# ABC's of relationship SELLING through service









8e

Charles M. Futrell



# ABC's of relationship SELLING through service

8e

Charles M. Futrell TEXAS A&M UNIVERSITY



Boston Burr Ridge, IL Dubuque, IA Madison, WI New York San Francisco St. Louis Bangkok Bogotá Caracas Kuala Lumpur Lisbon London Madrid Mexico City Milan Montreal New Delhi Santiago Seoul Singapore Sydney Taipei Toronto



### ABC'S OF RELATIONSHIP SELLING THROUGH SERVICE

Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY, 10020. Copyright © 2005, 2003, 2000, 1996, 1993, 1990, 1987 by The McGraw-Hill Companies, Inc. All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of The McGraw-Hill Companies, Inc., including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning. Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

This book is printed on acid-free paper.

domestic 2 3 4 5 6 7 8 9 0 QWV/QWV 0 9 8 7 6 5

ISBN 0-07-285705-6

Vice president and editor-in-chief: Robin J. Zwettler

Editorial director: John E. Biernat Sponsoring editor: Barrett Koger Editorial coordinator: Scott Becker Marketing manager: Dan Silverburg Media producer: Craig Atkins Project manager: Kristin Puscas

Senior production supervisor: Rose Hepburn

Designer: Kami Carter

Photo research coordinator: Judy Kausal

Photo researcher: Mary Reeg

Senior supplement producer: Rose M. Range Senior digital content specialist: Brian Nacik

Cover design: Krista Lehmkahl

Cover illustration: © Digital Vision, © Getty

Typeface: 10/12 Times New Roman Compositor: GAC Indianapolis Printer: Quebecor World Versailles Inc.

### Library of Congress Cataloging-in-Publication Data

Futrell, Charles.

ABC's of relationship selling through service / Charles M. Futrell — 8th ed. p. cm. — (The McGraw-Hill/Irwin series in marketing)
Includes bibliographical references and index.
ISBN 0-07-285705-6 (alk. paper)
1. Selling. I. Title.
HF5438.25.F868 2005

658.85—dc22 2004044875

www.mhhe.com

# **About the Author**

Charles M. Futrell is the Federated Professor of Marketing in the Mays Business School at Texas A&M University in College Station, Texas. Texas A&M University has approximately 45,000 students with 6,000 business majors and 800 marketing majors. Dr. Futrell has a B.B.A., M.B.A., and Ph.D. in marketing. Dr. Futrell is a former salesperson turned professor. Before beginning his academic career, Professor Futrell worked in sales and marketing capacities for eight years with the Colgate Company, The Upjohn Company, and Ayerst Laboratories.

Dr. Futrell serves as a frequent reviewer for several academic journals. He is on the editorial board of *The Journal of Personal Selling & Sales Management* and the editorial advisory board of *The Journal of Marketing Theory and Practice*. His research in personal selling, sales management, research methodology, and marketing management has appeared in numerous national and international journals, such as the *Journal of Marketing* and the *Journal of Marketing Research*. An article in the summer 1991 issue of *The Journal of Personal Selling & Sales Management* ranked Charles as one of the top three sales researchers in America. He was also recognized in *Marketing Education*, Summer 1997, as one of the top 100 best researchers in the marketing discipline. His work has earned him several research awards.

Professor Futrell served as the American Marketing Association's Chair of the Sales and Sales Management Special Interest Group (SIG) for the 1996–97 Academic year. He was the first person elected to this position. Charles was elected Finance Chair for the Sales SIG's 1998–99 term. In 1999, The Association of Former Students awarded him the Lowry Mays College and Graduate School of Business Distinguished Teaching Award. Mu Kappa Tau, the National Marketing Honor Society, recognized Charles for exceptional scholarly contributions to the sales profession in 2000. This is only the fourth time this recognition has been bestowed since its creation in 1988.

In the Spring of 2001, Dr. Futrell was chosen as a Fish Camp (Texas A&M University's Freshman Orientation Camp) Namesake. Fish Camps are named after faculty members who have made a significant impact on Texas A&M, and nominations for the award are made by students, which makes it a very prestigious honor for instructors.

Dr. Futrell has written or co-written eight successful books for the college and professional audience. Three of the most popular books are *Sales Management: Teamworks, Leadership, and Technology,* sixth edition, South-Western Thomson Learning College Publishers; *Fundamentals of Selling: Customers for Life through Service,* eighth edition, and *ABC's of Relationship Selling through Service,* eighth edition, both published by McGraw-Hill/Irwin. These books are used in hundreds of American and international schools. Over 300,000 students worldwide have learned from Professor Futrell's books.

In 1997 Dr. Futrell began using his website and group e-mails in his sales classes that often have 100 students in each section. Students sign up for both a lecture period and lab time. In each semester's six labs, students are videotaped in activities such as making a joint sales call, panel interview, selling oneself on a job interview, product sales presentations, and various experiential exercises.

TAMU's College of Business Administration and Graduate School of Business is one of the largest business programs in America, with more than 6,000 full-time business majors. Approximately 50 percent of the Marketing Department's 800 majors are in Charles's personal selling and/or sales management classes at various times. He has worked with close to 10,000 students in sales-related classes.

Professor Futrell's books, research, and teaching are based on his extensive work with sales organizations of all types and sizes. This broad and rich background has resulted in his being invited to be a frequent speaker, researcher, and consultant to industry.

