rate for product companies. Service companies provide career opportunities in a variety of settings.

Hotel, Motel, and Convention Center Services Every year in the United States, thousands of seminars, conferences, weddings, and business meetings take place in hotels, motels, and convention centers. According to the JW Marriott chain, the MICE market (meetings, incentives, conferences, and exhibitions) is worth about \$106 billion in sales revenue.³⁴ The salespeople employed by these companies, often referred to as account managers, sales managers, or account executives, play important roles in attracting clients to utilize these facilities. Salespeople build relationships; carefully analyze needs; configure solutions; often upgrade services to sell room space, food, beverages, and entertainment; and can offer services to create an attractive atmosphere for potential clients. (For more insight into personal-selling opportunities in the MICE market, refer to Appendix 3, Partnership Selling: A Role-Play.)

Typical of the salespeople employed in this service sector is Brian Moon, sales manager of the Renaissance Indian Wells Resort and Spa located in Indian Wells, California. This resort is a world-class facility located in the desert and includes exquisite swimming pools.³⁵ When Brian and his sales force encounter resistance from a client, they work diligently to identify the sources of the resistance, clarify the issues, and resolve the problems so as to consummate the sale. In the selling of hotel and convention center sales, as well as a number of the other types of service

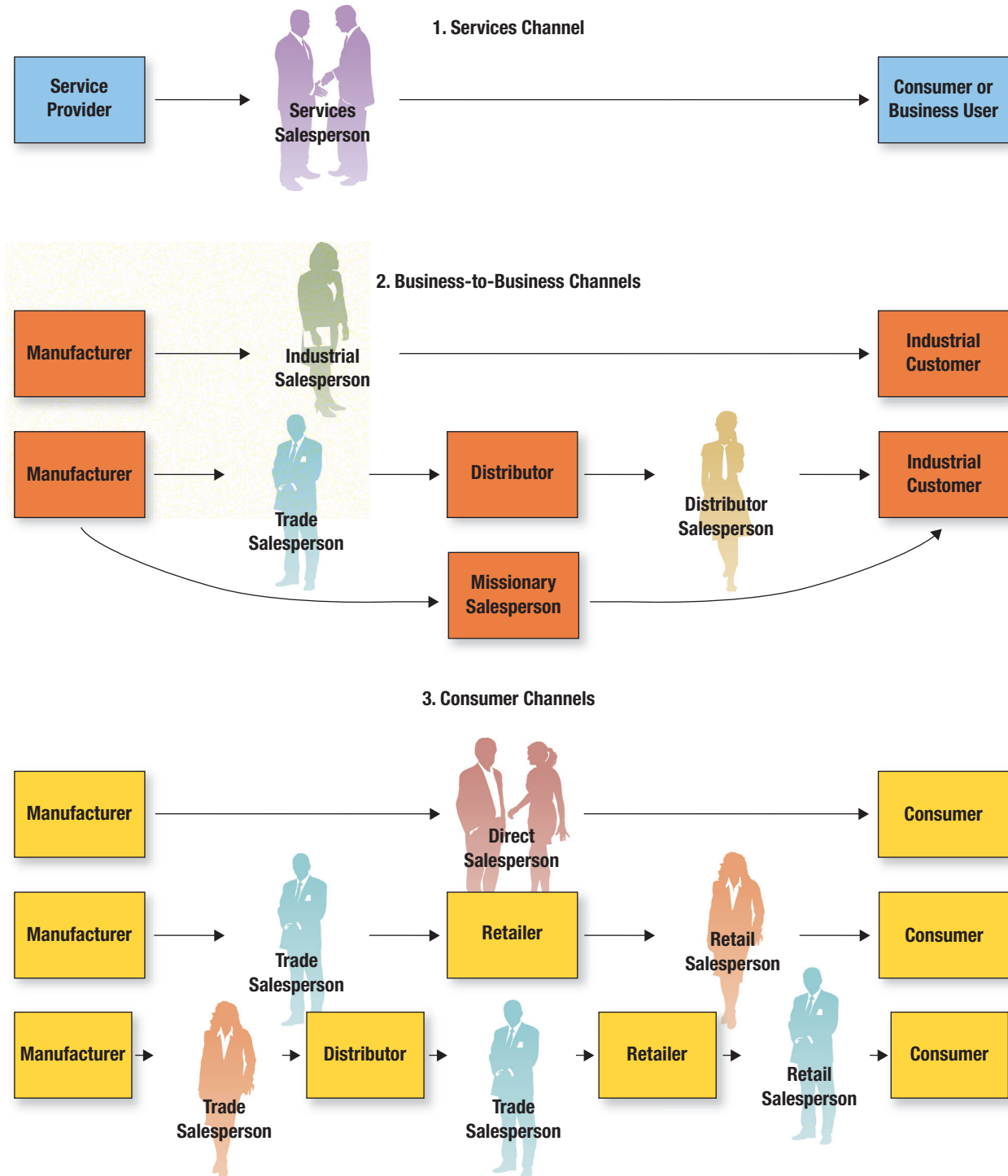


FIGURE 1.5

Shown here are salespeople in different channels.

