



Selling

BUILDING PARTNERSHIPS

NOT FOR RESALE
ONLY AS A LEAD
GENERATION TOOL

Weitz
Castleberry
Tanner

SELLING: BUILDING PARTNERSHIPS

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To Edward Weitz, a great father and salesperson.

—Bart Weitz

To Susie, my lovely wife of over 25 years. You're still my best friend, my trusted confidant, and my partner in all things. I love you. And to my Creator and Redeemer, without whom I would be nothing.

—Steve Castleberry

To those most precious: My God, my wife Karen, my children, my parents.

—Jeff Tanner

PREFACE

The demand for highly educated, capable salespeople is growing. At our universities, and at the universities of many of our colleagues, recruiters are flocking as companies recognize the value of well-educated businesspeople fulfilling the sales role. And although this is our sixth edition, we are excited about the way we've adapted this book to fit the realities of the sales profession. To our faithful adopters, you'll find that we've remained true to the philosophy of partnering relationships while at the same time revitalizing the entire book. To potential adopters, we hope you'll agree that our theory-based, application-oriented approach is what your students need to meet the increasing demand for well-educated salespeople.

OUR PHILOSOPHY

The skills of partnering go well beyond the arena of selling a product. Strategic alliances are important to virtually all businesses and all aspects of business. That is why we are excited to see professional selling continue to grow in numbers of schools teaching the course, to grow as a required course for marketing majors at many schools, and to become part of the core curriculum for all business majors at a few institutions.

Our assumption, though, is not that all students of sales will become salespeople. Students in this course will learn principles of selling so well that they will have enough confidence to begin making calls if provided no additional training by their employers, even if those calls occur in a nonselling field (for example, an accountant soliciting new business). At the same time, more students than ever before are being exposed to selling even though they have no plans to enter the sales profession. One of our objectives in this book is to provide sound partnering and communication skills that will be useful in any occupation.

Another objective is to integrate material from other "theory-driven" courses. Although good theory can be quite practical, students sometimes say that this is the only class in which they learned something they could use. That is unfortunate. We continue to work on integrating

material from other courses and disciplines to illustrate the application of theories in the practice of selling. Several of you have told us that you have had the same experience and found this book to be useful in integrating material. We're glad that we have been successful, and we hope you find this edition does an even better job.

PARTNERING AND SALES EDUCATION

The importance of partnering to business and partnering skills to students has changed how selling is taught. Several unique features place this book at the cutting edge of sales technology and partnering research:

1. Continued emphasis on the partnering process, with recognition that multiple sales models may be appropriate in a company's total go-to-market strategy. We focus on the partnering process as the highest level of selling because the other models of transaction focus, problem solver, and relational partner still need to be learned as a foundation to partnering.
2. A thorough description of the partnering and buying processes used by business firms and the changes occurring in these processes. Methods of internal and external partnering are covered so that the supply chain delivers the right value, in recognition of the salesperson's role in relationship management.
3. An emphasis throughout the text on the need for salespeople to be flexible—to adapt their strategies to customer needs, buyer social styles, and relationship needs and strategies.
4. A complete discussion of how effective selling and career growth are achieved through planning and continual learning.
5. The growing role of salespeople in organizations to carry the voice of the customer to all parts of the organization—and beyond to suppliers and facilitators. This role is reflected in new product development, supply chain management, and many other functions in a customer-centric organization.

These unique content features are presented in a highly readable format, supported with examples from current sales programs and salespeople, many of whom took the class and used this book. For that reason, these examples were written specifically for this book. Further, you'll find many examples illustrated with four-color exhibits and photographs. If you've used this book before, you'll recognize that many Selling Scenario and Building Partnership field examples are new to this edition, and all profiles of salespeople (that open each chapter) are new. You'll also see that they involve students who studied under many of our adopters. We encourage you to provide us with great examples and the contact information of your best students so they can be profiled in the future. With so many changes in selling over the past few years, a new edition must, necessarily, be *new*. Yet you will find the same practicality and theory of the previous editions.