# The McGraw-Hill/Irwin Series in Marketing

Alreck & Settle

The Survey Research Handbook

Third Edition

Anderson, Beveridge, Lawton, & Scott

Merlin: A Marketing Simulation

First Edition

Arens

Contemporary Advertising Ninth Edition

Minim Edition

Arnould, Price & Zinkhan

Consumers
Second Edition

Bearden, Ingram, & LaForge

Marketing: Principles & Perspectives

Fourth Edition

Belch & Belch

Advertising & Promotion: An Integrated Marketing Communications Approach

Sixth Edition

Bingham & Gomes
Business Marketing

Third Edition

Cateora & Graham

**International Marketing** 

Twelfth Edition

Cole & Mishler

Consumer and Business Credit Management

Eleventh Edition
Cravens & Piercy

Strategic Marketing

Seventh Edition

Cravens, Lamb & Crittenden

Strategic Marketing Management Cases

Seventh Edition

Crawford & Di Benedetto New Products Management

Seventh Edition

Duncan

Principles of Advertising and IMC

Second Edition

Dwyer & Tanner

**Business Marketing** 

Second Edition

Eisenmann

**Internet Business Models: Text and Cases** 

First Edition

Etzel, Walker & Stanton

Marketing

Thirteenth Edition

Forrest

**Internet Marketing Intelligence** 

First Edition

Futrell

ABC's of Relationship Selling

Eighth Edition

Futrell

Fundamentals of Selling

Eighth Edition

Gourville, Quelch, & Rangan Cases in Health Care Marketing

First Edition

Hair, Bush & Ortinau Marketing Research

Marketing Research
Second Edition

Hawkins, Best & Coney Consumer Behavior

Ninth Edition

Johansson Global Marketing

Third Edition

Johnston & Marshall

Churchill/Ford/Walker's Sales Force

Management Seventh Edition

Johnston & Marshall

Relationship Selling and Sales Management

First Edition

Kerin, Hartley, & Rudelius Marketing: The Core

First Edition

Kerin, Berkowitz, Hartley & Rudelius

Marketing
Seventh Edition
Lehmann & Winer

**Analysis for Marketing Planning** 

Fifth Edition

Lehmann & Winer
Product Management

Third Edition

Levy & Weitz
Retailing Management

Fifth Edition

Mason & Perreault
The Marketing Game!

Third Edition

McDonald

Direct Marketing: An Integrated Approach

First Edition

Mohammed, Fisher, Jaworski & Paddison

Internet Marketing: Building Advantage in a

Networked Economy

Second Edition

Monroe
Pricing
Third Edition

Mullins, Walker, and Boyd

Marketing Management: A Strategic Decision-

Making Approach
Fifth Edition

Nentl & Miller

SimSeries Simulations:

SimSell

SimSales Management SimMarketing

SimMarketing Research

SimCRM First Edition

Pelton, Strutton, Lumpkin & Cooper Marketing Channels: A Relationship

Management Approach

Third Edition

Perreault & McCarthy

Basic Marketing: A Global Managerial Approach

Fifteenth Edition

Perreault & McCarthy

Essentials of Marketing: A Global Managerial

Approach
Ninth Edition

Peter & Donnelly

A Preface to Marketing Management

Ninth Edition

Peter & Donnelly

Marketing Management: Knowledge and Skills

Seventh Edition

Peter & Olson
Consumer Behavior
Seventh Edition

Purvis & Burton

Which Ad Pulled Best?

Ninth Edition

Quelch, Rangan, & Lal

Marketing Management Text and Cases

First Edition

Rayport & Jaworski

Introduction to e-Commerce

Second Edition

Rayport & Jaworski e-Commerce First Edition

Rayport & Jaworski Cases in e-Commerce

First Edition

Richardson

**Internet Marketing** 

First Edition

Roberts

Internet Marketing: Integrating Online and

Offline Strategies
First Edition

Spiro, Stanton, Rich

Management of a Sales Force

Eleventh Edition

Stock & Lambert

Strategic Logistics Management

Fourth Edition

Ulrich & Eppinger

Product Design and Development

Third Edition

Walker, Boyd, Mullins & Larreche

Marketing Strategy: A Decision-Focused

Approach
Fourth Edition

Weitz, Castleberry & Tanner

**Selling: Building Partnerships** *Fifth Edition* 

Zeithaml & Bitner Services Marketing Third Edition

此为试读,需要完整PDF请访问: www.ertongbook.com

You will notice a slight change to the title of the book in this eighth edition. We have added the word *service*, which refers to making a contribution to the welfare of others. Why? It is time to make the bold statement that salespeople exist to help others.

Since the last edition we have seen the worst of American business. Gallup (one of America's leading pollsters) has found that some categories of salespeople's jobs are the lowest-rated job categories for perceived honesty and ethical standards. Chances are, the majority of students have a negative attitude about salespeople.

We can correct this image by illustrating the wonderful things professional salespeople do. This edition emphasizes helping others through the application of the Golden Rule of Personal Selling. This simple sales philosophy is based upon treating others unselfishly, as you would like to be treated.

ABC's of Selling is written by a salesperson turned teacher. For eight years I worked in sales with Colgate, Upjohn, and Ayerst. As an academic, I have taught selling to thousands of college students, businesspeople, and industry sales personnel, developing and using the strategies, practices, and techniques presented in this textbook. Moreover, each year I continue to spend time in fieldwork with sales personnel. In my classes and programs, I stress "learning by doing" examples and exercises and videotape role playing of selling situations. This book is the result of these experiences.

When students ask me why I moved out of sales, I always reply, "I really haven't. I'm just selling a different product in a different industry." We are all selling, whether it's a product, an idea, our parents, a friend, or ourselves—as when interviewing for a job.

# ABC's Approach

ABC's of Selling was conceived as a method of providing ample materials that allow 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 guide to use in preparing sales presentations and role-playing exercises.

# The Philosophy behind This Book

The title should help you understand the philosphy of this book. A student of sales should understand the fundamentals—the basics—of personal selling. All of them. I do not advocate one way of selling as the best route to success! There are many roads to reaching one's goals.

I do feel a salesperson should have an assortment of selling skills and should be very knowledgeable, even an expert, in the field. Based on the situation, the salesperson determines the appropriate actions to take for a particular prospect or customer. No matter what the situation, however, the basic fundamentals of selling can be applied.

There is no place in our society for high-pressure, manipulative selling. The salesperson is a problem solver, a helper, and an advisor to the customer. If the customer has no need, the salesperson should accept that and move on to help another person or firm. If the customer has a need, however, the salesperson should and must go for the sale. All successful salespeople I know feel that once they determine that the customer is going to buy someone's product—and that their product will satisfy that customer's needs—it is their job to muster all their energy, skill, and knowhow to make that sale. That is what it's all about!

It is my sincere hope that after the reader has studied this book, he or she will say, "There's a lot more to selling than I ever imagined." I hope many people will feel that this material can help them earn a living and that selling is a great occupation and career.

At the end of the course, I hope all the students will have learned how to prepare and give a sales presentation by visually, verbally, and nonverbally communicating their message. I know of no other marketing course whose class project is so challenging and where so much learning takes place.

