

SELLING TODAY
CREATING CUSTOMER VALUE

销售学 创造顾客价值

[第10版]

Gerald L. Manning
Barry L. Reece 著



北京大学出版社
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中国市场营销学
CHINA MARKETING

销售学

创造顾客价值

第2版

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CHINA MARKETING

营销学精选教材·英文影印版

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出版者说明

进入 21 世纪,市场营销科学在中国开始向纵深发展,一方面,广大营销学者继续追踪国际学术界在市场营销研究前沿的探索 and 深化,另一方面,学者们也在致力于发展对中国现实更具解释力的营销理论,并且在这两个方面,都取得了非常实质性的进步和成果。营销学是一门应用科学,随着社会和经济的发展,许多新问题、新现象不断出现,新的营销理论和观点也纷纷出现,国内外学术界的研究兴趣点也就相应发生变化。在中国,营销现实日渐变得丰富多样,理论研究逐步规范化和科学化,高等院校的教学内容和方式也随之发生了很大变化,教师和学生都不再满足于 20 世纪 80 年代引进的一批偏重管理学的“营销学理论”教科书。营销学科在中国的日渐成熟和发展,迫切要求具有更高学术水平和更强现实指导能力的教科书,不但能够带给学生最前沿、最深刻的学术思想和从事研究的科学方法,而且教给学生在实际工作中进行正确决策的科学指导。

基于此,北京大学出版社引进出版了《营销学精选教材》系列丛书(本丛书包括影印版和翻译版,个别影印版有局部删节),在选择这些书的过程中,我们得到了北京大学光华管理学院郭贤达老师,西安交通大学管理学院庄贵军老师,武汉大学经济与管理学院汪涛老师,大连理工大学管理学院董大海老师,中国人民大学商学院李先国老师等学者的真诚帮助,在此,对他们表示最诚挚的感谢!我们希望这些书带给广大读者的是对营销科学的兴趣和激情,是深刻的学术思想和科学的研究方法,是从事营销实际工作时最好用的工具,同时也是广大教师和学生最好用的教科书。

《营销学精选教材》是一个开放的系列,根据现实情况的发展和需要,我们还会陆续引进其他品种,在此,诚邀各位专家学者热情推荐优秀的营销学图书(em@pup.pku.edu.cn)。此外,真诚欢迎广大读者在使用过程中对我们的图书提出宝贵的意见和建议。

北京大学出版社
经济与管理图书事业部
2005 年 12 月

丛书序言

20世纪80年代,市场营销学开始在我国迅速传播和发展。80年代以来,设立该专业或开设市场营销学课程的高等院校数量显著增多,研究工作亦有显著的进展。尤其是90年代以来,随着中国市场化改革进程的加快,社会急需大量的受过专业训练的市场营销人才,更是推动了我国高等院校中市场营销专业教育的迅猛发展。自此以后,市场营销学可以说是基本上实现了在我国的启蒙和普及。

随着第一阶段启蒙和普及目标的实现,当前国内对于市场营销的研究和教育开始向两个方向发展:其一就是对当前国际学术界在市场营销研究前沿的追踪和深化;其二就是结合国内市场环境的特点和经济发展的需要,实现市场营销理论的本土化,发展对中国现实更有解释力的市场营销理论。我想,这两个方向会在相当长一段时间内影响国内市场营销学的研究和教育。

营销研究的转型必然要求营销知识的传播机构,主要包括高等教育机构以及出版机构,也要做相应调整。以出版为例,在20世纪营销知识的传播和普及中,出版机构扮演着非常重要的角色。实际上,正是菲利普·科特勒博士的《营销管理》教材的引入(我印象中最早的版本是科学技术文献出版社出版的第6版)奠定了国内营销研究的学科基础,而该书从第6版直到第11版的先后引入,也见证了国内市场营销学科快速发展的历程。可以说,在国内其他领域,还很少看见一本教材会对一个学科的教学和研究能产生如此巨大和广泛的影响。然而,从另一个角度,这也许同样暴露出当前国内营销知识传播中所面临着的尴尬境地:如果说一门学科可以只用一本教科书来概括,至少说明我们对这个学科的理解和解说还缺乏足够的甚至是必要的张力和活力。

