

GLOBAL
EDITION



Selling Today

Partnering to Create Value

FIFTEENTH EDITION



Michael Ahearne
Gerald Manning



Selling Today

PARTNERING TO CREATE VALUE

Fifteenth Edition

Global Edition

This page is intentionally left blank

Selling Today

PARTNERING TO CREATE VALUE

MICHAEL AHEARNE

University of Houston

GERALD MANNING

Des Moines Area Community College

Fifteenth Edition

Global Edition



Pearson

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Dubai Singapore • Hong Kong
Tokyo • Seoul • Taipei • New Delhi • Cape Town • São Paulo • Mexico City Madrid • Amsterdam • Munich • Paris • Milan

Content Production: Abhilasha Watsa

Product Management: Yajnaseni Das, Ishita Sinha, Kajori Chattopadhyay, and Amrita Roy

Product Marketing: Joanne Dieguez

Rights and Permissions: Anjali Singh and Ashish Vyas

Please contact <https://support.pearson.com/getsupport/s/contactsupport> with any queries on this content.

Cover Art: Pushkarevskyy/Shutterstock

Pearson Education Limited

KAO Two

KAO Park

Hockham Way

Harlow

Essex

CM17 9SR

United Kingdom

and Associated Companies throughout the world

Visit us on the World Wide Web at: www.pearson.com

© Pearson Education Limited, 2023

The rights of Michael Ahearne and Gerald Manning to be identified as the authors of this work have been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

Authorized adaptation from the United States edition, entitled Selling Today: Partnering to Create Value, 15th Edition, ISBN 978-0-13-796290-7, by Michael Ahearne and Gerald Manning, published by Pearson Education © 2023.

Acknowledgments of third-party content appear on the appropriate page within the text, which constitutes an extension of this copyright page.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without either the prior written permission of the publisher or a license permitting restricted copying in the United Kingdom issued by the Copyright Licensing Agency Ltd, Saffron House, 6–10 Kirby Street, London EC1N 8TS.

PEARSON and ALWAYS LEARNING are exclusive trademarks owned by Pearson Education, Inc. or its affiliates in the U.S. and/or other countries.

All trademarks used herein are the property of their respective owners. The use of any trademark in this text does not vest in the author or publisher any trademark ownership rights in such trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners. For information regarding permissions, request forms, and the appropriate contacts within the Pearson Education Global Rights and Permissions department, please visit www.pearsoned.com/permissions/.

This eBook is a standalone product and may or may not include all assets that were part of the print version. It also does not provide access to other Pearson digital products like MyLab and Mastering. The publisher reserves the right to remove any material in this eBook at any time.

ISBN 10 (print): 1-292-45863-1

ISBN 13 (print): 978-1-292-45863-2

ISBN (eBook): 978-1-292-72690-8

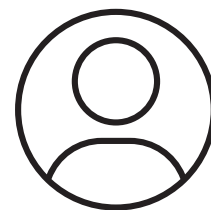
British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

eBook formatted by B2R Technologies Pvt. Ltd.

To our wives (Jessica Ahearne and Beth Manning) whose patience
and support make our work possible.
—Mike and Jerry

Pearson's Commitment to Diversity, Equity, and Inclusion



Pearson is dedicated to creating bias-free content that reflects the diversity, depth, and breadth of all learners' lived experiences.

We embrace the many dimensions of diversity, including but not limited to race, ethnicity, gender, sex, sexual orientation, socioeconomic status, ability, age, and religious or political beliefs.

Education is a powerful force for equity and change in our world. It has the potential to deliver opportunities that improve lives and enable economic mobility. As we work with authors to create content for every product and service, we acknowledge our responsibility to demonstrate inclusivity and incorporate diverse scholarship so that everyone can achieve their potential through learning. As the world's leading learning company, we have a duty to help drive change and live up to our purpose to help more people create a better life for themselves and to create a better world.

Our ambition is to purposefully contribute to a world where:

- Everyone has an equitable and lifelong opportunity to succeed through learning.
- Our educational content accurately reflects the histories and lived experiences of the learners we serve.
- Our educational products and services are inclusive and represent the rich diversity of learners.
- Our educational content prompts deeper discussions with students and motivates them to expand their own learning (and worldview).

Accessibility

We are also committed to providing products that are fully accessible to all learners. As per Pearson's guidelines for accessible educational Web media, we test and retest the capabilities of our products against the highest standards for every release, following the WCAG guidelines in developing new products for copyright year 2022 and beyond.

 You can learn more about Pearson's commitment to accessibility at <https://www.pearson.com/uk/accessibility.html>

Contact Us

While we work hard to present unbiased, fully accessible content, we want to hear from you about any concerns or needs with this Pearson product so that we can investigate and address them.



Please contact us with concerns about any potential bias at <https://www.pearson.com/report-bias.html>



For accessibility-related issues, such as using assistive technology with Pearson products, alternative text requests, or accessibility documentation, email the Pearson Disability Support team at disability.support@pearson.com



BRIEF CONTENTS

Preface 19

About the Authors 30

PART 1 Developing a Personal-Selling Philosophy 32

Chapter 1 Relationship Selling Opportunities in the Information Economy 34

Chapter 2 Evolution of Selling Models That Complement the Marketing Concept 62

PART 2 Developing a Relationship Strategy 80

Chapter 3 Ethics: The Foundation for Partnering Relationships That Create Value 82

Chapter 4 Creating Value with a Relationship Strategy 104

Chapter 5 Communication Styles: A Key to Adaptive Selling Today 121

PART 3 Developing a Product Strategy 144

Chapter 6 Creating Product Solutions 146

Chapter 7 Product-Selling Strategies That Add Value 164

PART 4 Developing a Customer Strategy 182

Chapter 8 The Buying Process and Buyer Behavior 184

Chapter 9 Developing and Qualifying Prospects and Accounts 205

PART 5 Developing a Presentation Strategy 232

Chapter 10 Approaching the Customer with Adaptive Selling 234

Chapter 11 Determining Customer Needs with a Consultative Questioning Strategy 257

Chapter 12 Creating Value with the Consultative Presentation 280

Chapter 13 Negotiating Buyer Concerns 302

Chapter 14 Adapting the Close and Confirming the Partnership 323

Chapter 15 Servicing the Sale and Building the Partnership 341

PART 6 Management of Self and Others 360

Chapter 16 Opportunity Management: The Key to Greater Sales Productivity 362

Chapter 17 Management of the Sales Force 380

Appendix 1 Reality Selling Today Role-Plays and Video Scenarios 397

Appendix 2 The NewNet Systems Regional Accounts Management Case Study 413

Appendix 3 Partnership Selling: A Role-Play for *Selling Today* 437

Endnotes 505

Glossary 523

Name Index 531

Subject Index 539

This page is intentionally left blank

CONTENTS

Preface 19

About the Authors 30

PART 1 Developing a Personal-Selling Philosophy 32

Chapter 1 Relationship Selling Opportunities in the Information Economy 34

Personal Selling Today—A Definition and a Philosophy 35

Emergence of Relationship Selling in the Information Economy 36

Major Advances in Information Technology and Electronic Commerce 37

Strategic Resource Is Information 37

Business Is Defined by Customer Relationships 37

Sales Success Depends on Creating and Adding Value 37

Considerations for a Future in Personal Selling 38

Wide Range of Employment Opportunities 38

Activities Performed by Salespeople 39

Freedom to Manage One's Own Time and Activities 40

Titles Used in Selling Today 40

Above-Average Income 40

Above-Average Psychic Income 41

Opportunity for Advancement 41

Opportunities for Women 41

Employment Settings in Selling Today 42

Selling Through Channels 43

Career Opportunities in the Service Channel 43

Career Opportunities in the Business Goods Channel 45

Career Opportunities in the Consumer Goods Channel 46

Selling Skills—One of the “Master Skills for Success” in the Information Age 48

Knowledge Workers in the Information Economy 48

Managerial Personnel 49

Professionals 49

Entrepreneurs and Small Business Owners 50

Marketing Personnel and Customer Service Representatives 51

Learning to Sell 51

Corporate-Sponsored Training 51

Training Provided by Commercial Vendors 51

Certification Programs 51

College and University Courses 52

Chapter Learning Activities 58 • Reviewing Key Concepts 58 • Key Terms 59

Review Questions 59 • Application Exercises 59 • Role-Play Exercises 60

Reality Selling Case Problem—Alex Homer/Tom James Company 60

Partnership Selling: A Role-Play 61

Chapter 2 Evolution of Selling Models That Complement the Marketing Concept 62

Marketing Concept Requires New Selling Models 63

- Evolution of the Marketing Concept 64
- Marketing Concept Yields Marketing Mix 65
- Important Role of Personal Selling 65

Evolution of Consultative Selling 65

Evolution of Strategic Selling 67

- Strategic/Consultative–Selling Model 69

Evolution of Partnering 73

- Strategic-Selling Alliances—The Highest Form of Partnering 73
- Partnering Is Enhanced with High Ethical Standards 75
- Partnering Is Enhanced with Customer Relationship Management 75