Finally, I hope each student realizes that these new communication skills can be applied to all aspects of life. Once learned and internalized, selling skills will help a person be a better communicator throughout life.

### Basic Organization of the Book

The publisher and I worked hard to ensure that ABC's of Selling would provide students with the basic foundation for understanding all major aspects of selling. The chapters in the text are divided into four parts:

- Selling as a Profession. Emphasizes the history, career, rewards, and duties of the professional salesperson and illustrates the importance of the sales function to the organization's success. It also examines the social, ethical, and legal issues in selling.
- Preparation for Relationship Selling. Presents the background information salespeople use to develop their sales presentations.
- The Relationship Selling Process. At the heart of this book, this part covers the entire selling process from prospecting to follow-up. State-of-the-art selling strategies, practices, and techniques are presented in a "how-to" fashion.
- Managing Yourself, Your Career, and Others. The importance of the proper use and management of one's time and sales territory is given thorough coverage.

### In This Edition

*New Emphasis.* Unselfish and ethical service to the customer underscores the new Golden Rule of Personal Selling—a sales philosophy of unselfishly treating others as you would like to be treated without expecting reciprocity. This is how to build long-term relationships with customers.

The Tree of Business Life Icon. Beginning with Chapter 3, The Tree of Business Life icon is used to remind the reader of one of the main themes of the book. This theme emphasizes that by providing ethical service you build true relationships. This section was developed in hopes of having the reader consider how a salesperson would incorporate ethical service into the chapter's topic.

The Golden Rule Icon. The Golden Rule Icon appears in each chapter to help reinforce the Tree of Business Life. The combination of the Golden Rule and the "Tree" guidelines for business and selling form the core theme of this textbook. Unselfishly treating prospects/customers as you would like to be treated without expecting something in return results in ethical service which builds true long-term relationships. If you think about it, this is how you build true personal friendships. Why not build your business relationships on this rock?

*Video Cases.* Cases 2-1, 2-2, 10-3, and 12-4 can be use independently or with four of the videos accompanying this book. Each of the four cases highlights a tough ethical dilemma often faced by sales personnel in today's competitive marketplace.

*Sales Call Role-Plays.* Actually used in my classes by hundreds of students, these role-plays are created from information used by today's top sales forces.

World Wide Web. At the end of the book, these Web exercises introduce prospective salespeople to the use of the World Wide Web.

ACT! Customer Contact. Using software to maintain contact with customers and prospects is a necessity in the 21st century.

Student Application Learning Exercises (SALES). Chapters directly related to creating the role-play have SALES that aid students in better understanding how to construct this popular class project. These were first used in Professor Futrell's classes in the fall of 1997. Students unanimously felt they were great in helping them correctly construct their role-plays.

Sales Careers. Career information has been expanded throughout so students will better understand that there are sales jobs in *all* organizations—business, service, and nonprofit.

Selling Experiential Exercises. These end-of-chapter exercises help students to better understand themselves and/or the text material. Many can be done in class or completed outside and discussed in class.

Selling Globally Appendix. Many of these new box items were written by friends and colleagues from countries around the world.

**Technology in Selling.** A central theme within each chapter shows the use of technology and automation in selling and servicing prospects and customers.

Sales World Wide Web Directory. This resource contains the URLs for the Sales World Wide Web Exercises and for other useful websites.

### Text and Chapter Pedagogy

Many reality-based features are included in the eighth edition to stimulate learning. One major goal of this book is to offer better ways of using it to convey sales knowledge to the reader. To do this, the book includes numerous special features:

**Photo Essays.** The book features many photographs accompanied by captions that describe sales events and how they relate to chapter materials.

Chapter Topics and Objectives. Each chapter begins with a clear statement of learning objectives and an outline of major chapter topics. These devices provide an overview of what is to come and can also be used by students to see whether they understand and have retained important points.

Sales Challenge/Solution. The text portion of each chapter begins with a real-life challenge sales professionals face. The challenge pertains to the topic of the chapter and will heighten students' interest in chapter concepts. The challenge is resolved at the end of the chapter, where chapter concepts guiding the salespersons' actions are highlighted.

*Making the Sale.* These boxed items explore how salespeople, when faced with challenges, use innovative ideas to sell.

Selling Tips. These boxes offer the reader additional selling tips for use in developing their role-plays.

Artwork. Many aspects of selling tend to be confusing at first. "What should I do?" and "How should I do it?" are two questions frequently asked by students in developing their roleplays. To enhance students' awareness and understanding, many exhibits have been included throughout the book. These exhibits consolidate key points, indicate relationships, and visually illustrate selling techniques.

Chapter Summary and Application Questions. Each chapter closes with a summary of key points to be retained. The application questions are a complementary learning tool that enables students to check their understanding of key issues, to think beyond basic concepts, and to determine areas that require further study. The summary and application questions help students discriminate between main and supporting points and provide mechanisms for self-teaching.

Key Terms for Selling/Glossary. Learning the selling vocabulary is essential to understanding today's sales world. This is facilitated in three ways. First, key concepts are boldfaced and completely defined where they first appear in the text. Second, each key term, followed by the page number where it was first introduced and defined, is listed at the end of each chapter. Third, a glossary summarizing all key terms and definitions appears at the end of the book for handy reference.

Ethical Dilemma. These challenging exercises provide students an opportunity to experience ethical dilemmas faced in the selling job. Students should review Chapter 2's definition and explanation of ethical behavior before discussing the ethical dilemmas.

Further Exploring the Sales World. These projects ask students to go beyond the textbook and classroom to explore what's happening in the real world. Projects can be altered or adapted to the instructor's school location and learning objectives for the class.

Cases for Analysis. Each chapter ends with brief but substantive cases for student analysis and class discussion. These cases provide an opportunity for students to apply concepts to real events and to sharpen their diagnostic skills for sales problem solving. Comprehensive cases are found in the back of the book.

As you see, the publisher and I have thoroughly considered how best to present the material to readers for maximizing their interest and learning. Teacher, reviewer, and student response to this revision has been fantastic. They are pleased with the readability, reasonable length, depth, and breadth of the material. You will like this edition better than the previous one.