首先,按照美国市场营销学会会刊主编瓦格纳·卡马库拉的观点,市场营销学是在管理学、行为科学(心理学和社会学)和定量分析(数学和计量经济学)这三门较成熟学科的基础之上发展起来的独立学科。因此,市场营销学之中有三个侧重:侧重管理学的叫做“市场营销学理论”,侧重行为科学的称为“消费者行为学”,而侧重营销方法论以及由此延伸出的定量分析手段的则是“市场营销科学”。所以,在市场营销的知识体系中,科特勒博士的《营销管理》只是涉及市场营销理论部分(我个人认为,本书只是营销学的入门读物,对于研究生以上层次并不适用),而营销科学(研究方法)以及消费者行为理论却没有得到同样的重视。

其次,不可否认,科特勒博士的《营销管理》确实是一本非常好的教材,他为市场营销学构建了一个较为全面的分析框架,但是他更强调一个完善的理论体系的勾勒,强调对众家之言的兼容并包,对该体系中的很多主题,却缺乏更详细的扩展和讨论。例如,渠道策略和价格策略是该书公认的薄弱章节。

最后,有些新的营销理论和观点,由于研究视角和范式的不同,很难被该书兼容,因而得不到全面的体现,如服务营销、关系营销以及组织市场营销等。

因此,也许除了科特勒,我们还应该再看点别的。

所以,我们迫切需要更加丰富和高质量的市场营销出版物。

北京大学出版社所引进出版的《营销学精选教材》则很好地顺应了这一要求。目前入选该套丛书的著作有三本,分别是 Roland T. Rust, Katherine N. Lemon 和 Das Narayandas 合作撰写的 *Customer Equity Management*, Roger J. Best 教授撰写的 *Market-based Management: Strategies for Growing Customer Value and Profitability* 以及 James C. Anderson 与 James A. Narus 撰写的 *Business Market Management: Understanding, Creating, and Delivering Value*。这是一个开放性的书系,以后还将根据需求,陆续引进其他的品种,欢迎各位专家学者的推荐。

这些入选著作有一些共同特点:其一,这些作者均系出名门,具有深厚的理论素养,在各自领域中均为蜚声世界的大家。其二,虽然这些著作都具有极强的学术价值,但全然不是“书斋的学问”。由于这些作者在理论研究之余,均具有丰富的咨询和实践经验,这就决定了这些著作不会耽于说教、“语言无味,面目可憎”,而是深入浅出,令人耳目一新。

一般说来,一本好的营销学教材应该具备如下的重要特点:首先,一本好书应根植于对某一领域的实际研究,而许多书籍只是给学生提供了一个基于抽象的理论基础上的简单的提纲。其次,一本好书应该让学生和营销实践者们很容易看懂,并能在其指导下制定成功的策略,为此,好的教材应列举大量的相关案例,分析具有创造性的策略并结合实际进行评述。而很多书籍要么在论述时缺乏丰富的案例,要么在分析时缺乏理论的深度。

而在这两方面,该套丛书均表现出优秀教材的素质:大度、深刻且平易近人,相信它不仅对于市场营销理论的研究和学习,而且对于营销实务的操作和实践,都是极好的指南。

江涛

武汉大学市场营销系教授

2005 年 10 月于珞珈山

关于本书

适用对象

本书适用于市场营销相关专业的本科生、研究生,以及各行业的销售人员、销售经理。

内容简介

本书分6部分17章,从关系战略、产品战略、顾客战略和陈述战略系统介绍了人员销售的概念、方法和技能。其中,第一部分介绍了人员销售和营销观念,以及信息时代的人员销售机会。第二部分讨论了人员销售的关系战略。第三部分讨论了如何创建产品方案和产品—销售战略。第四部分介绍了顾客为什么要购买、怎样购买,并解释了如何识别潜在顾客。第五部分强调了销售人员作为顾客的产品推荐者、顾问和伙伴的概念。第六部分则介绍了销售人员如何进行自我管理和他人。