Value Creation—The New Selling Imperative 75

- Chapter Learning Activities 76 • Reviewing Key Concepts 76 • Key Terms 77
- Review Questions 77 • Application Exercises 77 • Role-Play Exercise 78
- Reality Selling Video Case Problem—Ryan Guillory/Independent Consultant (TWFG) 78

Part 1 Role-Play Exercise

PART 2 Developing a Relationship Strategy 80

Chapter 3 Ethics: The Foundation for Partnering Relationships That Create Value 82

Developing a Relationship Strategy for Partnering Style Selling 83

Issues Challenging the Ethics of Salespeople 84

Factors Influencing Ethical Decision Making of Salespeople 85

- Influences in a Global Economy 85
- Influence of Senior Management 86
- Influence of Company Policies and Practices 87
- Influence of the Sales Manager 90
- Influence of the Salesperson’s Personal Values 91
- Influence of Laws, Contracts, and Agreements 92
- Building Trust with the Transactional, Consultative and Strategic Alliance Buyer 93

Making Ethical Decisions That Build Selling Relationships 94

- Influence of Character in Ethical Decision Making 94
- The Erosion of Character on Ethical Decision Making 94

Developing a Personal Code of Ethics That Adds Value 97

- Chapter Learning Activities 98 • Reviewing Key Concepts 98 • Key Terms 99
- Review Questions 99 • Ethics Application Exercises 100 • Role-Play Exercise 102
- Reality Selling Video Case Problem—Edith Botello/Mattress Firm 102

Chapter 4 Creating Value with a Relationship Strategy 104

Relationships Add Value 104

- Partnering—The Highest-Quality Selling Relationship 105
- Relationship Strategies Focus on Four Key Groups 106
- Adapting the Relationship Strategy 107

Thought Processes That Enhance Your Selling Relationship Strategy 108

- Self-Concept—An Important Dimension of the Relationship Strategy 108
- The Win-Win Philosophy 109
- Empathy and Ego Drive 110

Verbal and Nonverbal Strategies That Add Value to Your Selling Relationships 110

- Adding Value with Nonverbal Messages 110
- Impact of Appearance on Relationships 113

Impact of Voice Quality on Relationships 114

Impact of Etiquette on Your Relationships 114

Conversational Strategies That Enhance Relationships 115

Comments on Here and Now Observations 115

Compliments 115

Search for Mutual Acquaintances or Interests 116

Self-Improvement Strategies That Add Value 116

Chapter Learning Activities 117 • Reviewing Key Concepts 117 • Key Terms 117

Review Questions 118 • Application Exercises 118 • Role-Play Exercise 119

Reality Selling Video Case Problem—Susana Rosas/CB Richard Ellis 120

Chapter 5 Communication Styles: A Key to Adaptive Selling Today 121

Communication Styles—An Introduction to Adaptive Selling 122

Communication-Style Bias 122

Communication Style Principles 123

Improving Your Relationship Selling Skills 124

Communication Style Model 124

Dominance Continuum 124

Sociability Continuum 125

Four Styles of Communication 126

Popularity of the Four-Style Model 132

Determining Your Communication Style 132

An Online Assessment of Your Communication Style 133

Minimizing Communication-Style Bias 133

How Communication-Style Bias Develops and Erodes Partnering Relationships 133

Adaptive Selling Requires Versatility That Builds Strong Relationships 134

Building Strong Relationships Through Style Flexing 136

Building Relationships with Emotive Customers 138

Building Relationships with Directive Customers 138

Building Relationships with Reflective Customers 138

Building Relationships with Supportive Customers 138

Word of Caution 139

Chapter Learning Activities 139 • Reviewing Key Concepts 139 • Key Terms 140

Review Questions 140 • Application Exercises 140 • Role-Play Exercise 141

Adaptive Selling Case Problem—Ray Perkins/Grant Real Estate 142

Part 2 Role-Play Exercise

PART 3 Developing a Product Strategy 144

Chapter 6 Creating Product Solutions 146

Developing Product Solutions That Add Value 147

Selling Solutions 147

Explosion of Product Options 148

Creating Solutions with Product Configuration 148

Preparing Written Proposals 149

Becoming a Product Expert 149

Product Development and Quality Improvement Processes 150

Performance Data and Specifications 151

Maintenance and Service Contracts—Servicing the Sale 151

Pricing and Delivery 152

Become a Company Expert 153

Company Culture and Organization 153

Company Support for Product 154

Become the Industry Expert—Know Your Competition	154
Develop and Communicate a Healthy Attitude toward Your Competition	155
Sources of Product, Company, and Industry Information	155
Web-Based Sources, Catalogs, and Marketing-Related Sales Support Information	156
Engage in Plant Tours	156
Build Strong Relationships with Internal Sales and Sales Support Team Members	156
Today's Wired Customers Have a Lot of Product, Competitive, and Industry Knowledge	156
Researching and Using Products	157
Reading and Studying Publications	157
Word of Caution	157
Creating Value with a Feature–Benefit Strategy	158
Distinguish between Features and Benefits	158
Use Bridge Statements	159
Identify Features and Benefits	159
Avoid Information Overload	159
Chapter Learning Activities	160 • Reviewing Key Concepts 160 • Key Terms 161
Review Questions	161 • Application Exercises 161 • Role-Play Exercise 162
Reality Selling Video Case Problem—Bolaji Ayodele/Autodesk	162 • Partnership Selling: A Role-Play 163

Chapter 7 Product-Selling Strategies That Add Value 164

Product Positioning—In a Competitive Marketplace	165
Essentials of Product Positioning	165
Salesperson's Role in Product Differentiation	166
Custom Fitting and Communicating the Value Proposition	166
The Three-Dimensional (3-D) Product Solutions Selling Model	167
Product-Positioning Strategies to Sell New (vs. Mature) and Low-Priced (vs. Value-Added) Products	169
Selling New Products Versus Well-Established Products	169
Selling Products with a Price Strategy	172
Selling Your Product with the Value-Added Product-Selling Model	174
Value Creation Product Strategies for Transactional, Consultative, and Strategic Alliance Buyers	177
Chapter Learning Activities	178 • Reviewing Key Concepts 178 • Key Terms 178
Review Questions	178 • Application Exercises 179 • Role-Play Exercise 179
Reality Selling Case Problem—Selling New Products at Steelcase	179

Part 3 Role-Play Exercise

PART 4 Developing a Customer Strategy 182

Chapter 8 The Buying Process and Buyer Behavior 184

Developing a Customer Strategy	185
Adding Value with a Customer Strategy	185
Complex Nature of Customer Behavior	186
Consumer, Business, and Government Buyers	186
Types of Business Buying Situations	187
Types of Consumer Buying Situations	188
Achieving Alignment with the Customer's Buying Process	189
Steps in the Typical Buying Process	189
Understanding the Buying Process of the Transactional, Consultative, and Strategic Alliance Buyer	192
Transactional Process Buyer	192
Consultative Process Buyer	192
Strategic Alliance Process Buyer	193
The Buyer Resolution Theory	193

Understanding Buyer Behavior 194

- Basic Needs That Affect Buyer Behavior 194
- Group Influences That Affect Buying Decisions 196
- Perception—How Customer Needs Are Formed 197
- Buying Motives 198

Chapter Learning Activities 201 • Reviewing Key Concepts 201 • Key Terms 202
 Review Questions 202 • Application Exercises 202 • Role-Play Exercise 202
 Reality Selling Video Case Problem—Ashley Pineda/PulteGroup 203

Chapter 9 Developing and Qualifying Prospects and Accounts 205

- Prospecting and Account Development—an Introduction 206
- Importance of Prospecting and Account Development 207

Prospecting and Account Development Requires Planning 208

- Account Development and Prospecting Plans Must Be Assessed Often 209

Sources of Prospects and Accounts 209

- Referrals 209
- Centers of Influence, Friends, and Family Members 211
- Directories 211
- Trade Publications 211
- Trade Shows and Special Events 211
- Digital Sales (Telemarketing) and E-Mail 212
- Direct-Response Advertising and Sales Letters 213
- Website 213
- Computerized Database 213
- Cold-Calling 214
- Networking 215
- Educational Seminars 216
- Prospecting and Account Development by Nonsales Employees 216
- Combination Approaches 218

Qualifying Prospects and Accounts 219**Collecting and Organizing Account and Prospect Information 220**

- Sales Intelligence 221

Managing the Account and Prospect Base 222

- Portfolio Models 223
- Sales Process Models 223
- Pipeline Management, Pipeline Analytics, and Pipeline Dashboards 224

Chapter Learning Activities 225 • Reviewing Key Concepts 225
 Key Terms 226 • Review Questions 226 • Application Exercises 227
 Role-Play Exercise 227 • Reality Selling Video Case Problem—Dave Levitt/
 Salesforce.com 228 • Regional Account Management Case Study Chapters 9–15
 Real-World Sales Assignments! 229

