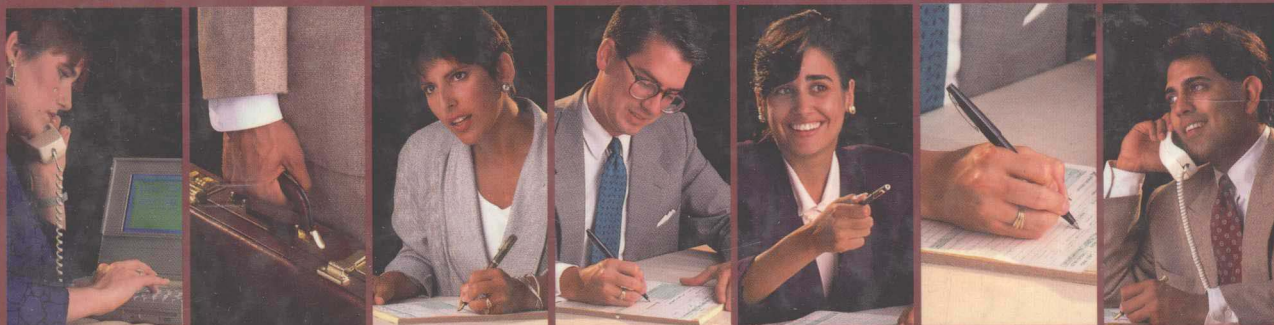


F I F T H   E D I T I O N



# Selling Today

An Extension of the Marketing Concept



MANNING - REECE

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# **SELLING TODAY**

**An Extension of the  
Marketing Concept**

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**FIFTH EDITION**

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**GERALD L. MANNING**

*Des Moines Area Community College*

**BARRY L. REECE**

*Virginia Polytechnic Institute and State University*

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# PREFACE

The decade of the 1990s has ushered in several important developments that have influenced personal selling. We have witnessed the evolution of the “partnering era” which places new emphasis on high quality, long-term relationships that yield repeat business and referrals. National and multinational competition has increased dramatically and consequently salespeople must be better prepared in order to achieve their sales goals. And we have seen the growing use of sales force automation (SFA), which involves the use of information technology to improve the productivity of salespeople and sales support personnel.

The fifth edition of *Selling Today* reflects not only these major trends, but many other issues and events that have shaped personal selling during a period of unprecedented economic and social change. This edition, like previous editions, examines the selling principles and practices used by high performance salespeople employed in retail, wholesale, manufacturing, and service settings. It continues to be a practical text that includes a large number of real-world examples obtained from Merck & Company, 3M, Xerox Corporation, Revlon, Procter & Gamble and other firms featured in *The 100 Best Companies to Sell For*.

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## **Major Content Changes to the Fifth Edition**

This new edition reflects suggestions from current adopters and reviewers, interviews with salespeople and sales managers, and a thorough review of the current literature on personal selling. This edition also features many examples from successful smaller, marketing oriented businesses featured in the *Inc. 500*, a list of America’s fastest-growing private companies compiled each year by *Inc.* magazine.

Three important improvements appear in this edition. The most significant changes include:

1. Coverage of the partnering era which has greatly influenced personal selling in the 1990s. The major partnering concepts are introduced in chapters 1 and 3. This text material is supported by a professionally developed video entitled *Partnering: The Heart of Selling Today*. This video, produced by American Media Incorporated, introduces a series of partnering principles that are used by successful salespeople.

2. The addition of up-to-date information on sales force automation (SFA) and the opportunity to use an actual SFA software program. The trend toward greater use of information technology to improve personal selling practices will continue throughout this decade. In response to this important trend the fifth edition features a multi-chapter case study built upon written information featured in chapters 8 to 14, a video that introduces SFA concepts, and information that appears on a software diskette that can be purchased with the text.

Students can use a demonstration version of the popular ACT! software program developed by Contact Software International, a leader in the field of sales force automation. The diskette features a prospect data base and other information to be used by students as they make a wide range of decisions regarding qualifying prospects, approaching prospects, the sales presentation, demonstration, negotiation, closing, and servicing the sales. SFA is effectively explained in *ACT! The Professional Contact Management System*, a commercially developed two-part video available to qualified adopters.

3. The introduction of a new textbook format that presents major concepts in a more concise and readable style. To achieve this goal, selected chapters were combined. The four-color format of the new edition is complemented by a large number of carefully selected photographs, advertisements, charts, models, and graphs. This edition of *Selling Today* also features an Annotated Instructor's Edition that integrates several features of the text as well as some features of the supplements.

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### Themes of This Book

The two chapters that make up Part 1 provide an overview of personal selling. The first chapter provides an introduction to the positive contributions of personal selling in our market-oriented economy and describes the evolution of personal selling from 1950 to the present. The second chapter gives students an opportunity to explore specific career opportunities in the four major employment areas: retail, wholesale, manufacturing, and service. Career-minded students will also find the first appendix,

“Finding Employment: A Personalized Marketing Approach,” very helpful.