PARTNERING: FROM THE FIELD TO THE CLASSROOM

Textbooks are generally developed, reviewed, and edited by academicians. In that respect, this book is no different. We have improved the text based on feedback from users and reviewers. What is different is that sales executives and field salespeople who are immersed in the daily struggle of adapting to the new realities of selling also reviewed *Selling: Building Partnerships*. They have told us what the field is like now, where it is going, and what students must do to prepare for the challenges that will face them.

Students have also reviewed chapters. They are, after all, the ones who must learn from the book. We asked for their input before and during the revision process. And judging by their comments and suggestions, this book is effectively delivering its content. There are, however, several places where their comments have enabled us to clarify material and improve on its presentation.

As you can see in "About the Authors," we have spent considerable time in the field in a variety of sales positions. We continue to spend time in the field engaging in personal selling ourselves, as well as observing and serving professional salespeople. We believe the book has benefited greatly because of such a never-ending development process.

Users of the earlier editions will find several improvements in this edition:

A strengthened focus on ethics. Professional sales ethics have always been a hallmark of *Selling: Building Partnerships*, but in addition to the ethical issues discussed in every chapter, there are now separate discussion ques-

tions devoted to ethical issues at the end of each chapter. Many of these ethics discussions are identified by a special icon in the margin.

More role-playing experiences. We've developed a new end-of-chapter feature, ACT! role plays. These are short role play exercises designed to be completed in class as methods of practicing concepts introduced in the chapter. Students should also learn more about ACT! that will help them understand how salespeople operate.

An expanded emphasis on technology. We've added a new feature, Sales Technology discussions. This feature addresses how technology impacts issues and activities discussed in the chapter. Students not only learn more about the use of technology in selling, but they also can understand concepts in the chapters more clearly because they are already technologically savvy. They can now transfer that knowledge to the sales field.

Continued emphasis on Canadian and Mexican examples, and more global sales examples. We reflect both the reality of NAFTA and the global nature of selling. This means including not only Canadian and Mexican examples but also examples of global account management, particularly in relation to technology and how that enhances global account management.

An updated CD-Rom supplement. Transparencies are available in PowerPoint; but given feedback from users (and our own experience), we've simplified their presentation. This will enable you to adapt them to your own needs more easily, adding material as you need. Video clips are also available from our Web site so you can either download them or simply access the Web site during class if your classroom is Web-enabled. This means you can illustrate individual techniques of selling quickly and easily.

Chapter 15, "Selling to Resellers," has been integrated into other chapters. For example, how resellers buy is now part of Chapter 4, "Buying Behavior and the Buying Process." This move was due to adopter feedback—let us know if you like the result! We also reordered some chapters, moving the negotiations chapter to follow closing. These two topics are so closely related it made more sense to put them together, and again, we responded to adopter feedback.

TEXT FEATURES AND SUPPLEMENT

An Integrated Teaching and Testing System Everything in this edition of *Selling: Building Partnerships* is designed to help teachers be more effective and to help students develop skills they can use every day and in the field. Several features help both students and teachers achieve their objectives.

Profiles of field salespeople set the stage for each chapter in the text. In each profile, the salesperson discusses his or her experiences and how they relate to the material that follows. All profiles are new for this edition. Each chapter also begins with a series of questions to guide the student's reading experience.

In each chapter, Selling Scenario features present the real-life experiences of professional salespeople and issues such as the impact of technology. Most selling scenarios are new to this edition; many were written specifically for the text either with or by former students who took the class using this text. They understand the philosophy and the chapter material, tying selling scenarios to the material within each chapter, reinforcing the concepts, and presenting applications of selling principles.

Building Partnerships field examples focus on the partnership aspects of selling. These scenarios examine case studies of how salespeople were able to build relationships by applying the concepts presented in the chapter. Again, many were written either by or with former students, so they are particular to this book.

Sales Technology boxes integrate the chapter concepts into the world of technology. Students today are intimately familiar with many technologies—wi-fi, Internet, cellular, and so on. While many professors may find the technologies new, students are able to understand many sales concepts because of their familiarity with the associated technology. Technology has had such an impact on selling that the only way to integrate it fully was to not only continue to develop technology-based examples but to also add this unique feature.