### **Teaching and Learning Supplements**

McGraw-Hill/Irwin has spared no expense to make ABC's of Selling through Service the premier text in the market today. Many instructors face classes with limited resources, and supplementary materials provide a way to expand and improve the students' learning experience. Our learning package was specifically designed to meet the needs of instructors facing a variety of teaching conditions and for both the first-time and veteran instructor.

**ProSelling Video.** Several hours of student role-plays, exercises, examples of selling techniques, and industry sales training programs show students how to prepare their role-plays and how course content relates to the sales world.

*Inc. Business Resources Video Package.* A new feature from Inc. demonstrates key features of relationship selling.

*Instructor's Manual.* Loaded with ideas on teaching the course, chapter outlines, commentaries on cases, answers to everything—plus much more—the *Instructor's Manual* is a large, comprehensive time-saver for teachers.

Test Bank. The most important part of the teaching package is the Test Bank. We gave the Test Bank special attention during the preparation of the eighth edition because instructors desire test questions that accurately and fairly assess student competence in subject material. Prepared by Dr. Thomas K. Pritchett, Dr. Betty M. Pritchett of Kennesaw State College and myself, the Test Bank provides hundreds of multiple-choice and true/false questions. Professor Tom Pritchett also uses the book for his selling classes. Each question is keyed to chapter learning objectives, has been rated for level of difficulty, and is designated either as factual or application so that instructors can provide a balanced set of questions for student exams.

Instructor CD-Rom: A course preparation CD including:

- A PowerPoint Presentation. A brand new program offering over 200 lecture slides. These slides can be customized for any course. They are great!
- Computerized Test Bank. The Computerized Test Bank allows instructors to select and edit test items from the printed Test Bank and to add their own questions. Various versions of each test can be custom printed.
- Electronic Version of the Instructor's Manual.

Course Website. At http://www.mhhe.com/futrell, you can access downloadable versions of instructor support materials, as well as a student tutorial and student self-assessment quizzes.

**ACT!** 'Express Software. For many businesspeople, staying in touch with prospects, customers, clients, vendors, and suppliers—people outside the company—is critical to success. And that

success depends on managing those contacts for highly productive business relationships.

Included with this textbook is ACT!<sup>TM</sup> Express, a tool that will help students entering the business world. 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.

Whether in sales, a small or start-up company, a consulting practice, a professional services firm, or another business setting, students will become more proficient at effectively managing their contacts.

But what is a contact manager?

A contact manager will help the student manage all of the tasks and information critical to building effective business relationships such as these:

- Finding and contacting prospects.
- Following up with prospects and clients.
- Sending product information, proposals, and quotes.
- Scheduling meetings.
- Generating correspondence.
- Managing customers' postsale activities and requests.
- Keeping a history of previous customer interactions.
- Generating reports of activities and client/account status.

Effective contact management means making the most of contacts with prospects, customers, clients, vendors, and suppliers.

ACT! Express includes the following features:

- Complete contact and calendar management. Seventy predefined fields for contact information, notes, tasks, schedules, history, and more.
- Search capabilities. Quickly locate any information in the database by name, ZIP code, phone number, or keyword.
- Groups. Sort contacts into groups by company, interests, or other commonalities.
- Activity reminders. Set alarms for upcoming activity reminders.
- Basic e-mail functions. Send and track e-mail correspondence—and attach e-mails directly to specific contact records.
- Basic contact reporting. Easily generate basic reports such as Activity History, Task List, Source of Referrals, and more.
- Built-in word processor. Includes prewritten letters that can be easily personalized.
- Data synchronization with Palm Powered<sup>TM</sup> Handhelds. Take contact information, notes, and history anywhere.

Students who become proficient with ACT! Express may want to explore more advanced functions available in the full ACT! contact management system.

Students desiring more information about either ACT! Express or ACT! are encouraged to visit www.act.com/students.

### Acknowledgments

Working with the dedicated team of professionals at McGraw-Hill/Irwin, who were determined to produce the best personal selling book ever, was a gratifying experience.

In overseeing this revision, Sponsoring Editor Barrett Koger and Editorial Coordinator Scott Becker offered ideas for improvements to the eighth edition package. Judy Kausal and Mary Reeg oversaw the selection of new photographs for this edition. Project Manager Kristin Puscas ably guided the manuscript and page proofs through the production process.

Another group of people who made a major contribution to this text were the sales experts who provided advice, reviews, answers to questions, and suggestions for changes, insertions, and clarifications. I want to thank these colleagues for their valuable feedback and suggestions:

- Karen Bilda, Cardinal Stritch University
- Frances DePaul, Westmoreland Community College
- Greg Gardner, Jefferson Community College
- Craig Kelley, California State University—Sacramento
- Herb Miller, University of Texas—Austin
- Eric Soares, California State University—Hayward
- Dennis Tademy, Cedar Valley College
- Brian Tietje, California Polytechnic State University

I also want to again thank those people who contributed to earlier editions, because their input is still felt in this eighth edition. They were Ramon A. Avila, Ball State University; Duane Bachmann, Central Missouri State University; Ames Barber, Adirondack Community College; John R. Beem, College of DuPage; Dawn Bendall-Lyon, University of Montevallo; Milton J. Bergstein, Pennsylvania State University; Chris Brandmeir, Highline Community College; Marjorie Caballero, Baylor University; Michael Cicero, Highline Community College; Norman Cohn, Milwaukee Tech; Gerald Crawford, University of North Alabama; William H. Crookston, California State University-Northridge; Gary Donnelly, Casper College; Sid Dudley, Eastern Illinois University; Dennis Elbert, University of North Dakota; Earl Emery, Baker Junior College of Business; O.C. Ferrell, Colorado State University; Myrna Glenny, Fashion Institute of Design and Merchandising; Ric Gorno, Cypress College; Kevin Hammond, Community College of Allegheny County; John Hawes, University of Akron; Deborah Jansky, Milwaukee Area Technical College; Albert Jerus, Northwestern College; Donna Kantack, Elrick & Lavidge; Dennis Kovach, Community College of Allegheny County; Deborah Lawe, San Fransicsco State University; James E. Littlefield, Virginia Polytechnic Institute & State University; Lynn J. Loudenback, New Mexico State University; Leslie E. Martin, Jr., University of Wisconsin-Whitewater; Brian Meyer, Mankato State University; Ken Miller, Kilgore College; Harry Moak, Macomb Community College; Dick Nordstrom, California State University-Fresno; James Ogden, Kutztown University; Becky Oliphant, Stetson