selling, salespeople may be involved in both B2B and B2C selling, depending upon whether they are selling to a business or to an individual. Buying motives and selling strategies described in later chapters will vary considerably depending upon whether the sale is B2B or B2C.

Telecommunications Services The deregulation of telephone service resulted in the fragmentation of major telephone companies and the creation of numerous new communications companies. This has led to an increased need for telecommunications salespeople. These individuals

must have a thorough knowledge of their system and a good understanding of competing telecommunications systems.

Financial Services Today there are more than one million sales jobs in the securities and financial service field, and employment continues to increase. Banks, credit unions, brokerage firms, and other businesses continue to expand, branch out, and diversify, selling a broader range of financial planning and investment services. Brad Duffy, financial service wholesaler for Riversource Investments, educates and advises financial advisors for American Express on new and existing products offered by his company.³⁶

Media Sales Revenue from both local and national advertising supports the radio, television, newspaper, and magazine industries and is also a major source of profit for the Internet. Each of these media forms must sell advertising to remain in business. In fact, newspapers and magazines generate far more revenue from the sales of advertising than from subscriptions. The wide variety of client needs and the task of meeting these needs make the work of media sales representatives interesting. Additionally, the requirement for the members of the media sales staff to develop or to help the client develop commercials makes this work very interesting.

Real Estate The purchase of a home is usually the single-largest expenditure in the average person's lifetime. The purchase of commercial property by individual investors or business firms also represents a major economic decision. Therefore, the 800,000 people who sell real estate assume an important responsibility.

Busy real estate salespeople often hire sales associates to conduct open houses or to perform other tasks. Real estate salespeople must obtain listings, advertise the properties, conduct visits by potential clients, and sell properties. Susana Rosas, a sales representative for CBRE featured in Chapter 4, stresses the need to create relationships with her clients.³⁷ Honesty is essential in establishing and maintaining good relationships. Susana believes that if the experience is good for the client it will result in referrals to friends and members of the family, providing additional clients.

Insurance Selling insurance has often been a very rewarding career in sales. The types of insurance sold include fire, liability, health, automobile, casualty, homeowner, and business. There are two general types of insurance salespeople. One type consists of salespeople employed by major insurance companies such as Allstate, Farmers, Prudential, Travelers, State Farm, Geico, Hartford, and Mutual of Omaha. Salespeople for these companies sell both personal and commercial lines; however, all their product solutions are offered exclusively by their company. Ryan Guillory, whom we introduce in Chapter 2, is an excellent example of this type of salesperson who sells various insurance products but only for his company, The Woodlands Financial Group (TWFG). The second type consists of independent insurance agents who represent a number of various companies. The typical independent agency sells a very broad line of personal and commercial insurance services, offered by many companies.

Business Services The great number of new businesses and the expansion of existing businesses have resulted in an increase in the demand for business services provided by outside contractors. Some of the services provided by outside contractors include computer programming, training, printing, credit reporting, payroll and accounting, payment processing, recruiting, transportation, and security. Many other sales careers involving the sale of services exist. This field is increasing at a rapid pace, and sales positions become available in service sales every day.

Career Opportunities in the Business Goods Channel

Manufacturers employ sales and sales-support personnel in a variety of different positions in outside and inside sales. Outside salespeople interact with potential customers on a face-to-face basis. Some of the categories of outside salespeople include field salespeople, sales or application engineers, and missionary salespeople. Inside salespeople include customer service representatives (CSRs), who rely primarily on the telephone and the Internet to communicate with customers, to identify new prospects, and to carry out other sales activities.

Industrial Salespeople Industrial salespeople include both technical salespeople (sales engineers or application engineers) and nontechnical salespeople. Sales engineers or technical

GLOBAL BUSINESS INSIGHT

What Motivates Salespeople?

