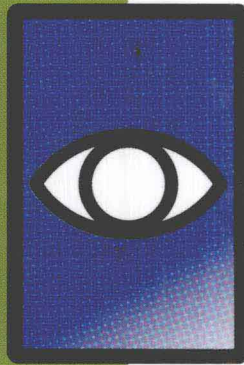
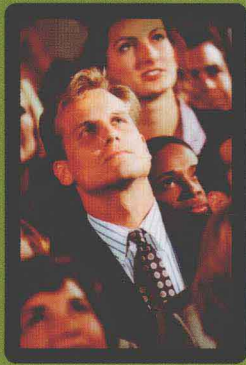


# Selling Today

Creating  
Customer Value



Ninth Edition

Gerald L. Manning  
Barry L. Reece



*9th Edition*

# Selling Today

## Creating Customer Value

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## PREFACE

Today, and in the years ahead, salespeople will be guided by a new principle of personal selling: **Partnerships are established and maintained only when the salesperson creates customer value.** Value-added selling is an important new theme and the force behind our title change of *Selling Today: Creating Customer Value, 9e*.

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 experience. As customers and the field of selling have evolved so has our text to meet the expectations and needs of our customers.

### WHAT MAKES THIS BOOK UNIQUE

*Selling Today: Creating Customer Value* offers students a blend of time-proven fundamentals and new practices needed to succeed in today's information economy. The ninth edition provides comprehensive coverage of consultative selling, strategic selling, partnering and value-added selling. Sales force automation is also a major theme.

Many salespeople must fulfill customer expectations through strategic alliances. These alliances, which represent the highest form of partnering, are growing in importance. Strategic alliances have created a new selling environment that usually involves team selling strategies and the use of advanced customer relationship management (CRM) technology. The fundamentals of CRM represent an important feature of the ninth edition, with application exercises featured in our heavily revised supplement, *Selling-Today: Using Technology to Add Value*.

As in earlier editions, this edition includes a number of important components that have been praised by professors and students.

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.

#### Customer Relationship Management with Technology

##### STARTING FAST WITH CRM



New salespeople can be overwhelmed by the amount of information they need to master. This includes information about the company and its processes, products, and customers. Companies can now make learning easier with information technology. Information about the company and its processes can be stored on the company's network, on its virtual private network (VPN), or on CD-ROM disks. Computer-based training (CBT) permits new employees to learn at their own pace about products—specifications, features, benefits, uses, and selling points.

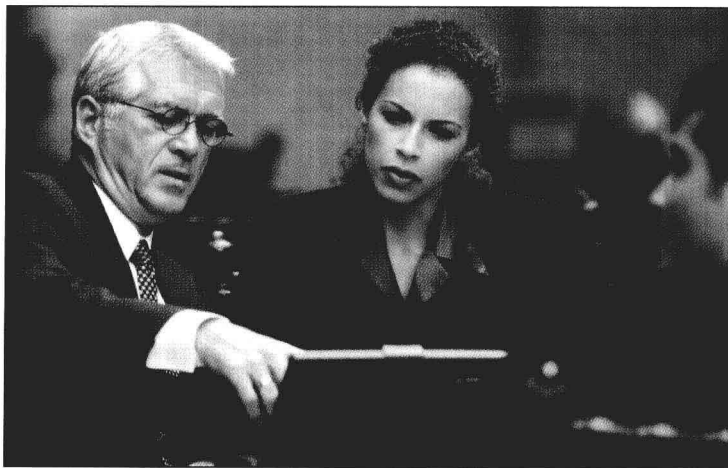
Companies can now provide salespeople with software that they can use accurately and effectively to create product solutions. Electronic configuration software allows salespeople to

select the components necessary to assemble a custom-tailored solution to meet their prospects' needs. This software guides users through the product selection process while assuring that the components are compatible with one another.

Companies can deliver a rich body of customer information to new salespeople through the strong commitment to the use of customer relationship management software. The salesperson who carefully records her business and relationship contacts with customers and prospects over time accumulates a valuable store of information. A new salesperson taking over these accounts can quickly "come up to speed" with these people and their needs. (See the exercise, Finding Product Information in CRM, on p. 121 for more information.)



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. A growing number of customers are seeking a cluster of satisfactions that include a quality product, a salesperson who is truly a partner, and outstanding service after the sale. The successful salesperson discovers what the customer deems as added value, and then determines ways to create the desired value.



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 4) 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/ simulations included in *Selling Today*. 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.