A feature called Thinking It Through helps students internalize key concepts. Thinking It Through is an involving exercise that could be the start of wonderful classroom dialogue or a short essay exam question. But most important for students, reading and using Thinking It Through is a method of experiencing the concepts as they read, which increases their comprehension and retention.

Key terms are listed at the end of each chapter. The list of key terms will help students prepare for exams; the chapter references will improve their retention because they will be more likely to read supporting material, and not just a definition. You'll find many new terms, such as lifetime customer value and more, discussed in detail in this new edition.

The questions and problems at the end of each chapter are also designed to involve the student, but in a slightly different manner. There are now two or three ethics questions and issues presented first (except in Chapter 3, where all questions are about ethics). These are followed

by at least 10 questions and problems that focus on other concepts in the chapter. The questions are designed to (a) integrate concepts and definitions, (b) require the student to apply a concept to a selling situation, or (c) start discussion during class. Therefore, students will want to review the questions to study for exams, while the teacher can use the questions to stimulate classroom discussion. These questions are more than just a look-up list in the chapter—they will require thought and help develop critical thinking skills. And because many are new to this edition, students cannot rely on libraries of answers.

Cases are also available at the end of each chapter. We have found that these cases work well as daily assignments and as frameworks for lectures, discussion, or small group practice. Many of them have been tested in our classes and have been refined based on student feedback. A few user favorites have been revised and updated, but you'll find new cases in every chapter.

New role play scenarios are also provided in the text, with various buyer roles in the Instructor's Manual. One set of role plays makes use of ACT! software, increasing students' knowledge of what contact management software is and how it helps salespeople manage their time and territory. These role plays serve two functions. First, students practice their skills in a friendly environment. They can try out their partnering skills in an environment that will encourage personal growth. Second, and this is unique, the role plays are written to serve as minicases. Student observers will see situations that call for application of many of the concepts and principles from the book. Both vicarious and experiential learning is enhanced for the observers. These role play scenarios are all completely new for the sixth edition, and we've included in the text an essay for students on how to prepare for role plays.

Instructor's manuals are available with any text, but the quality often varies. Because we teach the course every semester, as well as presenting and participating in sales seminars in industry, we feel that we have created an Instructor's Manual (on CD-ROM) that can significantly assist the teacher. We've also asked instructors what they would like to see in a manual. In addition to suggested course outlines, chapter outlines, lecture suggestions, answers to questions, and cases, we include helpful suggestions on how to use the videotapes. On that CD you'll also find the slides, which are integrated into our teaching notes. You can also find information on how to use the book with "The Sales Connection" telecourse, for which Steve Castleberry was the content adviser and appears in eight segments. We also include many of the in-class exercises we have developed over the years.

These have been subjected to student critique, and we are confident you will find them useful. You will also find a number of additional role play scenarios.

Students need to practice their selling skills in a selling environment, and they must do it in a way that is helpful. Small group practice exercises, complete with instructions for student evaluations, are provided in the Instructor's Manual. These sessions can be held as part of class but are also designed for out-of-class time for teachers who want to save class time for full-length role plays.

The Test Bank has been carefully and completely rewritten. Questions are directly tied to the learning goals presented at the beginning of each chapter and the material covered in the questions and problems. In addition, key terms are covered in the test questions. Application questions are available so students can demonstrate their understanding of the key concepts by applying those selling principles.

Teachers and students alike have been thrilled with the videotapes that have been created especially for this package. Corporate training videos and a new series from Achieve Global's Professional Selling Skills seminar have been carefully integrated with material from the text. Each segment is short, generally under 10 minutes, with opportunities to stop and discuss what has been viewed. Or students can watch the videos outside class and still learn. Video information, including in-class and homework exercises, is incorporated for the teacher in the Instructor's Manual so that all can make the most of the video.

