



Pearson International Edition

# SELLING TODAY

Creating Customer Value

ELEVENTH EDITION



Your  
Partner  
in  
Education

A Complimentary Copy  
from

PEARSON

ADDISON-WESLEY ALLYN & BACON BENJAMIN CUMMINGS  
LONGMAN PRENTICE HALL

[www.pearsoned-asia.com](http://www.pearsoned-asia.com)

Enquiries: 3181 0714

MANNING | REECE | AHEARNE

**11th Edition**

# **Selling Today**

## **Creating Customer Value**

**Gerald L. Manning**

*Des Moines Area Community College*

**Barry L. Reece**

*Virginia Polytechnic Institute and State University*

**Michael Ahearne**

*University of Houston*

**Pearson Education International**

**Acquisitions Editor:** James Heine  
**Editorial Director:** Sally Yagan  
**Product Development Manager:** Ashley Santora  
**Editorial Project Manager:** Melissa Pellerano  
**Editorial Assistant:** Karin Williams  
**Director of Marketing:** Patrice Lumumba Jones  
**Marketing Manager:** Anne Fahlgren  
**Marketing Assistant:** Susan Osterlitz  
**Permissions Project Manager:** Charles Morris  
**Senior Managing Editor:** Judy Leale  
**Associate Managing Editor:** Suzanne DeWorken  
**Production Project Manager:** Karalyn Holland  
**Senior Operations Specialist:** Arnold Vila  
**Art Director:** Anthony Gemmellaro  
**Designer:** Pronk & Associates Inc.  
**Cover Designer:** John Christiana  
**Cover Illustration/Photo:** Veer Inc.  
**Director, Image Resource Center:** Melinda Patelli  
**Manager, Rights and Permissions:** Zina Arabia  
**Manager, Visual Research:** Beth Brenzel  
**Image Permission Coordinator:** Joanne Dippel  
**Photo Researcher:** Poyee Oster  
**Manager, Cover Visual Research & Permissions:** Karen Sanatar  
**Composition:** BookMasters, Inc.  
**Full-Service Project Management:** Sharon Anderson/BookMasters, Inc.  
**Printer/Binder:** Quebecor World Book Services/Taunton  
**Typeface:** 10/12 Times

Credits and acknowledgments borrowed from other sources and reproduced, with permission, in this textbook appear on appropriate page within text (or on page 495).

If you purchased this book within the United States or Canada you should be aware that it has been wrongfully imported without the approval of the Publisher or the Author.

---

**Copyright © 2010 by Pearson Education, Inc., Upper Saddle River, New Jersey, 07458.** Pearson Prentice Hall. All rights reserved. Printed in the United States of America. This publication is protected by Copyright and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or likewise. For information regarding permission(s), write to: Rights and Permissions Department.

**Pearson Prentice Hall™** is a trademark of Pearson Education, Inc.

**Pearson®** is a registered trademark of Pearson plc

**Prentice Hall®** is a registered trademark of Pearson Education, Inc.

Pearson Education Ltd., London  
Pearson Education Singapore, Pte. Ltd  
Pearson Education, Canada, Inc.  
Pearson Education–Japan  
Pearson Education Australia PTY, Limited

Pearson Education North Asia, Ltd., Hong Kong  
Pearson Educación de Mexico, S.A. de C.V.  
Pearson Education Malaysia, Pte. Ltd  
Pearson Education Upper Saddle River,  
New Jersey

**Prentice Hall**  
is an imprint of

**PEARSON**

[www.pearsonhighered.com](http://www.pearsonhighered.com)

10 9 8 7 6 5 4 3 2 1  
ISBN-13: 978-0-13-815247-5  
ISBN-10: 0-13-815247-0

**11th Edition**

# **Selling Today**

## **Creating Customer Value**

To our wives (Beth Hall Manning and Vera Marie Reece) whose patience  
and support make our work possible.

—*Jerry and Barry*

To my wife Jessica and my children Molly and Jake.

—*Mike*

# Preface

More than 20 million people are involved in sales in the United States. Companies entrust this enormous work force with creating, building, maintaining, and fostering customer relationships. However, not all salespeople are well equipped to fulfill that important mission. As competition intensifies and transcends national borders, a salesperson who wants to have a successful career in the highly-rewarding selling profession must understand both the fundamentals of selling and new selling frameworks.

The rapidly changing market conditions and heightened customer's expectations require the salesperson to create and communicate a consistent and convincing concept of value at every step of the selling process. The creation and delivery of value is an expanded theme of this new edition.

