Contents

Preface  xix
Acknowledgments  xxvi
About the Authors  xxx

PART 1  Developing a Personal Selling Philosophy  3

Chapter 1  Personal Selling and the Marketing Concept  4
Personal Selling—A Definition and a Philosophy  4
Personal Selling in the Age of Information  5
  Major Advances in Information Technology  5
  Strategic Resource Is Information  6
  Business Is Defined by Customer Relationships  6
  Sales Success Depends on Adding Value  6
Personal Selling as an Extension of the Marketing Concept  7
  Evolution of the Marketing Concept  7
  Marketing Concept Yields Marketing Mix  9
  Important Role of Personal Selling  9
Evolution of Consultative Selling  10
Evolution of Strategic Selling  11
  Strategic/Consultative Selling Model  13
Evolution of Partnering  17
  Strategic Selling Alliances—The Highest Form of Partnering  17
  Partnering Is Enhanced with High Ethical Standards  19
  Partnering Is Enhanced with Customer Relationship Management  20
Value Creation—The New Selling Imperative  20
Chapter Learning Activities  22 • Reviewing Key Concepts  22
Key Terms  23 • Review Questions  24 • Application Exercises  24
Role-Play Exercise  24 • CRM Application Exercise  24
Reality Selling Today Video Case Problem  25 • Partnership Selling:
  Role-Play/Simulation  26

Chapter 2  Personal Selling Opportunities in the Age of Information  27
Personal Selling in the Age of Information  27
  Why Knowledge Workers Need Selling Skills  28
  Managerial Personnel  28
  Professionals  28
  Entrepreneurs  29
  Customer Service Representatives  30
Your Future in Personal Selling  30
  Rewarding Aspects of Selling Careers  31
  Opportunities for Women  32
Employment Settings in Selling Today 33
  Selling Through Channels 34
  Career Opportunities in the Service Channel 34
  Career Opportunities in the Business Goods Channel 38
  Career Opportunities in the Consumer Goods Channel 40
Learning to Sell 41
  Corporate-Sponsored Training 41
  Training Provided by Commercial Vendors 42
  Certification Programs 42
  College and University Courses 44
Chapter Learning Activities 45 • Reviewing Key Concepts 45
  Key Terms 45 • Review Questions 46 • Application Exercises 46
  Role-Play Exercise 47 • CRM Application Exercise 47
  Case Problem 47 • Part 1 Role-Play Exercise 48

PART 2 Developing a Relationship Strategy 51

Chapter 3 Creating Value with a Relationship Strategy 52
Developing a Relationship Strategy 52
  Relationships Add Value 54
  Partnering—The Highest-Quality Selling Relationship 54
  Relationship Strategies Focus on Four Key Groups 56
  Adapting the Relationship Strategy 57
Thought Processes That Enhance Your Relationship Strategy 57
  Self-Concept—An Important Dimension of the Relationship Strategy 58
  The Win-Win Philosophy 59
  Empathy and Ego Drive 59
  Character and Integrity 59
Verbal and Nonverbal Strategies That Add Value to Your Relationships 60
  Nonverbal Messages 60
  Effect of Appearance on Relationships 63
  Effect of Voice Quality on Relationships 64
  Effect of Etiquette on Your Relationships 64
Conversational Strategies That Enhance Relationships 65
  Comments on Here and Now Observations 66
  Compliments 66
  Search for Mutual Acquaintances or Interests 66
Strategies for Self-Improvement 67
  Chapter Learning Activities 67 • Reviewing Key Concepts 67
  Key Terms 68 • Review Questions 68 • Application Exercises 69
  Role-Play Exercise 70 • CRM Application Exercise 71
  Reality Selling Today Video Case Problem 71

Chapter 4 Communication Styles: A Key to Adaptive Selling Today 73
Communication Styles—An Introduction to Adaptive Selling 74
  Communication-Style Bias 74
  Communication-Style Principles 75
  Improving Your Relationship Selling Skills 76
Communication-Style Model 76
  Dominance Continuum 77
  Sociability Continuum 78
CONTENTS XI