Part 4 Role-Play Exercise**PART 5 Developing a Presentation Strategy 232****Chapter 10 Approaching the Customer with Adaptive Selling 234****Developing the Presentation Strategy 235**

- Presentation Strategy Adds Value 235

Planning the Preapproach 236

- Establishing Presentation Objectives 237

Team-Selling Presentation Strategies 237

- Strategies for Selling to a Buying Committee 239

Adaptive Selling: Builds on Four Strategic Areas of Personal Selling 239**Developing the Six-Step Presentation Plan 240**

- Planning the Presentation 241
- Adapting the Presentation Plan to the Customer's Buying Process 242

The Approach 242

- The Digital Contact 243
- The Social Contact—Building Rapport 245
- The Business Contact 248

Converting the Prospect’s Attention and Attracting Interest 248

- Agenda Approach 248
- Product Demonstration Approach 248
- Referral Approach 248
- Customer Benefit Approach 249
- Question Approach 249
- Survey Approach 250
- Premium Approach 250
- Combination Approaches 251
- Coping with Sales Call Reluctance 251
- Selling to the Gatekeeper 252
- Digital Presentation 252

Chapter Learning Activities 252 • Reviewing Key Concepts 252 • Key Terms 253
 Review Questions 253 • Application Exercises 254 • Role-Play Exercise 254
 Reality Selling Video Case Problem—Alim Hirani/Hilti Corporation 254 • Regional
 Account Management Case Study 255 • Partnership Selling: A Role-Play 256

Chapter 11 Determining Customer Needs with a Consultative Questioning Strategy 257**The Consultative-Sales Process Adds Value 259****The Four-Part Need–Satisfaction Model 260**

- Part One—Need Discovery 260
- Part Two—Selection of the Solution 260
- Part Three—Need Satisfaction Through Informing, Persuading, or Reminding 261
- Part Four—Servicing the Sale 261

Creating Value with Need Discovery 261

- Need Discovery—Asking Questions 261
- The Four-Part Consultative Questioning Strategy 263
- Qualifying to Eliminate Unnecessary Questions 268

Need Discovery—Listening and Acknowledging 269

- Need Discovery—Establishing Buying Motives 270

Selecting Solutions that Create Value 270

- Selecting Solutions—Match Specific Benefits with Buying Motives 271
- Selecting Solutions—Product Configuration 272
- Selecting Solutions—Make Appropriate Recommendations 272
- Need Discovery and the Transactional Buyer 273
- Involving the Prospect in the Need Discovery 273
- Transitioning to the Presentation 274

Planning and Execution—Final Thoughts 274

Chapter Learning Activities 275 • Reviewing Key Concepts 275 • Key Terms 276
 Review Questions 276 • Role-Play Application Exercises for “Questioning” Video
 Series 276 • Reality Selling Case Problem—Debora Karish/Amgen 277
 Regional Account Management Case Study 278 • Partnership Selling: A Role-Play 279

Chapter 12 Creating Value with the Consultative Presentation 280**Need Satisfaction—Selecting a Consultative Presentation Strategy 281**

- Need Satisfaction—The Informative Presentation Strategy 281
- Need Satisfaction—The Persuasive Presentation Strategy 281
- Need Satisfaction—The Reminder Presentation Strategy 282

Guidelines for Creating a Presentation That Adds Value 283

- Adapt the Presentation to Meet Unique Needs of the Customer 284
- Cover One Idea at a Time and Use an Appropriate Amount of Detail 285
- Use Proof Devices to Demonstrate Buyer Benefits 285
- Appeal to as Many Senses as Appropriate 285
- Balance Telling, Showing, and Involvement 286
- Develop Creative Presentations 286
- Consider the Use of Humor—in Moderation 287
- Choose the Right Setting 287
- Document the Value Proposition 287
- Quantify the Solution 287
- Check Sales Tools 288
- Summarize Major Points 288

Guidelines for a Persuasive Presentation Strategy That Adds Value 288

- Place Special Emphasis on the Relationship 288
- Target Emotional Links and Use a Persuasive Vocabulary 289
- Sell Specific Benefits and Obtain Customer Reactions 289
- Use of Showmanship 290
- Minimize the Negative Impact of Change 290
- Place the Strongest Appeal at the Beginning or End 290
- Use the Power of Association with Metaphors, Stories, and Testimonials 290

Guidelines for a Group Sales Presentation 291

- Enhancing the Group Presentation with Mental Imagery 292
- Digitally Enhanced Presentation Fundamentals 292

Selling Tools for Effective Demonstrations 292

- Product and Plant Tours 292
- Models 293
- Photos, Illustrations, and Brochures 294
- Portfolios 294
- Reprints 294
- Catalogs 294
- Graphs, Charts, and Test Results 294
- Bound Paper Presentations 295
- Digital Transformation of the Demonstration 295
- Rehearse the Presentation 296
- Plan for the Dynamic Nature of the Consultative Sales Presentation 296
- Chapter Learning Activities 298 • Reviewing Key Concepts 298 • Key Terms 298
- Review Questions 298 • Application Exercises 299 • Role-Play Exercise 299
- Reality Selling Case Problem—Chris Wylie/Ecolab 299 • Regional Account Management Case Study 300 • Partnership Selling: A Role-Play 301

Chapter 13 Negotiating Buyer Concerns 302**Formal Integrative Negotiation—Part of the Win-Win Relationship Strategy 303**

- Negotiation Is a Process 304
- Planning for Formal Negotiations 305
- Conducting the Negotiation Session 307
- Know When to Walk Away 309

Common Types of Buyer Concerns 309

- Concerns Related to Need for the Product 309
- Concerns about the Product or Services 310
- Concerns Related to Source 310
- Concerns Related to Time 311
- Concerns Related to Price 311

Specific Methods of Negotiating Buyer Concerns 311

- Direct Denial 311
- Indirect Denial 312
- Questions 312
- Superior Benefit 313
- Demonstration 313
- Trial Offer 313
- Third-Party Testimony 314
- Postpone Method 314

Creating Value During Formal Negotiations 314

- How to Deal with Price Concerns 314
- Negotiating Price with a Low-Price Strategy 316

Working with Buyers Trained in Formal Negotiation 316

- Budget Limitation Tactic 317
- Take-It-or-Leave-It Tactic 317
- Let-Us-Split-the-Difference Tactic 317
- “If . . . Then” Tactic 317
- “Sell Low Now, Make Profits Later” Tactic 317

Chapter Learning Activities 318 • Reviewing Key Concepts 318 • Key Terms 318
 Review Questions 318 • “Negotiations: Solving the Tough Problems” Video
 Application Exercises 319 • Role-Play Exercise 319 • Reality Selling Video
 Case Problem—Heather Ramsey/Marriott International 320 • Regional Account
 Management Case Study 321 • Partnership Selling: A Role-Play 322

Chapter 14 Adapting the Close and Confirming the Partnership 323**Adapting the Close—an Attitude That Adds Value 324**

- Review the Value Proposition from the Prospect’s Point of View 325
- Closing the Sale—The Beginning of the Partnership 325

Guidelines for Closing the Sale 325

- Focus on Dominant Buying Motives 326
- Longer Selling Cycles and Incremental Commitments 326
- Negotiating the Tough Points Before Attempting the Close 327
- Avoid Surprises at the Close 327
- “Tough-Mindedness”—Displaying a High Degree of Self-Confidence at the Close 327
- Ask for the Order More Than Once 327

Recognize Closing Clues 327**Specific Methods for Closing the Sale 329**

- Trial Close 329
- Direct Appeal Close 330
- Assumptive Close 330
- Summary-of-Benefits Close 331
- Special Concession Close 332
- Multiple Options Close 332
- Balance Sheet Close 332
- Management Close 333
- Impending Event Close 333
- Combination Closes 333
- Adapting to the Customer’s Communication Style 333
- Practice Closing 334

Confirming the Partnership When the Buyer Says Yes 334

- What to Do When the Buyer Says No 335

Chapter Learning Activities 336 • Reviewing Key Concepts 336 • Key Terms 337
 Review Questions 337 • Application Exercises 337 • Role-Play Exercise 338
 Reality Selling Video Case Problem—Maria Candurin/Starburst 338 • Regional Account
 Management (RAM) Case Study 339 • Partnership Selling: A Role-Play 340

Chapter 15 Servicing the Sale and Building the Partnership 341**Building Long-Term Partnerships with Customer Service 342**

- Achieving Successive Sales 342
- Responding to Increased Postsale Customer Expectations 342
- High Cost of Customer Attrition 344

Current Developments in Customer Service 345

- Computer-Based Systems 346

Customer Service Methods That Strengthen the Partnership 346

- Adding Value with Follow-Through 346
- Preventing Postsale Problems 348
- Adding Value with Customer Follow-Up 348

Adding Value with Expansion Selling 351

- Preplan Your Service Strategy 352
- Partnership-Building Strategies Should Encompass All Key People 352