The goal of each revision of *Selling Today: Creating Customer Value* is to develop the most practical and applied text available. The revision process begins with a thorough review of several hundred articles, books, and research reports. The authors also study popular sales training programs such as Conceptual Selling, SPIN Selling, Integrity Selling, and Solution Selling. These training programs are used by major corporations such as Microsoft, Marriott, Principal Financial Group, Wells Fargo Bank, UPS, SAS Institute, and Xerox Corporation. Of course, reviews and suggestions by professors and students influence decisions made during the revision process.

## Building on Traditional Strengths

*Selling Today: Creating Customer Value* has been successful because the authors continue to build on strengths that have been enthusiastically praised by instructors and students. These strengths have resulted in *Selling Today* becoming the number one selling international book on personal selling. In addition to this new 11th U.S. edition, two Chinese editions, a Spanish, Croatian, Indonesian, and Canadian edition, and sales of the International Edition in 31 additional countries have proven the appeal of this book throughout the world.

Previous editions of *Selling Today* have chronicled the evolution of consultative selling, strategic selling, partnering, customer relationship management, and value-added selling. This edition provides new material on each of these important concepts.

- 1. The four broad strategic areas of personal selling**, introduced in Chapter 1, serve as a catalyst for skill development and professional growth throughout the textbook. Success in selling depends heavily on the student's ability to develop relationship, product, customer, and presentation strategies. Salespeople who have achieved long-term success in personal selling have mastered the skills needed in each of these four strategic areas.
- 2. The partnering era is described in detail.** A series of partnering principles is presented in selected chapters. Strategic alliances—the highest form of partnering—are discussed in detail.
- 3. 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.
- 4. Real-world examples**, a hallmark of our previous editions and continued in this edition, build the reader's interest and promote understanding of major topics and concepts. The new Reality Today Video Series features successful young salespeople providing real world examples of sales careers and presentations. Additional examples have been obtained from a range of progressive organizations, large and small, such as Whirlpool Corporation, UPS, Mutual of Omaha, Baxter Healthcare, Marriott Hotels, and Nordstrom.

## Staying on the Cutting Edge: New to This Edition

Since our last edition, the business environment and research on professional selling have undergone significant changes. As active researchers, practitioners, and consultants in the field of selling, our primary goal is to provide an up-to-date and cutting-edge treatment of the field. At the same time, we painstakingly incorporate more “learning by doing” materials to equip students with hands-on experience that are not available—at least to our best knowledge—in any other books on the market. The 11th Edition of *Selling Today: Creating Customer Value* describes how sales professionals must cope with new forces shaping the world of sales and marketing, with a balanced blend of cutting-edge academic and practical materials. The most significant changes in the new edition include:

- The Adaptive Selling Today Model with a new professionally produced video series titled **The Adaptive Selling Today Training Video Series**.
- New Chapter Opening Vignettes and Case Problems featuring real salespeople with an extensive new video program titled **The Reality Selling Today Video Series**. Seven new 10 to 13-minute videos feature live interviews and sales presentations with young successful salespeople.
- A **New Selling in America** six-part documentary video series to help students understand the important role personal selling plays in our market oriented economy. This “first-ever sales documentary” series enhances the personal selling philosophy and career content of Chapters 1 and 2, as well as the contemporary selling concepts presented throughout the text. Stresses the importance of mock role-plays in learning how to sell.
- Replacement of the ACT! Contact Management Software with easy-to-use account-based **Salesforce.com** state-of-art CRM software—with an actual data base of 20 customers. A new unit on how to manage the complex multi-call prospecting and sale environment with account based CRM software is presented
- Eight new in-depth role-plays with **video support**, representing sales careers graduates are entering.
- New and extensive referencing of academic articles and research found in professional journals such as *Journal of Professional Selling and Sales Management*, *Journal of Marketing*, *Harvard Business Review*, etc.
- Extensive updating of all chapters with research and articles from trade journals such as *Selling Power*, *Value Added 21 Selling*, *Sales and Marketing Management*, and *The American Salesperson*, etc.

Highlights of other specific changes made to the chapters and the appendices include:

### Chapter 1

- New Reality Selling Today chapter opener vignette, case problem, and video.
- New model for creating value in sales.
- New insight on challenge of aligning sales and marketing in large corporations.

### Chapter 2

- Extensive revision and update of unit describing employment settings in service, business to business, and business to consumer selling.
- New material on B2B and B2C selling careers.