Research indicates that high-performance salespeople are better able to build and maintain relationships than are moderate performers. Part II focuses on several important person-to-person relationship-building strategies that contribute to success in personal selling. This theme is reinforced throughout the book. Part III 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 apply the fundamentals of consultative selling.

Part IV 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 achieve their sales goals.

The concept of a salesperson as an advisor, consultant, and partner to buyers is stressed in Part V. The traditional sales presentation that emphasizes closing as the primary objective of personal selling is abandoned in favor of three types of need-satisfaction strategies. As in the fourth edition, the salesperson is viewed as a counselor and consultant.

High-performance salespeople often advance to the position of sales manager. Part VI includes chapters on management of the sales force, management of self, and ethical considerations in personal selling. Ethics in selling is covered in this part of the text because sales managers are in a key position to establish and maintain ethical standards for sales personnel. Part VII introduces the technology theme. The final chapter of the text is devoted to a discussion of telemarketing.

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### **Special Features of this Book**

The fifth edition of *Selling Today* includes several special features that aid both teaching and learning. Each chapter:

- begins with a list of learning objectives to help the student focus on the important concepts.
- ends with a summary that provides a brief review of the most important ideas presented.
- contains a list of key terms that follows the chapter summary.
- concludes with a set of review questions that reinforce the student's understanding of the major concepts presented in the chapter.
- features a series of field-based application exercises that will provide the reader with an opportunity to apply concepts and practices presented.
- features a case problem that permits the reader to analyze and interpret actual selling situations. Each case problem is based on a real-life situation.



An optional, multi-chapter case study built upon written information is featured at the ends of Chapters 8 to 14.

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### ***Southern California Consortium Telecourse***

The fifth edition of *Selling Today* has been selected by the Southern California Consortium for use in its video course on personal selling, which will be available in July 1992. An esteemed panel of business and academic professionals spent over two years developing this important new college course.

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### ***Supplements Available with the Textbook***

A complete supplements package is available to adopters, including

- Annotated Instructor's Edition (AIE)
- Test Bank with Transparency Masters and Class Handouts  
Computerized test bank for use on IBM PCs or compatible computers.
- Video

Detailed information on these supplements can be found in the Annotated Instructor's Edition.

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### ***Optional Versions of the Text for Students***

#### **Text with Software**

An optional software program, ACT! software is an educational version of a commercial software product used by Carnation, Toshiba and hundreds of other companies. ACT! software was developed by Contact Software International, a leader in the field of sales force automation. The designed to be used on IBM PCs and compatible computers. The diskette features a prospect data base and other information to be used by students as they make a wide range of decisions regarding qualifying, the sales approach, the sales presentation, demonstration, negotiation, closing, and servicing the sale. The text is available with the software in 5¼" or 3½" disks.

#### **Text with Professional Newsletters**

Through a special arrangement with the Bureau of Business Practice, this text is available with four issues of their bulletin Professional Sell-

ing. Students who purchase this edition can also subscribe to the bulletin at a reduced educational rate.

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### **Acknowledgments**

Several members of the Allyn & Bacon executive staff made important contributions to the development of this textbook. We would like to recognize the developmental efforts of Bill Barke, Editor-in-Chief and Rich Wohl, Executive Editor. We also want to acknowledge several members of the editorial staff who made numerous contributions to the design and development of the textbook. Special appreciation is extended to Susan Nelle Barcomb, Senior Series Editor, Mary Beth Finch, Editorial-Production Supervisor, and Sarah Carter, Editorial Assistant. We would also like to thank Helane M. Prottas for editorial-production services. We are very grateful to Jack W. Linge, who contributed significantly to the development of the sales force automation case study which is an important addition to this new textbook. Special recognition is also extended to Cadalyst Resources and Contact Software International for assistance in developing materials used in conjunction with the fifth edition.

We thank the numerous academic reviewers who have helped us in all of our revisions, and they include:

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### **Mr. Gerald L. Manning, Chair**

