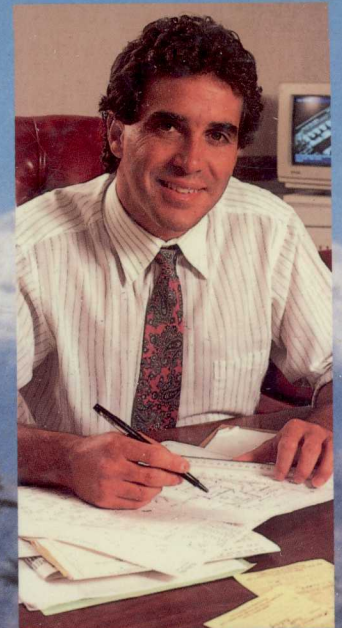


SIXTH EDITION

# *Selling Today*



GERALD L. MANNING / BARRY L. REECE



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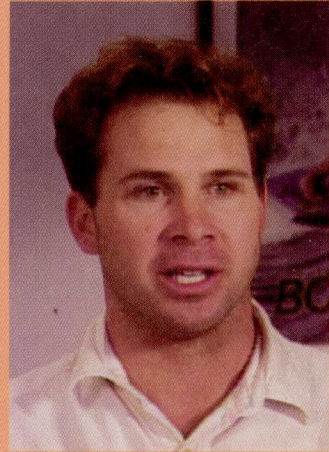
*Building Quality Partnerships*

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WE WISH TO DEDICATE THIS BOOK TO OUR WIVES WHOSE  
PATIENCE AND SUPPORT MAKE OUR WORK POSSIBLE.

*Beth Hall Manning & Vera Marie Reece*



# Preface

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**A**s we approach the year 2000, personal selling continues to play a very important role in the marketing of products and services. The merits of this marketing strategy have become more apparent during an era that is characterized by complex buying decisions that require person-to-person communication. Personal selling has also been popular among organizations that are attempting to build quality partnerships.

*Selling Today: Building Quality Partnerships* has been highly successful because each edition mirrors the changing nature of personal selling in America. It was the first sales text to give strong support to consultative selling and the first text to build a strong case for partnering. The “partnering era” which places emphasis on high quality, long-term relationships was introduced in the previous edition. The sixth edition emphasizes to an even greater degree the value of high quality, long-term relationships that yield repeat business and referrals. Of course the most important aspects of previous editions have not changed. The sixth edition continues to give primary attention to the principles and practices used by individuals who have achieved long-term success in personal selling.

This edition, like previous editions, examines the selling principles and practices used by high performance salespeople employed in service, retail, wholesale, and manufacturing settings. It continues to be a practical text that includes a large number of real-world examples obtained from companies such as Xerox Corporation, Revlon, Procter & Gamble, Home Depot, 3M, and Ritz-Carlton Hotel Company.

## ***Improvements in the Sixth Edition***

The sixth edition of *Selling Today: Building Quality Partnerships* reflects suggestions from current adopters and reviewers, interviews with salespeople and sales managers, and a thorough review of the current literature on personal selling. This edition also features many examples from successful smaller, marketing oriented businesses featured in the *Inc. 500*, a list of America’s fastest-growing private companies compiled each year by *Inc.* magazine.

Several important improvements appear in this edition. The most significant changes include:

1. Expanded coverage of the partnering era which has greatly influenced personal selling in the 1990s. The major partnering concepts are introduced in chapters 1 and 3. This text material is supported by a professionally developed video entitled *Partnering: The Heart of Selling Today*. This video, produced by

American Media Incorporated, introduces a series of partnering principles that are used by successful salespeople.

2. Six challenging video case problems are new to the sixth edition. Each video case problem (10–13 minutes in length) is introduced in the text. These introductions take the form of an opening vignette provided at the beginning of selected chapters. Once students view the video, they study additional case information at the end of the chapter and then prepare answers to thought provoking questions. The video introduces the student to salespeople employed by real companies. Video case problems are provided for chapters 1, 3, 5, 7, 9, and 12.
3. New to this edition is an optional role play/simulation that provides students with a realistic opportunity to apply and evaluate selling skills. Using as little as eight hours of class time you can provide each student with six or more role play experiences: Acquiring product and company information; making an initial sales call to establish a relationship; making a second sales call to conduct a needs analysis; and making a third call to conduct a persuasive sales presentation. All materials needed for both salesperson and customer roles are provided in the easy to use exercise. Easy to follow instructions are provided in the text at the end of Chapters 1, 5, 9, 10, 11, 12, 13, and 14. These instructions refer to assignments in Appendix 3. An instructors manual is provided for implementing the role play/simulation. Selling experiences that are similar to those used in sales training programs offered by Forum Corporation, Wilson Learning and Learning International are finally brought to the college classroom.
4. Each chapter features two new insights that focus on the themes “Building Quality Partnerships” and “Building Relationships in a Diverse World.” These insights explore current real world examples of what the student is learning throughout the text. This new feature will give students a contemporary look at personal selling.
5. Personal selling as an auxiliary activity is introduced. A growing number of people providing professional services in such areas as finance, health care, convention planning, training, financial planning, landscape design, property management and other fields have discovered that personal selling is a very important auxiliary activity. They use personal selling skills to build and maintain a loyal customer base. Personal selling is also an auxiliary selling activity for a large number of employees who have customer service responsibilities and small business owners who must sell their products and services.
6. The expansion of information and exercises on sales force automation (SFA) and the opportunity to use an actual SFA software program. The trend toward greater use of technology to improve personal selling practices will continue in the years ahead. In response to this important trend the sixth edition features 12 new “Building Relationships Through Technology” insights. Each insight explains how salespeople use sales automation to improve quality in the selling process. Optional SFA application exercises are also new to this edition. These interactive exercises give students the opportunity to use the highly acclaimed ACT! software program developed by Contact Software International, a leader in the field of sales force automation. The student’s text includes the ACT! contact management diskette that features a prospect data base and other information to be used by students as they make a wide range



of decisions regarding qualifying prospects, approaching prospects, the sales presentation, demonstration, negotiation, closing, and servicing the sale. Students can print prospect profiles, sales letters, telephone contact lists, conduct key word searches to find important references in the data base, and do many other things. Simple single stroke instructions are provided that enable students to experience the many advances in sales automation. SFA is effectively explained in *ACT! The Professional Contact Management System*, a commercially developed two-part video available to qualified adopters.