CHAPTER 5 Creating Product Solutions 121

- a. Where did you buy the product? Why?
- b. Did product design influence your decision?
- c. How and where was the product manufactured?
- d. What different applications or uses are there for the product?
- e. How does the product perform? Are there any data on the product's performance? What are they?
- f. What kinds of maintenance and care does the product require? How often?
- g. Could you sell the product you have written about in categories (a) through (f)? Why or why not?

**ROLE-PLAY EXERCISE**

Study the convention center information on pages 433 to 466 in Appendix 3, paying special attention to pricing on the meals and meeting rooms. Access the *www.sellingtoday.com* Web site. Click on the sales proposal link and configure a sales proposal for your instructor (using your school name and address) who is responsible for setting up a student awards meeting. The meeting includes a banquet-style meal of chicken Wellington for 26 attendees from 5:30 p.m. to 8:00 p.m. on the last Wednesday of next month. The meal will be served at 5:45 p.m., and the awards session is scheduled from 6:45 to 8:00 p.m. in the same room. The seating should be banquet style. Present the completed proposal to another student (acting as your customer) and communicate the features and benefits of your proposal.

**CRM APPLICATION EXERCISE**

**Finding Product Information in CRM**

Providing immediate access to product information can increase a salesperson's efficiency and responsiveness to customer requests. Computers excel at the task of quickly providing information. An example can be found in the ACT! CRM case study software. Basic information about networks is available in the Reference Library, a feature of this version of ACT!. After loading the software, select View, Reference Library, to view the networking information. Print this information by selecting File, Print. While in the Reference Library, other library documents can be opened by selecting File, Open, and double-clicking on one of the files that ends with ".wpd." When finished, these ACT! word processing files can be closed by selecting File, Close (Alt + F C).

**VIDEO CASE PROBLEM**

Cart Works manages several freestanding retail booths (often called kiosks) that operate in shopping malls. Many of the newer malls have incorporated kiosks to create the busy and happy atmosphere of an open marketplace. The design of the kiosk varies from a stationary booth to a movable cart. A typical kiosk offers a specialized product line such as greeting cards, inexpensive jewelry, T-shirts, sunglasses, candy, or snacks. A small number of kiosks can add a new dimension to the shopping atmosphere.

Cart Works is currently seeking new entrepreneurs who want to operate kiosks in shopping malls. The company offers training and help in selecting a high-traffic location in

## 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 ninth 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:

- **Expanded coverage of value creation in personal selling.** Creating customer value is more important today because customers have changed in terms of how they make buying decisions and what they expect. The value added by salespeople today is increasingly derived from intangibles such as the quality of the advice offered and the level of trust that underlies the relationship between the customer and the salesperson.
- ***Selling Is Everyone's Business.*** These real-world examples, located in every chapter, explain how selling skills affect success in many different employment areas. In the previous edition, personal selling was presented as a set of employment skills needed by salespeople and four groups of knowledge workers who often do not consider themselves salespeople: customer service representatives, professionals (accountants, consultants, lawyers, etc.), entrepreneurs, and managerial personnel. This concept has been greatly expanded with the addition of seventeen new *Selling is Everyone's Business* boxed inserts.
- **New role-play application exercises at the end of each chapter.** These exercises emphasize learning by doing and can be used to compliment the comprehensive role-play/simulation or can be covered on their own. In addition, the use of sales planning forms has been expanded to provide the student with important skill development opportunities.

### *Selling Is Everyone's Business*

#### SELLING MOTHERHOOD

Cynthia Cunningham and Shelley Murray worked 60-hour workweeks to achieve success as BankBoston branch managers. They wanted more time with their children, but the long hours created a major barrier to motherhood. Then they came up with a novel plan: package themselves and share one job. Once the plan was developed, the selling began. They wrote a letter that described their accomplishments, attached a résumé, and delivered the package to several senior executives. Eventually they met with more than a dozen executives and finally hit pay dirt. They began sharing a vice president-level job that involved teaching branch personnel and small businesses how to sell their services to customers. Cynthia and Shelley now work 20 to 25 hours each week at what has since become Fleet Bank.<sup>a</sup>

Cynthia Cunningham and Shelley Murray.