为了方便课程教学,本书提供了大量真实的案例,并设计了角色扮演练习,同时还介绍了不同国家的商业文化,具有较强的可操作性。

作者简介

Gerald L. Manning

得梅因地区社区学院营销/管理系主任

除了担任行政职务外,他还是销售和销售管理课程的主讲人。在课堂教学中,他尝试了各种学习方法,如角色扮演、模拟、竞赛和互动演示。

Manning 先生担任过五百多家企业高层管理者和企业主的销售和营销顾问,其中包括几家全国性的大公司。Manning 先生经常作为报告人出席全国性的销售会议并被得梅因地区社区学院授予“年度杰出教师”的称号。

Barry L. Reece

弗吉尼亚理工学院暨州立大学教授

三十多年来,Reece 博士一直致力于销售、领导学、人际关系和管理领域的教学、研究、咨询和培训项目的开发工作。他为公共部门和私人组织主持过六百多个研究班和研讨会,并在销售、沟通和管理等方面拥有很多著述。Reece 博士曾荣获美国培训与发展协会(ASTD)弗吉尼亚分会授予的“年度最佳培训师”称号,弗吉尼亚理工学院暨州立大学人文科学和教育学院授予的“杰出教学奖”。

主要特色

1. 以人员销售的四大战略为支柱,即关系战略、产品战略、顾客战略和陈述战略。实践证明,优秀的销售人员在这四个方面都做得很好。
2. 强调增值型销售战略。每个销售人员都应该清楚,只有为顾客创造了价值,才能与他们建立并维持伙伴关系。

3. 来自真实世界的案例。这些案例来自很多业绩优良的大公司或小组织,如惠而浦公司(Whirlpool)、联合包裹服务公司(UPS)等。

本版更新

1. 扩充了价值创造的内容。针对不同类型的顾客进行了价值创造的分析。比如,交易型顾客了解自己的需要,并对打算购买的产品有充分的认识。他们通常会关注价格。

2. 新的角色扮演练习。设计这些新的角色扮演练习是为了强化书中的关键概念,同时,也为学生提供了技能提高的机会。

3. 新内容和新章节。本版增加了很多新主题、模型和概念,例如:

- 适用于交易型顾客、顾问型顾客和战略联盟型顾客的关系战略(第3章)。
- 根据交易型顾客、顾问型顾客和战略联盟型顾客的需要提供适合的产品战略(第6章)。
- 交易型顾客、顾问型顾客和战略联盟型顾客的价值创造投入(第7章)。
- 扩充推销电话和开拓人际网络的内容(第9章)。
- 如何制定每一阶段的陈述目标(第10章)。
- 通过销售增加价值(第15章)。

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第2章 信息时代的人员销售机会	第10章 接近顾客
第2部分 发展关系战略	第11章 提出顾问型销售陈述
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致谢

在本书的选书和编辑过程中,得到了武汉大学经济与管理学院汪涛教授的宝贵意见,使其更符合国内的教学需要。在此表示衷心的感谢!

出版声明

本书是对国外原版教材的直接影印(部分删节后影印),由于各个国家政治、经济、文化背景的不同,对原作者所持观点,还请广大读者在阅读过程中加以分析和鉴别。

*We wish to dedicate this book to our wives
whose patience and support make our work possible.*

Beth Hall Manning and Vera Marie Reece

PREFACE

Salespeople and selling teams are currently in the process of redefining their roles and adopting new selling frameworks. These changes, reflected in the tenth edition of *Selling Today*, are driven by rapidly changing market conditions and heightened customer's expectations. Today's more demanding customers expect 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, numerous reviews by current adopters 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. Previous editions of *Selling Today* have chronicled the evolution of consultative selling, strategic selling, partnering, customer relationship management (CRM) and value-added selling. This edition provides new material on each of these important concepts.