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Staying current with the rapidly changing field of professional selling is a challenge. Our work has been blessed with the excellent support of reviewers, users, editors, salespeople, and students. Reviewers also added important insights:

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Readers will become familiar with many of the salespeople who contributed to the development of the sixth edition through various selling scenarios or profiles. But other salespeople, sales executives, and sales professors contributed in less obvious, but no less important, ways. For providing video material, reviewing chapters, updating cases, providing material for selling scenarios, or other support, we'd like to thank these people:

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The editorial and staff support from McGraw-Hill was again exceptional. Andy Winston took over as sponsoring editor and has really carried the vision of this book forward. Working with Sarah Crago has been a joy, and having her for two editions has tremendously strengthened this package. For some reason, becoming absent-minded is an occupational hazard for us, but with Sarah, the details, crises, and creative needs get handled with equal flair. Project Manager Kristin Bradley did a great job for us, and it has been a real pleasure to work with Teri Stratford, the photo researcher. Dan Silverburg, our marketing guy, has also been a great help in getting this book to you! If you like the design of this book, and we do, then thank Adam Rooke, our designer. Cathy Tepper once again made sure all the pieces of the package fit properly as our media project manager, not an easy job with as many supplements as this text has. You can see that it takes quite a team to produce a product with this kind of quality, and we think they deserve a great many kudos for their work.

Several people assisted in manuscript preparation, and we gratefully appreciate their help: Hongchao Zeng and Ted and John R. Tanner. Students who made helpful comments and reviewed for us include Tyler Crowder, Lindsey St. Philip, Lauren Pierce, and James Schuler. Many other students and teachers have made comments that have helped us strengthen the overall package. They deserve our thanks, as do others who prefer to remain anonymous.

Steve Castleberry

Jeff Tanner

Guided Tour

Selling: Building Partnerships was the first text to bring a partnership/relationship approach into the selling course, offering a solid framework on which to hang plenty of practice and real-world application. The Sixth Edition of this popular text builds on that foundation with updated content, improved hands-on exercises, and powerful technology that's sure to make the material more engaging for professors and students alike.

The **Chapter Opening** profiles in this edition are the product of strong selling partnerships. Faculty from around the country introduced Steve Castleberry and Jeff Tanner to their former students who had gone on to careers in sales. The results are exciting new profiles from sales professionals who were students with an earlier edition and understand the philosophy of this book. Students can easily relate to these young professionals who have benefited from wonderful faculty and **Selling: Building Partnerships**.

PROFILE

As a graduate of Texas State University with a Bachelor in Business Administration where I took my personal selling class from Dr. Vicki West, I transitioned from college to a career in business-to-business insurance sales. My college experiences included the presidency of the Students in Free Enterprise team and representing the university at the National Collegiate Sales Competition. Through these experiences, I began to build sales techniques and learn fundamental strategies for how to become a successful salesperson. I was hired by the Hartford Insurance Group in January 2004 to be a commercial property/casualty business underwriter. After an intense training program, I served as a middle market renewal underwriter in the Southern California region, responsible for accounts under \$100,000. Recently, I have been promoted to middle market sales underwriter for the Northern California region, handling renewal accounts and new business over \$100,000. I sell to and work with agents who have sold policies to individuals.

Business has changed dramatically over the last 20 years. Now firms compete in global markets, using sophisticated communication, transportation, and management information systems. More customers are demanding 24/7 service (which means they expect a selling firm to be available for them 24 hours a day, seven days a week). These changes in the business environment have expanded the responsibilities of salespeople and increased their importance to the success of their firms.

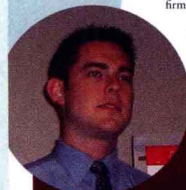
This chapter discusses the importance of personal

selling to business firms and how the nature of selling is changing from persuading prospects to buy products to managing the firm's relationships with its customers. The chapter concludes by describing the activities salespeople perform, the skills needed by a successful salesperson, and the rewards of a sales career.

