

# **SELLING**

**THE  
PERSONAL  
FORCE  
IN  
MARKETING**

**Donald W. Jackson, Jr.  
William H. Cunningham  
Isabella C.M. Cunningham**

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# Preface

In view of the quantity and diversity of books on selling, it seems appropriate to describe the kind of book this is. We claim no "seven secrets of sales success." In fact, we do not think they exist. This book is neither cookbook nor handbook; rather it is a conceptually oriented treatment in depth of the dynamics of the selling–buying process. We hold that selling in the firm can be understood only as an integral part of the total marketing effort. We see members of the sales force both as the firm's representatives in the competitive marketplace and as managers of a business, their sales territories.

The text complements the classroom instructor in forming a learning system. Selling has both knowledge and skill ingredients. Skills are acquired only through practice. For this reason we provide an application exercise and cases for each chapter in the book.

The book is organized into eighteen chapters. To assist those who have not had a previous marketing course, we begin by discussing selling and how it fits in the marketing effort of the firm. *Chapters 1 and 2*, The Modern Salesperson and Selling and the Marketing Effort, discuss the various dimensions of sales positions and the relation between selling and the other functions of a marketing department. In order to obtain insight into what a salesperson does, it is important to know about the company's total marketing effort.

The next three chapters deal with self-management for the salesperson. *Chapter 3*, Setting Objectives: The First Step in Self-management, *Chapter 4*, Territory Management Strategies, and *Chapter 5*, Developing Account and Call Strategies, cover aspects of self-management critical to sales success. These steps must be taken if salespeople are to be prepared to make sales calls.

*Chapter 6*, Understanding the Buyer as an Individual, makes it clear that today's salesperson must have a firm foundation in the behavioral sciences in order to work effectively with customers. It is important to understand fundamental ideas about human behavior in order to appreciate the buying–selling process.

In *Chapter 7*, Different Approaches to Selling, various approaches to selling are identified, and situations in which each is important are described. Various selling styles are also described.

*Chapters 8 through 14* cover various aspects of the actual sales call. The Contact, Sending Messages, Supporting Your Message: Visual Aids and Demonstrations, Securing Feedback, Adjusting to the Prospect, Handling Objec-

tions, and Closing and Postsale Activities. The crux of selling takes place when salespeople and buyers are face to face. Each of the critical aspects of the sales call must be handled well if a sale is to be made.

*Chapter 15, Different Types of Selling Situations*, examines how the principles, methods, and techniques discussed in the previous portions of the text can be applied in different selling situations. Retail selling, industrial selling, and selling in the service sector are covered.

In this age of increased selling costs, the telephone is an important sales tool to cut costs, save time, and increase productivity. Various aspects of using the telephone are examined in depth in *Chapter 16, Using the Telephone in Selling*.

*Chapter 17, Legal and Ethical Dimensions of Selling*, examines various legal constraints and highlights ethical dilemmas with respect to salespeople and their relations with their company, competitors, customers, and company resources.

In *Chapter 18, Career Management*, various aspects of finding a first job in selling are explored, as are career opportunities in selling and sales management. Finally, various aspects of career planning and continued self-development are examined.

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D. W. J. Jr  
W. H. C.  
I. C. M. C.



# A Message for the Student

Your course in selling should be one of the most stimulating and exciting college classroom learning experiences. No aspect of business is more creative or challenging than selling. In our competitive enterprise system the customer is "king." Each business, through its marketing and sales effort, seeks to have its products chosen over those of the competition. The personal selling effort is often the key means of accomplishing this.

The study of selling is useful for a variety of reasons. First, if you are contemplating a rewarding career in sales work, this course is a prime step toward professional preparation. Second, if you are entering the broad field of marketing, the study of selling can be extremely useful in understanding the behavior of others. If you plan to enter the business world in any capacity, it is important to understand as much as possible about the selling–buying process. Effective selling is a critical factor in the very survival of every business. No firm can exist without customers, and only effective selling can create and keep customers.

Several study aids are provided at the end of each chapter, in the form of chapter summaries and problems. In addition, each chapter has an application exercise which relates your knowledge of selling to actual selling in the real world. These exercises are followed by cases, which enable you to use creative thinking and problem solving in selling situations. If you thrive on challenges, enjoy problem solving, have a yen for the new, and want to be "your own person," a selling career may be just right for you.

As a reader you should think of yourself as a new salesperson in your first selling position. The book is written in the second person so that you can actually apply these concepts to a selling position.