## Creating Value with a Relationship Strategy

The salespeople who work for Fred Sam's Realtors ([www.fredsams.com](http://www.fredsams.com)) understand the importance of developing relationship strategies. This successful company, with offices throughout the United States and in many parts of the world, strives to build a long-term partnership with each customer. Sandra Khadra, vice president of marketing at Fred Sam's Realtors, encourages salespeople to begin building rapport during the first contact. She teaches salespeople the basics of creating a professional image and stresses the importance of empathy with the customer. She knows that when you sincerely care about the welfare of the customer, you add value to the sale.<sup>1</sup>

Helping people buy a house requires a multitude of skills. You must assume the roles of financial adviser, educator, and counselor. Above all, you must listen closely to everything that prospects say to accurately identify their wants and needs.

### DEVELOPING A RELATIONSHIP STRATEGY

Developing and applying the wide range of interpersonal skills needed in today's complex sales environment can be challenging. Daniel Goleman, author of the best-selling books *Emotional Intelligence* and *Working with Emotional Intelligence*, notes that there are many forms of intelligence that influence our actions throughout life. One of these, **emotional intelligence**, refers to the capacity for monitoring our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. People with a high level of emotional intelligence display many of the qualities needed in sales work: self-confidence, trustworthiness, adaptability, initiative,

and can be covered on their own. In addition, the use of sales planning forms has been expanded to provide the student with important skill development opportunities.

- **Ten new video case problems accompany the ninth edition of *Selling Today*.** Supported by video from *The Sales Connection*, these case problems feature salespeople employed by Amgen, Body Glove International, Universal Studios, Alta Dena Certified Dairies, and other companies. From the classroom, students watch the important skills presented in the text come to life.

### Chapter Preview

Write your brief reading list for this chapter; you should be able to:

Explain the importance of developing a relationship strategy

List the four key groups with which the salesperson needs to develop relationship strategies

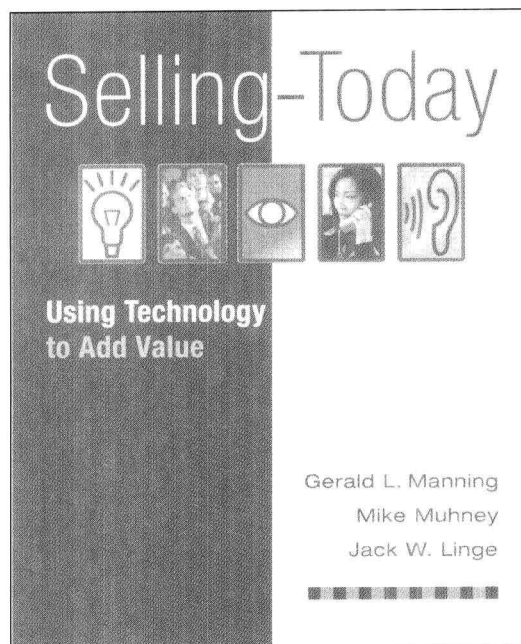
Discuss how self-image forms the foundation for building long-term selling relationships

Describe the importance of a win-win relationship

Identify and describe the major motivational factors that shape our sales image

Describe conversational strategies that help us establish relationships

Explain how to establish a self-improvement plan based on personal development strategies



- **Our unique companion text, *Selling-Today: Using Technology to Add Value***, and its Web site at [www.prenhall.com/manning](http://www.prenhall.com/manning) have been completely revised and expanded. They emphasize the skills needed to utilize today's technology for personal selling success and explain how electronic sales proposals, PowerPoint and Excel software, and electronic travel planning can be used to add value to the sales process. Students complete a variety of application exercises using CRM software. The companion text (available free in the value package) can be used for in-class assignments or learning experiences outside of class. Students can use this supplement on their own for further practice and application. *Instructors: Request Value Package ISBN: 0-13-105544-5* on your book order and your students will receive the *Selling-Today* companion text shrink-wrapped with this textbook.
- ***Global Business Etiquette*** boxed inserts have been added to every chapter to provide increased coverage of sales strategies used to build global relationships. These new inserts are a mix of "how to" tips and real-world examples, and each insert focuses on a different country.

## 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 the 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 4 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 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 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 three types of need-satisfaction presentations. As in the eighth edition, the salesperson is viewed as a counselor and a consultant. Part 6 includes three chapters: "Management of Self: The Key to Greater Sales Productivity," "Communication Styles: Managing the Relationship Process," and "Management of the Sales Force."