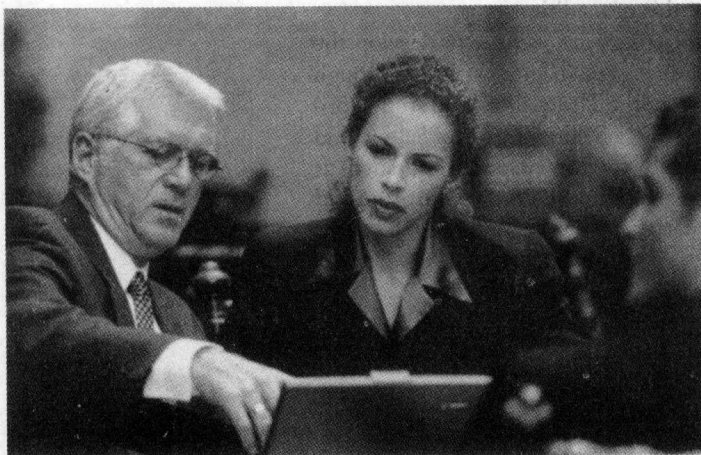
1. **The four broad strategic areas of personal selling**, introduced in Chapter 1, serve as a catalyst for skill development and professional growth throughout the textbook. Success in selling depends heavily on the student's ability to develop relationship, product, customer, and presentation strategies. 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. 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.

5. **A three-dimensional approach to the study of ethical decision making.** One dimension is a chapter on ethics (Chapter 5) titled "Ethics: The Foundation for Relationships in Selling," which provides a contemporary examination of ethical considerations in selling. The second dimension involves the discussion of ethical issues in selected chapters throughout the text. The authors believe that

ethics in selling is so important that it cannot be covered in a single chapter. The third dimension is an exciting business game entitled, *Gray Issues—Ethical Decision Making in Personal Selling*. Participation in this game provides students with an introduction to a range of real-life ethical dilemmas, and it stimulates in-depth thinking about the ethical consequences of their decisions and actions. Students play the game to learn without having to play for keeps.



6. **The Knowing—Doing Gap**, common in personal selling classes, is closed by having students participate in the comprehensive role-play/ simulation featured in Appendix 2. Students assume the role of a new sales trainee employed by the

Park Inn International Convention Center. Serving as an excellent capstone experience, students develop the critical skills needed to apply relationship, product, customer and presentation strategies.

7. Each chapter features the following boxed inserts:

- **Selling Is Everyone's Business.** These real-world examples explain how selling skills affect the success of persons who do not consider themselves salespeople.
- **Global Business Etiquette.** These brief inserts provide practical tips on how to build global relationships. Each insert focuses on a different country.

STAYING ON THE CUTTING EDGE—NEW TO THIS EDITION

Today, business as usual is not an option. The restructuring of America from an industrial economy to an information economy has hastened the transformation of personal selling. The tenth edition of *Selling Today: Creating Customer Value* describes how sales professionals must cope with new forces shaping the world of sales and marketing. The most significant changes in the new edition include:

Selling Is Everyone's Business

LIFE AFTER ENRON



Cary and Rachel Bryant, husband and wife, believed they had a bright future at Enron Corporation. Then the company filed for bankruptcy and they were terminated on the same day. Cary and Rachel immediately started sending out résumés and making phone calls. However, no one returned their calls. Finally, they decided to stop and reevaluate their careers. They decided that returning to the high-pressure corporate world was not a good idea. Cary decided to start a contracting company.