Insurance is a field that most people don't plan to get into; they just fall into it. When I first applied for this job, I did not have the faintest idea of the immensity of the profession. Once I was hired, and after training, I realized how much opportunity there is for success. Talking with my agents, I have found that they are naturally interested in the product, but are more interested in building a relationship with me. Today's market for insurance has created heavy competition and, like many other sales jobs, you have to find a competency to separate yourself from the rest of your industry. Agents want someone who will go an extra step and not just sell the product, but sell a relationship. Their desire is to find someone who is easy to work with and who will work hard to help them achieve their goals.

My everyday work activities include answering e-mails and phone calls and, every other month, traveling to agencies in my territory to close deals on upcoming accounts. When I first get an application from the agent, I underwrite the account to see if it is desirable for Hartford's book of business. Then I begin to underwrite the file. Going back and forth obtaining information from the agent, I document the account's exposures and controls, price the account, and send a quote to the agent. This part of the job is rewarding and why I love coming to work every day. A sale is like a game of poker; it's all about being able to read the person on the other side of the table. Relationship building is definitely the key to business-to-business selling.

Get to know your client; they are looking for something that separates you from the competition.



"Relationship building is definitely the key to business-to-business selling."

Jeffrey P. Lynn

ETHICS PROBLEMS

1. Some buyers are now demanding 24/7 response (24 hours a day, seven days a week) from their suppliers. What impact do you think that would have on a salesperson's personal life?
2. One important trait of successful salespeople is product knowledge. Let's say you've just started in a new sales job right out of college and haven't been fully trained yet. A prospect asks you a question that has to do with a technical

Professional sales **ethics** have always been the hallmark of this text and the new edition integrates ethics throughout each chapter, as well as in devoted discussion questions to this topic. Each chapter now has separate ethics discussion questions, some of which were suggested by former students' experiences or current events.

Current and continued emphasis on selling examples from Canada, Mexico, and all around the globe serve to reflect the reality of the global nature of selling.

If you want to sell a part such as a belt to go on a John Deere harvester made in Ottumwa, Iowa, then you have to also be able to sell and service this plant in Arc-les-Gray, France, too.



plants. A harvester same belt as the France. Thus a with the corporate employees at each. There's no doubt increasing the sourcing is also a competitive advantage.

DERIVED VALUE
Salespeople sell in a global context.



SALES Technology

HOW CAN YOU BUILD YOUR EMOTIONAL INTELLIGENCE BY USING TECHNOLOGY, OF COURSE

Identifying strengths and weaknesses is a critical first step in improving emotional intelligence. TalentSmart offers an online Emotional Intelligence Appraisal™ to do just that. The company also encourages your peers to evaluate you because chances are they are better judges than you are.

Many technologies, including PDAs, cell phones, the internet, and CRM software, have changed how salespeople operate. The Sixth Edition introduces a new feature, **Sales Technology**, which discusses how selling and technology interact within the context of the chapter.

thinking it through

How do you think the greater use of teleconferencing over the Internet will affect the demand for sales jobs? Will sales jobs decline in importance? Why?

THE SALES JOBS CONTINUE

Exhibit 1.5 uses the factors just discussed in terms of creativity. Sales jobs describe people who require salespeople to go into the field to make important buying decisions. These salespeople are customers rather than building relationships.

Thinking It Through boxes (2 per chapter) are engaging exercises that can inspire classroom dialogue or serve as a short-essay exam question to help students experience concepts as they read.

Featured in each chapter, **Selling Scenarios** reinforce the concepts and present applications of selling principles through realistic examples. **Building Partnerships** boxes examine how successful salespeople build relationships. Many are original to the book, using examples provided by former students and other sales professionals.

SELLING Scenario

SELLING IS MUCH MORE THAN PUSHING

Matt Haberle is owner and salesperson for Maximum Impact, a promotional services company that focuses on client appreciation, employee recognition, and brand awareness. Matt is in the business for the long run, desiring to develop long-term relationships with customers. As Matt puts it, "There are several ways in which I differentiate myself from the myriad of so-called promotional agencies."

BUILDING Partnerships

INTEGRITY: IS THERE ANY OTHER WAY?

This story starts back when I was interviewing for my sales job with Hospira, a specialty pharmaceutical and medication delivery company. During the interview the sales manager told me this company is built on integrity. I hate to admit it, but before Hospira, I couldn't even define the word *integrity*.