## INTELECOM TELECOURSE

The ninth edition has once again been selected by INTELECOM for use in its video course entitled, *The Sales Connection*. To encourage distance learning the 26 videos present strategies and techniques of top-rated-sales oriented companies and their high-performing individual salespeople. In addition, several recognized college and university professors are featured in the videos. For more information on the availability of the INTELECOM telecourse material, including the videos, contact [www.intelecom.org](http://www.intelecom.org).

## SELLING TODAY SUPPLEMENTS



**Ten new videos** have been carefully selected from the INTELECOM Telecourse, *The Sales Connection* accompany the text. Each video contains 27 minutes of material that relates directly to concepts within the chapter. The videos can be utilized to introduce a chapter, expand on material in the chapter, or enhance the case problem material at the end of the chapter. These videos also provide an introduction to several careers in personal selling.

***Selling-Today: Using Technology to Add Value*** is a 70-page companion text available for professors to use in class or for students to study on their own. This supplement introduces the reader to the technology that is available to sales and marketing personnel including Customer Relationship Management software, Web-based prospect lists, product configuration software, presentation software, electronic data interchange software, and travel planning software. Written as a self-study guide that can be used in the classroom with 36 application exercises or as an out-of-class personal enrichment activity.

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

**Sales Connection Telecourse Study Guide (ISBN 0-13-100958-3):** Published through Prentice Hall's partnership with INTELECOM. Contact your Prentice Hall representative for the package ISBN.

**[www.prenhall.com/manning](http://www.prenhall.com/manning)** is your portal for accessing additional supplemental material for review. The Web site also hosts the ACT! Contact Management System that features a prospect database and other information to be used by students as they learn the value and real-world application of CRM software. Among other applications, students can print prospect profiles, sales letters, and telephone contact lists, and conduct key word searches to find important references in the database. Simple stroke instructions are provided.

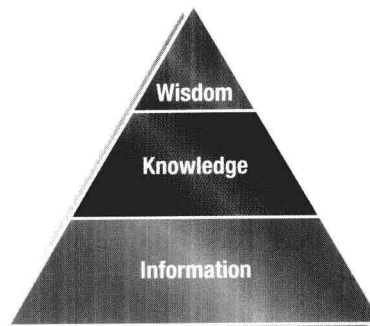


**Instructor's Resource CD-ROM** with PowerPoint presentation, Instructor's Manual, Test Bank, and **Computerized Test Bank**. The PowerPoint presentation and Instructor's Manual can also be accessed at [www.prenhall.com/manning](http://www.prenhall.com/manning). Contact your local Prentice Hall representative to obtain a password.



## 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 ninth edition of *Selling Today*. A sample of the more than 60 books used to prepare this edition follows.



*Blur: The Speed of Change in the Connected Economy* by Stan Davis and Christopher Meyer  
*Data Smog: Surviving the Information Glut* by David Shenk  
*Strategic Selling* by Robert B. Miller and Stephen E. Heiman  
*Selling the Invisible* by Harry Beckwith  
*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  
*Messages: The Communication Skills Book* by Matthew McKay, Martha Davis and Patrick Fanning  
*Spin Selling* by Neil Rackham  
*The Power of 5* by Harold H. Bloomfield and Robert K. Cooper  
*Sales Magic* by Kerry L. Johnson  
*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* by Ron Willingham  
*Selling with Integrity* by Sharon Drew Morgan  
*Thriving on Chaos* by Tom Peters  
*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  
*Management Information Systems for the Information Age* by Stephen Hagg, Maeve Cummings and James Dawkins  
*Megatrends and Megatrends 2000* by John Naisbitt  
*Rethinking the Sales Force* by Neil Rackham  
*The Agenda* by Michael Hammer  
*Hope Is Not a Strategy* by Rick Page

## ACKNOWLEDGMENTS

Many people have made contributions to the ninth edition of *Selling Today: Creating Customer Value*. We are very grateful to Jack W. Linge, who contributed significantly to the development of the CRM case study and our key supplement, *Selling Today: Using Technology to Add Value*. Throughout the years the text has been improved as a result of numerous helpful comments and recommendations. We extend special appreciation to the following reviewers:

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## ABOUT THE AUTHORS

### 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, supervision, 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., First Union, WLR Foods, Kinney Shoe Corporation, Carilion Health System, and numerous other profit and not-for-profit organizations.

### Gerald L. Manning

#### *Des Moines Area Community College*

Mr. Manning has 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 ninth 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.

### 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 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 and Reece have completed seminars and workshops offered by Wilson Learning Corporation, Forum Corporation, Franklin Covey, and several other companies.



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