A recent study of more than 40,000 salespeople worldwide reported that 36 percent of U.S. salespeople and 33 percent of the salespeople in the United Kingdom say they work primarily to earn substantial incomes. The same statistic for New Zealand and Norway peers was only 9 percent and 11 percent, respectively. Unlike their

counterparts in other countries who considered sales a temporary step to being promoted to management, successful U.S. salespeople preferred to make more money in sales rather than be promoted into management.^d

salespeople sell heavy equipment, machinery, chemical products, aircraft, complex electronic equipment, and military equipment. Such salespeople must have a good technical understanding of their products and customer needs. Nontechnical salespeople generally sell office equipment; disposable goods such as adhesives, cleaners, and packaging; and office supplies.

Sales Engineers or Applications Engineers Sales or applications engineers must possess a detailed and thorough technical knowledge of their products as well as competing products. These salespeople must be able to identify and analyze customer problems and develop solutions that meet the customer's needs. These sales engineers must be technically proficient in all aspects of their products and in communicating the merits and advantages of the products to the customer.

Steve Tice, president of Sim Graphics Engineering Corporation, and Steve Glenn, vice president for new business development, are the primary sales engineers for the corporation.³⁸ Sim Graphics develops automated graphic simulation systems for use in industries, hospitals, and educational institutions. Their company utilizes customized demonstration presentations for potential customers. Many potential customers fail to understand the complexity of the systems, so demonstrations are needed to show what actually is available. On some occasions, it is necessary to build and demonstrate a prototype or to make a full-blown presentation. Customers who do not understand the product will be reluctant to purchase something they don't comprehend.

Field Salespeople Field salespeople interact with new customers and current customers. They must be able to identify customer needs and requirements and to recommend the proper product or service to meet the customer's needs. Field salespeople who provide excellent service to their customers often receive information from their satisfied customers on new leads. These customers often provide recommendations to other potential customers for the field salesperson.

Betty Robertson, president of Lyncole Industries, is also the field sales representative for her company. Lyncole sells piping and associated supplies to contractors. Robertson states that following up on the installation of the equipment is very important. The contractors she sells to are potential repeat customers; it is essential to follow up and make certain that the customer is satisfied.³⁹

Missionary salespeople, also known as "detail salespeople," serve to develop goodwill, provide information, and stimulate demand for the manufacturer's products. A missionary salesperson does not sell the product but receives recognition for increasing the sale of products indirectly. Missionary salespeople must be able to provide technical product information and offer sound advice in areas including credit policies, pricing, display, layout, and storage.

Deborah Karish, a sales representative for Amgen, stresses relationship selling in her work with medical facilities while selling to both medical staff and physicians. She had to learn the technology of her products, how they were manufactured, and how the medicines could be utilized most effectively in treating patients. She went through a pairing program with physicians to learn how the products are used. Karish knows it is necessary to establish good relationships with the medical staff. Failing to establish good relationships generally means that the people will not work with the salesperson.

Career Opportunities in the Consumer Goods Channel

Sales careers in the consumer goods channel, referred to earlier as "B2C" selling, include both retail-selling and direct-selling careers. Conventional retailers face increased competition from



A well-trained retail salesperson can add significant value to the retail buying experience. Trainees after working 8 to 15 months for the Asbury Automotive Group earn between \$45,000 and over \$100,000 per year in salary plus bonus. Significant management opportunities also exist for those who create value in the partnership selling process.

Source: Yulai Studio/Shutterstock

online retailers. Consumers spend billions of dollars on Internet purchases. Traditional retailers are forced to offer customers more than products in order to compete effectively against online sellers. Well-trained salespeople can add value to the traditional shopping experience.

Retail Selling A large number of salespeople work in retail. Retail selling is probably an excellent area for gaining initial sales experience. Retail-selling careers abound in a number of product areas.

Asbury Automotive Group employs 1,440 sales personnel. These salespeople take pride in their work and are rewarded with a promising career. Many of the sales personnel are recruited at college and university job fairs. Some work as management trainees, selling cars for 8 to 15 months, making \$45,000 to \$60,000 per year in salary plus bonus. Then they are trained and certified to work in the finance and insurance department. Next, some are promoted to new- or used-car manager, earning \$100,000 to \$150,000 per year. The final promotion opportunity is general manager of the dealership.⁴⁰

Mike Patterson, the owner of MP Yacht Services, provides specialized electrical repairs and installations for boats. His easy sales approach and high technical performance have attracted a large group of repeat customers to whom he offers electrical services that competitors are unable to provide. Patterson firmly believes that one should never bad-mouth a competitor, and his philosophy has resulted in competitors referring customers to MP Yacht Services.⁴¹