In order to build his business he started making cold calls on people in the neighborhood. He often called on homeowners whose homes looked like they needed repair. His business began to grow and today Bryant Contractors (www.bryantcontractors.com) is doing well. Meanwhile, Rachel decided to begin selling a line of skin-care products she had developed prior to working for Enron. In the years ahead, Cary and Rachel will rely on their personal selling skills to grow their businesses.⁸

- **Expanded coverage of how value creation** is achieved when selling to different types of customers. *Transactional buyers*, for example, are usually aware of their needs and knowledgeable regarding the product they intend to purchase. They are often very focused on price. *Consultative buyers*, on the other hand, often lack needs awareness or need help evaluating possible solutions. Each of these customers will require different selling strategies. Throughout the tenth edition of *Selling Today* the reader will grow in their ability to understand and apply value creation strategies in a variety of selling situations.
- **New role-play application exercises at the end of each part.** These new role plays are designed to reinforce the key concepts in each of the first five parts of the text. They also provide opportunities for skill development. Of special interest to professors and students is the new “user friendly” format that greatly increases the comfort level of everyone involved in the role play.
- **New coverage and new sections.** These major new topics, models, and concepts have been added to the tenth edition of *Selling Today*.
 - A review of sales training programs offered by commercial vendors (Chapter 2).
 - Tailoring the relationship strategy to transactional, consultative and strategic alliance customers (Chapter 3).
 - Description of Mutual of Omaha’s “Values for Success” program (Chapter 5).
 - How the meaning of trust changes with the type of sale (Chapter 5).
 - Tailoring the product strategy to the needs of transactional, consultative and strategic alliance buyers (Chapter 6).
 - The use of return on investment (ROI) selling appeals (Chapter 6).
 - The importance of linking specific benefits to a need expressed by the buyer (Chapter 6).
 - Value creation investments for transactional, consultative, and strategic alliance buyers (Chapter 7).
 - Steps in the typical buying process and how to achieve alignment with the customer’s buying process (Chapter 8).
 - Expanded coverage of cold calling and networking (Chapter 9).
 - How to develop presentation objectives for each stage of the buying process (Chapter 10).
 - Complete revision of material on effective use of questions to achieve need identification and need satisfaction (Chapter 11).
 - New material on listening and acknowledging the customer’s response (Chapter 11).
 - Introduction of the concepts of value reinforcement and adding value with expansion selling (Chapter 15).
 - Revision of Chapter 16 to place more emphasis on opportunity management.
 - Revision of information on leadership styles and expanded information on use of external rewards (Chapter 17).

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: service, retail, wholesale, and manufacturing. Career-minded students will also find the first appendix, "Finding Employment: A Personalized Marketing Plan for the Age of Information," very helpful.

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: Managing the Relationship Process." 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.

The concept of a salesperson as advisor, consultant, and partner to buyers is stressed in Part 5, "Developing a Presentation Strategy." The traditional sales presentation that emphasizes closing as the primary objective of personal selling is abandoned in favor of need-satisfaction presentations. As in the ninth edition, the salesperson is viewed as a counselor and a consultant. Part 6 includes two chapters: "Opportunity Management: The Key to Greater Sales Productivity," and "Management of the Sales Force."

SELLING TODAY SUPPLEMENTS

Instructor's Manual includes detailed presentation outlines, answers to review questions, hand-outs for the ethics game, suggested responses to learning activities, easy-to-follow instructions on how to use the role-play/simulation included in the text, written term projects, a Telecourse guide, transparency masters, and suggestions for organizing a sales course.

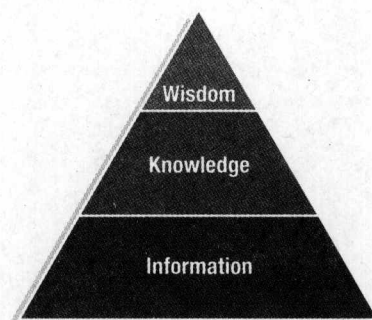
Test Bank includes true/false, multiple choice, matching, completion, and short answer questions. The correct answer and textbook page reference for each question is provided.



Instructor's Resource CD-ROM with PowerPoint presentation, Instructor's Manual, Test Bank, and **Computerized Test Bank**. These resources can also be accessed via the Instructor's Resource Center online at www.prenhall.com/manning.

