

市场营销管理系列·英文版

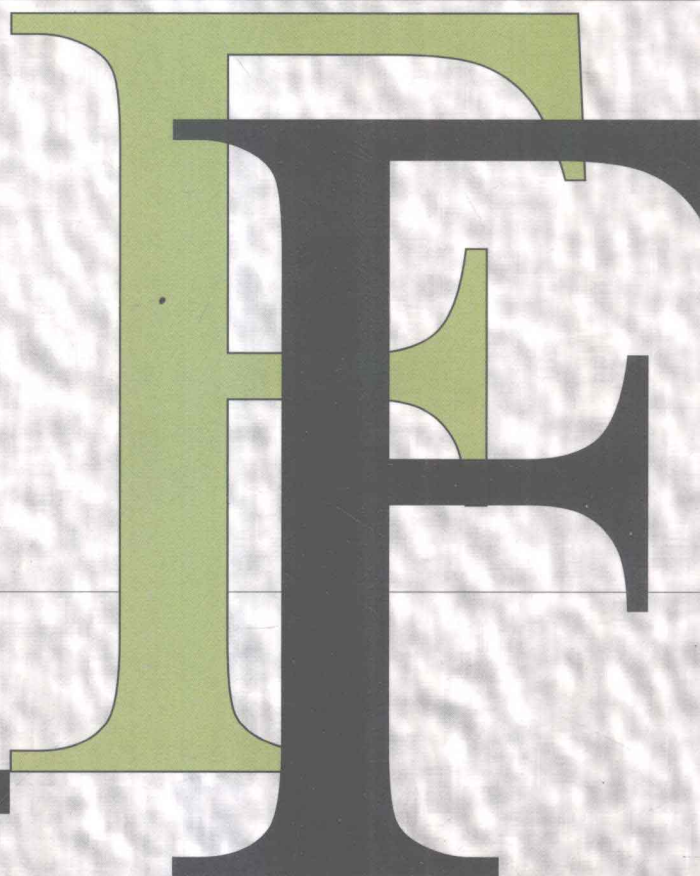
销售管理


Sales and
Sales Management

拉尔夫·W·杰克逊

著

罗伯特·D·希里奇



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书目

战略品牌管理

全球营销原理

营销调研 (第二版)

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战略营销案例

《市场营销管理系列·英文版》

出版说明

随着我国改革开放的不断深入和市场经济体制的建立,市场营销已成为工商企业的重要管理职能。近年来,由于跨国公司的大量进入和国内企业的快速成长,市场供求关系发生了很大变化,竞争日趋激烈。在市场短缺成为历史,消费者成为市场主导的条件下,营销竞争已成为企业竞争的主要手段。许多企业从过去只重视引进技术、引进设备、引进产品,进而认识到引进新的营销理念和技术,主动满足消费者需要,谋求竞争优势的重要性。

为使中国读者能够尽快了解和吸收国际营销学界的最新研究成果,提高营销管理水平,中国人民大学出版社与著名的 Prentice Hall 出版公司继《工商管理精要系列·影印版》之后,共同合作推出了这套《市场营销管理系列·英文版》,以期为中国各管理院校的营销教学和企业营销、管理人员提供优秀的原版图书。

本丛书所选图书均系美国营销学界有影响的各大学教授所著,内容涵盖了营销管理的各个重要领域,全面反映了美国营销学界 90 年代以来的理论研究和实践探索水平。因而受到美国 and 世界各国(地区)的大学和管理学院营销专业师生,以及企业营销、管理人员的普遍欢迎。本丛书中的大部分版本都已多次再版,畅销不衰。我们期望这套丛书的出版,能为我国的营销管理教育提供最新的理论、方法和可借鉴的教学模式,同时,也能对企业的营销管理水平和营销人员素质的提高有所帮助。