Partnering with an Unhappy Customer 354

- Chapter Learning Activities 355 • Reviewing Key Concepts 355
- Key Terms 355 • Review Questions 356 • Application Exercises 356
- Role-Play Exercise 356 • Reality Selling Video Case Problem—Khalid Naziruddin/Sewell Auto 357 • Regional Account Management Case Study 358 • Partnership Selling: A Role-Play 358

Part 5 Role-Play Exercise**PART 6 Management of Self and Others 360****Chapter 16 Opportunity Management: The Key to Greater Sales Productivity 362****Opportunity Management—A Four-Dimensional Process 363****Time Management 364**

- Time-Consuming Activities 364
- Time Management Methods 365
- Saving Time with Meetings in Cyberspace and Other Methods of Communication 368

Territory Management 368

- What Does Territory Management Involve? 368
- Sales Call Plans 370

Records Management 371

- Common Records Kept by Salespeople 372
- Maintaining Perspective 374

Stress Management 374

- Develop a Stress-Free Home Office 375
- Maintain an Optimistic Outlook 375
- Practice Healthy Emotional Expression 375
- Maintain a Healthy Lifestyle 375

- Chapter Learning Activities 376 • Reviewing Key Concepts 376
- Key Terms 377 • Review Questions 377 • Application Exercises 377
- Role-Play Exercise 378 • Reality Case Problem—Julio Melara 379

Chapter 17 Management of the Sales Force 380**Applying Leadership Skills to Sales Management 381**

- Structure 382
- Consideration 383
- Situational Leadership 384

Coaching for Peak Performance 384

Recruitment and Selection of Salespeople 385

- Determine Actual Job Requirements 385
- Search Out Applicants from Several Sources 386
- Select the Best-Qualified Applicant 387
- Personality and Skills Testing 387

Orientation and Training 388

Sales Force Motivation 389

- Effective Use of External Rewards 390

Compensation Plans 391

- Strategic Compensation Planning 392

Assessing Sales Force Productivity 392

- Chapter Learning Activities 393 • Reviewing Key Concepts 393 • Key Terms 394
- Review Questions 394 • Application Exercises 395 • Role-Play Exercise 396
- Reality Sales Management Case Problem—Assessing Productivity 396

Appendix 1 Reality Selling Today Role-Plays and Video Scenarios 397

Appendix 2 The NewNet Systems Regional Accounts Management Case Study 413

Appendix 3 Partnership Selling: A Role-Play for *Selling Today* 437

Endnotes 505

Glossary 523

Name Index 531

Subject Index 539

PREFACE

Much of the Western world has experienced a rapid shift from a production-focused to a sales- and service-focused economy. Approximately one in nine people in the U.S. workforce hold sales-related positions. In fact, selling is the second largest employment category in the United States, offering an enormous variety of different employment contexts and opportunities to more than 20 million salespeople nationwide. Moreover, as sales researchers predict, this figure will continue to grow. Despite these staggering numbers conveying the importance of the sales function, business education has been slow to act to the market's increased demand for highly trained salespeople. Fortunately, in the last decade, many business schools have either developed or begun to develop specialized courses and programs in sales and sales management. Given the high demand for skilled sales professionals, senior sales managers are highly enthusiastic about recruiting students from these programs, where many of these students are receiving multiple job offers with excellent earning potential.

Those seeking a job in sales are not the only ones who will benefit from learning how to sell. In fact, almost everyone these days uses traditional sales-related activities in their professional and social lives. People use a whole assortment of selling techniques in everyday life to persuade decision makers and advance their causes. According to Daniel Pink, the author of the best-selling book, *To Sell Is Human*, people are using about 40 percent of their time at work to engage in what he calls “non-sales selling”—persuading, convincing, influencing, and moving others in ways that do not involve anybody making a purchase. Moreover, people across a wide variety of professions spend about 24 minutes of every hour influencing or moving others, and they consider this time investment crucial to their success.¹ Selling is increasingly becoming a master skill for success in the 21st century.

This paradigm shift, in which selling has become an integral part of the social and business life, has coincided with another major revolution—the dramatic change in ways in which people access information. The information age has transferred the power from sellers to customers. Today's customers can easily compare the offerings of different sellers through various online methods and choose those offerings that best suit their needs. For example, a recent Google shopper sciences study discovered that, on average, customers gather information from ten different sources before making a decision. In the business-to-business selling context, research estimates that approximately 60 percent of a customer's buying decision has been completed digitally by decision makers before they reach out to a sales rep. Given this shift, the true value of a salesperson lies in the co-creation of value with the customer.

Another phenomenon that has received less attention in the press is the shift in sales force composition from field sales to inside sales, thereby lowering the sales costs by more than 50% (on average, an outside sales call costs \$308, whereas an inside sales call costs only \$50). Research by ZS Associates indicates that 40 percent of large companies in the technology arena are shifting from the field to inside sales. COVID-19 has accelerated this process. While before COVID-19, more than half of sales were made by outside sales teams, when the pandemic hit, almost 90 percent of sales moved inside. The primary enablers of this change are the easy-to-use online videoconferencing and webinar communication tools, which are a good substitute for face-to-face meetings and give customers the comfort of purchasing and collaborating remotely.

The simultaneous shift towards co-creation of value and inside sales represents a dichotomy in sales function and is a manifestation of changing customer preferences. In order to lock their customers in and *create and deliver superior value* in times when customers have more choices and fewer switching costs, salespeople are adopting a partnering style of selling to build long-term, strategic relationships with their customers. Having these long-term relationships is

¹ Daniel Pink, *To Sell Is Human: The Surprising Truth about Persuading, Convincing, and Influencing Others* (NY: Riverhead Books, 2012), pp. 19–25.

important, as it is more profitable for companies to retain existing customers than it is to acquire new customers. The pivotal role of a *partnering style of selling* in today's highly competitive business environment is a common theme throughout the 15th edition of *Selling Today: Partnering to Create Value*.

The primary goal of each revision of *Selling Today* is to develop the premier research-backed text available, and the most practical and applied text available in the marketplace. The revision process begins with a thorough review of several hundred articles, books, and research reports. We also study popular sales training programs such as Conceptual Selling, SPIN Selling, Integrity Selling, Trusted Advisor, and Solution Selling. Major corporations throughout the world such as Microsoft, Marriott, Principal Financial Group, UPS, Wells Fargo, and Xerox use these training programs. Of course, reviews and suggestions by professors and students influence decisions made during the revision process as well.

Staying on the Cutting Edge: New to This Edition

The business environment and research on personal selling and sales force management continues to experience significant changes. Our primary goal as researchers, practitioners, and consultants in the field of selling is to provide a cutting-edge treatment of the field. The 15th edition of *Selling Today* describes what ramifications the information age has for the selling world and how sales professionals must cope with new issues arising from the information revolution with an ethical, customer-centered mindset. The most significant changes in the new edition include the following (videos are available in the MyLab™ and eTextbook):

- Chapter 1 addresses the impact of artificial intelligence on the role/value of salespeople and explores the impact of the COVID-19 pandemic on opportunities for women in sales occupations.
- Expanded discussion in Chapter 2 of the strategic/consultative-selling model addresses how advances in technology have revolutionized consumer buying behavior and the role of electronically mediated interactions.
- The updated Global Business Insight box in Chapter 3 on doing business in China references recent drivers for companies to leave China.
- The new Reality Selling Video for Chapter 6 features Bolaji Ayodele, a senior Business Development Representative for Autodesk. Autodesk is an American software corporation that makes software products and services for architecture, engineering, construction, and other industries. Bolaji's video shows an example of the new role of Business Development within companies.
- Chapter 8 offers expanded discussions of business and government buyer behavior and the diminished role of information asymmetry in the typical buying process with two new figures.
- Chapter 9 coverage of sources of prospects and accounts addresses the role of marketing and prospecting with the weight customers place on online resources (supported by two new figures) and the use of lead scoring models.
- New coverage of digital presentations in Chapter 10 highlights the challenges of capturing the prospect's attention and attracting interest. In addition, the Selling in Action box in Chapter 10 now includes a discussion of business card rituals in Japan.
- The four-part model in Chapter 11 has been updated to reflect new developments in sales such as changes in product knowledge and how it impacts product configuration and solution selection.
- Chapter 12 introduces modern product demonstration software.
- The new Reality Selling Video for Chapter 14 features Maria Candurin, a Sales Development Representative for Starburst. Starburst provides optionality for accessing data at scale without having to move data. In this video, Maria shows an example of calling potential clients.
- The new Reality Selling Video for Chapter 17 features Justin Bremer, the Vice-president, and Regional Sales Leader at Fidelity Investments. Fidelity Investments offer financial planning and advice, retirement plans, wealth management services, and a wide range of other financial services to customers. In this video, Justin shows how senior leaders can coach salespeople to improve their sales calls skills through role-play.

