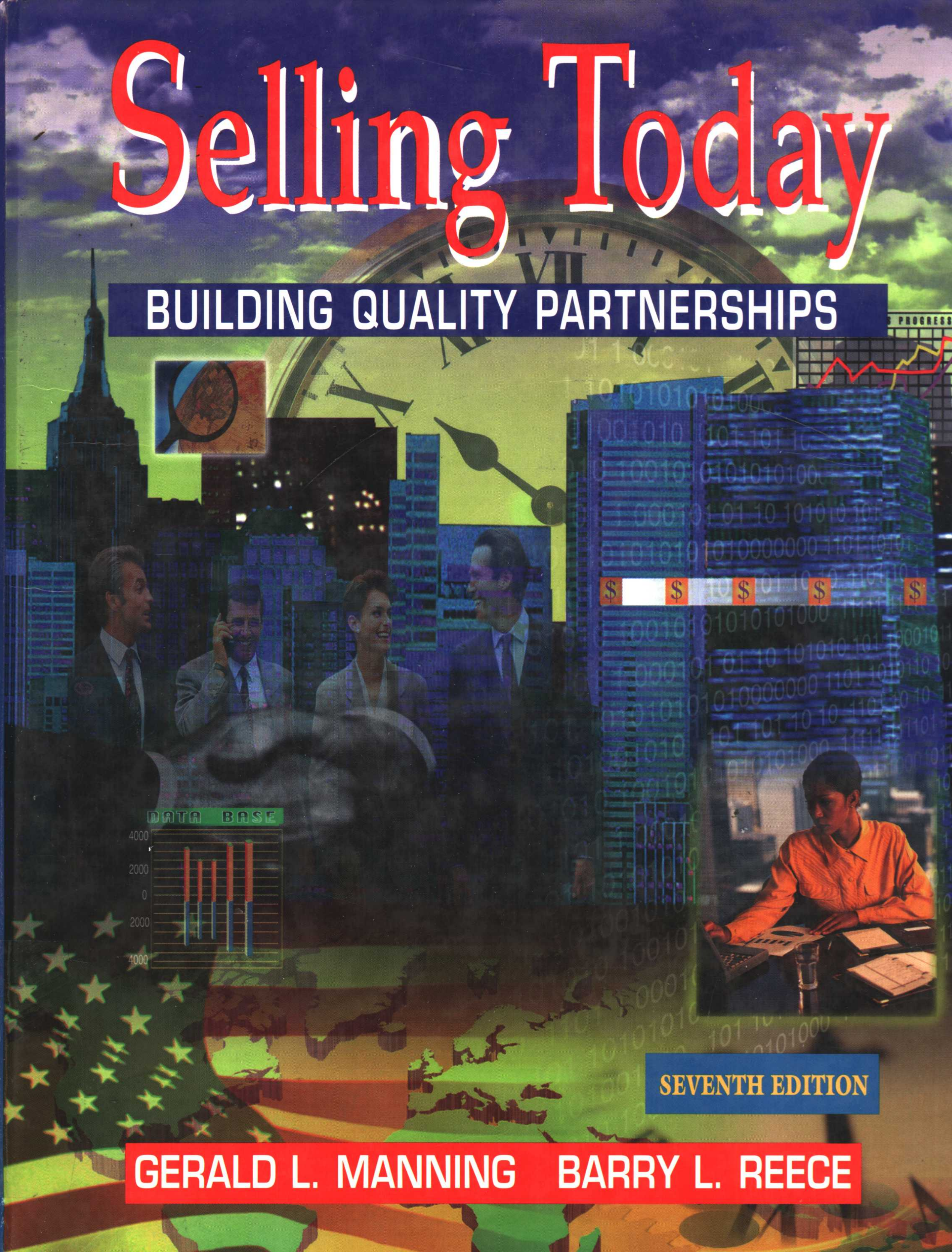
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Selling Today

BUILDING QUALITY PARTNERSHIPS

SEVENTH EDITION

GERALD L. MANNING BARRY L. REECE

SEVENTH EDITION

Selling Today

BUILDING QUALITY PARTNERSHIPS

Gerald L. Manning
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PREFACE

Personal selling continues to be a field of study characterized by two contrasting themes. Salespeople who achieve long-term success are well grounded in the fundamentals of personal selling. The ability to accurately identify the customer's needs and to prescribe the appropriate solution provides one example of a timeless fundamental. On the other hand, salespeople must be prepared to adopt new practices in response to ever-changing market conditions. Many of today's sales are very complex and are characterized by an intense flow of information and contacts with several people who can influence the purchase decision. Success in dealing with a complex sale may require greater mastery of relationship-building skills and the application of modern sales automation technology. The seventh edition of *Selling Today: Building Quality Partnerships* provides balanced treatment of both of these major themes.

Previous editions of *Selling Today* have chronicled the evolution of consultative selling, strategic selling, partnering, value-added selling, sales force automation, and other major developments in personal selling. This edition provides new material on each of these important concepts. *Selling Today* is a practical text that includes a large number of real-world examples obtained from a range of progressive organizations (large and small) such as Baxter Healthcare, Hyatt Regency Hotels, Nordstrom, IBM, Cadalyst Resources, and Xerox Corporation.

