

教育部高校工商管理类教学指导委员会 双语教学推荐教材

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BUSINESS
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工商管理经典教材·市场营销系列

Administration Classics

销售
塑造未来的

管理
销售领导者

(英文版)

Sales Management

Shaping Future Sales Leaders

小约翰·F·坦纳 (John F. Tanner Jr.)

小厄尔·D·霍尼克特 (Earl D. Honeycutt Jr.) 著

罗伯特·C·厄夫迈耶 (Robert C. Erffmeyer)

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总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳-希尔出版公司、培生教育出版公司等合作,面向大学本科生层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性,又兼顾应用的广泛性;既侧重让学生掌握基本的理论知识、专业术语和专业表达方式,又考虑到教材和管理实践的紧密结合,有助于学生形成专业的思维能力,培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

Preface

How firms manage their selling functions has changed tremendously over the past 20 years. The Internet has had a significant impact on sales management, but at the same time, so have customer contact centers, customer relationship management (CRM) technology, knowledge management technology, increased global competition, greater cultural and generational diversity, the importance of ethical responsibilities, and a myriad of other factors. Developments such as these have greatly changed how sales teams are led.

We wanted you to understand these changes and how today's sales managers actually manage their personnel. But in spite of what we knew about what was going on in the field, we realized existing sales management textbooks had changed very little over the years. No new major sales management textbook has entered the market in more than two decades. We believed it was time for something new.

Our goal is to offer a book that prepares you for the exciting challenges related to leading sales organizations in today's hyper-competitive global economy. Of course, we want to provide you with a basic theoretical foundation that will enable you to adapt to the economy as it continues to evolve, but we will balance the theory with the practical applications one will need to know in order to lead top-performing sales teams.

What Makes This Book Different?

Our textbook emphasizes *how* sales management gets done. You will see the following cutting-edge material integrated not only into the textbook and end-of-chapter questions and problems, but the book's accompanying instructor's manual, test bank, PowerPoint slides, and other materials.

Chapter-Opening Profiles

Unique to the book are the chapter-opening profiles featuring actual sales managers. The profiles explain the day-to-day challenges these managers face, which are related to the chapters in which they appear. We want students to get a sense of the world sales managers live in. Our goal is to engage and inspire students to explore possible sales management careers, as well as to hear from the sales managers who helped shape this textbook. In addition to the chapter-opening profiles, the book's website features numerous video interviews with sales executives featured in the *Selling Power Daily Report*.

Technology Coverage

CRM and knowledge management technology are two software applications that can dramatically affect how both salespeople and sales managers spend their time. The question is, how do sales managers and their reps make the most of these systems? Not only will you find an entire chapter devoted to using technology to manage sales organizations, but you'll also find technology woven throughout the book. Furthermore, adopters will be able to use Aplicor, the most awarded hosted sales force automation tool on the market today. This software is available at www.pearsonhighered.com/tanner. Aplicor contains CRM features and a database set up with student exercises. For example, you'll find Aplicor exercises that will give you hands-on experience when it comes to forecasting sales, establishing territories, tracking the activities of salespeople, and evaluating their performance. No other textbook on the market today does this.

aplicor
inc.

Coverage of Culture and the Global Sales Environment

Technology has greatly impacted the global environment of sales today, but so have other influences such as new trade agreements and changing political alignments. Sales executives know foreign markets are their future “bread and butter.” And they are counting on their sales managers to find ways to capture market share abroad via the day-to-day interactions they have with their firms’ global partners as well as sales representatives who perhaps grew up or are living in other cultures. Because the sales environment has truly become a “flat world,” the book contains a “Global Sales Management” feature that addresses the topics discussed in each chapter, but on a global scale. There are also detailed sections of a chapter that discuss how to understand and manage buyers and salespersons from different cultural backgrounds. The feature is also integrated into the chapter, the discussion questions and problems, and the test bank, resulting in more complete coverage than any other sales management text.

Ethics Coverage

Many textbooks largely emphasize the law in their ethics chapters. Our ethics chapter covers the legal aspects of sales management. However, you will also find more coverage on people’s actual ethical beliefs and why they believe what they do. For example, can you really “train” sales representatives in terms of their ethics? What is the difference between a gift and a bribe? Also included is a discussion about how successful sales managers go about developing an ethical framework to guide the behavior of their salespeople. This is especially important when their salespeople don’t have the same ethical or cultural backgrounds as they do—a common situation with global sales forces. In addition to a separate ethics chapter, an “Ethics in Sales Management” feature is woven throughout the book.