The sales staff at Julian's in Chapel Hill, North Carolina, take pride in their work. This family-owned business, founded in 1942, is located near the University of North Carolina (UNC). The store sells custom-order clothing to UNC alumni who live all over the South. Some buy private-label suits created by the founder's son, Alexander Julian, who is a noted fashion designer.⁴²

Direct salespeople are independent contractors who generally represent manufacturers. In 2021, *Direct Selling Association* reported there are 7.3 million direct salespeople in the United States. The United States is number one with \$42.7 billion in revenues.⁴³ According to Neil Offen, past-president of U.S. Direct Selling Association, the international growth rate of direct selling is exceeding domestic growth.

A rapidly growing form of direct sales is network (or multilevel) marketing. The three largest U.S.-based firms in direct marketing are Amway, Herbalife International of America, and Avon products with \$18.1 billion in sales.⁴⁴ In this form of distribution, manufacturers eschew advertising and other trade/promotional spending, relying instead on a large network of independent consultants or distributors to sell the product or service directly to consumers or businesses. The independent consultant builds his or her business not only through the direct sales of the product or service to consumers, but also by sponsoring new consultants to sell the company's products or services. The sponsoring consultant then earns commissions on the product/service sales generated by the new consultant, in addition to what he or she personally sells. The number of levels on which a consultant is paid varies by company, but the benefit to the consultant is the ability to leverage his or her own efforts plus those of other consultants in his or her "downline." These types of organizations are highly reliant on socialization, communication, and cooperation between consultants for successful sales results.⁴⁵

SELLING WITH CRM

Learning about CRM Systems—Salesforce, NetSuite, Siebel, Sugar CRM, SalesLogic, etc.

Many technology tools are available to today's salespeople and marketing personnel because there is so much information to manage. There is one category of software specifically designed for a salesperson's responsibilities. **Customer relationship management (CRM)**, sometimes referred to as "sales automation," is software that records in one place the extensive information necessary to understand a customer and their needs and expectations. This type of software is becoming essential because it can be used to capture and rapidly display the information needed to work toward assuring the satisfaction of many customers at the same time. In addition to providing the basic data about a company and its products, CRM software offers information needed to build partnering relationships and add value throughout the sales process.

CRM enables its user to easily sort and store information so it can be quickly retrieved to enhance each customer contact. When a conversation is social, at a salesperson's fingertips is the name of a customer's spouse. One can be quickly reminded of a buyer's favorites when arranging lunch or golf. Product delivery and credit preferences are available in case the topics are raised in an e-mail. CRM keeps a salesperson intimately involved in a sale by identifying the customer's stage in the sales process, reminding the salesperson about tasks and due dates to move the sale along, keeping track of all previous steps in the process and information shared, and displaying personal information recorded about those involved in a purchase in order to improve relationships with them.

CRM has gone mobile. CRM mobile apps—predictive and less hierarchical in a big way—interact with map, image, content, and note-taking apps. The focus is on management of real-time data as salespeople lean towards showing demos, analytics, and dashboards on mobile phones and towards integration of information across platforms focused on sales automation, analytics software, and sales accounting system. As the sales profession becomes even more specialized and industry focused, we should also expect more vertical CRMs that focus on industry-specific CRM solutions. Examples include Veeva, which focuses on pharma, and healthcare; Vlocity, which focuses on communications, media and insurance; and OpenGov, which focuses on the public sector.

Leading CRM software company websites include www.Salesforce.com, www.Netsuite.com, www.SugarCRM.com, and www.SalesLogic.com. Each of these companies supplies training videos and, in some cases, free trial demos. Their training videos can also be accessed on YouTube. To learn about these companies and to access their videos and free trials, click on their website. *In Chapter 2, you will be provided instructions for signing up and accessing a free trial and videos for the Salesforce.com CRM Software. You will learn in future chapters how CRM enhances the effectiveness of high-performing salespeople in their efforts to establish relationships, partner with, and meet and exceed their customers' needs and expectations.*

1.5 Explain how personal-selling skills have become one of the master skills needed for success in the information age and how personal-selling skills contribute to the work performed by knowledge workers.

Selling Skills—One of the “Master Skills for Success” in the Information Age

In his best-selling book *Megatrends*, John Naisbitt noted: **“the game of life in the information age is people interacting with other people.”**⁴⁶ With its emphasis on effective and adaptive interpersonal interaction, selling has become one of the “master skills for success in the information economy.”