# Contents

## **CHAPTER 1 THE MODERN SALESPERSON 1**

Reasons To Study Selling	2
Examining the Modern Salesperson	7
Different Types of Sales Positions	11
Qualities of a Successful Salesperson	16
Some Trends in Selling	20
Summary	26
Problems	27

## **CHAPTER 2 SELLING AND THE MARKETING EFFORT 31**

The Marketing Concept	32
Uncontrollable Environmental Factors	36
The Marketing Mix	40
Sales Management's Functions and Responsibilities	47
Summary	51
Problems	51

## **CHAPTER 3 SETTING OBJECTIVES: THE FIRST STEP IN SELF-MANAGEMENT 57**

The Salesperson's Self-management	58
Four Different Levels of Self-management	60
Advantages of Self-management	62
Guidelines for Setting Objectives	63
Kinds of Objectives	63
Developing Strategies	69
Evaluating Results	71
Summary	74
Problems	75

CONTENTS

Account Analysis Strategies	80
Prospecting Strategies	83
Routing Strategies	89
Time Management Strategies	95
Summary	102
Problems	103

CHAPTER 5 **DEVELOPING ACCOUNT AND CALL STRATEGIES** 109

Information the Salesperson Must Know	110
Strategy in Customer Accounts	113
Strategy in Prospect Accounts	116
Other Influences on Strategy	122
Account Strategies Involving Several Decision Makers	124
Developing a Call Strategy	126
Team and Group Selling	127
Summary	133
Problems	133

CHAPTER 6 **UNDERSTANDING THE BUYER AS AN INDIVIDUAL** 139

Background	141
Personality	143
Motivation	153
Summary	159
Problems	160

CHAPTER 7 **DIFFERENT APPROACHES TO SELLING** 165

The Stimulus–Response Approach	166
The Formula Approach	168
The Need Satisfaction Approach	170
Styles of Selling	174
Summary	183
Problems	184

CHAPTER 8 **THE CONTACT** 189

Established versus Prospective Customers	190
Direct Methods for Making Contact	190
Indirect Methods of Making Contact	196
Prior to the Face-to-Face Interview	197
The Critical Beginning of the Interview	200

Summary	207
Problems	208

**CHAPTER 9 SENDING MESSAGES 213**

Preparation for the Sales Presentation	214
Criteria for an Effective Message	219
Guidelines for Suggestions	227
Sending Nonverbal Messages	230
Summary	241
Problems	242

**CHAPTER 10 SUPPORTING YOUR MESSAGE: VISUAL AIDS AND DEMONSTRATIONS 249**

Visual Aids	250
Graphs and Charts	258
Full-Scale Demonstrations	262
Summary	268
Problems	269

**CHAPTER 11 SECURING FEEDBACK 273**

Asking Questions	275
Listening	278
Nonverbal Signals	285
Summary	291
Problems	292

**CHAPTER 12 ADJUSTING TO THE PROSPECT 297**

Tactics Are Adjustive Reactions	298
The Key Tactical Objective in Selling Is Subtle Control	301
Using the Prospect's Reactions	303
Other Tactical Considerations	309
Behavioral Inputs to Tactical Adjustment	314
Summary	317
Problems	318

**CHAPTER 13 HANDLING OBJECTIONS 323**

Classifying Objections	325
Logical Objections	328
Psychological Objections	335
Additional Methods of Handling Objections	339
Summary	343
Problems	344

**CHAPTER 14 CLOSING AND POST-SALE ACTIVITIES 349**

Why Some Salespeople Fail To Close	350
Closing Signals	353
Trial Close	357
When To Close	358
Closing Methods and Strategies	360
Different Types of Closes for Different People and Situations	367
What To Do When a Sale Cannot Be Made	367
Postsale Activity	369
Summary	374
Problems	375

**CHAPTER 15 DIFFERENT TYPES OF SELLING SITUATIONS 381**

Retail Selling	382
Selling Services	390
Industrial Selling	396
Summary	404
Problems	404

**CHAPTER 16 USING THE TELEPHONE IN SELLING 413**

Precall Planning	414
Uses of the Telephone	419
Cautions in Using the Telephone	428
Guidelines for Using the Telephone	428
Telephone Services Useful in Selling	431
Summary	434
Problems	435

**CHAPTER 17 THE LEGAL AND ETHICAL DIMENSIONS OF SELLING 439**

Legal Aspects	440
Ethics	448
A Code of Conduct for the Salesperson	459
Summary	460
Problems	460

**CHAPTER 18 CAREER MANAGEMENT 465**

Finding Your Initial Personal Selling Position	466
Career Opportunities	483
Continued Growth	486
Summary	489
Problems	490