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 (see model below). Books continue to be one of the best sources of wisdom. Many new books, and several classics, were used as references for the tenth edition of *Selling Today*. A sample of the more than 40 books used to prepare this edition follows.



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

The New Solution Selling by Keith M. Eades

SPIN Selling Fieldbook by Neil Rackham

The Sedona Method by Hale Dwoskin

The Success Principles by Jack Canfield

A Whole New Mind by Daniel H. Pink

Re-Imagine! Business Excellence in a Disruptive Age by Tom Peters

The New Conceptual Selling by Stephen E. Heiman and Diane Sanchez

Value-Added Selling by Tom Reilly

Hug Your Customers by Jack Mitchell

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

Strategic Selling by Robert B. Miller and Stephen E. Heiman

Working with Emotional Intelligence by Daniel Goleman

Psycho-Cybernetics by Maxwell Maltz

The Double Win by Denis Waitley

Zero-Resistance Selling by Maxwell Maltz, Dan S. Kennedy, William T. Brooks, Matt Oechsli, Jeff Paul and Pamela Yellen

SPIN Selling by Neil Rackham

The Power of 5 by Harold H. Bloomfield and Robert K. Cooper

The New Professional Image by Susan Bixler and Nancy Nix-Rice

Complete Business Etiquette Handbook by Barbara Pachter and Marjorie Brody

The 7 Habits of Highly Effective People by Stephen R. Covey

Integrity Selling for the 21st Century by Ron Willingham

Changing the Game: The New Way to Sell by Larry Wilson

Business @ The Speed of Thought by Bill Gates

Consultative Selling by Mack Hanan

The 10 Natural Laws of Successful Time and Life Management by Hyrum W. Smith

Personal Styles and Effective Performance by David W. Merrill and Roger H. Reid

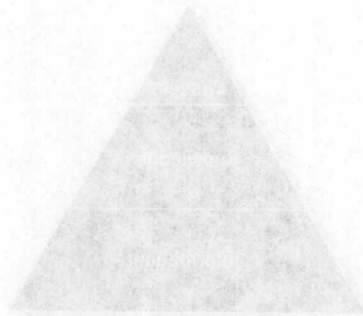
The Versatile Salesperson by Roger Wenschlag

Megatrends and Megatrends 2000 by John Naisbitt

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

The Agenda by Michael Hammer

Hope Is Not a Strategy by Rick Page



First Impression—What You Don't Know About How Others See You by Ann Deming and
Valerie White
The New Solution Selling by Keith M. Eades
SPIN Selling Framework by Neil Rackham
The Success Mindset by H. Dale Gwosdin
The Success Framework by Jack Canfield
A Whole New Mind by Daniel H. Pink
Reframing Business Experiences in a Dynamic Age by Tom Peters
The New Conceptual Selling by Stephen E. Heiman and Diane Sanchez
Value Added Selling by Tom Kelly
The Four Dimensions by Jack Mitchell
But, The Speed of Change in the Connected Economy by Sean Davis and Christopher
Meyer
Strategic Selling by Robert B. Miller and Stephen E. Heiman
Working with Emotional Intelligence by Daniel Goleman
Proven Conversations by Maxwell Maltz
The Double Win by Dennis Whitley
Zero-Resistance Selling by Maxwell Maltz, Dan S. Kennedy, William T. Brooks, Mar
Oschel, Jeff Paul and Patricia Yellon
SPIN Selling by Neil Rackham
The Power of 5 by Harold H. Bloomfield and Robert K. Cooper
The New Professional Tools by Susan Fowler and Nancy N. Rice
Complete Business Success Handbook by Barbara F. Scher and Marjorie Brady
The 5 Habits of Highly Effective People by Stephen R. Covey
Largely Selling for the 21st Century by Ken Williamson
Change the Game The New Way to Sell by Larry Wilson
Business & The Speed of Thought by Bill Gates
Consultative Selling by Mark Homan
The 10 Natural Laws of Successful Time and Life Management by Hyrum W. Smith

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