University; Roy Payne, Purdue University; Robert Piacenza, Madison Area Technical College; Alan Rick, New England Institute of Technology; John Ronchetto, University of San Diego; Jeff Sager, University of North Texas; Donald Sandlin, East Los Angeles College; Camille P. Schuster, Xavier University; Richard Shannon, Western Kentucky University; Dee Smith, Lansing Community College; Robert Smith, Illinois State University; Ed Snider, Mesa Community College; William A. Stull, Utah State University; Robert Tangsrud, Jr., University of North Dakota; Albert J. Taylor, Austin Peay State University; James L. Taylor, University of Alabama; Ruth Taylor, Southwest Texas State University; Robert Thompson, Indiana State University; Rollie Tilman, University of North Carolina at Chapel Hill; John Todd, University of Tampa; Glenna Urbshadt, British Columbia Institute of Technology; Bruce Warsleys, Trend Colleges; Dan Weilbaker, Northern Illinois University; Timothy W. Wright, Lakeland Community College; and George Wynn, James Madison University.

I would also like to thank the many Texas A&M students who have used the book in their classes and provided feedback. Thanks also to the many instructors who call me each year to discuss the book and what they do in their classes. While we have never met face-to-face, I feel I know you. Your positive comments, encouragement, and ideas have been inspirational to me.

In addition, salespeople and sales managers have provided photographs, selling techniques, answers to end-of-chapter exercises and cases, and other industry materials that enrich the reader's learning experience. They include the following:

Kim Allen, McNeil Consumer Products Company; Alan Baker, Noxell Corporation; Michael Bevan, Parbron International of Canada; Richard Ciotti, JC Penney Company; John Croley, The Gates Rubber Company; Terry and Paul Fingerhut, Steamboat Party Sales, Inc., Tupperware; Bill Frost, AT&T Communications; Steve Gibson, Smith Barney; Gary Grant, NCR; Jerry Griffin, Sewell Village Cadillac—Sterling, Dallas; Martha Hill, Hanes Corporation; Debra Hutchins, Sunwest Bank of Albuquerque; Mike Impink, Aluminum Company of America (ALCOA); Bob James, American Hospital Supply Corporation; Morgan Jennings, Richard D. Irwin, Inc.; Patrick Kamlowsky, Hughes Tool Company; Cindy Kerns, Xerox Corportion; Alan Killingsworth, FMC Corporation; Santo

Laquatra, SmithKline Beecham; Stanley Marcus; Gerald Mentor, Richard D. Irwin, Inc.; Jim Mobley, General Mills, Inc.; George Morris, The Prudential Insurance Company of America; Vikki Morrison, First Team Walk-In Realty, California; Greg Munoz, The Dow Chemical Company; Kathleen Paynter, Campbell Sales Company; Bruce Powell, Richard D. Irwin, Inc.; Jack Pruett, Bailey Banks and Biddle; Emmett Reagan, Xerox Corporation; Bruce Scagel, Scott Paper Company; Linda Slaby-Baker, The Quaker Oats Company; Sandra Snow, The Upjohn Company; Matt Suffoletto, International Business Machines (IBM); Ed Tucker, Cannon Financial Group, Georgia.

For the use of their selling exercises and sales management cases, I am especially grateful to these people:

- Gerald Crawford, Keith Absher, Bill Stewart, University of North Alabama
- Dick Nordstrom, California State University—Fresno
- Jeffrey K. Sager, University of North Texas
- George Wynn, James Madison University

Special thanks to my assistants at TAMU—Daniel Porterfield for the fantastic PowerPoints, crosswords, and website, along with McKay Howard, Sarah Hopkins, Laura Branagin, April Turner, and Garry Smith for help with various parts of the textbook and learning package.

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 book. 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 M. Futrell c-futrell@tamu.edu http://futrell-www.tamu.edu

# **Contents in Brief**

## PART I

# Selling as a Profession 3

- The Life, Times, and Career of the Professional Salesperson 4
- 2 Ethics First . . . Then Customer Relationships 44

# PART II

# Preparation for Relationship Selling 83

- 3 The Psychology of Selling: Why People Buy 84
- 4 Communication for Relationship Building: It's Not All Talk 120
- 5 Sales Knowledge: Customers, Products, Technologies 152

## PART III

# The Relationship Selling Process 195

- 6 Prospecting—The Lifeblood of Selling 196
- 7 Planning the Sales Call Is a Must! 224
- 8 Carefully Select Which Sales Presentation Method to Use 246
- 9 Begin Your Presentation Strategically 272
- 10 Elements of a Great Sales Presentation 304
- 11 Welcome Your Prospect's Objections 338
- 12 Closing Begins the Relationship 374