### ***Themes of This Book***

The two chapters that make up Part I provide an overview of personal selling. The first chapter provides an introduction to the positive contributions of personal selling in our market-oriented economy and describes the evolution of personal selling from 1950 to the present. The second chapter gives students an opportunity to explore specific 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 Approach," very helpful.

Research indicates that high-performance salespeople are better able to build and maintain relationships than are moderate performers. Part II focuses on several important person-to-person relationship-building strategies that contribute to success in personal selling. This theme is reinforced throughout the book. Part III 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 apply the fundamentals of consultative selling.

Part IV 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 achieve their sales goals.

The concept of a salesperson as an advisor, consultant, and partner to buyers is stressed in Part V. The traditional sales presentation that emphasizes closing as the primary objective of personal selling is abandoned in favor of three types of need-satisfaction strategies. As in the fourth edition, the salesperson is viewed as a counselor and consultant.

High-performance salespeople often advance to the position of sales manager. Part VI includes chapters on management of the sales force, management of self, and ethical considerations in personal selling. Ethics in selling is covered in this part of the text because sales managers are in a key position to establish and maintain ethical standards for sales personnel. Part VII introduces the technology theme. The final chapter of the text is devoted to a discussion of telemarketing.

### ***Special Features of this Book***

The sixth edition of *Selling Today* includes several special features that aid both teaching and learning. Each chapter:

- begins with a list of learning objectives to help the student focus on the important concepts.
- ends with a summary that provides a brief review of the most important ideas presented.
- contains a list of key terms that follows the chapter summary.

- concludes with a set of review questions that reinforce the student's understanding of the major concepts presented in the chapter.
- features a series of field-based application exercises that will provide the reader with an opportunity to apply concepts and practices presented.
- features a case problem that permits the reader to analyze and interpret actual selling situations. Each case problem is based on a real-life situation.

### ***Intelecom Telecourse***

The sixth edition of *Selling Today* has been selected by Intelecom for use in its video course entitled, *The Sales Connection*. An esteemed panel of business and academic professionals spent over two years developing this important new college course.

### ***Supplements Available with the Textbook***

A complete supplements package is available to adopters, including:

An Instructors Resource Manual that includes:

- Detailed presentation outlines
- Answers to review questions
- Suggested responses to learning activities
- Copies of printouts for Sales Automation Exercises
- Detailed instructions for using the video case problems
- A complete trainers guide for using the new role play/simulation
- Over 75 transparency masters carefully keyed to important concepts in the text
- Ten video tape supplements, each carefully keyed to learning activities in the text.
- A readings text entitled, *Selling and Sales Management Today*, presents more than 50 articles from selected professional and trade journals.

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### ***Acknowledgments***

Many people have made contributions to *Selling Today—Building Quality Partnerships*. We are very grateful to Jack W. Linge, who contributed significantly to the development of the sales force automation case study which is an important addition to this textbook. Special recognition is also extended to Cadalyst Resources and Contact Software International for assistance in developing materials used in conjunction with the sixth edition. Throughout the years the text has been improved as a result of numerous helpful comments and recommendations. We extend special appreciation to the following persons.

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Hunts Ketchup	Wang Laboratories
Hyatt Regency Hotels	Whirlpool Corporation
IBM	Wilson Learning
Infotron Systems	Xerox



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Dr. Reece has devoted more than 25 years to teaching, research, consulting, and the development of training programs in the areas of sales, supervision, and management. He has conducted over 500 seminars and workshops for public and private sector organizations. He has written several textbooks and articles in the areas of sales, supervision, and management. Dr. Reece was named "Trainer of the Year" by the Valleys of Virginia Chapter of the American Society for Training and Development.



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Mr. Manning has served as a chair of the Marketing/Management Department since 1967. In addition to his teaching and administrative duties, he is actively involved as a consultant and trainer to numerous national sales and marketing firms. Mr. Manning also serves as a consultant to several companies that provide computer aided design and sales automation services, and firms that produce and distribute sales training materials. He appears regularly as a speaker at national conferences. In 1990 Mr. Manning received the "Outstanding Instructor of the Year" award.



### ***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. Both are actively involved in sales training and consulting. Frequent interaction with salespeople and sales managers provides valuable insights 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 Learning International, Wilson Learning Corporation, Forum Corporation, and several other companies.



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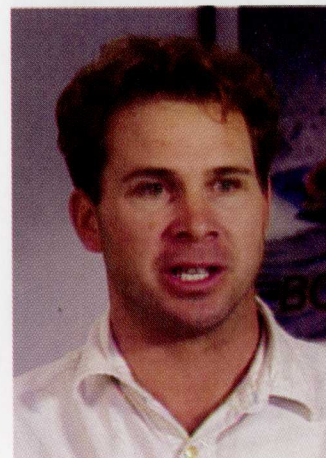
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