Four Styles of Communication 78
Popularity of the Four-Style Model 84
Determining Your Communication Style 84

Minimizing Communication-Style Bias 85
How Communication-Style Bias Develops 86
Adaptive Selling Requires Versatility 87

Achieving Versatility Through Style Flexing 90
Selling to Emotives 91
Selling to Directives 91
Selling to Reflectives 91
Selling to Supportives 91
Word of Caution 91

Chapter Learning Activities 92 • Reviewing Key Concepts 92
Key Terms 92 • Review Questions 92 • Application Exercises 93
Role-Play Exercise 94 • CRM Application Exercise 94
Case Problem 94

Chapter 5 Ethics: The Foundation for Relationships in Selling 96
Making Ethical Decisions 96
Character Development 97
The Erosion of Character 97

Factors Influencing the Ethics of Salespeople 99
Top Management as Role Model 100
Company Policies and Practices 100
Sales Manager as Role Model 105
Salesperson’s Personal Values 106
Laws, Contracts, and Agreements 107

A Personal Code of Ethics That Adds Value 108
The Trust Factor 109

Ethical and Legal Issues in International Business 110
Culture Issues 111
Legal Issues 111

Chapter Learning Activities 111 • Reviewing Key Concepts 111
Key Terms 112 • Review Questions 112 • Application Exercises 112
Role-Play Exercise 113 • CRM Application Exercise 113
Case Problem 113 • Part 2 Role-Play Exercise 115

PART 3 Developing a Product Strategy 117

Chapter 6 Creating Product Solutions 118
Developing a Product Solution That Adds Value 118
Selling Solutions 119
Explosion of Product Options 120
Creating Solutions with Product Configuration 121
Preparing Written Proposals 122

Becoming a Product Expert 123
Product Development and Quality Improvement Processes 123
Performance Data and Specifications 124
Maintenance and Service Contracts 125
Pricing and Delivery 125

Know Your Company 126
Company Culture and Organization 126
Company Support for Product 127
CONTENTS

Know Your Competition 128
  Your Attitude Toward Your Competition 128
  Become an Industry Expert 129

Sources of Product Information 129
  Product Literature, Catalogs, and Web-Based Sources 129
  Plant Tours 129
  Internal Sales and Sales Support Team Members 130
  Customers 130
  Product 130
  Publications 130
  Word of Caution 131

Adding Value with a Feature-Benefit Strategy 131
  Distinguish Between Features and Benefits 131
  Use Bridge Statements 132
  Identify Features and Benefits 133
  Avoiding Information Overload 133

Chapter Learning Activities 134
  Reviewing Key Concepts 134
Key Terms 134
  Review Questions 135
  Application Exercises 135
Role-Play Exercise 135
  CRM Application Exercise 136
Reality Selling Today Video Case Problem 136
  Partnership Selling: A Role-Play/Simulation 137

Chapter 7 Product-Selling Strategies That Add Value 138

Product Positioning—A Product Selling Strategy 139
  Essentials of Product Positioning 140
  Achieving Product Differentiation in Personal Selling 140
  Creating a Value Proposition 140

The Cluster of Satisfactions Concept 141

Product-Positioning Options 142
  Selling New and Emerging Products Versus Mature and Well-Established Products 143
  Selling Products with a Price Strategy 145
  Selling Your Product with a Value-Added Strategy 148
  Value Creation Investments for Transactional, Consultative, and Strategic Alliance Buyers 152

Chapter Learning Activities 154
  Reviewing Key Concepts 153
Key Terms 154
  Review Questions 154
  Application Exercises 154
Role-Play Exercise 155
  CRM Application Exercise 155
Case Problem 155
  Part 3 Role-Play Exercise 157

PART 4 Developing a Customer Strategy 159

Chapter 8 The Buying Process and Buyer Behavior 160

Developing a Customer Strategy 160
  Adding Value with a Customer Strategy 161
  Complex Nature of Customer Behavior 162

Consumer Versus Business Buyers 162
  Types of Business Buying Situations 163
  Types of Consumer Buying Situations 164

