

Fundamentals of Selling



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1984

Richard D. Irwin, Inc.
Homewood, Illinois 60430

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ISBN 0-256-03101-0

Library of Congress Catalog Card No. 83-82132

Printed in the United States of America

1 2 3 4 5 6 7 8 9 0 V 1 0 9 8 7 6 5 4

To my children Amy and Gregory, two of the best salespeople I know.



Preface

Fundamentals of Selling is written by a salesperson turned professor. For eight years I worked in sales with Colgate, Upjohn, and Ayerst. As a professor, I have taught selling to thousands of college students, business people, and industry sales personnel, developing and using the strategies, practices, and techniques presented in this text. Further, each year I spend time in fieldwork with sales personnel. In my classes and programs, I stress "learning by doing" examples and exercises, and video-tape role playing of selling situations. This text is the result of these experiences.

Fundamentals of Selling was conceived as a method of providing ample materials for readers to construct their own sales presentations after studying the text. This allows the instructor the flexibility of focusing on the "how-to-sell" approach within the classroom. Covering the basic foundations for understanding the concepts and practices of selling in a practical, straightforward, and readable manner, it provides students with a textbook for use in preparing sales presentations and role-playing exercises.

Many features have been included to stimulate interest. Each chapter contains numerous buyer-seller dialogues, actual industry examples, comments from successful salespeople and sales managers, as well as interesting profiles of sales personnel from Fortune 500 companies. Each company represented by a salesperson profiled in the book selected one of their outstanding salespeople to contribute to the learning of selling practices which can make a successful salesperson. Additionally, selling materials and photographs were provided by numerous companies whose contributions have greatly increased the educational quality of this text.

Further, each chapter provides chapter objectives, key terms, a chapter



summary, and review and discussion questions to facilitate understanding. Projects and case problems presented at the end of each chapter have been carefully selected. The text, exercises, projects, and cases have all been classroom tested.

The 17 chapters contained in the text are divided into five parts:

1. *Selling as a Profession* emphasizes the career, rewards, and duties of the professional salesperson and illustrates the importance of the sales function to the organization's success.
2. *Preparation for Successful Selling* presents the background information salespeople use to develop their sales presentations.
3. *The Dynamics of Selling* covers the entire selling process from prospecting to follow-up and is the heart of the text. State-of-the-art selling strategies, practices, and techniques are presented in a "how to" fashion.
4. *Special Selling Topics* discusses the selling challenge and excellent career opportunities in retailing and industrial selling. The importance of the proper use of managing one's time and sales territory, as well as the social, ethical, and legal issues are also given thorough coverage.
5. *Functions of the Sales Manager* shows the challenging job of managing salespeople.

For the instructor, a large, comprehensive manual accompanies the text to aid in class preparation. A *video cassette* is available from the publisher upon adoption of the text, providing numerous sales presentation examples which can be shown in class to help students in preparing their sales presentation.

I have had the good fortune to receive excellent assistance in preparing this text from the following outstanding sales instructors: Professors Timothy W. Wright, Lakeland Community College; John R. Beem, College of DuPage; Lynn J. Loudonback, Iowa State University; Leslie E. Martin, Jr., University of Wisconsin—Whitewater; and Donald Sandlin, East Los Angeles College.

Additionally, many of the profiled salespeople made content suggestions which were incorporated throughout the text. They also answered many of the end-of-the-chapter exercises and cases.

For the use of their selling exercises and sales management cases, I am especially grateful to Professors Gerald Crawford, University of North Alabama; Dick Nordstrom, Western Illinois University; Rollie Tilman and James E. Littlefield, University of North Carolina at Chapel Hill; George Wynn, University of Arkansas at Fayetteville; and James L. Taylor, University of Alabama.

Special thanks go to Professor Jeffrey Sager for his content comments and editorial work. Cliff Defee will always be remembered for reading

and rereading the manuscript, plus running my selling labs. Elaine Valagure did an outstanding typing job.

Finally I wish to thank the sales trainers, salespeople, and sales managers who helped teach me the art of selling when I carried the sales bag full time. I hope I have done justice to their great profession of selling.

I hope you learn from and enjoy the text. I enjoyed preparing it for you. Readers are urged to forward their comments on this text to me. I wish you great success in your selling efforts. Remember, it's the salesperson who gets the customer's orders that keeps the wheels of industry turning. America cannot do without you.

Charles Futrell



Profiles

Successful salespeople and sales managers profiled throughout this text greatly added to the educational value of the text and its lively, real-life examples. To these people—thanks!

Kim Allen—McNeil Consumer Products Company

Gary Brown—Richard D. Irwin, Inc.

Steve Gibson—United States Steel Corporation

Gary Grant—NCR Corporation

Martha Hill—Hanes Corporation

Mike Impink—Aluminum Company of America ALCOA

Bob James—American Hospital Supply Corporation

Cindy Kerns—Xerox Corporation

Patrick Kamlowisky—Hughes Tool Division

Jim Mobley—General Mills, Inc.

George Morris—The Prudential Insurance Company of America

Vikki Morrison—Century 21 Real Estate Corporation

Kathleen Paynter—Campbell Soup Company

Bruce Scagel—Scott Paper Company

Linda Slaby-Baker—The Quaker Oats Company

Sandra Snow—The Upjohn Company

Matt Suffoletto—International Business Machines IBM



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Customer satisfaction means more than just satisfaction with your product or service.

The first time, perhaps, you sell the product by satisfying a need. But after that, you're selling *yourself*—your knowledge and effort. Because along with the product the customer buys you! Your success in selling yourself—in making the buyer identify *you* with the product and company, look forward to seeing *you*, ask for *you* when he calls, be grateful to *you* when a delivery is speeded up or a snarl untangled—determines when the buyer stops being a customer and becomes an account!