### Chapter 3

- New Reality Selling Today chapter opener vignette, case problem, and video on relationship selling.
- New coverage of the ego/empathy theory on developing relationships in selling.



## Chapter 4

- New, professionally produced video titled *Communication Styles: A Key to Adaptive Selling Today* for understanding the relationship side of Adaptive Selling. New application exercises for determining and adapting one's communication style to interact more effectively with customers and sales team members.
- New chapter title: Communication Styles, A Key to Adaptive Selling Today.
- New online Adaptive Selling Today assessment exercise and Web site for determining one's communication style—as well as the style of others.
- New information on how communication styles enhance the relationship element of Adaptive Selling.
- Introduces the Adaptive Selling “Platinum Rule.”

## Chapter 6

- New chapter opener vignette and case problem on product selling strategies with an **enhanced live sales presentation and video interview of featured salesperson**.
- New coverage of the Salesperson's Value Proposition (SVP).

## Chapter 8

- New Reality Selling Today chapter opener vignette, case problem, and video on the customer buying process.
- New coverage of the Customer Buying Center and the roles of the user, technical influencer, financial influencer, and the gatekeeper.
- New coverage on how the salesperson's sales process must mirror the customer's buying process.

## Chapter 9

- New unit on Managing the Customer Database. This unit explains how account-based CRM systems are used today to effectively sell complex product solutions in multi-call and lifetime customer settings.
- New coverage on the use of highly sophisticated computerized prospect databases such as Salesgenie and OneSource.
- New coverage on using the “Center of Influence” method of prospecting.
- Introduction of the Sales Funnel, and how the sales funnel is used in the sales process for moving prospects successfully through the steps in the sales cycle.
- New **video coverage** of how CRM software is being used to manage and enhance the prospect database throughout the sales cycle.

## Chapter 10

- New Reality Selling Today chapter opener vignette, case problem, and video on delivering the sales presentation
- New coverage on the pre-approach planning needed when sales teams are used.
- New coverage on how to use adaptive selling communications styles to approach individual members of the buying group.

## Chapter 11

- New coverage on the use of questions throughout the Adaptive Sales Process—**with a high-quality professionally produced video titled *Questions! Questions! Questions!***
- New table explaining how a questioning strategy can reveal the customers' problems and pain being experienced, and the pleasure that can be expected from the salesperson's value proposition.



## Chapter 12

- New coverage on using computers to enhance the product demonstration.

## Chapter 13

- New Reality Selling Today chapter opener vignette, case problem, and video on negotiating methods.
- A new unit on Formal Negotiations explains the tactics used by buyers and the strategies used by salespeople to achieve win-win solutions.

## Chapter 14

- **New high-quality professionally developed video titled *Ask for The Order (AFTO)* for teaching how to use Adaptive Selling closing questions to help the customer make an intelligent and informed buying decision.**

## Chapter 17

- New Reality Selling Today chapter opener vignette, case problem, and video on sales management.
- New insights from the vice president of sales of a large global sales organization.
- New information on the use of personality testing for sales applicants.

## New Appendix 1

- Appendix 1 is a new feature of the 11th Edition and it builds on what students learned in the **Reality Selling Today Video Series** sales presentations and interviews. Eight detailed salesperson/customer role-play scenarios using the products and sales positions of the actual salespeople that appeared in the Reality Selling Today Videos are presented. Web sites of the companies the students will be using to role-play their sales presentations are supplied to learn appropriate amounts of product and company information. The Reality Selling Today video interviews, sales presentations, chapter opening vignettes, and case problems provide the necessary background and contextual information for students to use in both selecting the scenario and conducting the role-play. Specific customer role-play instructions are supplied in the instructor's manual.

## 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. The first two chapters set the stage for an in-depth study of these strategies. The first chapter describes the evolution of personal selling, and the second chapter gives students the opportunity to explore career opportunities in the four major employment areas: services, retail, wholesale, and manufacturing.

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. Chapter 3 is entitled *Creating Value With a Relationship Strategy*, and Chapter 4 is entitled *Communication Styles: A Key to Adaptive Selling*. Chapter 5 examines the influence of ethics on relationships between customers and salespeople.

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 complex customer's needs.

Part 4, *Developing a Customer Strategy*, presents information on why and how customers buy and explains how to identify prospects. With increased knowledge of the customer, salespeople are in a better position to understand complex customer's wants and needs and create customer value in the multi-call, lifetime customer settings.