Achieving Alignment with the Customer's Buying Process 165
  Steps in the Typical Buying Process 165

Understanding the Buying Process of the Transactional, Consultative, and Strategic Alliance Buyer 167
  Transactional Process Buyer 167
  Consultative Process Buyer 167
Strategic Alliance Process Buyer 168
The Buyer Resolution Theory 168

Understanding Buyer Behavior 169
Basic Needs That Influence Buyer Behavior 169
Group Influences That Influence Buying Decisions 171
Perception—How Customer Needs Are Formed 173
Buying Motives 173

Chapter Learning Activities 176 • Reviewing Key Concepts 176
Key Terms 177 • Review Questions 177 • Application Exercises 178
Role-Play Exercise 178 • CRM Application Exercise 178
Reality Selling Today Video Case Problem 179

Chapter 9 Developing and Qualifying a Prospect Base 180
Prospecting—An Introduction 180
Importance of Prospecting 181

Prospecting Requires Planning 181
Prospecting Plans Must Be Assessed Often 182

Sources of Prospects 183
Referrals 183
Centers of Influences, Friends, and Family Members 184
Directories 185
Trade Publications 185
Trade Shows and Special Events 186
Telemarketing and E-mail 186
Direct-Response Advertising and Sales Letters 187
Web Site 188
Computerized Database 189
Cold Calling 190
Networking 191
Educational Seminars 192
Prospecting by Nonsales Employees 192
Combination Approaches 193

Qualifying the Prospect 193
Collecting and Organizing Prospect Information 194
Sales Intelligence 195

Managing the Prospect Base 196
Portfolio Models 197
Sales Process Models 197
CRM Technology for Pipeline Management 199

Chapter Learning Activities 201 • Reviewing Key Concepts 201
Key Terms 201 • Review Questions 201 • Application Exercises 202
Role-Play Exercise 202 • Case Problem 203 • CRM Case Study 204

PART 5 Developing a Presentation Strategy 207

Chapter 10 Approaching the Customer with Adaptive Selling 208
Developing the Presentation Strategy 209
Presentation Strategy Adds Value 210

Planning the Preapproach 210
Establishing Presentation Objectives 211
Team Presentation Strategies 212
Adaptive Selling: Builds on Four Strategic Areas of Personal Selling 214
Developing the Six-Step Presentation Plan 215
Planning the Presentation 215
Adapting the Presentation Plan to the Customer’s Buying Process 216

The Approach 217
Establish Your Credibility Early 217
The Telephone Contact 217
The Social Contact 220
The Business Contact 222

Converting the Prospect’s Attention and Arousing Interest 223
Agenda Approach 223
Product Demonstration Approach 223
Referral Approach 223
Customer Benefit Approach 224
Question Approach 225
Survey Approach 225
Premium Approach 226
Combination Approaches 226
Coping with Sales Call Reluctance 227
Selling to the Gatekeeper 227

Chapter Learning Activities 228 • Reviewing Key Concepts 228
Key Terms 229 • Review Questions 229 • Application Exercises 230
Role-Play Exercise 230 • CRM Application Exercise 230 • Video Case
Problem 231 • CRM Case Study 231 • Partnership Selling: A Role-Play/Simulation 232

Chapter 11 Creating the Consultative Sales Presentation 233
The Consultative Sales Presentation 234
Transitioning from the Approach 234
Part One—Need Discovery 235
Part Two—Selection of the Solution 236
Part Three—Need Satisfaction Through Informing, Persuading, or Reminding 236
Part Four—Servicing the Sale 236

Need Discovery Activities That Create Value 237
Asking Questions 237
Listening and Acknowledging the Customer’s Response 243
Establishing Buying Motives 245

Selecting Solutions That Add Value 245
Match Specific Benefits with Buying Motives 246
Configure a Solution 246
Make Appropriate Recommendations 246

Need Satisfaction—Selecting a Presentation Strategy 247
Informative Presentation Strategy 248
Persuasive Presentation Strategy 248
Reminder Presentation Strategy 249