13 Service and Follow-up for Customer Retention 408

# PART IV

# Time and Territory Management: Keys to Success 435

14 Time, Territory, and Self-Management: Keys to Success 436

# Appendix A

Sales Call Role-Plays 462

# Appendix B

Personal Selling Experiential Exercises 472

# Appendix C

Sales Technology Directory and www. Exercises 498

# Appendix D

Selling Globally 508

# Appendix E

Answers to Crossword Puzzles 518

Glossary of Selling Terms 522

Notes 531

Photo Credits and Acknowledgments 535

### **PARTI** S—Sales Knowledge at the M.D. Level 21 S—Stamina for the Challenge 21 **SELLING AS A PROFESSION** C—Characteristics for the Job Examined 23 Caring, Joy, and Harmony 23 **CHAPTER 1** Patience, Kindness, and Moral Ethics 24 Faithful, Fair, Self-Controlled 24 The Life, Times, and Career of the Professional Do Success Characteristics Describe You? Salesperson 4 Relationship Selling 26 What Is the Purpose of Business? 5 Sales Jobs Are Different 27 Marketing's Definition 5 What Does a Professional Salesperson Do? 27 Essentials of a Firm's Marketing Effort 6 Reflect Back 30 Product: It's More Than You Think 6 The Future for Salespeople 30 Price: It's Important to Success 6 Learning Selling Skills 30 Distribution: It Has to Be Available 7 Preparing for the 21st Century 31 E-Selling: Technology Used by Salespeople 32 Promotion: You Have to Tell People about It 7 What Is Selling? 7 Selling Is for Large and Small Organizations 32 Personal Selling Today 7 The Plan of this Textbook 33 How Some Salespeople Are Viewed 8 Building Relationships through the Sales Process What About You? 8 Summary of Major Selling Issues 34 Key Terms for Selling 36 A New Definition of Personal Selling Think of Your Grandmother 9 Sales Application Questions 36 The Golden Rule of Personal Selling Further Exploring the Sales World 36 Salesperson Differences 11 Selling Experiential Exercise: Are You a Global Everybody Sells! 11 Traveler? 37 What Salespeople Are Paid to Do 12 Crossword of Selling Terms 38 Why Choose a Sales Career? 12 CASE Service: Helping Others 13 1-1 What They Didn't Teach Us in Sales Class 37 A Variety of Sales Jobs Are Available 13 Chapter 1 Appendix: The Golden Rule of Personal Freedom of Action: You're on Your Own 16 Selling as Told by a Salesperson 41 Job Challenge Is Always There 16 Opportunities for Advancement Are Great 17 **CHAPTER 2** Rewards: The Sky's the Limit 18 Ethics First . . . Then Customer Relationships 44 You Can Move Quickly into Management 19 Is a Sales Career Right for You? 19 Social, Ethical, and Legal Influences 45 Management's Social Responsibilities 46 A Sales Manager's View of the Recruit 19 Success in Selling—What Does It Take? 20 Organizational Stakeholders S—Success Begins with Love 20 An Organization's Main Responsibilities 47 S-Service to Others 21 How to Demonstrate Social Responsibility 48 U—Use the Golden Rule of Selling 21 What Influences Ethical Behavior? 49 The Individual's Role 49 C—Communication Ability 21 C—Characteristics for the Job 21 The Organization's Role 50 E-Excels at Strategic Thinking 21

Are There Any Ethical Guidelines? 51 What Does the Research Say? 51	How Ethical Are You? 77 Crossword of Selling Terms 78
What Does One Do? 51	
Is Your Conscience Reliable? 51	CASES
Sources of Significant Influence 52	2-1 Ethical Selling at Perfect Solutions: The Case of the
Three Guidelines for Making Ethical Decisions 53	Delayed Product 79
Will the Golden Rule Help? 53	2-2 Sales Hype: To Tell the Truth or Stretch It, That Is
Management's Ethical Responsibilities 54	the Question 80
What Is Ethical Behavior? 55	
What Is an Ethical Dilemma? 55	DARTH
Ethics in Dealing with Salespeople 56	PART II
Level of Sales Pressure 56	DDEDADATION FOR DELATIONELLID
Decisions Affecting Territory 56	PREPARATION FOR RELATIONSHIP
To Tell the Truth? 57	SELLING
The ILL Salesperson 57	JELLING
Employee Rights 58	CHAPTER 3
Salespeople's Ethics in Dealing with	
Their Employers 60	The Psychology of Selling: Why People Buy 84
Misusing Company Assets 60	The Tree of Business Life: Benefits 85
Moonlighting 60	Why People Buy—The Black Box Approach 85
Cheating 61	Psychological Influences on Buying 86
Affecting Other Salespeople 61	Motivation to Buy Must Be There 86
Technology Theft 61	Economic Needs: The Best Value for the Money 86
Ethics in Dealing with Customers 61	Awareness of Needs: Some Buyers Are Unsure 88
Bribes 61	A FABulous Approach to Buyer Need Satisfaction 88
Misrepresentation 62	The Product's Features: So What? 88
Price Discrimination 66	The Product's Advantages: Prove It! 89
Tie-in Sales 67	The Product's Benefits: What's in It for Me? 89
Exclusive Dealership 67	Order Can Be Important 90
Reciprocity 67	How to Determine Important Buying
Sales Restrictions 67	Needs—A Key to Success 91
The International Side of Ethics 67	The Trial Close—A Great Way to Uncover
Managing Sales Ethics 68	Needs and SELL 93
Follow the Leader 68	SELL Sequence 94
Leader Selection Is Important 69	Your Buyer's Perception 96
Establish a Code of Ethics 69	Perceptions, Attitudes, and Beliefs 97
Create Ethical Structures 69	Example of a Buyer's Misperceptions 98
Encourage Whistle-Blowing 69	The Buyer's Personality Should Be Considered 99
Create an Ethical Sales Climate 70	Self-Concept 99
Establish Control Systems 70	Adaptive Selling Based on Buyer's Style 99
Ethics in Business and Sales 70	Personality Typing 100
Helpful Hints to Making Career Decisions 71	Adapt Your Presentation to the Buyer's Style 100
Do Your Research! 71 The Tree of Business Life 73	What Is Your Style? 103 You Can Classify Buying Situations 103
Ethics Rule Business 74	Some Decisions Are Routine 103
Summary of Major Selling Issues 74	Some Decisions Are Limited 104
Key Terms for Selling 75	Some Decisions Are Extensive 104
Sales Application Questions 75	Technology Provides Information 104
Further Exploring the Sales World 76	View Buyers as Decision-Makers 105
Selling Experiential Exercises 76	Need Arousal 106
Ethical Work Climates 76	Collection of Information 106

