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# RUSSELL BEACH BUSKIRK

TH EDITION

# Selling

PRINCIPLES  
AND  
PRACTICES

# SELLING

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## PRINCIPLES AND PRACTICES

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ELEVENTH EDITION

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## **SELLING**

### **Principles and Practices**

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## Profile of the Author

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**Richard H.**

**Buskirk**

University of  
Southern California

*Who am I? I have a number of titles—teacher, salesman, husband, father—but in my heart, I'm really a professional golfer in disguise. It's a very good disguise!*

*But, seriously, I didn't start out in selling or marketing. When I went to college, I majored in statistics. It was easy and it had the fewest required courses, so I could take anything and everything I wanted. But after graduating from Indiana University in 1948, my first job, with the South Wind Division of Stewart Warner as a market analyst, made me realize that the action was in selling and marketing. So back to school I went to find out what selling was all about.*

*In the meantime, I realized that I needed some selling experience. Since I also wanted to support my new bride, I started selling such things as correspondence courses, furnace starters, advertising specialties, and vacuum cleaners. I got a wide range of selling experience because each was a different challenge. And I even made some money.*

*And then a funny thing happened on my way to a career in industry. I ran into the Dean of the School of Business at the University of Kansas at a meeting in Cleveland during the Christmas season of 1948. One thing led to another, and he asked me to go to Lawrence to teach marketing for him.*

*At that time marketing majors at KU were required to take a 2-hour course in salesmanship. More importantly, the dean allowed us to limit the sections to not more than 10 students. With such small classes we were able to get the students on their feet several times each term for simulated selling situations. It was a great experience for all of us. I could really see that we were teaching people how to sell. Still, I wanted to get more selling experience because it was clear in class how my practical experiences could help explain different aspects of selling. Consequently I devoted several summers to selling such things as real estate, costume jewelry, and investments.*

*As the years passed, my interests broadened into other areas, but my belief in the need for basic selling skills in business has deepened. I see it particularly in my present position as Director of the Entrepreneur Program at the University of Southern California. Almost every entrepreneur's success depends upon selling skills.*

*If you are familiar with some of my other textbooks, such as Management of the Sales Force, Retailing, Principles of Marketing, Concepts of Business, and Managing New Enterprises, as well as such trade books as Beating Men at Their Own Game: A Woman's Guide to Successful Selling to Industry and Your Career, you can better understand the strong emphasis in each book on personal selling.*

*I can happily report that even my son, Bruce, saw the light—he now teaches selling and sales management at Kent State University. I submit that when your own son agrees with one of your beliefs, there must really be something to it.*



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# PREFACE

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This book is tailored to the college student or professional who seriously wants to learn how to sell more proficiently. Key topics of selling, such as how to locate, qualify, and approach prospects, how to make the sales presentation believable, how to meet objections, and how to close the sale, are dealt with in considerable detail. Moreover, abundant material on the behavioral aspects of selling is included. I remain convinced that success in selling lies not so much in possessing certain sales techniques as in knowing both oneself and consumer behavior—and having the ability to use such knowledge advantageously.

Ever since Dr. Russell created this time-tested material for teaching salesmanship, we have tried to keep intact its main features, improving it where we could and keeping it abreast of the times.

To reflect our current view of sales, we have decided to change the name of the book in this eleventh edition from *Textbook of Salesmanship* to *Selling: Principles and Practices*. The former title served us well. The new one is more suited to the changing, dynamic nature of the profession, and of the people who choose a career in it. The thoroughness of coverage and the depth of discussion of each selling topic that have been hallmarks of the book since its inception remain.

In addition, this change of title mirrors our realization that this book has always had a wide audience, that it is really a *blueprint* of sales concepts and techniques, and that it is as capable of helping the self-taught entrepreneur as it is the student in a classroom. It continues to be an eminently teachable textbook—supported by a comprehensive instructor's manual—which also can be used for independent, professional study.

In this edition, two new features have been added at the beginning of each chapter. A short list of learning objectives provides a general idea of what can be gained from reading the chapter. Then brief interviews, called "Profiles," introduce a wide variety of people in selling who have something interesting to say about their profession or whose attitude toward selling will prove inspiring. I have also added many new cases to the text. Now there is at least one case at the end of each chapter.

In addition, the three chapters on presentation have been condensed into two, which should make the material easier to assimilate. The role of women in sales continues to expand and the book accommodates that change.

I would like to thank all the professors who reviewed the manuscript and so willingly provided some excellent suggestions: Robert E. Dodge (Portland State University), W. D. Henley (Auburn University), Catherine C. McElroy (Bucks County Community College), Richard Nelson (San Francisco State University), Irwin Phillips (City College of San Francisco), Arthur W. Rochlin (Miami-Dade Community College-South Campus), Charles D. Schewe (University of Massachusetts-Amherst), Wayland A. Tanning (Memphis State University), Michael D. Tuttle (St. Clair Community College), and Pablo Ulloa, Jr. (El Paso Community College at Valle Verde). Special thanks also to Carol Napier, Gail Gavert, and Mary Drouin for their fine editorial assistance.

*Richard H. Buskirk*



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# SELLING— BASIC HUMAN BEHAVIOR

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*Failure is man's inability to reach his goals in life, whatever they may be.*

*Og Mandino*

**After studying the material in this chapter you should:**

- **Understand that selling—persuasion—is a basic skill underlying not only successful living but success in all aspects of business**
- **Realize that salespeople perform tasks that are needed in our society—they do useful things in facilitating business affairs**
- **Be free of the mythology about selling that most people believe**

## Profile of a Corporate President Who Does a Lot of Selling

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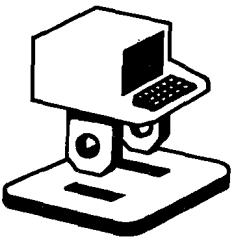
### **William Lennartz**

President, Computer  
Power Systems  
Corporation, Los  
Angeles, Calif.