在《工商管理精要系列·影印版》出版后,我们曾收到许多读者的来信和电话,希望再出英文版图书时,将序言和目录译为中文,作为对原版的一种导读,供读者阅读时参考,同时仍保留英文版中的序言和目录。为此,我们在本丛书中作了这方面的努力。这样做虽然增加了不少工作量,但如果能给需要中文导读的读者们提供一些方便,我们便会感到欣慰。

本丛书在选择和论证过程中,得到了中国人民大学工商管理学院吕一林副教授、对外经济贸易大学国际工商管理学院傅慧芬副教授、上海交通大学管理学院王方华教授的大力支持和帮助,许多专家和学者参与了本丛书前言和目录的翻译和审校工作,在此谨向他们一并致以敬意和衷心的感谢。

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前言

伴随 21 世纪的来临,销售正经历着前所未有的变化。商业全球化开辟了新市场,并改变着竞争的性质。沟通的速度伴随可获信息量的扩大,已不可避免地改变了销售工作的性质。推销人员必须能够利用销售经理们提供的工具和技巧对顾客的问题作出迅速反应。这要求职业推销人员在使用最新的计算机技术方面具有丰富的知识和技巧。同时,他们还必须善于发展顾客关系。21 世纪的成功推销员将是理解顾客,擅长规划,并能针对顾客需要,找出有效解决办法的人。

在写作本书时,我们试图从国际关系的角度探讨销售问题。“关系营销”与“合作伙伴”这两个术语正越来越多地被用来描述买卖双方相互作用的动态变化。设法达到一次交易后,没有充分确保顾客需求得到满足就转向下次交易,这种模式已成为以往时代的痕迹。现在我们的看法是,专业推销员从事的主要是“人的事业”,因为他们的主要目标在于建立有效、长期的关系。推销人员和销售经理都从事着帮助他人解决问题的事。这要求他们不仅对所售产品,而且对所接触的人、所处行业以及竞争公司都有充分的了解。

本书的目标和结构

在写作本书时,我们试图探讨人员推销和销售管理两个方面,因为它们不可分割、相互关联。没有对人员推销的充分理解,就很难把握管理推销人员的复杂性。我们认为销售管理或多或少是人员推销的一种延伸,因此这两个方面,尽管互有差异,但也具有某些相同的议题。我们从国际角度探讨这些问题,是因为“市场营销”和“国际市场营销”两个术语已日益成为同义词了。今天,营销决策不涉及文化和国际化的例子已不多见。

本书适用于学习过销售方面综合课程的在校大学生。此外,还可用于已开设人员推销课程和销售管理,又需要认识二者之间更多联系的学校。尽管本书主要面向在校大学生,但因其写作严谨深入,亦可作为研究生水平的教材。

本书主要包括四个部分。第一部分:第 1 章介绍了人员推销和销售管理的研究背景。第 2 章讨论了组织购买,阐述了人与组织两个方面。一名专业推销员必须理解和重视顾客,正确认识他们做购买决策时历经的过程。第 3 章的主题是沟通。人员推销和销售管理都取决于个人能够理解另一方的真实意图。我们认为“语言并无意义,真正作出表示的是人本身。”第 4 章探讨了激励问题。推销人员和销售经理都要激励他人。推销

人员设法激励顾客购买；而销售经理则试图激励推销人员有更出色的表现。

第一部分最后一章（第五章）讨论了伦理和法律问题。在一个组织中，再没有其他位置比销售对伦理问题更为敏感的了。就销售过程而言，每天都会遇到各种伦理道德问题。尽管并非所有道德准则都是简单明了的。然而，如果专业推销员能花时间检查自己的道德体系，并与所在公司的道德体系相比较，他们就能避免犯大的错误。