The concept of a salesperson as advisor, consultant, value creator, and partner to buyers is stressed in Part 5, Developing a Presentation Strategy. As in the 10th Edition, emphasis is placed on the need-satisfaction presentation model. Part 6 includes two chapters: Opportunity Management: The Key to Greater Sales Productivity and Management of the Sales Force.

The new edition features two new appendices. Appendix 1, The Reality Selling Today Role-Plays, includes six role-play scenarios that provide students with the opportunity to, of course, sell. Appendix 2 details how to use the CRM Software, Salesforce.com. Appendix 3, which appeared in the 10th Edition, is a simulation that allows students to integrate and apply what they have learned from this textbook in all four strategic areas of personal selling.

## A Special Note to Students on How to Use the Book

This 11th 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 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 CRM software application 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 cannot 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 mirror. Use your computer to learn the CRM software.

Finally, observe, analyze, and think about your encounter with salespeople in your everyday life, using 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 them.

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

## Selling Today Supplements

**Salesforce.com CRM Software** New to the 11th Edition is free access to the state-of-the-art CRM software Salesforce.com. The Software will include a preloaded prospect database of 20 customers who are in various stages of the buying process. Student completing these self-instructional exercises will be familiar with the functionality of the Salesforce.com Software, plus they will have “hands-on” application experience of CRM with the buying and selling process.

**Companion Website** ([www.pearsonhighered.com/manning](http://www.pearsonhighered.com/manning)) offers students valuable resources including an Internet Study Guide for review purposes; an online assessment tool for better understanding one’s own, as well as the adaptive selling communication style of others; sales literature and support materials for completing Appendix 3; as well as materials for use with the salesforce.com CRM Software that accompanies the textbook.

## The Search for Wisdom in the Age of Information

The search for the fundamental 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. Many new books, and several classics, were used as references for the 10th Edition of *Selling Today*. A sample of the more than 40 books used to prepare this edition follows:

*A Whole New Mind* by Daniel H. Pink  
*Business Ethics* by O. C. Ferrell, John Fraedrich, and Linda Ferrell  
*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 Rhonda Brandt  
*First Impressions—What You Don't Know About How Others See You* by Ann Demarais and Valerie White  
*Hug Your Customers* by Jack Mitchell  
*Integrity Selling for the 21st Century* by Ron Willingham  
*Keeping the Funnel Full* by Don Thomson  
*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  
*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  
*Rethinking the Sales Force* by Neil Rackham and John R. DeVincentis  
*Re-Imagine! Business Excellence in a Disruptive Age* by Tom Peters  
*Self Matters* by Phillip C. McGraw  
*SPIN Selling* by Neil Rackham  
*SPIN Selling Fieldbook* by Neil Rackham  
*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 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  
*Value-Added Selling* by Tom Reilly  
*Working with Emotional Intelligence* by Daniel Goleman  
*Zero-Resistance Selling* by Maxwell Maltz, Dan S. Kennedy, William T. Brooks, Matt Oechsli, Jeff Paul, and Pamela Yellen

## Acknowledgments

Many people have made contributions to the **eleventh** edition of *Selling Today: Creating Customer Value*. We are very appreciative of the assistance and suggestions of our Canadian co-author Dr. Herb MacKenzie, Chair, Marketing, International Business, and Strategy, at Brock University. We also are very grateful to our CRM technology associates Carl Herman and Jack Linge who contributed significantly to the development of the CRM Insights, Application Exercises, and CRM Case Studies. We thank award-winning video producer Art Bauer for his creativity, dedication, and attention to detail in the production of the Adaptive Selling Today Training Video Series. We also thank Son Lam for his help and contributions with the Reality Selling Video Series, Cases, and Role-Play exercises. Throughout the years the text has been improved as a result of numerous helpful comments and recommendations by both students and faculty. We extend special appreciation to the following reviewers:

Kate Bailey, *South Valley Bank and Trust*  
Jurgita Baltrusaitye, *University of Illinois at Chicago*  
Susan Baxter, *Bethune-Cookman University*  
Alex Birkholz, *Wisconsin Indianhead Technical College*  
Robert Bochrath, *Gateway Technical Institute*  
Jim Boespflug, *Arapahoe Community College*  
Jerry Boles, *Western Kentucky University*  
Jim Boles, *Georgia State University*  
Jerry Bradley, *Saint Joseph's University*  
Duane Brickner, *South Mountain Community College*  
Don Brumlow, *St. John's College*  
Jeff Bruns, *Bacone College*  
Murray Brunton, *Central Ohio Technical College*  
Larry P. Butts, *Southwest Tennessee Community College*  
Alan Canton, *California State University, Fresno*  
John J. Carlisle, *New Hampshire Community Technical College, Nashua*  
Mark Chock, *Marian College*  
William R. Christensen, *Community College of Denver (North Campus)*  
Cindy Claycomb, *Wichita State University*  
Patricia W. Clarke, *Boston College*  
Gloria Cockerell, *Collin College*  
Lori Connors, *Delgado Community College*  
David Corbett, *Ohio Valley University*  
Douglas A. Cords, *California State University, Fresno*  
Robert Cosenza, *The University of Mississippi*  
Larry Davis, *Youngstown State University*  
Lynn Dawson, *Louisiana Technical University—Ruston*  
De'Arno De'Armond, *West Texas A&M University*