SPECIAL ACKNOWLEDGMENTS

Selling Today has been the recipient of many accolades over the years. Two of the most important honors will be of interest to current and potential adopters. *Selling Today* was selected by Intelecom for use in its telecourse entitled, *The Sales Connection.* An esteemed panel of business and academic professionals spent over 2 years developing this important new college course. *Selling Today* was also selected by Certified Marketing Services, Inc. (CMSI) for use with the first international program for sales certification. The International Organization for Standardization (ISO) authorized CMSI to develop and administer this important new program. The major objective of this certification program is to increase the standard of excellence in the field of personal selling.

IMPROVEMENTS IN THE SEVENTH EDITION

The seventh edition of *Selling Today: Building Quality Partnerships* reflects suggestions from current adopters and reviewers, interviews with salespeople and sales managers, and a thorough review of the current literature on personal selling. Several important improvements appear in this edition and in the teaching/learning package. The most significant changes include:

1. Expanded coverage of ethics in personal selling. This edition provides a three-dimensional approach to the study of ethical decision making. One dimension is a chapter on ethics (Chapter 4) titled "Ethics: The Foundation for Relationships in Selling." Chapter 4 provides a contemporary examination of ethical considerations in selling. This chapter, formerly Chapter 17, has been positioned closer to the front of the text. 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. 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.
2. The seventh edition keeps the reader in touch with what is happening in the real world with "Internet Exercises" provided at the end of each chapter. These exercises provide students with an opportunity to acquire additional information on such topics as career opportunities in selling, sales training, sales automation, ethical issues in selling, developing prospect lists and many other topics. "Internet Exercises" give students a greater appreciation for the Internet as a source of additional information on topics presented in each chapter.
3. Expanded coverage of value-added selling strategies. In today's new age of boundless competition, salespeople need to know how to add value to the products they sell. Value-added benefits often provide the competitive edge needed to close the sale. The salesperson is usually in the best position to discover what adds value (in the mind of the customer) and then determine ways to add this value. Expanded coverage of value-added selling strategies throughout the text is a significant improvement in the seventh edition.
4. A set of 100 color transparencies is available for use by adopters of the seventh edition of *Selling Today.* The transparency program includes figures, graphs, and key concepts featured in the text. These acetates, with approximately 70 additional slides, will also be available on PowerPoint 4.0. The disk is designed to allow you to present the transparency to your class electronically.
5. With this new edition, we introduce the *Selling Today* home page. This site contains useful information for professors and students, as well as information formerly on disk for ACT! The Professional Contact Management System. Move selling into the information age by going to http://www.selling-today.com.

ORGANIZATION OF THIS BOOK

The material in *Selling Today* is organized around the four pillars of personal selling: relationship strategy, product strategy, customer strategy, and presenta-

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tion strategy. The two chapters that make up Part I set the stage for an in-depth study of the four strategies. The first chapter describes the evolution of personal selling from 1950 to the present and introduces the four strategies. The second chapter gives students an opportunity to explore specific 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 Approach," very helpful.

Research indicates that high-performance salespeople are better able to build and maintain relationships than are moderate performers. Part II, "Developing a Relationship Strategy," focuses on several important person-to-person relationship-building practices that contribute to success in personal selling. Chapter 4, a new addition to Part II, examines the influence ethics on relationships between customers and salespeople.

Part III, "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 apply the fundamentals of consultative selling.

Part IV, "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 achieve their sales goals.

The concept of a salesperson as advisor, consultant, and partner to buyers is stressed in Part V, "Developing a Presentation Strategy." The traditional sales presentation that emphasizes closing as the primary objective of personal selling is abandoned in favor of three types of need-satisfaction presentations. As in the sixth edition, the salesperson is viewed as a counselor and consultant. Part VI includes three chapters: "Management of Self: The Key to Greater Sales Productivity," "Communication Styles: Managing the Relationship Process," and "Management of the Sales Force."

LEARNING TOOLS THAT ENHANCE INSTRUCTION

The seventh edition of *Selling Today* includes several learning tools that will aid both teaching and learning.

1. Six challenging video case problems are provided. Each video case problem (10–13 minutes in length) is introduced in the text. These introductions take the form of an opening vignette provided at the beginning of selected chapters. Once students view the video, they study additional case information at the end of the chapter and then prepare answers to thought-provoking questions. The video introduces the student to salespeople employed by real companies. Video case problems are provided for Chapters 1, 3, 5, 7, 9, and 12.
2. An optional role play/simulation provides students with a realistic opportunity to apply major concepts presented in selected chapters. All materials needed for both salesperson and customer roles are provided in this easy-to-use exercise. Easy-to-follow instructions are provided in the text at the end of Chapters 1, 5, 9, 10, 11, 12, 13, and 14. These instructions refer to assignments in Appendix 3. The role play/simulation provides a

bridge between classroom instruction and the real world of personal selling.