- Reality Selling Role-Play and Video Scenarios study guides have been updated in Appendix 1 for the relevant new Reality Selling videos.
- Extensive referencing of academic articles found in the *Journal of Personal Selling and Sales Management*, *Journal of Marketing*, *Harvard Business Review*, and others have been brought up to date. Topics and trends in selling garnered from numerous trade publications such as *Selling Power*, *ThinkSales*, *Value Added 21 Selling*, *Sales and Marketing Management*, and *The American Salesperson* have been integrated throughout the 15th edition.
- An updated Glossary appears at the end of the book for quick reference.

Developing Employability Skills

***Selling Today*'s video-based sales training support is unparalleled as a teaching and learning resource.** Two different video series in this title's MyLab—Reality Selling Today and Adaptive Selling Training—provide a grounding in the skills and role-playing experiences students need to be prepared for successful careers in the modern-day sales environment.

Reality Selling Today Videos feature successful recent college graduates making sales calls, as they do on a daily basis in their professional personal selling careers. There are a total of 13 Reality Selling Today Videos, each providing a real-world example of sales careers and presentations. These video presentations are introduced in a chapter-opening vignette, related to the material presented in the chapter, applied with a case problem at the end of the chapter, and further used as a setting for detailed role-play scenarios presented in Appendix 1. In this edition, three new videos were shot “on-site” in settings where these successful salespeople and sales managers make their sales presentations and coordinate with their team members.

The professionally produced Adaptive Selling Training Video Series is the only custom-produced video series available to accompany a textbook on selling.

- **Exclusive to *Selling Today*! Neil Rackham Selling Today/SPIN Selling Video.** Utilizing the extensive research, writing, and worldwide consulting work of Neil Rackham, the authors have partnered with him to produce this exclusive video. Neil Rackham is one of the most recognized sales authors of all time. Celebrated for his pioneering book titled *SPIN Selling*, Neil is a sought-after expert who consults with global organizations on improving and streamlining their sales functions.

Presented in Chapter 11 “Determining Customer Needs with a Consultative Questioning Strategy,” the Adaptive Selling Today Videos feature Rackham providing cutting-edge information on the effective use of questions in *Selling Today*. Additionally, Neil shares his insights on the changing role of salespeople in an increasingly competitive marketplace. He further emphasizes the importance of sales education in the business curriculum. This is very useful information for instructors looking to introduce questioning methods or discuss the evolution of value selling.

- **Multi-part series produced and directed by Arthur Bauer, a well-known and widely acclaimed award-winning training-video professional.** The videos present concepts in the text based on carefully written scripts and utilization of professional actors, and they are filmed in real, contemporary business settings. These professionally produced videos are also marketed and sold to sales training directors throughout the world, and they are used to train their salespeople in the skills critical to success in the profession of selling.

1. The video on the “Evolution of Selling” supports Chapter 2. This video outlines the entire history of selling using graphics depictions of sales throughout its evolution. This is very useful in showing students how the art and proactive of selling has evolved and remains important in this heavily digital age.
2. The video on building relationships, “Communication Styles: The Key to Adaptive Selling,” describes how to use behavioral psychology to build strong, mutually rewarding relationships. Designed to be shown when presenting Chapter 5, it discusses how to avoid style bias by understanding and flexing one’s style to adapt and communicate effectively with the customer’s style. A web-based style assessment exercise titled



Neil Rackham

Source: Courtesy of Michael Ahearne

Communication Style Assessment is designed to discover one's own preferred style as well as to discover the styles of those clients in the prospect database. To access the Communication Style Assessment and share it with your students, go to www.pearson.com/en-gb.html, search for this text and go to Additional Resources.

3. The video on “Questioning” presents a widely researched approach to discovering customer needs using the consultative model. Shown when covering Chapter 11, application exercises at the end of the chapter apply and enhance the development of this critical, consultative selling skill. Closely aligned with the four questions in the Spin Selling Model, professional actors show how each of these questions is effectively used in the sales process.
4. The video titled “Negotiations: Solving the Tough Points” supports the principles in Chapter 13 on negotiation. Using a medical equipment sales setting, professional negotiation strategies are dramatically presented for moving through the sometimes difficult process of answering customer concerns, moving the sale forward, and achieving a win-win solution.
5. The video titled “Ask for the Order and Get It” is built on the concepts in Chapter 14, “Adapting the Close and Confirming the Partnership.” This video is designed to visually and dramatically present the many methods for moving the sales process to a successful conclusion.

Organization of This Book

The material in *Selling Today* continues to be organized around the four pillars of personal selling: relationship strategy, product strategy, customer strategy, and presentation strategy. Moreover, in the 15th edition, we emphasize ethical selling as an important factor within which all the four strategies should be embedded. Part 1, “Developing a Personal Selling Philosophy,” includes Chapters 1 and 2 and sets the stage for an in-depth study of these strategies. The first chapter provides a contemporary definition of selling and gives students the opportunity to explore career opportunities in the information age, while the second chapter describes the evolution of personal selling associated with the information revolution.

Research indicates that high-performance salespeople are better able to build and maintain relationships than are moderate performers. Part 2, “Developing a Relationship Strategy,” focuses on several important person-to-person relationship-building practices that contribute to success in personal selling. The influence of ethical selling as the foundation of successful relationships is discussed in Chapter 3. Creating value with a relationship strategy is discussed in Chapter 4. Chapter 5, “Communication Styles: A Key to Adaptive Selling Today,” introduces communication styles, explains how to build strong relationships with style flexing, and provides a web-based assessment that enables one to discover their own style and the style of others they will be working with. To access the Communication Style Assessment Exercise online and share with your students, go to www.pearson.com/en-gb.html, search for this text and go to Additional Resources.

Part 3, “Developing a Product Strategy,” 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 configure value-added product solutions for a customer's unique needs. The importance of having expert product knowledge as well as knowledge of competition and industry trends is discussed in Chapter 6, while Chapter 7 explains how to sell with a value-added strategy.

Part 4, “Developing a Customer Strategy,” presents information on why and how customers buy, and also explains how to identify prospects. With increased knowledge of the customer, salespeople are in a better position to understand a customer's unique wants and needs and to create customer value in the multi-call, lifetime customer setting. Chapter 8 sheds light on consumer- and business-buying behaviors, while Chapter 9 describes the strategies used to develop prospects and accounts. Appendix 2 provides students the opportunity to assume a new sales position as Regional Account Manager, taking over an account base with 20 existing clients/prospects. Students assume responsibility for developing sales strategies and tactics to move these prospects

through the six-step sales process presented in the text. Regional Account Management Case Study exercises at the end of Chapters 9–15 challenge students to properly apply the sales process they are studying to their new role as a Regional Account Manager.

The concept of a salesperson as an advisor, consultant, value creator, and partner to buyers is stressed in Part 5, “Developing a Presentation Strategy.” Emphasis is placed on the need-satisfaction presentation model as well as on ways to provide outstanding service after the sale. Chapter 10 introduces the concept of adaptive selling as a useful strategy to approach customers. Chapter 11 explains how to identify customer needs with a consultative questioning strategy and Chapter 12 discusses the role of a consultative presentation in delivering value to the customers. The principles of formal negotiations as a part of a win-win strategy are discussed in Chapter 13, while Chapter 14 focuses on proper attitudes and strategies to close the sales. Chapter 15 finishes Part 5 by discussing the role of customer service in building sustaining, profitable relationships with the customer.

Personal selling is one of the few professions that inherently requires a great deal of self-discipline. Part 6 focuses on managing self as well as others by discussing the four dimensions of opportunity management in Chapter 16 and the fundamentals of sales force management in Chapter 17.

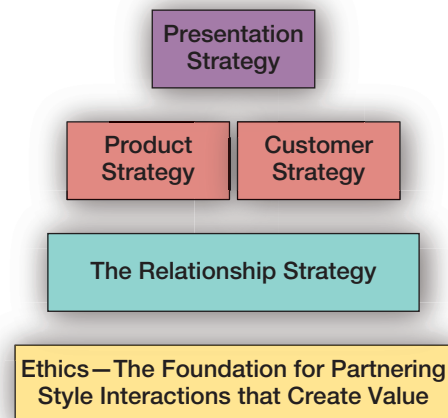
The 15th edition features three Appendices. Appendix 1, “The Reality Selling Today Role-Plays and Video Scenarios,” includes 13 role-play scenarios that provide students with the opportunity to, of course, sell. Due to the rise of multiple-account management as one of the key sales roles in many organizations today, the 15e includes Appendix 2, which is devoted to a multi-chapter case study on regional account managers’ daily challenges and responsibilities.

The popular Appendix 3 allows students to integrate and apply what they have learned from this textbook in all four strategic areas of personal selling. The 15th edition features a luxury beach-front resort and convention center with an interactive simulated website for use in student sales presentations. To access additional materials for Appendix 3, go to www.pearson.com/en-gb.html, search for this text and go to Additional Resources.