Now it means the difference between landing a sale

CASE PROBLEMS

case 1.1

S & T Cleaners

S & T Cleaners is a well-established business in business since 1976. The annual sales of \$750,000.

The company provides same-day service for private clubs in the area. Additionally, it offers a cleaning business (offered to independent contractors) for office complexes and individual residential cleaning. S & T also does a small amount of dry cleaning at its dry cleaning plant.

S & T has a well-established customer base and a reputation in the community. However, it has experienced a decline in its primary market (residential cleaning) over the past three years due to national economic conditions. It is currently seeing indications of an impending recovery in the new business. Its workforce is stable.

In the past S & T has had only

Class-tested **mini-cases** at the end of each chapter work well as daily assignments and as frameworks for lectures, discussion, or small-group practices. Each chapter includes at least one new mini-case. The cases encourage the student to apply theories and skills learned in the text to solve sales situations.

ROLE PLAY

At the end of each chapter, beginning just below this paragraph, you'll find a short role play exercise that focuses on the product ACT!. ACT! is the leading contact management software. Contact management software is a form of software designed to help salespeople increase their productivity by helping them keep track of the customers they call. In addition to a calendar that tells them when to call on an account, the software can track account information concerning what has been bought, when it was bought, the decision-making process, and even personal information about each person in the account. In addition, sales managers can generate reports automatically when reps download information from the

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Students can practice their partnering skills in **role-play exercises** that encourage personal growth and experiential learning. Each chapter features a role play for three students using ACT! software, which enables students to also learn more about sales technology. Also, comprehensive role plays are available at the end of the book, with additional role-plays included in the Instructor's Manual.

ACT! ROLE PLAY

In this class, you may role play selling situations to practice concepts discussed in the chapter. In this role play, you are a salesperson for ACT! software. For additional information concerning ACT!, you may want to review the information in the ACT! role play at the end of Chapter 1; additional information can also be found at the end of the text.

Bell Audio is a manufacturer of hearing aids. They have 24 salespeople who call on audiologists, independent Bell retailers, who then sell hearing aids to consumers. There are two sales managers and one national sales vice president.

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Included with the textbook is **ACT! Express**, a real-world business tool. Based on the best-selling ACT! contact management system, ACT! Express shows students how to become more productive—resulting in better business relationships and greater business opportunities.

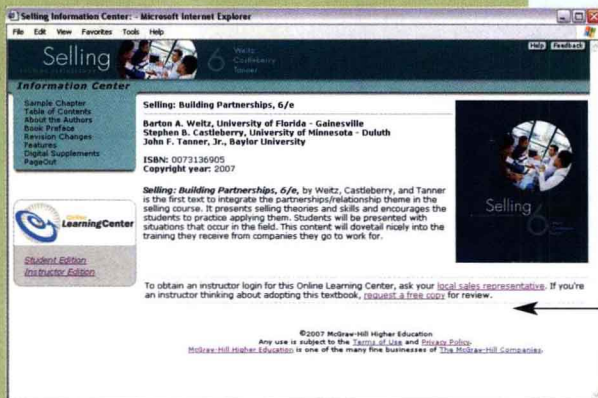


The **Instructor's Resource CD** contains the Instructor's Manual, the Test Bank (and computerized test bank) and the PowerPoint Lecture slides. The IM includes a course outline, chapter outlines, lecture suggestions, answers to discussion and case questions, video case suggestions, in-class exercises including information for each chapter's ACT! role play, and additional role-plays. The completely new PowerPoint slides feature exhibits from the text and additional lecture support, and are in a new friendlier format that makes it easier to adapt or change to fit any instructor's needs.

Supplements



The **Video Library** features new video segments customized for the text in addition to new material from Achieve Global's Professional Selling Skills Seminar (PSS).



The **Online Learning Center** houses the Instructor's Manual, PowerPoint slides and a link out to McGraw-Hill's course management system, PageOut for the Instructor and study outlines, quizzes, key terms, career information, video clips, and online resources for the student.

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