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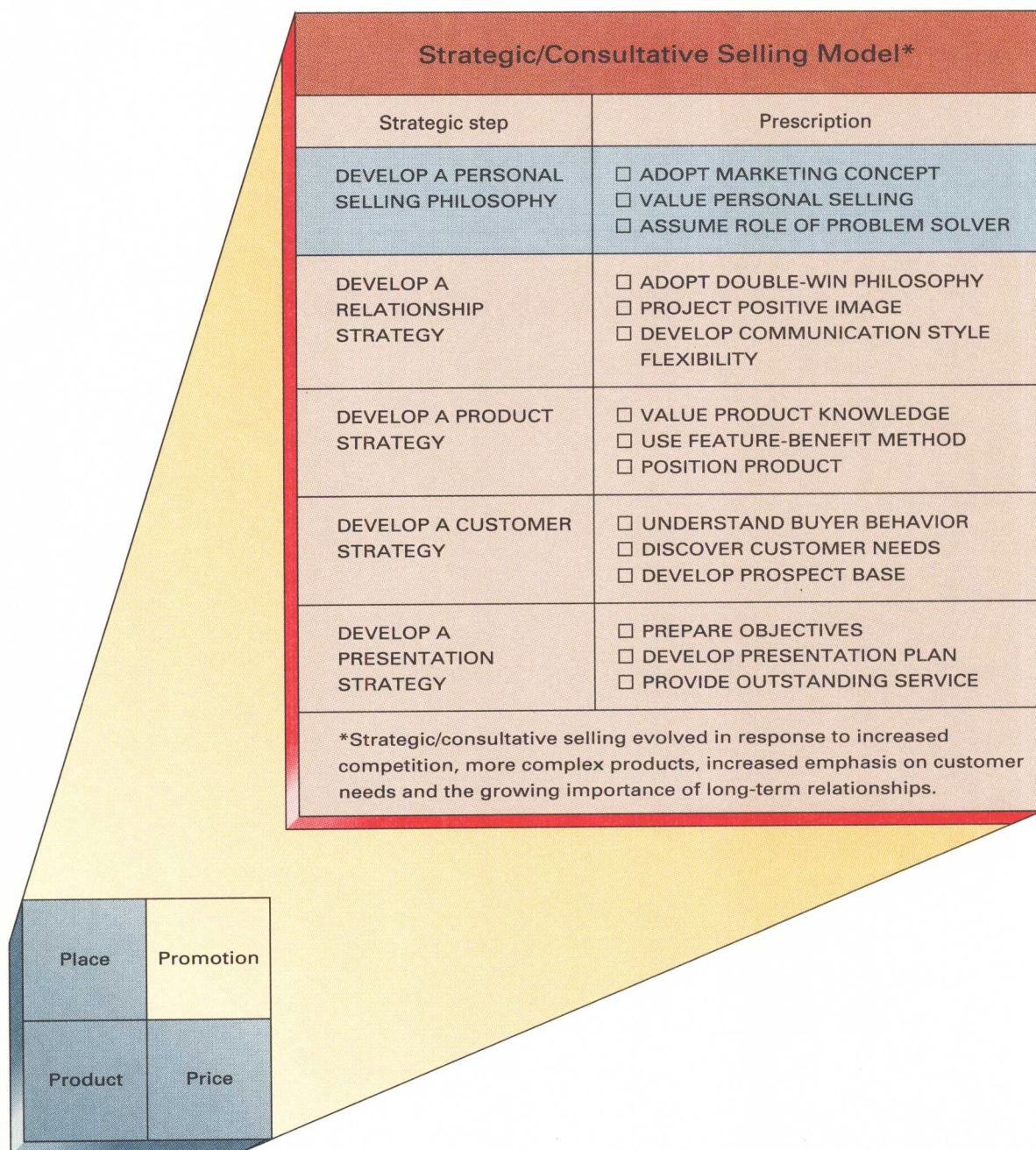
Mr. Manning has served as chair of the Marketing/Management Department since 1967. In addition to his teaching and administrative duties, he is actively involved as a consultant and trainer to numerous national sales and marketing firms. Mr. Manning also serves as a consultant to several companies that produce and distribute training films and other materials in the areas of sales, sales management, and supervision. He appears regularly as a speaker at national conferences. In 1990 Mr. Manning received "the Outstanding Instructor of the Year" award.



## **KEEPING CURRENT IN A CHANGING WORLD**

Throughout the past decade, Professors Manning and Reece have relied on three strategies to keep current in the dynamic field of personal selling. Both are actively involved in sales training and consulting. Frequent interaction with salespeople and sales managers provides valuable insights 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 and Reece have completed seminars and workshops offered by Learning International, Wilson Learning Corporation, and Forum Corporation.







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# 1

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## Personal Selling and the Marketing Concept

### LEARNING OBJECTIVES

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

- Describe the contributions of personal selling to market-driven economies
- Describe the evolution of personal selling from the marketing era to the present
- Explain personal selling as a dimension of marketing
- List the major advantages of personal selling as a promotional strategy
- Explain personal selling as an extension of the marketing concept
- List the four broad strategic areas that make up the Strategic/Consultative Selling Model
- Appreciate the personal benefits to be gained from the study of personal selling

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# PART

# 1

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## Selling Today: Developing a Personal Selling Philosophy

*At IBM Everybody Sells! Every employee has been trained to think that the customer comes first—everybody from the CEO to the people in finance, to the receptionist, to those who work in manufacturing.*

**Buck Rodgers**  
*The IBM Way*

The two chapters that make up Part I explain the important role of personal selling in organizations, in economic systems, in social reform movements, and most importantly in the personal lives of the millions of men and women enjoying rewarding sales-oriented careers in the new global marketplace. ■