	21252
Information Evaluation 106	CASES
Purchase Decision 107	<b>4-1</b> Skaggs Manufacturing 151
Postpurchase 108 Satisfied Customers Are Easier to Sell To 109	CUADTED
To Buy or Not to Buy—A Choice Decision 109	CHAPTER 5
Summary of Major Selling Issues 111	Sales Knowledge: Customers, Products,
Key Terms for Selling 112	Technologies 152
Sales Application Questions 112	The Tree of Business Life: Knowledge 153
Further Exploring the Sales World 115	Sources of Sales Knowledge 153
Student Application Learning Exercises (SALES) 116	Knowledge Builds Relationships 154
SALE 1 of 7—Chapter 3 116	Knowledge Increases Confidence
Selling Experiential Exercise: Is Organizational Selling	in Salespeople 154
for You? 116	and in Buyers 154
Crossword of Selling Terms 117	Relationships Increase Sales 155
CASES	Know Your Customers 155
<b>3-1</b> Economy Ceiling Fans, Inc. 118	Know Your Company 155
3-2 McDonald's Ford Dealership 118	General Company Information 156
*	Know Your Product 156
CHAPTER 4	Know Your Resellers 157
Communication for Relationship Building:	Advertising Aids Salespeople 157
It's Not All Talk 120	Types of Advertising Differ 159
The Tree of Business Life: Communication 121	Why Spend Money on Advertising? 160 Sales Promotion Generates Sales 160
Communication: It Takes Two 122	Point-of-Purchase Displays: Get Them Out There 160
Salesperson-Buyer Communication Process	Shelf Positioning Is Important to Your Success 161
Requires Feedback 122	Premiums 161
Nonverbal Communication: Watch for It 124	What's It Worth? Pricing Your Product 162
Concept of Space 124	Know Your Competition, Industry, and
Communication through Appearance	Economy 163
and the Handshake 126	Personal Computers and Selling 164
Body Language Gives You Clues 129	Knowledge of Technology Enhances Sales
Barriers to Communication 132	and Customer Service 165
Master Persuasive Communication	Personal Productivity 166
to Maintain Control 134	Communications with Customers and Employer 169
Feedback Guides Your Presentation 135	Customer Order Processing and Service Support 170
Remember the Trial Close 136	Sales: Internet and the World Wide Web 170
Empathy Puts You in Your Customer's Shoes 136	The Internet 170
Keep It Simple 136 Creating Mutual Trust Develops Friendship 137	World Wide Web 171 Global Technology Provides Service 171
Listening Clues You In 137	Technology Etiquette 172
Your Attitude Makes the Difference 141	Netiquette 172
Proof Statements Make You Believable 141	Cell Phones 173
Summary of Major Selling Issues 142	Voice Mail 174
Key Terms for Selling 143	Faxes 174
Sales Application Questions 143	Speakerphones and Conference Calls 174
Further Exploring the Sales World 144	Pagers 174
Selling Experiential Exercise: Listening	Summary of Major Selling Issues 174
Self-Inventory 145	Key Terms for Selling 175
Chapter 4 Appendix: Dress for Success and to	Sales Application Questions 175
Impress for Business Professional and Casual	Further Exploring the Sales World 176
Occasions! 146	Selling Experiential Exercise: How Is Your
Crossword of Selling Terms 150	Self-Confidence? 177

Crossword of Selling Terms 178 Chapter 5 Appendix: Sales Arithmetic and Pricing 180 Key Terms for Selling 188 Sales Application Questions 189 Student Application Learning Exercises (SALES) 190 SALE 2 of 7—Chapter 5 190  CASES 6A-1 Claire Cosmetics 190 6A-2 McBath Women's Apparel 191 6A-3 Electric Generator Corporation 192 6A-4 Frank's Drilling Service 193	Call Reluctance Costs You Money! 213 Obtaining the Sales Interview 214 The Benefits of Appointment Making 214 Wireless E-Mail Helps You Keep in Contact and Prospect 218 Summary of Major Selling Issues 219 Key Terms for Selling 220 Sales Application Questions 220 Further Exploring the Sales World 221 Selling Experiential Exercise: Your Attitude toward Selling 221 Crossword of Selling Terms 222
PART III THE RELATIONSHIP SELLING PROCESS	<ul><li>CASES</li><li>6-1 Canadian Equipment Corporation 223</li><li>6-2 Montreal Satellites 223</li></ul>
CHAPTER 6	CHAPTER 7
Prospecting—The Lifeblood of Selling 196	Planning the Sales Call Is a Must! 224
The Tree of Business Life: Prospecting 197 The Sales Process Has 10 Steps 198 Steps before the Sales Presentation 198 Prospecting—The Lifeblood of Selling 199 Where to Find Prospects 200 Planning a Prospecting Strategy 200 Prospecting Methods 201 E-Prospecting on the Web 201 Cold Canvassing 202 Endless Chain Customer Referral 202 Orphaned Customers 202 Sales Lead Clubs 203 Get Lists of Prospects 203 Become an Expert—Get Published 204 Public Exhibitions and Demonstrations 204 Center of Influence 204 Direct Mail 205 Telephone and Telemarketing 205 Observation 206 Networking 207 Prospecting Guidelines 208 Referrals Used in Most Prospecting Methods 208 The Prospect Pool 209 The Referral Cycle 209 The Parallel Referral Sale 210 The Secret Is to Ask Correctly 210 The Preapproach 211	The Tree of Business Life: Planning 225 Strategic Customer Sales Planning—The Preapproach 225 Strategic Needs 226 Creative Solutions 226 Mutually Beneficial Agreements 227 The Customer Relationship Model 227 Reasons for Planning the Sales Call 227 Elements of Sales Call Planning 229 Always Have a Sales Call Objective 229 The Prospect's Mental Steps 235 Attention 235 Interest 235 Desire 235 Conviction 235 Purchase or Action 235 Overview of the Selling Process 236 Summary of Major Selling Issues 236 Key Terms for Selling 239 Sales Application Questions 239 Further Exploring the Sales World 240 Selling Experiential Exercise: Plan Your Appearance— It Projects Your Image! 240 Student Application Learning Exercises (SALES) 241 SALE 3 of 7—Chapter 7 241 Crossword of Selling Terms 242
The Presentation 211 Product Delivery 212 Service and Follow-Up 212 Day's Microsot the Profession 212	7-1 Ms. Hansen's Mental Steps in Buying Your Product 243
Don't Mistreat the Referral 213	<b>7-2</b> Machinery Lubricants, Inc. 244