Coverage of the Sales Force’s Structure

In the past, devoting a few paragraphs to distributors and manufacturer’s reps might be all an instructor would need to cover the topic of outsourcing. Now, however, a company might outsource its prospecting to a call center service bureau, have another contact center of its own working with independent field salespeople, and then outsource its customer service to yet another service bureau—all in addition to managing self-serve channels via the Web. As a result, what a chapter on selection or training should look like in terms of today’s best practices is vastly different than what it was 20 years ago. You’ll still find chapters devoted to recruiting, selecting, socializing (on-boarding), and training salespeople in our book, but the content more closely reflects the reality of the many different positions and sales force structures that exist within the realm of selling today.

Coverage of Leadership

Leadership concepts and practices have changed as professionals and academics alike recognize that there is more to leading than motivating the sales force. Leadership isn’t just about getting someone to do what you want, but, among other things, it is about what you do for your followers. The material in this book lies at the forefront of sales leadership thought and practice. Not only does the book include best practices material when it comes to U.S. leaders, but information about what sales executives and representatives abroad believe good leadership is.

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Shanghai University of International Business and Economics

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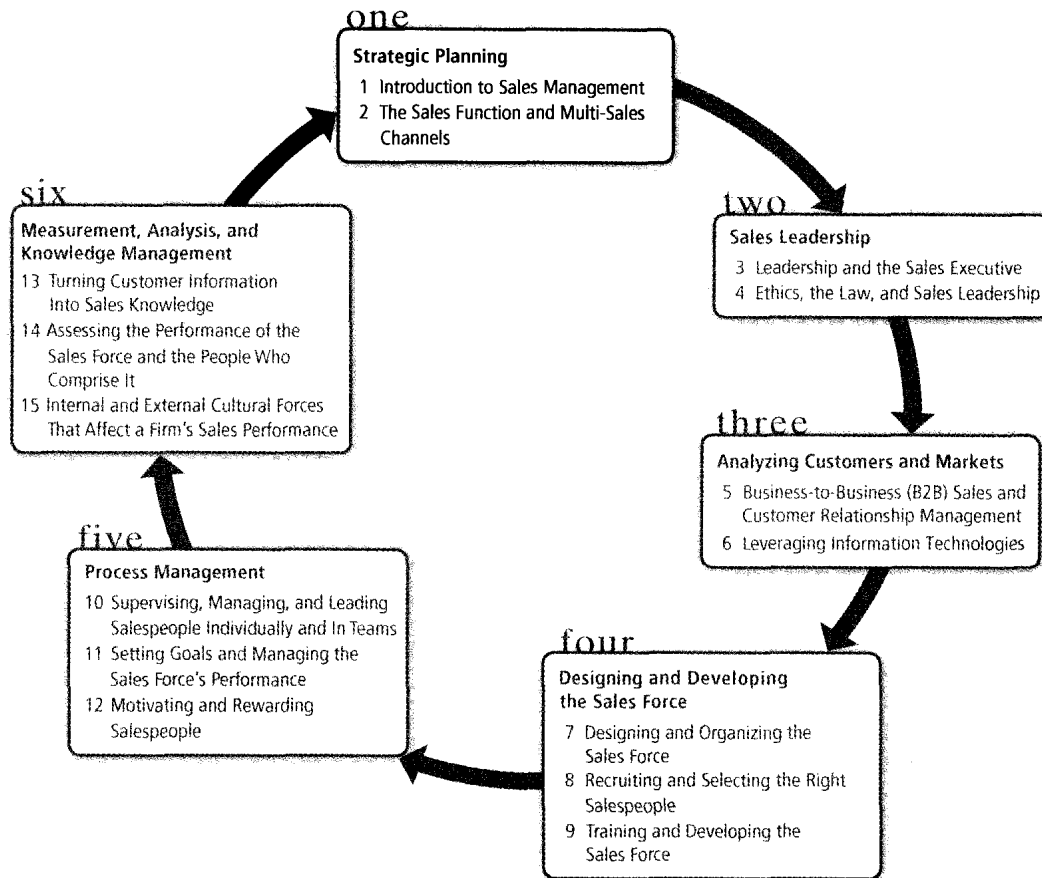
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PART ONE

Strategic Planning



Of all the functions in an organization, none has changed as much in the past decade as sales management, except perhaps purchasing! The Internet; mobile technology; globalization; a greater focus on ethical behavior; and a host of other social, economic, and political changes have altered selling and sales management to such an extent that the textbook had to be written over from scratch.

No other function in the organization has the same impact on a firm's strategy as sales management. Salespeople talk directly with customers, testing the company's strategy in every sales call. Information gathered from customers by salespeople feeds directly into company strategy. These, and other factors, make sales management a critical part of an organization's success.

This book presents sales management in six parts. The first part, *Strategic Planning*, orients you to the role of sales in the strategy of the organization.