Developing a Persuasive Presentation Strategy That Creates Value 249
Place Special Emphasis on the Relationship 249
Sell Specific Benefits and Obtain Customer Reactions 249
Minimize the Negative Impact of Change 250
Place the Strongest Appeal at the Beginning or End 251
Target Emotional Links 251
Use Metaphors, Stories, and Testimonials 251
General Guidelines for Creating Value-Added Presentations 251
  Strengthen the Presentation Strategy with an Effective Demonstration 251
  Preplan Methods for Negotiating and Closing the Sale 252
  Preplan Customer Service Methods That Add Value 252
  Keep Your Presentation Simple and Concise 252
  The Consultative Sales Presentation and the Transactional Buyer 252
  Planning and Execution—Final Thoughts 253

Chapter 12 Creating Value with the Sales Demonstration 259
  How the Sales Demonstration Adds Value 259
    Documenting the Value Proposition 260
    Improved Communication and Retention 261
    Proof of Buyer Benefits 262
    Feeling of Ownership 262
  Guidelines for Planning Demonstrations That Add Value 263
    Develop Creative Demonstrations 264
    Use Custom-Fitted Demonstrations 264
    Choose the Right Setting 264
    Check Sales Tools 264
    Cover One Idea at a Time and Confirm Agreement 264
    Appeal to All Senses 265
    Balance Telling, Showing, and Involvement 266
    Rehearse the Demonstration 267
  Selling Tools for Effective Demonstrations 268
    Quantifying the Solution 268
    Product and Plant Tours 268
    Models 269
    Photos, Illustrations, and Brochures 269
    Portfolio 270
    Reprints 270
    Catalogs 271
    Graphs, Charts, and Test Results 271
    Bound Paper Presentations 271
    Laptop Computers and Demonstration Software 272
  Elements of an Effective Group Sales Presentation 273
    Enhancing the Group Presentation with Mental Imagery 274
    Audiovisual Presentation Fundamentals 274
    Plan for the Dynamic Nature of Selling 274
  Chapter Learning Activities 276 • Reviewing Key Concepts 276
  Key Terms 277 • Review Questions 277 • Application Exercises 277
  Role-Play Exercise 278 • Case Problem 278 • CRM Case Study 279
  Partnership Selling: A Role-Play/Simulation 279

Chapter 13 Negotiating Buyer Concerns 280
  Formal Integrative Negotiation—Part of the Win-Win Relationship Strategy 281
    Negotiation Is a Process 282
    Planning for Formal Negotiations 283
Conducting the Negotiation Session 285
Know When to Walk Away 287

Common Types of Buyer Concerns 287
Concerns Related to Need for the Product 287
Concerns About the Product or Services 288
Concerns Related to Source 288
Concerns Related to Time 288
Concerns Related to Price 289

Specific Methods of Negotiating Buyer Concerns 290
Direct Denial 290
Indirect Denial 290
Questions 292
Superior Benefit 292
Demonstration 292
Trial Offer 293
Third-Party Testimony 293
Postpone Method 293

Creating Value During Formal Negotiations 294
How to Deal with Price Concerns 294
Negotiating Price with a Low-Price Strategy 296

Working with Buyers Trained in Formal Negotiation 296
Budget Limitation Tactic 296
Take-It-or-Leave-It Tactic 296
Let-Us-Split-the-Difference Tactic 297
"If . . . Then" Tactic 297
"Sell Low Now, Make Profits Later" Tactic 297

Chapter Learning Activities 297 • Reviewing Key Concepts 297
Key Terms 298 • Review Questions 298 • Application Exercises 298
Role-Play Exercise 299 • CRM Application Exercise 299 • Video Case
Problem 300 • CRM Case Study 301 • Partnership Selling:
A Role-Play/Simulation 301

Chapter 14 Adapting the Close and Confirming the Partnership 302
Adapting the Close—An Attitude That Adds Value 302
Review the Value Proposition from the Prospect’s Point of View 304
Closing the Sale—The Beginning of the Partnership 304