Carefully Select Which Sales Presentation Method to Use 246	The Nondirective Question 291 The Rephrasing Question 291 The Redirect Question 291
The Tree of Business Life: Presentation 247 Sales Presentation Strategy 248 Sales Presentation Methods—Select One Carefully 249	Three Rules for Using Questions 292 Is the Prospect Still Not Listening? 293 Be Flexible in Your Approach 293
The Memorized Sales Presentation 249 The Formula Presentation 251 The Need-Satisfaction Presentation 253 The Problem-Solution Presentation 255 The Group Presentation 256	Summary of Major Selling Issues 294 Key Terms for Selling 295 Sales Application Questions 295 Further Exploring the Sales World 297 Student Application Learning Exercises (SALES) 298
Negotiating So Everyone Wins 259 What Is the Best Presentation Method? 263	SALE 4 of 7—Chapter 9 298 Crossword of Selling Terms 299
Sales Presentations Go High-Tech 263 Select the Presentation Method, Then the Approach 263 Let's Review before Moving On! 263 What's Important to Know? 263	<ul> <li>CASES</li> <li>9-1 The Thompson Company 300</li> <li>9-2 The Copy Corporation 300</li> <li>9-3 Electronic Office Security Corporation 300</li> </ul>
The Golden Rule Makes Sense 265	CHAPTER 10
Dale Carnegie Gives a Word of Warning! 265 Summary of Major Selling Issues 265	Elements of a Great Sales Presentation 304
Key Terms for Selling 266 Sales Application Questions 266 Further Exploring the Sales World 267 Selling Experiential Exercise: Is Selling for You? 267 Crossword of Selling Terms 268	The Tree of Business Life: Presentation 305 The Purpose of the Presentation 305 Three Essential Steps within the Presentation 308 Remember your FABs! 308 The Sales Presentation Mix 309
<ul> <li>CASES</li> <li>8-1 Cascade Soap Company 269</li> <li>8-2 A Retail Sales Presentation 269</li> <li>8-3 Negotiating with a Friend 270</li> </ul>	Persuasive Communication 310 Participation Is Essential to Success 314 Proof Statements Build Believability 315 The Visual Presentation—Show and Tell 317 Visual Aids Help Tell the Story 318
CHAPTER 9	Dramatization Improves Your Chances 318
Begin Your Presentation Strategically 272	Demonstrations Prove It 320 A Demonstration Checklist 321
The Tree of Business Life: The Beginning 273 What Is the Approach? 274 The Right to Approach 275	Use Participation in Your Demonstration 322 Reasons for Using Visual Aids, Dramatics, and Demonstrations 323
The Approach—Opening the Sales Presentation 275 Your Attitude during the Approach 275 The First Impression You Make Is Critical to Success 277	Guidelines for Using Visual Aids, Dramatics, and Demonstrations 323 Technology Can Help! 324 The Sales Presentation Goal Model 324
Approach Techniques and Objectives 278 Small Talk Warms 'em Up 279 The Situational Approach 279	The Ideal Presentation 325  Be Prepared for Presentation Difficulties 325  How to Handle Interruptions 325
Opening with Statements 280 Demonstration Openings 281 Opening with Questions 283	Should You Discuss the Competition? 325 Be Professional 326 Where the Presentation Takes Place 328
Technology in the Approach 289 Is the Approach Important? 289 Using Questions Results in Sales Success 290	Diagnose the Prospect to Determine Your Sales Presentation 328 Summary of Major Selling Issues 328

The Direct Question 290

**CHAPTER 8** 

Key Terms for Selling 329	If You Cannot Overcome the Objection 366
Sales Application Questions 329	In All Things Be Guided by the Golden Rule 366
Further Exploring the Sales World 330	Summary of Major Selling Issues 367
Student Application Learning Exercise (SALES) 331	Key Terms for Selling 368
SALE 5 of 7—Chapter 10 331	Sales Application Questions 368
Crossword of Selling Terms 332	Further Exploring the Sales World 370
CASES	Student Application Learning Exercises
10-1 Dyno Electric Cart Company 333	(SALES) 370
10-2 Major Oil, Inc.* 333	SALE 6 of 7—Chapter 11 370
10-3 Dumping Inventory: Should This Be Part of Your	Crossword of Selling Terms 371
Presentation? 336	CASES
CHARTER 44	<b>11-1</b> Ace Building Supplies 372
CHAPTER 11	<b>11-2</b> Electric Generator Corporation (B) 372
Welcome Your Prospect's Objections 338	CHAPTER 12
The Tree of Business Life: Objections 339	Closing Begins the Relationship 374
Welcome Objections! 339	
What Are Objections? 340	The Tree of Business Life: Closing 375
When Do Prospects Object? 340	When Should I Pop the Question? 375
Objections and the Sales Process 340	Reading Buying Signals 376
Basic Points to Consider in Meeting Objections 341	What Makes a Good Closer? 377
Plan for Objections 341	Ask for the Order and Be Quiet 378
Anticipate and Forestall 342	Get the Order—Then Move On! 379 How Many Times Should You Close? 370
Handle Objections as They Arise 342  Be Positive 343	How Many Times Should You Close? 379 Closing under Fire 379
Listen—Hear Them Out 343	Difficulties with Closing 381
Understand Objections 343	Essentials of Closing Sales 381
Six Major Categories of Objections 346	Prepare Several Closing Techniques 383
The Hidden Objection 346	The Alternative-Choice Close Is an Old Favorite 383
The Stalling Objection 347	The Assumptive Close 384
The No-Need Objection 349	The Compliment Close Inflates the Ego 385
The Money Objection 350	The Summary-of-Benefits Close Is Most Popular 386
The Product Objection 352	The Continuous-Yes Close Generates Positive
The Source Objection 353	Responses 386
Techniques for Meeting Objections 354	The Minor-Points Close Is Not Threatening 387
The Dodge Neither Denies, Answers, nor Ignores 354	The T-Account or Balance-Sheet Close Was Ben
Don't Be Afraid to Pass Up an Objection 355	Franklin's Favorite 388
Rephrase an Objection as a Question 356	The Standing-Room-Only Close Gets Action 390
Postponing Objections Is Sometimes Necessary 357	The Probability Close 390
Send It Back with the Boomerang Method 358	The Negotiation Close 391
Ask Questions to Smoke Out Objections 359	The Technology Close 391
Use Direct Denial Tactfully 362	Prepare a Multiple-Close Sequence 392
The Indirect Denial Works 362	Close Based on the Situation 392
Compensation or Counterbalance Method 363	Research Reinforces These Sales Success
Let a Third Party Answer 363	Strategies 392
Technology Can Effectively Help Respond	Keys to Improved Selling 395
to Objections! 364	The Business Proposition and the Close 396
After Meeting the Objection—What to Do? 364	Use a Visual Aid to Close 396
First, Use a Trial Close—Ask for Opinion 364	Closing Begins the Relationship 396
Move Back into Your Presentation 365	When You Do Not Make the Sale 396
Move to Close Your Sale 365	Summary of Major Selling Issues 398