Successful companies don't become that way by accident. They became successful because they had a plan and executed it well. The beginning of a company is its purpose, and from that purpose flows its strategy. That's why Part One, *Strategic Planning*, illustrates how the sales force and the sales function fit into the company's strategy and how the sales force serves the company's mission.

Chapter 1, *Introduction to Sales Management*, introduces you to the activities of sales managers and sales force leaders, placing the sales force into the strategic picture of the firm. This chapter also serves as an overview of the rest of the book.

Chapter 2, *The Sales Function and Multisales Channels*, explores the selling function further, examining the different types of salespeople and sales organizations that are used to reach customers. In addition, we continue the dialog regarding strategy, relating how each of these sales force alternatives can serve a company's strategy.

1

INTRODUCTION TO SALES MANAGEMENT

LEARNING OBJECTIVES

After completing this chapter, you should be able to:

- Define the strategy hierarchy and understand how a firm's sales and marketing strategies affect its overall strategy.
- Identify the different types of selling strategies and how the selling process varies across those types.
- Describe the sales management process and the responsibilities and activities of sales managers.

What should we make? What should we sell? At what price? To whom? What kind of people should we hire, and how will we manage them? These are the questions that define a company's strategy. In turn, the answers to these questions define the company. Yet in the minds of a company's customers, salespeople define the company. Why? Because salespeople are often the only face of the company that customers ever see.

In essence, this book is about how those corporate strategic questions and answers become sales practices that affect customers. Today, people recognize that aligning a firm's sales practices with its sales strategy, and its sales strategy with its corporate strategy, is central to success. Thus, in this chapter, we not only introduce the basic sales management process but show how a firm's sales force is a central part of the broader marketing strategy pursued by the firm.



JILL AMERIE

**SALES MANAGER, XTREME XHIBITS
BY SKYLINE INC.**

Jill Amerie, a sales manager for the Austin, Texas-based company Xtreme Xhibits by Skyline Inc., didn't grow up wanting to become a sales executive or entrepreneur. In fact, looking back, Amerie didn't remember knowing what an entrepreneur was. "Sure, I knew people had their own businesses, but I didn't think about what it took to start, manage, run, and grow a business," she says. "One thing that I did know though was that I needed to be my own boss. A sales career offered me that opportunity."

Raised by an artistic mother and a father who was in sales, Amerie has always been a people person with a passion for creativity. She says she walked into the trade-show world by accident and quickly realized that sales was the career she wanted to pursue. "A career in the trade-show industry isn't a career that I even knew existed. What I did know was that this career combined my creativity and my people skills while allowing me to have fun and make a great income." She says the characteristics of the job have kept her motivated, passionate, and focused.

As Amerie worked in her field, she continued to perfect her skills. "A mentor once told me to continue learning everything I could about my field (my passion) so my clients would look to me as their trusted advisor," she says. "So, over the years, I learned to be a 'student' of my industry. He also shared with me that if I was not enthusiastic about what I was doing and selling, I could not convince my prospects to be excited about what I was about to offer them." These words of wisdom have stuck with her throughout her career.

After achieving her personal goals as a sales representative, Amerie became a sales manager. She says most successful sales representatives feel pressured to eventually make the transition to sales management. "This is a decision that must be carefully analyzed because it's not an easy transition to go from being a player to a coach," she says. "Most sales professionals want to be on the front lines and have a hard time watching from the sidelines. As I mentor my team, I try to stand on the sidelines and watch as they take the lead and develop their accounts. I struggle with this role but realize that this is the only way to build a successful sales operation."

A case in point: One day when she was still a representative, Amerie ran into her sales manager, who had tears running down her face. Her manager said she was frustrated with the members of her sales team—including Amerie—because they didn't listen to her. "They've seen

that I was successful [as a salesperson], so I don't understand why they just don't do exactly what I did so they'll be successful," her boss told her.

Amerie pondered this statement and replied, "Have you asked them if they want to be just like you?" She says the experience still resonates with her today as she mentors her own team. That's why she prefers to call herself a sales mentor rather than a sales manager. "My advice to other sales mentors who were former sales executives is not to lose sight of where you came from," she says. "Remember what it was like when you were the sales rep, and use those positive and negative experiences to make you a better mentor/manager. Take time to learn about your team. Learn what motivates them. Learn what their passion is and coach them on how they can integrate that passion into their career."

In addition to her managers and mentors over the years, when Amerie looks back at what brought her to where she is today, she can sum it up to two words: passion and perseverance. "If you are passionate about what you are doing and have the perseverance to continuously push yourself forward, you will be successful in whatever you do—be it sales, sales management, or business ownership." ■

One of the oldest truisms of business is that "nothing happens until someone sells something." Clearly, without salespeople, some businesses would cease to exist. Nonetheless, many people believe the sales profession is not a noble endeavor. Visions of cheesy, aggressive, badly dressed product pushers dominate their view of what sales is about. Professional buyers know better though. These buyers rely on salespeople to bring them solutions to the business problems that challenge them. Product knowledge, technical expertise, and business acumen are all required to satisfactorily serve the customer and the company's needs.