*"Just about everything I've been able to accomplish I owe to my IBM training. I worked for IBM for 4 years after I graduated from the University of Colorado in 1963. I learned the computer business there. Then I saw an opportunity in the computer industry and started my own company. I sold it a few years ago to start my present business of selling power filtering and distribution units to computer users. I do a lot of top-level selling and I feel that it is directly responsible for much of my success."*

Bill Lennartz does much more than just sell computer power units. He is on the 1984 Olympic committee responsible for licensing and merchandising relationships. He is also chairman of a group of citizens organized to raise a considerable sum of money to help support the Palos Verdes (Calif.) public school system—a real selling task if there ever was one. In his "spare time," Bill is active in the Young Presidents Organization, which has resulted in his playing a most active and supportive role on the Advisory Council to the Entrepreneur Program at the University of Southern California.

Top-level selling, Bill says, "can be very effective or very detrimental to your organization. The fact that the president of the company is involved establishes the seriousness of the company in wanting to establish a relationship; and if the president of the selling company is talking to the president or high-level management of the buying company, then the middle- or lower-levels of management often react much more positively and quickly. If the president of the selling company is not successful in establishing a good relationship, then normally everything backfires."





You're a salesperson already. You've been selling since the day you were born. Remember when you wheedled that bicycle from your parents? Salesmanship. How about that time you talked the teacher into giving you a higher grade? Salesmanship. You sell something several times each day. The question is whether you are good at it or not, because your success in business, and in life, depends largely upon your ability to sell yourself, your firm, your services, your ideas, and your products to others.

The American Marketing Association defines "selling" as "the personal or impersonal process of assisting and/or persuading a prospective customer to buy a commodity or a service or to act favorably upon an idea that has commercial significance to the seller."<sup>1</sup> But selling really has a far broader scope.

We prefer to define selling as the art of persuading another person to do something when you do not have, or do not care to exert, the direct power to force the person to do it. Selling *is* persuasion.

## **PERSUASION—EVERYBODY DOES IT!**

If you owned a small business, you would be continually trying to persuade other people to do what you wanted them to do: lend you money, buy from you, sell to you, work for you properly, pay you promptly, or grant you whatever governmental permissions you might seek. Persuasion is the fabric of daily business operations.

Moreover, you use persuasion all the time in daily living. Whether you're on the job, at school, at home, or even when you are shopping, you are continually trying to get other people to do what you want them to do.

## **Leadership Requires Persuasion**

The ability to handle people is the foundation of leadership. Men and women in managerial positions in government, education, labor, the armed services, medicine, and business are constantly confronted with the need to get along with others—to handle people.

And here's the point: This "ability to handle people" is little more than salesmanship under another name. Great leaders are great salespeople.

It is this universal application of the principles of selling which justifies its study by those who never expect to be professional salespeople. You probably aspire to leadership in some area. You can achieve it by mastering the art of handling people—selling ideas to them. A leader is a leader only if there are followers, and the main task is to persuade the followers, by one means or another, to strive to do what the leader wants done.

<sup>1</sup>*Definitions of Terms* (American Marketing Association, Chicago, 1961).

## The Uses for Selling

You may ask, "Why should I study salesmanship? I'm never going into sales." Perhaps not, but who knows? Millions of people have been unexpectedly thrust into jobs demanding the ability to sell. Even though a person may not engage directly in any kind of selling work, the hard fact still exists that one can find virtually no occupation or profession that does not demand selling skills.

Many talented physicians, architects, engineers, scientists, musicians, and lawyers have not advanced professionally because they have failed to recognize the selling aspects of their work. A brilliant electronics engineer, a man who developed numerous valuable patents for his employer, not only was unable to advance into management but was eventually fired. After hours of venting his frustrations to a confidant, he concluded, "I've never been able to sell myself or my ideas to other people."

To learn what errors people starting their first jobs should be warned about, a group of vocational teachers wrote to several thousand employers asking them to look up the last three persons dismissed and tell why they had been let go. The teachers had expected a long catalog of reasons. They were amazed that more than two-thirds of the people losing jobs had been fired for one reason. It was the same in every sort of business, for workers of all ages and both sexes: "They couldn't get along with other people."

Frequently someone who has no intention of going into sales enters some other department of a business only to discover that some sales work is expected. "Every Employee a Salesperson" is a slogan of a great number of businesses, and it can work wonders. The modern marketing concept now embodied in the management philosophies of most leading corporations claims that *all business is selling*.

The Irving Trust Company, one of New York's leading commercial banks, staged a drive for new accounts that in 10 weeks gained 11,763 new customers. This selling job was handled by bank employees from every department.

The Graduate School of Bank Marketing at Louisiana State University provides its students with several courses in salesmanship and sales training during which considerable attention is devoted to how bank management can provide all its people with selling skills.

Many people begin their careers in some nonselling job only to discover sales to be their forte. Little did James M. Roche, former president of General Motors, dream in 1927, when he went to work for GM as a statistician, that he would rise through the sales department to become sales manager of Cadillac in 1957 and 10 years later be placed in charge of all aspects of GM car marketing.

Two engineers employed by Beech Aircraft approached this author with a problem for which they found themselves unprepared: "How can we persuade our top management to expand our efforts in manufacturing cryogenic hardware?" They continued, "We are convinced that the market for cryogenic