Building on Traditional Strengths

Selling Today: Partnering to Create Value has been successful because the authors continue to build on strengths that have been enthusiastically praised by instructors and students. Previous editions of *Selling Today* have evolved by tracing the trends in professional selling and highlighting the most critical areas for salesperson success. This edition provides material on a number of evolving and important concepts.

- 1. The partnering era** is described in detail. Partnership selling principles, so important to today’s successful selling and marketing strategies, are presented and clearly illustrated throughout the text. Strategic alliances—the highest form of partnering—are discussed in detail.
- 2. Value-added selling strategies** are presented throughout the text. Salespeople today are guided by a new principle of personal selling: *Partnerships are established and maintained only when the salesperson creates customer value.* Customers have fundamentally changed their expectations. They want to partner with salespeople who can create value, not just communicate it. Value creation involves a series of improvements in the sales process that enhance the customer’s experience.
- 3. Ethics as the Foundation of Selling Today** Ethical selling is highlighted in Chapter 3, “Ethics: The Foundation for Partnering Relationships that Create Value,” as well as throughout the book. Chapter 3 addresses the many ethical lapses existing in the business world and emphasizes the need for a highly ethical interaction with customers as the starting point of all relationship development, if one is to build long-term, partnering-style selling relationships. Moreover, the ethics assessment at the end of the chapter and new text models are used to highlight an emphasis on ethical selling.



4. **CRM (Customer Relationship Management) Systems boxed features.** The CRM has been updated and enhanced by exposing users to a broad-based application of today's best-selling CRM applications. In Chapter 1, we introduce the use of popular CRM systems, such as Salesforce, NetSuite, Siebel, and Sugar CRM, through our popular boxed inserts. Then in Chapter 2, we provide instructions for the use of a regularly updated 30-day Salesforce.com free trial as well as access to training videos for the software. Additional CRM boxed inserts appearing throughout the text show how salespeople apply customer relationship management software to improve their partnering strategies.

Additionally, students can experience the importance of CRM Contact Reports and accompanying Notes Windows with the 20 regional accounts presented in Appendix 2, The NewNet Systems Regional Accounts Management Case Study. They soon realize the value of information entered into CRM systems as they analyze account metrics, prepare reports, and move their new accounts successfully through the sales process.

5. **Updated Social Selling Today boxed features.** Social media is playing a larger role in *Selling Today*. The 15e boxed inserts reflect strategies utilizing social media for selling in today's information-driven business world. Informing students how social networking applies to personal selling, these succinct inserts identify how social media networks, such as Facebook, Twitter, LinkedIn, and YouTube, can be used effectively in the selling process.

6. **Real-world examples,** a hallmark of previous editions and a continued focus in this edition, build the reader's interest in personal selling and promote an understanding of the major topics and concepts. With opening vignettes at the beginning of each chapter that put students in the shoes of the salesperson, and role-plays that allow students to utilize the skills they have learned, the real-world examples truly enrich the overall learning experience. Additional real-selling examples have been obtained from a range of progressive organizations, large and small, such as Emeco Ltd.; Whirlpool Corporation; UPS; BKM Total Office; Mutual of Omaha; Design Display, Inc.; Baxter Healthcare; Marriott Hotels; and Nordstrom.



7. **The Reality Selling Video Role-Plays in Appendix 1,** in addition to the role-play exercises and video case problems, remain an invaluable resource for instructors. Each scenario in Appendix 1 gives students the chance to assume the role of a salesperson in selling scenarios that are relevant to today's competitive environment. These role-play scenarios build on what students learned in the Reality Selling Video sales presentations and interviews. The detailed salesperson/customer role-play scenarios use the actual products and sales positions of the salespeople who appeared in the Reality Selling Videos. Websites of the companies the students will be using to role-play their sales presentations are supplied in order to learn appropriate amounts of product and company information. The Reality Selling Video interviews and sales presentations provide the necessary background and contextual information for students to use in both selecting the scenario and conducting the role-play. The Reality Selling Role-Plays are also specifically designed to prepare students for professional selling role-play competitions at annual college and university competitive event conventions. Refer to the following links for more information on the leading sales competitions at the college and university level:

- <http://coles.kennesaw.edu/ncsc/>
- www.universitiesalescenteralliance.org/sales_competitions.html
- https://www.deca.org/wp-content/uploads/2016/09/CGuide_2016-17_ProfSales.pdf
- <http://rbisaleschallenge.wpunj.edu/>
- <https://kelley.iu.edu/GlobalSales/students/competitions/page15657.html>

8. **The NewNet Systems Regional Accounts Management Case Study in Appendix 2.** For the first time in a personal-selling textbook, students are exposed to the strategic sales-planning responsibilities associated with moving multiple accounts successfully through the sales process for a company called NewNet Systems. Appendix 2 features the challenges and responsibilities of a regional account manager selling to 20 accounts with a projected total sales of \$1.8 million. Training future salespeople on these planning responsibilities is extremely important as the demand for account managers in today's businesses is burgeoning. Moreover, a recent study suggests that account managers spend 74 percent of their time



engaging in non-sales activities such as administrative tasks, traveling and waiting, and sales preparation. These figures attest to the fact that training and practicing effective management of these activities is crucial for future salespeople in today's business context. These account management responsibilities are coded to each of the six chapters in Part 5, Developing a Presentation Strategy, a sales process unit which makes it easy for professors to assign and monitor, and excellent for in-person or online courses.

9. **Appendix 3: Partnership Selling Role-Play.** This text includes an exciting luxury beach-front resort and convention center as the setting for the Partnership Role-Play. *Selling Today* is the only textbook that provides student exposure and experience to role-playing the entire consultative sales process from acquiring easy-to-learn product knowledge, initial building of sales relationships, discovering customer needs, and creating and delivering a technology-rich sales presentation. Appendix 3 is a perfect fit for both in-person or online courses. Serving as an excellent capstone experience, students develop the critical skills needed to apply relationship, product, customer, and presentation strategies.

MyLab™ Marketing for *Selling Today* 15th Edition

MyLab Marketing lets instructors create a course that best fits the unique needs of their students and their curriculum. Each MyLab course has a foundation of interactive course-specific content—created by authors who are experts in their field—that can be tailored and assigned as needed. Digital tools activate learning, to more fully engage student learners and help them prepare for class. Videos, interactive figures, Dynamic Study Modules, Mini-Simulations, cases, short quizzes and more enhance students' understanding of core topics as they progress through the course. MyLab Marketing also provides data that allows instructors to see how their students are doing in the course, as they go, so they can decide what to teach and how best to teach it.

For this Fifteenth Edition, MyLab Marketing includes:

- **An enhanced, dynamic eTextbook** that features interactive figures, embedded videos, and current events feature boxes.
- **New and updated Video Assignments** help students connect key course concepts to real-world events. These current events videos are featured alongside text-specific videos, illustrating the most important topics in the selling course. These *Selling Today* videos include Adaptive Selling Today Videos, Adaptive Selling Training Videos, Reality Selling Today Videos, and Reality Selling Today Role-Play Videos.
- **New Mini-Simulations** are included for some chapters, putting students in the role of professional business people and giving them the opportunity to apply course concepts and develop decision-making skills through real-world business challenges.
- **New Communication Mini Sims** aligned with Chapters 10–15 place students in real-world selling communication scenarios, and they let students edit and improve their business writing in an interactive, step-by-step setting.
- **New Case Study Library assignments** are included for select chapters, challenging students to apply critical thinking to current business examples and scenarios.
- **New and revised Warm Ups, Study Plan questions, and Chapter Quizzes** check students' understanding of key chapter concepts.
- **New Dynamic Study Modules** use the latest developments in cognitive science to help students study by adapting to their performance in real time.

Visit www.pearson.com/mylab/marketing to learn more about MyLab Marketing.

Selling Today Supplements

At www.pearson.com/en-gb.html, instructors can access a variety of print, digital, and presentation resources available with this text in downloadable format. Registration is simple and gives you immediate access to new titles and new editions. As a registered faculty member, you can download resource files and receive immediate access and instructions for installing course management content.



Park Shores Resort and Convention Center.

Source: Ken Howard/Alamy Stock Photo

The following supplements are available to adopting instructors:

- **Instructor’s Manual.** This downloadable Instructor’s Manual includes lecture outlines, answers to all end-of-chapter questions and case questions, detailed teaching instructions and answers for the three appendices, and additional activities and assignments for your students.
- **Test Item File.** This downloadable Test Item File contains over 1,200 questions, including multiple-choice, true/false, and essay-type questions. Each question is followed by the correct answer, the learning objective it ties to, the AACSB category when appropriate, the question type (concept, application, critical thinking, or synthesis), and a difficulty rating.
- **PowerPoint Presentations.** This downloadable deck of PowerPoint presentations includes basic outlines and key points with corresponding figures and art from each chapter. These presentations are ready to use or completely customizable for individual course needs. The notes section of each slide provides additional explanations written for your students.
- **TestGen.** Pearson Education’s test-generating software is PC/Mac compatible and preloaded with all of the Test Item File questions. You can manually or randomly view test questions and drag-and-drop to create a test. You can add or modify test-bank questions as needed. These conversions can be found within the Instructor Resources on pearson.com/en-gb.html.