A study reported in Daniel Pink's *To Sell Is Human* makes a similar observation concerning what he calls the rise of “nonsales selling.” He reports in his statistically correct sample of 7,000 individuals in the workforce:

1. People are now spending about 40 percent of their time at work engaged in nonsales selling—persuading, influencing, and convincing others in ways that don't involve anyone making a purchase.
2. Across a range of professions, people are devoting roughly 24 minutes of every hour moving others—what Pink refers to as “nonsales selling.”
3. Respondents consider moving others—that is, a nonsales-selling skill set—as crucial to their professional success.⁴⁷

Knowledge Workers in the Information Economy

Stanley Marcus, founder of the prestigious Neiman Marcus Company, said, “Sooner or later in business, everybody has to sell something to somebody.” He noted that even if you are not in sales, you must know how to sell a product, a service, an idea, or yourself.⁴⁸ Marcus's views have

garnered a great deal of support among observers of the information age. Today's workforce is made up of millions of knowledge workers who succeed only when they add value to information. **Knowledge workers** are individuals whose work effort is centered around creating, using, sharing, and applying knowledge. The information economy is about the growing value of knowledge, making it the most important ingredient of what people buy and sell.⁴⁹ One way to add value to information is to collect it, organize it, clarify it, and present it in a convincing manner. This skill, used every day by professional salespeople, is invaluable in a world that is overloaded with information.

As noted earlier, relationships have become more important in the information age. In many cases, information does not have value unless people interact effectively. Creating networks with social ties allows knowledge workers to acquire and provide information more successfully.⁵⁰ For example, a salesperson may possess information concerning an important new technology, but that information has no value until it is communicated effectively to an investor, a customer, or someone else who can benefit from knowing more about his product. A bank loan officer may have the resources needed to assist a prospective homeowner in reaching their dream, but in the absence of a good relationship, communications may break down. Thus, in the information age, it becomes important for firms to create structures to encourage knowledge sharing.⁵¹

Individuals who have developed skills associated with careers in sales are more likely to be successful when they decide to go out on their own because, more often than not, those skills translate very well to other businesses.⁵² Today, personal-selling skills contribute in a major way to four groups of knowledge workers who may not consider themselves salespeople:

- Managerial personnel
- Professionals (accountants, consultants, lawyers, architects, engineers, etc.)
- Entrepreneurs and small business owners
- Marketing personnel and customer service representatives

Managerial Personnel

People working in managerial occupations represent a large group of knowledge workers. They are given such titles as “executive,” “manager,” or “administrator.” Leaders are constantly involved in capturing, processing, and communicating information. Some of the most valuable information is acquired from customers. This helps explain the rapid growth in what is being described as “executive selling.” Chief executive officers and other executives often accompany salespeople on sales calls to learn more about customer needs and, in some cases, to assist with presentations. Manny Fernandez of the Gartner Group, a technology-consulting firm based in Stamford, Connecticut, spent more than half his time traveling on sales calls.⁵³ Leaders also must articulate their ideas in a persuasive manner and win support for their vision. Brian Tracy, author of *The 100 Absolutely Unbreakable Laws of Business Success*, says, “People who cannot present their ideas or sell themselves effectively have very little influence and are not highly respected.”⁵⁴

Professionals

Today's professional workers include lawyers, designers, programmers, engineers, consultants, dietitians, counselors, doctors, accountants, and many other specialized knowledge workers. Our labor force includes nearly 20 million professional service providers, persons who need many of the skills used by professional salespeople. Clients who purchase professional services are usually more interested in the person who delivers the service than in the firm that employs the professional. They seek expert diagnosticians who are truly interested in their needs. The professional must display good communication skills and be able to build a relationship built on trust.

Technical skills are not enough in the information age. Many employers expect the professional to bring in new business, often referred to as **business or client development**, in addition to keeping current customers satisfied. Employers often screen professional applicants to determine their customer focus, ability to interact well with people, and business and client development skills.