Dayle Dietz, *North Dakota State School of Science*  
 Gary Donnelly, *Casper College*  
 Casey Donoho, *Northern Arizona University*  
 Robert Dunn, *Cuesta Community College*  
 Mimi Eglin, *Fulton-Montgomery Community College*  
 Susan Emens, *Kent State University*  
 Joyce Ezrow, *Anne Arundel Community College*  
 Wendal Ferguson, *Richland College*  
 Dean Flowers, *Waukesha County Technical College*  
 Stefanie Garcia, *University of Central Florida*  
 Deb Gaspard, *Southeast Community College*  
 Richard Geyer, *Tiffin University*  
 Connie Golden, *Lakeland Community College*  
 Victoria Griffis, *University of South Florida*  
 David Grypp, *Milwaukee Area Technical College*  
 Andrew Haaland, *Tompkins Cortland Community College*  
 Donald Hackett, *Wichita State University*  
 Robert Hausladen, *University of Louisville*  
 Jon Hawes, *The University of Akron*  
 Ken Hodge, Marketing Manager, *Nordson*  
 Norm Humble, *Kirkwood Community College*  
 Phil Hupfer, *Elmhurst College*  
 Kathy Illing, *Greenville Technical College*  
 Karen James, *Louisiana State University, Shreveport*  
 Mark Johlke, *Bradley University*  
 Michael Johnson, *Chippewa Valley Tech College*  
 Richard Jones, *Marshall University*  
 Peter Johnson, *Pace University*  
 Jim Kaempfer, *Century College*  
 Ali Kara, *Pennsylvania State University, York*  
 Jaciel Keltgen, *Augustana College*  
 Katy Kemp, *Middle Tennessee State University*  
 Davis King, *Pennsylvania State University, Delaware County*  
 Wesley Koch, *Illinois Central College*  
 Stephen Koernig, *University of Illinois—Chicago*  
 Bruce Kusch, *Brigham Young University*  
 Bernard Kyle, *Westchester Community College*  
 Wilburn Lane, *Lambuth University*  
 James Lawson, *Mississippi State University*  
 R. Dale Lounsbury, *Emporia State College*  
 Marvin Lovett, *University of Texas, Brownsville*  
 George H. Lucas, Jr., *Texas A & M University*  
 Alice Lupinacci, *University of Texas at Arlington*  
 Jennifer Malarski, *Lake Superior College*  
 Lynnea Mallalieu, *University of North Carolina—Wilmington*  
 Leslie E. Martin, *University of Wisconsin, Whitewater*  
 Jack Maroun, *Herkimer County Community College*  
 Lee McCain, *Seminole Community College*  
 Tammy McCullough, *Eastern Michigan University*

Norman McElvany, *Johnson State College*  
 Kimberly McMahon, *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*  
 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, *Kent State 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, *John C. Calhoun, State Community College, Alabama*  
 Diane Smith, *Henry Ford Community College*  
 David Snyder, *Canisius College*  
 Karl Sooder, *University of Central Florida*  
 Forrest Stegelin, *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*

Finally, we thank the book team at Prentice Hall: James Heine, Melissa Pellerano, Sally Yagan, Karalyn Holland, Sharon Anderson, Poyee Oster, Judy Leale, and Anthony Gemmellaro.



## About the Authors

(in alphabetical order)



Dr. Michael Ahearne  
*University of Houston*

**Michael Ahearne** is a Marketing Professor and Executive Director of the Sales Excellence Institute (SEI) at the University of Houston. The SEI is widely recognized as one of the leading university-based selling programs in the world, training more than 2,000 sales students 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 the University of Connecticut and Pennsylvania State University. In addition, he has internationally lectured about sales and sales management in such countries as Austria, Belgium, France, India, Spain, and Russia.