The Search for Wisdom in the Age of Information

The search for the fundamentals of personal selling has become more difficult in the age of information. The glut of information (information explosion) threatens our ability to identify what is true, right, or lasting. The search for knowledge begins with a review of information, and wisdom is gleaned from knowledge. Books continue to be one of the best sources of wisdom as are online links and videos. We provide an excellent array of support videos for various parts such as the Reality Selling section, making the 15th edition more practical and hands-on than any other textbook in the market. Many new books, and several classics, were used as references for the 15th edition of *Selling Today: Partnering to Create Value*. A sample of the more than 40 books used to prepare this edition follows:

Working with Emotional Intelligence by Daniel Goleman

The Tipping Point by Malcolm Gladwell

Integrity Selling for the 21st Century by Ron Willingham

The Platinum Rule by Tony Alessandra and Michael J. O’Connor

A Whole New Mind by Daniel H. Pink

Rethinking the Sales Force by Neil Rackham and John R. DeVincentis

Business Ethics by O. C. Ferrell, John Fraedrich, and Linda Ferrell

Negotiating Genius by Deepak Malhotra and Max H. Bazerman

52 Sales Management Tips: The Sales Manager’s Success Guide by Steven Rosen

Blur: The Speed of Change in the Connected Economy by Stan Davis and Christopher Meyer

Close the Deal by Sam Deep and Lyle Sussman

Complete Business Etiquette Handbook by Barbara Pachter and Marjorie Brody

Effective Human Relations—Personal and Organizational Applications by Barry L. Reece and Monique Reece

Emotional Intelligence for Sales Success: Connect with Customers and Get Results by Colleen Stanley and Jill Konrath

Business Ethics: Ethical Decision Making and Cases by O. C. Ferrell, John Fraedrich, and Linda Ferrell

First Impressions—What You Don’t Know about How Others See You by Ann Demarais and Valerie White

Hug Your Customers by Jack Mitchell

Insightful Selling: Learn the S.A.L.E.S. Formula to Differentiate Yourself and Create Customer Value by Adon T. Rigg

Keeping the Funnel Full by Don Thomson
LinkedIn Marketing: An Hour a Day by Viveka von Rosen
Macroeconomics by R. G. Hubbard and A. P. O'Brien
Marketing Imagination by Ted Levitt
Marketing—Real People, Real Choices by Michael R. Solomon, Greg W. Marshall, and Elnora W. Stuart.
Megatrends by John Naisbitt
New Sales, Simplified: The Essential Handbook of Prospecting and New Business Development by Mike Weinberg and S. Anthony Iannarino
Personal Styles and Effective Performance by David W. Merrill and Roger H. Reid
Psycho-Cybernetics by Maxwell Maltz
Questions—The Answer to Sales by Duane Sparks
Re-Imagine! Business Excellence in a Disruptive Age by Tom Peters
Rules of the Hunt: Real-World Advice for Entrepreneurial and Business Success by Michael Dalton Johnson
Self Matters by Phillip C. McGraw
Selling Fearlessly: A Master Salesman's Secrets for the One-Call-Close Salesperson by Robert Terson
Small Message, Big Impact: The Elevator Speech Effect by Terri L. Sjodin
SPIN Selling by Neil Rackham
SPIN Selling Fieldbook by Neil Rackham
Strategic Sales Presentations by Jack Malcolm
Strategic Selling by Robert B. Miller and Stephen E. Heiman
The 7 Habits of Highly Effective People by Stephen R. Covey
The Customer Revolution by Patricia Seybold
The Wow Factor by Tom Peters
The Double Win by Denis Waitley
The New Conceptual Selling by Stephen E. Heiman and Diane Sanchez
The New Professional Image by Susan Bixler and Nancy Nix-Rice
The New Solution Selling by Keith M. Eades
The Power of 5 by Harold H. Bloomfield and Robert K. Cooper
The Sedona Method by Hale Dwoskin
The Speed of Change in the Connected Economy by Stan Davis and Christopher Meyer
The Success Principles by Jack Canfield
To Sell Is Human: The Surprising Truth about Moving Others by Daniel H. Pink
Value-Added Selling by Tom Reilly
Winning the Battle for Sales: Lessons on Closing Every Deal from the World's Greatest Military Victories by John Golden
Zero-Resistance Selling by Maxwell Maltz, Dan S. Kennedy, William T. Brooks, Matt Oechsli, Jeff Paul, and Pamela Yellen
Zero-Time Selling: 10 Essential Steps to Accelerate Every Company's Sales by Andy Paul

Acknowledgments

Many people have made contributions to the 15th edition Global Edition of *Selling Today: Partnering to Create Value*. We are very appreciative of the creative assistance and design work Rick Giudicessi did on the new Park Shores Resort and Convention Center promotional sales tools in Appendix 3, and the design for the NewNet Systems logo. We also appreciate his work on the new hotel and convention center website, enabling users to prepare technology-rich sales tools and presentations.

We also are very grateful to Jack Linge for his original work on the Appendix 2 NewNet Systems database and Regional Accounts Management Case Study Exercises. We thank award-winning video producer Art Bauer for his creativity, dedication, and attention to detail in the production of the Adaptive Selling Training Video Series. We thank Mohsen Pourmasoudi for his help and contributions with the Social Selling Examples, Reality Selling Video Series, Cases, and Role-Play exercises.

We would also like to thank all those who contributed to the revisions of the instructor supplements and the MyLab for this edition. Throughout the years, the text has improved as a result of numerous helpful comments and recommendations by both students and faculty. We extend special appreciation to the following reviewers:

- | | |
|--|---|
| Yashar Atefi, <i>University of Denver</i> | Wendal Ferguson, <i>Richland College</i> |
| Kate Bailey, <i>South Valley Bank and Trust</i> | Dean Flowers, <i>Waukesha County Technical College</i> |
| Jurgita Baltrusaityte, <i>University of Illinois at Chicago</i> | Stefanie Garcia, <i>University of Central Florida</i> |
| Susan Baxter, <i>Bethune-Cookman University</i> | Deb Gaspard, <i>Southeast Community College</i> |
| Alex Birkholz, <i>Wisconsin Indianhead Technical College</i> | Richard Geyer, <i>Tiffin University</i> |
| Robert Bochrath, <i>Gateway Technical Institute</i> | Connie Golden, <i>Lakeland Community College</i> |
| Jim Boespflug, <i>Arapahoe Community College</i> | Victoria Griffis, <i>University of South Florida</i> |
| Jerry Boles, <i>Western Kentucky University</i> | David Grypp, <i>Milwaukee Area Technical College</i> |
| Jim Boles, <i>Georgia State University</i> | Andrew Haaland, <i>Tompkins Cortland Community College</i> |
| Raghuram Bommaraju, <i>India School of Business</i> | Donald Hackett, <i>Wichita State University</i> |
| Jerry Bradley, <i>Saint Joseph's University</i> | Robert Hausladen, <i>University of Louisville</i> |
| Duane Brickner, <i>South Mountain Community College</i> | Jon Hawes, <i>The University of Akron</i> |
| Don Brumlow, <i>St. John's College</i> | Ken Hodge, <i>Marketing Manager, Nordson</i> |
| Jeff Bruns, <i>Bacone College</i> | Norm Humble, <i>Kirkwood Community College</i> |
| Murray Brunton, <i>Central Ohio Technical College</i> | Phil Hupfer, <i>Elmhurst College</i> |
| Larry P. Butts, <i>Southwest Tennessee Community College</i> | Kathy Illing, <i>Greenville Technical College</i> |
| John C. Calhoun, <i>State Community College, Alabama</i> | Karen James, <i>Louisiana State University, Shreveport</i> |
| Alan Canton, <i>California State University, Fresno</i> | Mark Johlke, <i>Bradley University</i> |
| John J. Carlisle, <i>New Hampshire Community Technical College, Nashua</i> | Michael Johnson, <i>Chippewa Valley Tech College</i> |
| Mark Chock, <i>Marian College</i> | Peter Johnson, <i>Pace University</i> |
| William R. Christensen, <i>Community College of Denver (North Campus)</i> | Richard Jones, <i>Marshall University</i> |
| Patricia W. Clarke, <i>Boston College</i> | Jim Kaempfer, <i>Century College</i> |
| Cindy Claycomb, <i>Wichita State University</i> | Ali Kara, <i>Pennsylvania State University, York</i> |
| Gloria Cockerell, <i>Collin College</i> | Jaciel Keltgen, <i>Augustana College</i> |
| Lori Connors, <i>Delgado Community College</i> | Katy Kemp, <i>Middle Tennessee State University</i> |
| David Corbett, <i>Ohio Valley University</i> | Davis King, <i>Pennsylvania State University, Delaware County</i> |
| Douglas A. Cords, <i>California State University, Fresno</i> | Wesley Koch, <i>Illinois Central College</i> |
| Robert Cosenza, <i>The University of Mississippi</i> | Stephen Koernig, <i>University of Illinois—Chicago</i> |
| Larry Davis, <i>Youngstown State University</i> | Bruce Kusch, <i>Brigham Young University</i> |
| Lynn Dawson, <i>Louisiana Technical University—Ruston</i> | Bernard Kyle, <i>Westchester Community College</i> |
| De'Arno De'Armond, <i>West Texas A&M University</i> | Wilburn Lane, <i>Lambuth University</i> |
| Dayle Dietz, <i>North Dakota State School of Science</i> | James Lawson, <i>Mississippi State University</i> |
| Gary Donnelly, <i>Casper College</i> | R. Dale Lounsbury, <i>Emporia State College</i> |
| Casey Donoho, <i>Northern Arizona University</i> | Marvin Lovett, <i>University of Texas, Brownsville</i> |
| Robert Dunn, <i>Cuesta Community College</i> | George H. Lucas, Jr., <i>Texas A&M University</i> |
| Mimi Eglin, <i>Fulton-Montgomery Community College</i> | Alice Lupinacci, <i>University of Texas at Arlington</i> |
| Susan Emens, <i>Kent State University</i> | Jennifer Malarski, <i>Lake Superior College</i> |
| Joyce Ezrow, <i>Anne Arundel Community College</i> | Lynnea Mallalieu, <i>University of North Carolina—Wilmington</i> |
| | Jack Maroun, <i>Herkimer County Community College</i> |
| | Leslie E. Martin, <i>University of Wisconsin, Whitewater</i> |