Companies recognize the importance of having the best salespeople possible. According to a recent study by Manpower, a company that helps people find jobs, sales positions are the hardest jobs to fill.¹ Sales is also one of the most expensive activities a company undertakes, consuming more than 20 percent, on average, of a firm's revenue.² For these reasons, managing the sales force is one of the most important jobs in a company.

As a career opportunity, starting in sales is an excellent choice. The starting salaries for salespeople are significantly greater than for other positions (about 20 percent greater than other marketing positions).³ Many CEOs, such as Mark Hurd of Hewlett-Packard, got their start in sales. Moreover, along the way, sales managers tend to earn more than their counterparts in other areas. Experts predict that the number of sales jobs will grow at a much faster rate than other professions, at least as far into the future as 2014.⁴ The future for sales and sales force management is pretty bright!

From Sales Rep to Sales Manager

We will discuss the different types of sales management and leadership positions later; some discussion is needed about the sales management career to reach the right perspective. Sales managers are *not* super salespeople—in fact, many of the characteristics of successful salespeople, such as the ability to work independently, may not be useful characteristics for sales managers. Pat Metz, sales manager for Abbott Laboratories, realized being a sales manager was different the first day after his promotion from salesperson. His boss ordered him to fire a salesperson he had never met. That's when he realized that being a sales manager means "you're a manager of people."⁵

Sam Mays, of Konica-Minolta Business Systems, discovered that his gift for selling did not transfer to sales management. After several years as a sales manager, doing a poor job and hating every minute of it, he was demoted by his boss. "It was the best move for everyone,"

says Mays. Within a month, he was back on top of the sales lists and much happier. Mays now laughs about it, “When I was promoted, the company lost a good salesperson and gained a bad manager. Now the company has a good salesperson again and the opportunity to hire a better manager.”

Being a sales manager means coaching salespeople so they can improve; developing strategies and delegating the responsibility for implementation to others; trying to figure out how to motivate people, some who are nearly twice your age; and convincing others in the organization that what is right for the sales force is right for their departments, too. Because being a sales manager can be so different than being a salesperson, sales success is not the primary reason for promotion. In fact, research has consistently shown that sales success is a poor predictor of success as a sales manager.⁶ Companies have to have the right skill set and abilities in a sales manager, skills and abilities that differ from sales.

This is a book about sales force management, or sales management, for short. We define **sales management** as the activities required to lead, direct, or supervise the personal selling efforts of an organization. This definition has several important aspects. The first aspect relates to what sales managers do to manage *salespeople*. Our primary objective of the book is to explain this function of managing salespeople. However, because strategy is so crucial, we also discuss many of the day-to-day tasks that sales managers do to further a firm’s strategy goals. Once we’ve laid this foundation, a framework for the rest of the book is developed.

Establishing the Parameters of the Firm’s Strategy: The Mission Statement

A **strategy** is a plan designed to accomplish a mission. A **mission** is a set of objectives. In military terms, a mission might be the objectives set for a unit, such as a brigade, for a campaign or for a longer-term goal, such as Operation Enduring Freedom, the mission for the coalition forces of building peace in Afghanistan. Because most companies are in business for the long haul, they tend to think of missions in longer terms rather than as a single campaign. Often companies summarize their goals in what’s called a **mission statement**, such as those found in Exhibit 1.1. (You can usually figure out what a company’s mission statement is by looking at its public financial statements or going to its Web site.) Corporate planners, which include a variety of personnel from upper management, such as employees from finance, manufacturing, and sales, are responsible for creating the mission of the organization and the mission statement.

Mission statements should serve to inspire the members of an organization, give purpose to their actions, and guide them when they are making decisions. A good mission statement does more than simply organize the company’s objectives; it also serves as a standard against which the decisions and actions employees take can be compared to ensure that they are the right decisions and actions for the organization. Once the mission’s objectives are set, strategy can be created.

The Strategy Hierarchy

A firm’s corporate strategy encompasses its plans and goals for the entire organization. The corporate planners are responsible for creating the mission of the organization, such as the mission statements described in Exhibit 1.1. The corporate strategy will also address questions, in a general sense, such as what markets and sourcing options (such as manufacturing) the company should engage. For example, the company’s corporate planners might choose to outsource sales by hiring distributors versus hiring a sales force. Or the firm might outsource its manufacturing function and focus the bulk of its efforts on marketing the products.

Once the company’s strategy is formulated, it is then communicated to the firm’s various business units—marketing, sales, manufacturing, and so forth—who create their