3. Each chapter features two insights that focus on the themes "Building Quality Partnerships," and "Building Partnerships in a Diverse World." These insights explore current real-world examples of what the student is learning throughout the text. This feature gives students a contemporary look at personal selling. Each chapter includes the following special features that aid the teaching and learning process:
    - A list of learning objectives to help the student focus on the important concepts.
    - A summary that provides a brief review of the most important ideas presented.
    - A list of key terms that follows the chapter summary.
    - A set of review questions that reinforce the student's understanding of the major concepts presented in the chapter.
    - A series of application exercises that will provide the reader with an opportunity to apply concepts and practices presented. Each chapter includes one "Internet Exercise."
    - A case problem that permits the reader to analyze and interpret actual selling situations. Each case problem is based on a real-life situation.
4. The expansion of information and exercises on sales force automation (SFA) and the opportunity to use an actual SFA program are offered. The trend toward greater use of technology to improve personal selling practices will continue in the years ahead. In response to this important trend the seventh edition features 12 "Building Relationships Through Technology" insights. Each insight explains how salespeople use sales automation to improve quality in the selling process. Optional SFA application exercises are also included in this edition. These interactive exercises give students the opportunity to use the highly acclaimed ACT! software program developed by Symantec, a leader in the field of sales force automation.

See the *Selling-Today* home page at http://www.selling-today.com. The student can use the *Selling-Today* home page to access the ACT! Contact Management System that features a prospect database and other information to be used by students as they make a range of decisions regarding qualifying prospects, approaching prospects, the sales presentation, demonstration, negotiation, closing, and servicing the sale. Students can print prospect profiles, sales letters, and telephone contact lists; conduct key word searches to find important references in the database; and do many other things. Simple single-stroke instructions are provided that enable students to experience the many advances in sales automation. SFA is effectively explained in *ACT! Contact Management System*, a commercially developed two-part video available to qualified adopters.

INTELECOM TELECOURSE

The seventh edition of *Selling Today*, as noted previously, has been selected by Intelecom for use in its video course entitled, "The Sales Connection." A growing number of colleges and universities are embracing distance learning, so this telecourse will likely enjoy continued popularity in the academic community.

SUPPLEMENTS AVAILABLE WITH THE TEXTBOOK

A complete supplements package is available to adopters including a new set of transparency masters with acetates that is available with the seventh edition and 100 color acetates available to adopters. New to this edition is the interactive power point presentation software with over 170 slides covering key concepts presented in the text. Also included in this package is a complete Instructors Resource Manual that contains:

- Detailed presentation outlines
- Answers to review questions
- Copies to be printed for students, and a trainer's guide for the "gray issues" selling ethics game
- Suggested responses to learning activities
- Copies of printouts for Sales Automation Exercises
- Detailed instructions for using the video case problems
- A complete trainers guide for using the role play and simulation
- A role-playing video tape supplement carefully keyed to learning activities in the text.

A completely revised author-developed test bank that includes over 1,000 questions is available, as is a computerized test bank, Prentice Hall Custom Test.

Prentice Hall Test Manager 2.0: This powerful computerized testing package is available for DOS-based computers in either 3.5-in. or 5.25-in. format. It offers full mouse support, complete question editing, random test generation, graphics and printing capabilities. Toll free technical support is offered to all users, and the Test Manager is free. You may contact your local rep or call our Faculty Support Services department at **1-800-333-7945.** Please identify the main text author, title, and disk size. Some test item files are also available on Macintosh.

For those instructors without access to a computer, we offer the popular **Prentice Hall Telephone Testing Service.** It is simple, fast, and efficient. Simply pick the questions you would like on your test from this bank and call our College Media department at **1-800-842-2958**; outside the United States call 1-201-592-3263. Identify the main text and test questions you would like, as well as any special instructions. We will create the test (or multiple versions, if you wish) and send you a master copy for duplication within 48 hours. Free to adopters for life of text use.

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Many people have made contributions to *Selling Today: Building Quality Partnerships.* 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 textbook. We would also like to provide special recognition to Russell P. Moorehead for his creative development of the power point presentation, transparencies and to Darvish Shadravah for his creative work as our Web master. Throughout the years the text has been improved as a result of numerous helpful comments and recommendations. We extend special appreciation to the following persons.

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Dr. Reece has devoted more than 25 years to teaching, research, consulting, and the development of training programs in the areas of sales, supervision, human relations, and management. He has conducted over 600 seminars and workshops for public and private sector organizations. He has written several textbooks and articles in the areas of sales, supervision, 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 Resources and Education at Virginia Polytechnic Institute and State University.

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Marketing/Management Department Des Moines Area Community College

Mr. Manning has served as a 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 provide computer aided design and sales automation services, and firms that produce and distribute sales training materials. He appears regularly as a speaker at national conferences. Mr. Manning has received the "Outstanding Instructor of the Year" award given annually by his college.

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. First, 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, Forum Corporation, Franklin Quest, and several other companies.

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