- Lee McCain, *Seminole Community College*
 Tammy McCullough, *Eastern Michigan University*
 Norman McElvany, *Johnson State College*
 Kimberly McMahill, *Carl Sandburg College*
 Bob McMahan, *Appalachian State University*
 Robert McMurrian, *University of Tampa*
 Darrel Millard, *Kirkwood Community College*
 Chip Miller, *Drake University*
 Ron Milliaman, *Western Kentucky University*
 Irene Mittlemark, *Kingsborough Community College*
 Rita Mix, *Our Lady of the Lake University—Dallas*
 Russ Movritsem, *Brigham Young University*
 Mark Mulder, *Grand Rapids Junior College*
 Lynn Muller, *University of South Dakota*
 Ryan Mullings, *Clemson University*
 Gordon Myron, *Lucent Technologies*
 Lewis Neisner, *University of Maryland*
 John Odell, *Marketing Catalysts*
 Robert Owen, *Texas A&M University, Texarkana*
 Mark Pantaleo, *Pensacola Christian College*
 Jim Parr, *Louisiana State University*
 Nancy Patterson, *University of Arkansas Community College*
 Robert Perrella, *Piedmont College*
 Ron Pimentel, *California State University—Bakersfield*
 Richard Plank, *University of Southern Florida*
 Ray Polchow, *Zane State College*
 Quenton Pullman, *Nashville Technical Community College*
 Walter Purvis, *Coastal Carolina Community College*
 James Randall, *Georgia Southern University*
 Adam Rapp, *Ohio University*
 Peter Reday, *Youngstown State University*
 Judy Reinders, *Milwaukee Area Technical College*
 Daniel Ricica, *Sinclair Community College*
 Richard Riesbeck, *West Liberty State College*
 Carol Robarge, *Chippewa Valley Technical College*
 Sandra Robertson, *Thomas Nelson Community College*
 Mark Ryan, *Hawkeye Community College*
 Stan Salzman, *American River College*
 Nicholas A. Santarone, *Penn State University, Abington*
 Gary Schirr, *University of Illinois at Chicago*
 Donald T. Sedik, *William Rainey Harper College*
 Rick Shannon, *Western Kentucky University*
 C. David Shepherd, *Kennesaw State University*
 Scott Sherwood, *Metropolitan State College of Denver*
 Kent Sickmeyer, *Kaskaskia College*
 Robert E. Smiley, *Indiana State University, Terra Haute*
 C. Phillip Smith, *State Community College, Alabama*
 Diane Smith, *Henry Ford Community College*
 David Snyder, *Canisius College*
 Karl Sooder, *University of Central Florida*
 Forrest Stegeline, *University of Georgia*
 Thomas Stevenson, *University of North Carolina, Charlotte*
 Philip Stillitano, *Stark State College*
 Phil Straniero, *Western Michigan University*
 Carol Sullinger, *University of Toledo*
 Michael Swenson, *Brigham Young University*
 Leslie Thompson, *Hutchinson Community College*
 Robert Thompson, *Indiana State University*
 Ronald Tibbles, *University of North Florida*
 Gary Tucker, *Oklahoma City Community College*
 Sven Tuzovic, *Murray State University*
 Rae Verity, *Southern Alberta Institute of Technology*
 Douglas Vorhies, *University of Mississippi*
 Donna Waldron, *Manchester Community College*
 Jeff Walls, *Indiana Tech*
 Joan Weiss, *Bucks County Community College*
 Stanley “Martin” Welc, *Saddleback College*
 Stacia Wert-Gray, *University of Central Oklahoma*
 Scott Widmier, *University of Akron*
 Jim Wilkinson, *Stark State College*
 Thomas Williamson, *Ohio State ATI*
 Raymond Wimer, *Syracuse University*
 Susan Van Winkle, *Milwaukee Area Technical College*
 Amy Wojciechowski, *West Shore Community College*
 John Wolper, *The University of Findlay*
 Andy Wood, *West Virginia University*
 Lauren Wright, *California State University, Chico*
 Curtis W. Youngman, *Salt Lake Community College*
 Raymond Zagorski, *University of Alaska/Kenai Peninsula College*
 Donald A. Zimmerman, *University of Akron*

Global Edition Acknowledgments

Pearson would like to thank the following people for their work on the Global Edition:

Contributors

Robin Cheng, *Taylor’s University*
 Fiona Whelan-Ryan, *South East Technological University*

Reviewers

Anna Galindo, *Lancaster University*
 Jie Liu, *Manchester Metropolitan University*
 Alice Cheah Wai Kuan, *Taylor’s University*

ABOUT THE AUTHORS



Michael Ahearne
University of Houston

Michael Ahearne is Professor of Marketing and C. T. Bauer Chair in Marketing at the University of Houston. He is also Research Director of the Steven Stagner Sales Excellence Institute (SEI). The SEI is widely recognized as the leading university-based sales institute in the world, training more than 2,000 sales students, placing Ph.D. students at top research universities and working with more than 200 major corporations annually. He earned his Ph.D. in marketing from Indiana University. He has also served on the faculty at Emory University, the University of Connecticut, and at Pennsylvania State University. In addition, he has lectured internationally about sales and sales management in such countries as Austria, Belgium, China, France, Germany, India, Italy, Russia, and Spain.

Dr. Ahearne's research has focused primarily on improving the performance of salespeople and sales organizations. He has published over 50 articles in leading journals such as *Journal of Marketing*, *Journal of Marketing Research*, *Management Science*, *Strategic Management Journal*, *Journal of Applied Psychology*, and *Organizational Behavior and Human Decision Processes*. He was recently recognized by the American Marketing Association as one of the 10 most research-productive scholars in the field of marketing. His research has been profiled in the *Wall Street Journal*, *Business 2.0*, *Business Investors Daily*, *Fox News*, *INC Magazine*, and many other news outlets.

Before entering academia, Mike played professional baseball for the Montreal Expos and worked in marketing research and sales operations for Eli Lilly and PCS Healthcare. He was also a partner at ZS Associates, the largest global sales and marketing consulting firm.



Gerald L. Manning
Des Moines Area Community College

Gerald Manning is an international author, consultant, speaker, and successful businessperson. Professor Manning's book *Selling Today: Partnering to Create Value*, now in its 15th edition, is today's international number-one selling textbook on negotiations and partnering. With Chinese, Spanish, International English-Speaking, Canadian, Croatian, and U.S. editions, millions have profited from the strategies and tactics presented. He is the author of four additional books on management and sales, all published by large, international publishing companies.

Gerald Manning also serves as a sales and marketing consultant to senior management and owners of more than 500 businesses, including both national and international companies. He appears regularly as a speaker at national sales and management conferences, and is featured regularly in training videos on sales and management.

Professor Manning served as chair of the Marketing/Management Department of one of the leading colleges in the country for more than 30 years. In addition to his administrative duties, he has served as lead instructor in negotiations and sales. Mr. Manning received the "Outstanding Professor of the Year" award given annually by his college.

He has also applied numerous negotiation and personal selling principles and practices as owner of a very successful commercial and residential real estate investment, development, and management company.

Professor Manning's speaking and classroom experience, along with his consulting and the management of his company, have provided him a unique opportunity to research, study, test, refine, and write about personal selling. With this background, and a long-term partnership-type relationship with acclaimed training video producer Arthur Bauer, the Adaptive Selling Training Video Series was produced.