Many firms are providing their professional staff with sales training. The accounting firm Ernst & Young sets aside several days each year to train its professional staff in personal selling. The National Law Firm Marketing Association featured Neil Rackham, author of *SPIN Selling*, as

SELLING IS EVERYONE'S BUSINESS

Successful Entrepreneur's Early Start in Sales

At the age of 12, Michael Dell, CEO of Dell Computer Corporation, was displaying the characteristics of an opportunistic entrepreneur. He turned his stamp-collecting hobby into a mail-order business that netted \$2,000. This money was used to purchase his first computer. He also developed his personal-selling skills at an early age. At age 16, he was selling subscriptions to his hometown paper, the *Houston Post*. Later, he enrolled in college but had difficulty focusing on his coursework. He often cut classes in order to spend more time assembling and selling computers. When Dell's parents discovered his newest enterprise, they pressured him to stay focused on completing his degree. Dell completed the spring semester and then spent the summer expanding his business. In the month prior to the fall semester, he sold \$180,000 worth of computers.^e



Source: Bloomberg/Getty Images

keynote speaker at one of their national conferences. The Wicker Corporation, a manufacturer of equipment for the plastics industry, has initiated a program designed to motivate its researchers, engineers, and manufacturing staff members to get involved in sales. Faced with increased competition and more cost-conscious customers, a growing number of law, accounting, engineering, and architectural firms are discovering the merits of personal selling as an auxiliary activity.⁵⁵

Entrepreneurs and Small Business Owners

According to the Census Bureau, more than 4.4 million new businesses were created in the United States during 2020.⁵⁶ As noted previously, people who want to start a new business frequently need to sell their plan to investors and others who can help get the firm established. Once the firm is open, owners rely on personal selling to build their businesses.

James Koch, chief executive officer of the Boston Beer Company (brewer of Samuel Adams beer), makes a strong case for personal selling. Like most new companies, his started with no customers. To get the new company established, he assumed the role of salesperson and set a goal of establishing one new account each week.

Today Koch continues to spend time on the street, visiting convenience stores, supermarkets, and taverns. Competition from popular craft beers such as Fat Tire and Magic Hat, and imports such as Stella Artois and Beck's, present a major challenge. He's also trying to get the attention of young people who think of Samuel Adams as their parents' beer. He readily admits that selling his beer is the most rewarding part of his job. Koch could have sold his company to a megabrewer long ago, but that option is not appealing to this wealthy entrepreneur who loves to sell.⁵⁷

SELLING IS EVERYONE'S BUSINESS

Job Sharing at the Vice President Level—Teaching Sales

Cynthia Cunningham and Shelley Murray worked 60-hour workweeks to achieve success as BankBoston branch managers. They wanted more time with their children, but the long hours created a major barrier to motherhood. Then they came up with a novel plan: package themselves and share one job. Once the plan was developed, the selling began. They wrote a letter that described their accomplishments, attached a résumé, and delivered the package

to several senior executives. Eventually they met with more than a dozen executives and finally hit pay dirt. They began sharing a vice president-level job that involved teaching branch personnel and small businesses how to sell their services to customers. Cunningham and Murray now work 20 to 25 hours each week at what has since become Fleet Bank, and in 2004, the company merged with Bank of America.^f

Marketing Personnel and Customer Service Representatives

Because of the close working relationships with customers, it is imperative that marketing directors, product managers, marketing research specialists, warehouse and shipping specialists, and others within marketing and sales must understand and, in most cases, acquire the skills of personal selling. This generally results in a much more productive effort for the company and a satisfied customer base.

The assignment of selling duties to employees with customer service responsibilities has become quite common today. The term **customer service representative (CSR)** is used to describe knowledge workers who process reservations, accept orders by phone or other means, deliver products, handle customer complaints, provide technical assistance, and assist full-time sales representatives. Some companies are teaming CSRs and salespeople. After the sale is closed, the CSR helps process paperwork, check on delivery of the product, and engage in other customer follow-up duties. In addition to increased service quality, the improved customer expertise from this process improves customer loyalty.⁵⁸

Assigning sales duties to customer service representatives makes sense when you consider the number of contacts customers have with CSRs. When a customer seeks assistance with a problem or makes a reservation, the CSR learns more about the customer and often provides the customer with needed information. Customer needs often surface as both parties exchange information. It is important to keep in mind the advice offered by the authors of *Selling the Invisible*: “Every act is a marketing act. Make every employee a marketing person.”⁵⁹

Increasingly, work in the information economy is understood as an expression of thought. At a time when people change their careers eight or more times during their lives, selling skills represent important transferable employment skills.

Learning to Sell

“Are salespeople made or are they born?” This classic question seems to imply that some people are born with certain qualities that give them a special advantage in the selling field. This is not true. The principles of adaptive selling, listening, and customer orientation can be learned and applied by people whose personal characteristics are quite different.⁶⁰

In the past few decades, sales training has been expanded on four fronts. These four sources of training are corporate-sponsored training, training provided by commercial vendors, certification programs, and courses provided by colleges and universities.