第二部分研究人员推销过程。每章各论述人员推销过程的一个特定阶段。第6章介绍人员推销过程中顾客开发、计划和准备工作。没有顾客开发，就很难争取到新顾客。计划不充分则会导致推销员信心不足，无力处理意外事件以致被顾客视为无足轻重。第7章论述了销售访问的初始阶段及重大的销售展示活动。由于顾客印象是逐步形成的，这个阶段为销售访问的其余部分定下了基调。销售展示是销售访问中推销员“开始讲述故事”的阶段。购买者倾听推销员讲述的时间是有限的，因此那些能够进行清晰、简要展示的推销员通常是成功的推销员。第8章、第9章讨论推销过程最困难的阶段：达成交易和处理异议。发生异议在销售过程中不可避免，能否有效地处理异议常常是成功或失败的关键所在。特别是对新手来说，达成交易，即要求订货是一项挑战。第10章论述推销过程的跟踪工作。售后跟踪不应视为一次交易的结束，而应视为另一次交易的开始。良好的售后服务正日益成为建立长期顾客关系，促进重复销售的基本因素。

第三部分探讨推销队伍的管理。第11章讨论销售经理的领导角色问题。阐述了领导的特征及实际担负的职责，并分析了领导与监督的差别。第12章指出了组织销售队伍时遇到的问题，包括一般问题和特殊问题。

第13章、第14章论述推销人员的招聘与培训。讨论了优秀推销员的来源以及如何正确选拔推销人员。第13章阐述了选拔优秀推销员的各种工具，以及它们的适用性与合法性。第14章重点论述培训方法，提出了成功培训方案的基本原理。

第三部分最后三章讨论了销售预测（第15章）、报酬制度的建立（第16章）以及对推销人员的评价（第17章）。包括各种预测方法及实施、报酬制度各要素以及如何运用报酬激励推销人员。该部分还讨论了适用于评价推销员工作不同方面的各种方法以及有关推销人员业绩评价的法律问题。

本书最后是案例汇编。案例大多为综合性的，涉及本书各个不同论题，多以真实公司的实际情况为基础。此外，大量案例以前未曾出版，为我们提供了新知识，开辟了新视角。有些案例源自国际大背景，从而增添了讨论的丰富性。

本书附一份供您选择的资料，包含有关人员推销过程各种问题的简短案例。这份资料充实了本课程人员推的内容。

拉尔夫·W·杰克逊
罗伯特·D·希里奇

Preface

As the twenty-first century approaches, the sales profession is going through unprecedented changes. The globalization of business has opened up new markets and has altered the nature of competition. The speed of communication, along with the amount of accessible information, has irrevocably changed the nature of the selling job. Salespeople must be able to respond immediately to customer problems through the tools and know-how provided by their sales managers. This requires that sales professionals be knowledgeable about and skilled in using the latest computer technology. However, at the same time, sales professionals must be skilled in developing customer relationships. Successful sales professionals in the twenty-first century will be the ones who understand customers and are able to propose and develop effective solutions to customer problems.

In writing this book, we tried to approach the sales profession from an international human relations perspective. Increasingly, the terms "relationship marketing" and "partnering" are being used to describe the dynamics of the buyer-seller interaction. Trying to bring about one sale and then moving on to the next one without adequately ensuring that customer needs are being met is a vestige of an earlier time. We take the view that sales professionals are chiefly in the "people business," in that their major objective involves developing effective, long-term relationships. Both salespeople and sales managers are in the business of helping others solve problems. Doing so requires that they possess a great deal of knowledge not only about the products they sell but also about the people with whom they interact, the industry in which they operate, and the companies with which they compete.

THE AIM AND ORGANIZATION OF THIS BOOK

In writing this book, we wanted to address both personal selling and sales management because we believe that these are inextricably related to each other. It is difficult to grasp the complexities of managing salespeople without an adequate understanding of personal selling. We also believe that sales management is more or less an extension of personal selling, and, therefore, these two areas, though distinct, have some common themes. We address the topics from an international perspective because, increasingly, the terms "marketing" and "international marketing" are synonymous. There are few instances today in which marketing decisions do not have cultural and international overtones.