Guidelines for Closing the Sale 305
Focus on Dominant Buying Motives 306
Longer Selling Cycles and Incremental Commitments 306
Negotiating the Tough Points Before Attempting the Close 307
Avoid Surprises at the Close 307
"Tough Mindedness"—Displaying a High Degree of Self-Confidence at the Close 307
Ask for the Order More Than Once 307

Recognize Closing Clues 307
Specific Methods for Closing the Sale 309
Trial Close 310
Direct Appeal Close 310
Assumptive Close 311
Summary-of-Benefits Close 312
Special Concession Close 312
Multiple Options Close 312
Balance Sheet Close 313
Management Close 313
Impending Event Close 313
Combination Closes 313
Adapting to the Customer's Communication Style 314
Practice Closing 315

Confirming the Partnership When the Buyer Says Yes 315
What to Do When the Buyer Says No 315

Chapter Learning Activities 318 • Reviewing Key Concepts 318
Key Terms 318 • Review Questions 318 • Application Exercises 319
Role-Play Exercise 319 • CRM Application Exercise 320
Case Problem 320 • CRM Case Study 321 • Partnership Selling: A
Role-Play/Simulation 322

Chapter 15 Servicing the Sale and Building the Partnership 323
Building Long-Term Partnerships with Customer Service 324
Achieving Successive Sales 324
Responding to Increased Postsale Customer Expectations 325
High Cost of Customer Attrition 327

Current Developments in Customer Service 327
Empathy 328
Sportsmanship 328
Computer-Based Systems 328
Customer Service Methods That Strengthen the Partnership 329
Adding Value with Follow-Through 329
Preventing Postsale Problems 331
Adding Value with Customer Follow-Up 332
Adding Value with Expansion Selling 336
Preplan Your Service Strategy 338
Partnership-Building Strategies Should Encompass All Key People 338

Partnering with an Unhappy Customer 339
Chapter Learning Activities 340 • Reviewing Key Concepts 340
Key Terms 341 • Review Questions 341 • Application Exercises 341
Role-Play Exercise 342 • CRM Application Exercise 342
Case Problem 343 • CRM Case Study 343 • Partnership Selling:
A Role-Play/Simulation 344 • Part 5 Role-Play Exercise 344

PART 6 Management of Self and Others 347

Chapter 16 Opportunity Management: The Key to Greater
Sales Productivity 348
Opportunity Management—A Four-Dimensional Process 349
Time Management 349
Time-Consuming Activities 349
Time Management Methods 351
Saving Time with Meetings in Cyberspace and Other Methods
of Communication 355

Territory Management 356
What Does Territory Management Involve? 356
Sales Call Plans 358

Records Management 359
Common Records Kept by Salespeople 359
Maintaining Perspective 362

Stress Management 362
Develop a Stress-Free Home Office 363
Maintain an Optimistic Outlook 363
Chapter 17 Management of the Sales Force 369
Applying Leadership Skills to Sales Management 370
  Structure 372
  Consideration 373
  Situational Leadership 373
  Coaching for Peak Performance 374
Recruitment and Selection of Salespeople 376
  Determine Actual Job Requirements 376
  Search Out Applicants from Several Sources 377
  Select the Best-Qualified Applicant 377
  Personality and Skills Training 378
Orientation and Training 379
Sales Force Motivation 380
  Effective Use of External Rewards 382
Compensation Plans 383
  Strategic Compensation Planning 384
Assessing Sales Force Productivity 385
Chapter Learning Activities 386 • Reviewing Key Concepts 386
Key Terms 387 • Review Questions 387 • Application
Exercises 388 • Role-Play Exercise 388 • CRM Application
Exercise 388 • Case Problem 389

Appendix 1 Reality Selling Today Role-Play Scenarios 390
Appendix 2 Use of Customer Relationship Management (CRM) Salesforce.com System 404
Appendix 3 Partnership Selling: A Role-Play/Simulation for Selling Today 407

Endnotes 473
Glossary 488
Credits 495
Name Index 497
Subject Index 501