Corporate-Sponsored Training

Hundreds of business organizations, such as Apple Computer, IBM, Maytag, and Zenith, have established training programs. These large corporations spend millions of dollars each year to develop their salespeople. *Training* magazine, which conducts annual analyses of employer-provided training in U.S. organizations, indicates that salespeople are among the most intensively trained employee groups. A new salesperson preparing for a consultative-selling position may spend a few months to a year or more in training. For many salespeople, the training is as close as their laptop computer.

Training Provided by Commercial Vendors

The programs designed by firms specializing in the development of sales personnel are a second source of sales training. Some of the most popular courses are offered by Richardson E Learning, Acclivus Corporation, Wilson Learning Corporation, Miller Heiman Inc., Dale Carnegie Training, and AchieveGlobal (see Table 1.2). The legendary Professional Selling Skills (PSS) course, developed by Gene Keluche, is still offered by BDM Consulting. This carefully designed course, once owned by Xerox, has been completed by millions of salespeople.⁶¹

Certification Programs

The trend toward increased professionalism in personal selling has been the stimulus for a third type of training and education initiative. Many salespeople are returning to the classroom to earn certification in a sales or sales-related area. In the pharmaceutical industry, many salespeople

1.6 Identify the four major sources of sales training.

TABLE 1.2 Sales Training Offered by Commercial Vendors

Training programs provided by commercial vendors are very popular. This table introduces a few of the well-established sales training programs offered throughout America.

COMPANY	TRAINING PROGRAMS	DESCRIPTION
Richardson Sales Performance https://www.richardson.com/sales-training-programs/	<ul style="list-style-type: none"> • Sprint Selling 	Buying is no longer linear and neither is selling. Sprint Selling provides the skills to quickly pivot and build agile selling.
Integrity Systems, Inc. www.integritysystems.com	<ul style="list-style-type: none"> • Integrity Selling • The Customer • Spin Selling Certificate • Creating Client Value 	<p>Provides sales training based on concepts explained in <i>Integrity Selling for the 21st Century</i>, by Ron Willingham</p> <p>Provides sales training based on concepts in <i>The SPIN Selling Fieldbook</i>, by Neil Rackham</p>
Korn Ferry www.kornferry.com	<ul style="list-style-type: none"> • Strategic Selling • Conceptual Selling • Professional Selling • Professional Sales 	<p>Provides sales training based on concepts presented in <i>Strategic Selling</i> and <i>The New Conceptual Selling</i></p> <p>Provides the original Xerox <i>Professional Selling Skills</i> (PSS) sales training; <i>Course Content Coaching</i> has been updated</p>
Wilson Learning Worldwide www.wilsonlearning.com	<ul style="list-style-type: none"> • The Versatile Salesperson 	Provides updated sales training based on the original Larry Wilson <i>Counselor Selling Training Program</i>
Dale Carnegie Training, Inc. www.dalecarnegie.com	<ul style="list-style-type: none"> • Sales Advantage • How to Sell Like a Pro 	One of the largest international training companies providing sales training using many of the concepts presented in the Dale Carnegie books, such as <i>How to Win Friends and Influence People</i>
HubSpot https://academy.hubspot.com/courses/inbound-sales?library=true	Inbound Sales Course	This free course focuses on inbound selling and is a great primer for both new sales reps and experienced sales managers.

earn the Certified Medical Representative (CMR) designation. The CMR curriculum includes nearly 40 courses that are delivered to more than 9,000 students. The National Automobile Dealers Association sponsors the Code of Conduct Certification program for automotive sales representatives. Both of these certification programs require extensive study of modules and the completion of rigorous examinations. Sales & Marketing Executives International offers the Certified Sales Executive (CSE) designation to sales professionals who meet the highest standards of education, experience, and ethical conduct.

Some companies have developed their own sales-training certification programs. The Pitney Bowes Certified Postal Consultant (CPC) program is designed to improve the level of assistance given to customers who want to upgrade their mail process. It is available to members of the 4,000-person Pitney Bowes sales force who sell both products (postage meters) and services. Freightliner developed a certification program for its 1,800-member sales force. The various courses include topics ranging from product knowledge to truck-selling skills.⁶²

College and University Courses

The fourth source of sales training is personal-selling courses offered by colleges and universities throughout the United States (see Table 1.3). A large majority of the nation's community colleges and undergraduate business schools offer this course, and it is attracting more interest.