This book is intended for use with undergraduate students in colleges and universities that have a comprehensive course in the sales area. Additionally, it can be used in schools that have both a course in personal selling and one in sales management and yet want to have greater linkage between the two. Although the book is aimed primarily for undergraduates, it is written with sufficient rigor that it can be used in a graduate-level course as well.

The book has four major parts. In Part I, Chapter 1, we provide a background for the study of both personal selling and sales management. Chapter 2 discusses organizational buying, presenting both its human and the organizational side. A sales professional must understand and empathize with customers and appreciate the process that buyers go through in making a purchase. The topic of communication is covered in Chapter 3. Both selling and sales management depend on an individual being able to understand what another person really means. We take the view that "words don't mean—people do." Chapter 4 addresses the topic of motivation. Both salespeople and sales managers work to motivate people. Salespeople attempt to motivate customers to buy, and sales managers try to motivate salespeople to perform at a higher level.

The final chapter in Part I, Chapter 5, deals with ethical and legal issues. There is probably no place in an organization that is more susceptible to ethical abuse than sales. By the very nature of the process, there are any number of ethical issues that can arise in the course of a day. Although no code of ethics is foolproof, if sales professionals take the time to examine their personal ethical systems and see how they compare to those of the firms for which they work, they can avoid some major pitfalls.

Part II deals with the personal selling process. Each chapter in this part addresses a particular element in the process. Chapter 6 covers the prospecting, planning, and preparation phases of selling. Without prospecting, new customers are difficult to obtain. Inadequate planning results in a lack of confidence on the part of salespeople, an inability to handle contingencies that arise, and customers' feeling that they are not important. Chapter 7 covers the initiation stage of the sales call and the all-important sales presentation. Because impressions are formed by the way the prospect is approached, this part of the selling process sets the tone for the rest of the sales call. The sales presentation is the part of the sales call in which salespeople get to "tell their stories." Buyers have limited time to listen to salespeople, and, therefore, the salespeople who are able to make clear, concise presentations will generally be the ones who are successful. Chapters 8 and 9 deal with the most difficult parts of the sales process: closing the sale and handling objections. Objections are an inherent part of the selling process, and being able to handle them effectively is often the difference between success and failure. Particularly for new salespeople, it is a challenge to close the sale, that is, to ask for the order. Chapter 10 addresses the follow-up portion of the selling process. The follow-up should not be viewed as an end to one sale but, rather, the beginning of another. Increasingly, good service is essential to long-term customer relations and repeat sales.

Part III deals with managing the sales force. Chapter 11 is concerned with the leadership role of the sales manager. It delves into the characteristics of leadership and what a leader actually does. It also discusses the difference between leadership and supervision. Chapter 12 presents issues in organizing a sales force, both general and specific.

Chapters 13 and 14 are on hiring and training salespeople. The material delves into locating prospective salespeople and the proper screening of those who apply. Chapter 13 looks at the usefulness of the various tools for screening prospects, as well as the legality of these tools. Chapter 14 focuses on approaches to training, presenting principles of learning that are essential to successful training programs.

The final three chapters of Part III discuss forecasting (Chapter 15), developing a reward system (Chapter 16), and evaluating salespeople (Chapter 17). Various approaches to forecasting and their implications are covered. The components of the reward system and how the system can be used to motivate salespeople are presented. Focus is on what needs to be evaluated and the implications of various approaches to evaluating the different aspects of the salesperson's job. The legal aspects of performance evaluations are also addressed.

The final part of the text contains cases. The cases, most of which are multi-dimensional, are related to the various topics in the book. For the most part, they are based on actual situations in real companies. Additionally, most of the cases have not appeared in print before and thus should provide some fresh material and new insights. Some of these cases are set in the international arena, which can add to the richness of the discussion.

Available with this text is an optional component containing short case scenarios that deal with various issues in the personal selling process. It should enhance the personal selling component of the course.

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