Dr. Ahearne has published articles in leading academic journals on factors influencing the performance of salespeople, sales teams, and sales organizations. His work has appeared in the *Journal of Marketing*, *Journal of Marketing Research*, *Management Science*, *Journal of Applied Psychology*, *International Journal of Research in Marketing*, and *Journal of the Academy of Marketing Science*. In addition to reviewing for the top marketing and management journals, he currently serves as the Associate Editor of the *Journal of Personal Selling and Sales Management*—the leading international scholarly journal in the sales field. His work has also been featured in numerous trade and popular press publications including *Business 2.0*, *Business Investors Daily*, *U.S. News & World Report*, and *INC Magazine*.

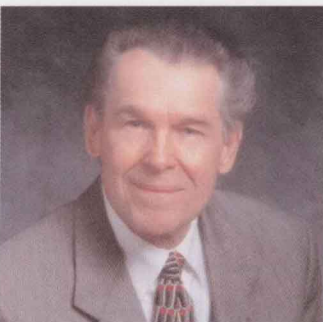
Before entering academia, Dr. Ahearne played professional baseball for the Montreal Expos Organization and worked in the healthcare industry for Eli Lilly and PCS Healthcare. He actively consults in many industries including insurance, healthcare, consumer packaged goods, technology, and transportation.



Gerald L. Manning  
*Des Moines Area Community College*

**Mr. Manning** served as chair of the Marketing/Management Department for more than 30 years. In addition to his administrative duties, he has served as lead instructor in sales and sales management. The classroom has provided him with an opportunity to study the merits of various experimental learning approaches such as role-plays, simulations, games, and interactive demonstrations. *Partnership Selling: A Role-Play/Simulation for Selling Today*, included in the eleventh edition, was developed and tested in the classroom by Mr. Manning. He has also applied numerous personal selling principles and practices in the real world as owner of a real estate development and management company.

Mr. Manning has served as a sales and marketing consultant to senior management and owners of over 500 businesses, including several national companies. He appears regularly as a speaker at national sales conferences. Mr. Manning has received the “Outstanding Instructor of the Year” award given annually by his college.



Dr. Barry L. Reece  
*Virginia Polytechnic Institute and State University*

**Dr. Reece** has devoted more than three decades to teaching, researching, consulting, and to the development of training programs in the areas of sales, leadership, human relations, and management. He has conducted over 600 seminars and workshops for public and private sector organizations. He has written extensively in the areas of sales, supervision, communications, and management. Dr. Reece was named “Trainer of the Year” by the

Valleys of Virginia Chapter of the American Society for Training and Development and was awarded the “Excellence in Teaching Award” by the College of Human Sciences and Education at Virginia Polytechnic Institute and State University.

Dr. Reece has contributed to numerous journals and is author or co-author of thirty books including *Business, Human Relations—Principles and Practices*, *Supervision and Leadership in Action*, and *Effective Human Relations—Personal and Organizational Applications*. He has served as a consultant to Lowe’s Companies, Inc., Wachovia, WLR Foods, Kinney Shoe Corporation, Carilion Health System, and numerous other profit and not-for-profit organizations.

## Keeping Current in a Changing World

Throughout the past decade, Professors Manning, Ahearne, and Reece have relied on three strategies to keep current in the dynamic field of personal selling. First, they are actively involved in sales training and consulting. Frequent interaction with salespeople and sales managers provides valuable insight regarding contemporary issues and developments in the field of personal selling. A second major strategy involves extensive research and development activities. The major focus of these activities has been factors that contribute to high-performance salespeople. The third major strategy involves completion of training and development programs offered by America’s most respected sales training companies. Professors Manning, Ahearne, and Reece have completed seminars and workshops offered by Wilson Learning Corporation, Forum Corporation, Franklin-Covey, Sedona Training Associates, Association for Humanistic Psychology, and several other organizations.

## An Investment in the Future

Charles Schwab, the great industrialist and entrepreneur, said, “We are all salespeople every day of our lives, selling our ideas and enthusiasm to those with whom we come in contact.” As authors, we suggest that you retain this book for future reference. Periodic review of the ideas in this text will help you daily in areas such as:

- interacting more effectively with others
- interviewing for new jobs in the future
- understanding and training salespeople who work for you or with you
- selling new ideas to senior management, co-workers, or employees you might be supervising
- selling products or services that you represent as a salesperson

We wish you much success and happiness in applying your knowledge of personal selling.

Gerald L. Manning  
Barry L. Reece  
Michael Ahearne