TABLE 1.3 Sales Training Offered by a Sample of Universities

A large number of two- and four-year colleges and universities have established extensive educational programs for students interested in sales. Sales programs have also recently become an important part of the MBA curriculum at several elite universities. This table from the Sales Education Foundation provides a comprehensive list of universities that offer a variety of sales-training program options in North America.

	ONLINE COURSE	SPECIALTY AREA	CRM	INTERNSHIP REQUIRED	TOTAL FACULTY	% OF JOB PLACEMENT	HAS A SALES LAB
Appalachian State University			▲		4	90	▲
Arizona State University			▲	▲	5	*	
Arkansas State University	▲	▲	▲	▲	3	100	▲
Auburn University		▲	▲		3	70	
Aurora University					3	50	
Ball State University	▲		▲		5	97	▲
Baylor University			▲	▲	5	100	▲
Bentley University			▲	▲	3	100	
Bloomsburg University			▲		6	100	▲
Bowling Green State University	▲	▲			4	95	▲
Bradley University					3	99	▲
Brigham Young University		▲			3	100	
British Columbia Institute of Technology			▲	▲	7	90	
Bryant University		▲	▲	▲	2	100	▲
Butler University		▲			2	97	
California Polytechnic State University, San Luis Obispo		▲	▲		3	95	
California State University, Chico		▲	▲		8	100	▲
California State University, Fullerton		▲	▲		5	85	
Catholic University		▲	▲	▲	3	100	
Central Michigan University		▲	▲	▲	5	95	▲
Clemson University	▲	▲	▲		3	97	▲
Cleveland State University			▲	▲	4		▲
College of New Jersey			▲		3	100	
College of Saint Rose		▲	▲	▲	2	25	
Colorado State University	▲				4	*	
Copenhagen Business School	▲	▲	▲		18	100	▲
DePaul University	▲	▲	▲		20	97	
Douglas College	▲	▲			9	80	
Duquesne University	▲	▲	▲		19	*	▲
East Carolina University	▲		▲		5	*	
Eastern Kentucky University	▲		▲		5	90	▲
Eastern Michigan University					3	70	
Elon University					3	63	▲

(continued)

	ONLINE COURSE	SPECIALTY AREA	CRM	INTERNSHIP REQUIRED	TOTAL FACULTY	% OF JOB PLACEMENT	HAS A SALES LAB
Ferris State University	▲	▲	▲		4	*	
Florida Gulf Coast University	▲		▲		2	*	▲
Florida International University	▲	▲	▲		6	*	▲
Florida State University		▲	▲	▲	5	100	▲
Georgia Southern University	▲				3	95	▲
Georgia State University		▲			7	85	
High Point University	▲	▲			12	100	▲
Hodges University	▲				7	*	
Husson University	▲	▲		▲	2	100	
Illinois State University	▲		▲		4	99	▲
Indiana State University	▲	▲			4	99	▲
Indiana University		▲	▲	▲	3	99	▲
Indiana University Southeast	▲				3	80	▲
Iowa State University					6	*	▲
James Madison University			▲		5	95	▲
Kansas State University	▲		▲		8	99	▲
Kennesaw State University		▲	▲		7	100	▲
Kent State University		▲	▲	▲	5	100	▲
La Salle University			▲	▲	4	95	▲
Louisiana State University		▲	▲		6	95	▲
Marian State University				▲	2	100	▲
Marquette University	▲	▲	▲	▲	2	100	
Metropolitan State University of Denver	▲		▲		3	*	▲
Michigan State University	▲		▲	▲	8	100	▲
Middle Tennessee State University	▲		▲		5	*	▲
Missouri State University	▲				3	90	▲
Morehouse College			▲		2	100	▲
Nicholls State University		▲			1	80	▲
North Carolina A&T State University			▲		3	95	▲
North Dakota State University		▲	▲	▲	3	98	▲
Northern Arizona University	▲		▲		4	*	▲
Northern Illinois University	▲		▲		4.5	100	▲
Northwest University				▲	*	100	
Ohio University			▲	▲	8	100	▲
Oklahoma State University	▲				4	97	▲
Old Dominion University	▲	▲			7	*	▲
Oregon State University	▲				4	100	
Plymouth State University		▲			4	95	▲
Point Park University	▲	▲	▲		3	97	
Purdue University	▲		▲	▲	6	95	▲