SUBJECT INDEX **495**

NAME INDEX **501**

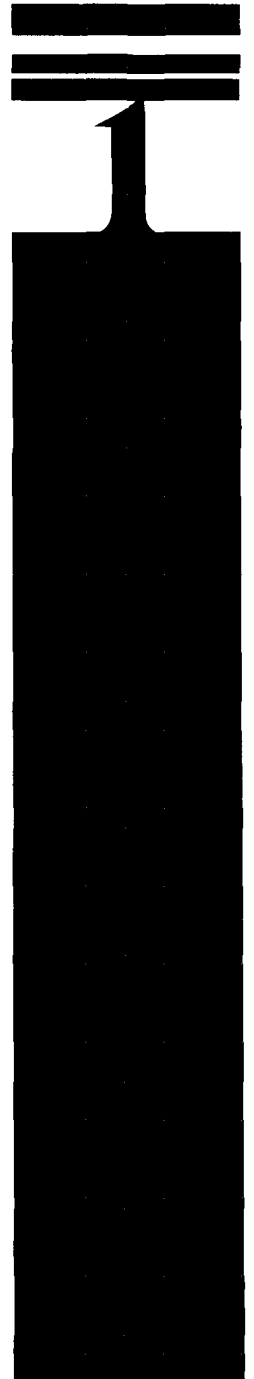
COMPANY INDEX **505**

\_\_\_\_\_ **xvii**  
**CONTENTS**

# The Modern Salesperson

*After studying this chapter, you should be able to*

1. Understand why it is important to study selling.
2. Differentiate between traditional and modern views of selling.
3. Identify the various roles of the modern salesperson.
4. Recognize some differences in various sales jobs.
5. Specify qualities of a successful salesperson.
6. Point out some trends in modern selling.



Personal selling consists of finding people who require your product or service, studying their needs, presenting your offering in such a way that your potential customers are convinced of its benefit to them, answering any objections they may have, asking for a commitment to close, and following up to ensure that those who have bought from you are satisfied. Truly professional selling is a process that fosters the development of a mutually beneficial relationship in which buyer and seller alike both profit and benefit. This mutually beneficial arrangement leads to long-term relationships, repeat business, and favorable word-of-mouth communication with other customers or prospects.

The need for effective selling has become urgent for several reasons. First, deregulation has made many industries very sales conscious, especially banks and telephone companies, which are now facing increased competition. Second, the average cost of an industrial sales call is \$205, so employers want every call to count.<sup>1</sup>

## REASONS TO STUDY SELLING

There are two good reasons why you should study selling. First, regardless of what line of work you choose, there is a need to sell your ideas to others, and second, there are numerous career opportunities in selling.

### Everyone Is a Part-time Salesperson

Whether or not you pursue a career in selling, the principles and ideas contained in this book should prove useful to you. No matter what career you pursue, you will have to sell your ideas to family or friends or to higher management, to investors or to employees. For example, each of the following activities involves selling ideas or concepts.

- A person asks the boss for a raise.
- A manager tries to convince the president of the company to institute a new training program.
- Parents try to persuade their children to stay away from drugs.
- A boy asks a girl for a date.
- A sales manager tries to persuade salespeople that they can win a sales contest.
- An inventor tries to get a loan from a banker.

There is an old business axiom, "Nothing happens until a sale is made"; this axiom is equally true in activities other than selling. For instance, even with the best ideas in the world, if you cannot convince others of their worth, you will not get the opportunity to implement them.

Thus, learning to determine the other person's needs, to ask questions, to listen, to overcome objections, and to close will help you be a better

<sup>1</sup>Jeremy Main, "How to Sell by Listening," *Fortune*, Vol. 111, No. 3 (February 4, 1985), p. 52.



communicator, even if you do not end up in sales. In the event that you do become a salesperson, there will be a wealth of opportunities to apply the concepts you will learn in this book.

### **Career Opportunities in Selling**

A career in sales enables a person to make social contributions, to continue to grow, to gain financial rewards, and to have freedom from direct supervision. A sales career also brings opportunities for advancement.

**A social contribution** As a salesperson you have an opportunity to make a genuine contribution to society. Effective selling is the key to our private enterprise economy: sales representatives provide the transactions that enable business to flourish. The professional salesperson sees the need for mutual profit in the selling–buying relationship and hence provides benefits to individuals and organizations by helping them to buy profitably. If sales were not being made, business would be at a standstill. In a sense, you create jobs for other individuals who make and use the products you sell.

**Continuing growth** You also have an opportunity to learn about many facets of business. Your work is likely to involve you in helping each of your customers and prospects to solve a variety of problems. In the process, you inevitably add to your own business knowledge. Contrast this learning with work that is done completely within the confines of a company and often solely within a single department. You can also directly apply your new knowledge in making additional sales. For instance, a salesperson selling a telephone system to an industrial user would have to be knowledgeable about the client's communication needs, expansion possibilities, and financing capabilities; moreover, while examining the firm's needs for a telephone system, the salesperson might uncover a need for computer terminals to assist in handling information.

Success in selling depends heavily on your continually improving your skills in handling people. In turn, these same skills provide you with a special talent that is useful in all your interpersonal relationships. Skill in dealing with people has applications in your home, with your friends and acquaintances, and in such nonwork pursuits as community organizations and church groups. These useful skills give you a competitive edge wherever people are to be understood and influenced. No other occupational field provides so great an opportunity to meet such a wide variety of people in an intimate, personal, persuasive relationship.

Field selling also provides abundant variety. The unexpected is to be expected; no two days are alike. Even the same account varies from call to call. In sustaining favorable selling–buying relations, you face new problems to solve and new applications for your creativity. Many salespeople also enjoy the variety encountered in traveling through their territories.

**Financial rewards** In addition to the substantial nonmaterial rewards, selling also provides an opportunity to make a good living. Table 1.1 illustrates the rise in the average salesperson's total compensation—from \$22,359 in 1979