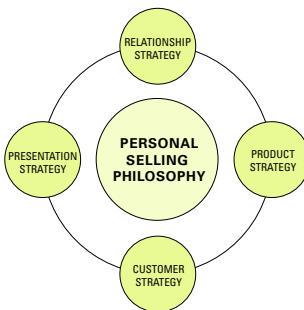


# Preface

A personal selling textbook suitable for the twenty-first century must offer students a blend of time-proven fundamentals and new practices needed to succeed in today's information economy. The third Canadian edition of *Selling Today: Creating Customer Value* provides comprehensive coverage of consultative selling, strategic selling, relationship selling, partnering, value-added selling, and sales force automation. These are the major developments that have transformed personal selling from “peddling” to a new level of professionalism that has dramatically changed the way products are sold around the world.

The new age of personal selling requires that we build on past improvements and adjust to the changes that have accompanied the age of information. Learning how to manage and communicate information to customers within a high-trust working relationship is one of the major challenges facing salespeople today. Personal selling in the age of information also involves fulfilling customer expectations through strategic alliances. These alliances, which represent the highest form of partnering, are growing in importance. Strategic alliances have created a new selling environment that requires the use of advanced customer relationship management (CRM) technology. The fundamentals of CRM represent an important feature of the third Canadian edition of *Selling Today: Creating Customer Value*. A number of important components have been retained from earlier Canadian editions.

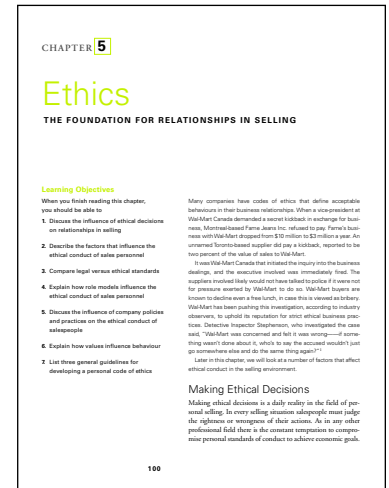


Creating Customer Value

1. The four broad strategic areas of personal selling, introduced in Chapter 1, serve as a catalyst for skill development and professional growth throughout the textbook. Success in selling depends heavily on the student's ability to develop relationship, product, customer, and presentation strategies. Salespeople who have achieved long-term success in personal selling have mastered the skills needed in each of these four strategic areas.
2. Personal selling is presented as a set of transferable employment skills needed by four groups of knowledge workers who often do not consider themselves salespeople: customer service representatives; professionals (accountants, consultants, lawyers, etc.); entrepreneurs; and managerial personnel. Success in each of these employment areas requires mastery of many of the skills used by sales professionals. This new feature helps develop a higher level of motivation among class members who may be uncertain about a career in personal selling.
3. This edition continues to maintain an applied focus. There are increased and new application exercises at the end of many chapters,

many new Internet exercises, sales planning forms for all stages of the selling process, and a new role-play exercise at the end of Chapter 3. There are many Canadian real-world examples that build the reader's interest and promote understanding of major topics and concepts. Examples have been obtained from a range of progressive organizations (large and small) such as Xerox Corporation, Janssen-Ortho, Windsor Factory Supply, CanopCo, Red Carpet Food Services, and many others. Web sites are provided for most of these companies as well as for organizations of interest to sales people.

4. *Selling Today* provides a three-dimensional approach to the study of ethical decision making. One dimension is a chapter on ethics (Chapter 5) titled “Ethics: The Foundation for Relationships in Selling.” The second dimension involves the discussion of ethical issues in selected chapters throughout the text. The authors believe that ethics in selling is so important that it cannot be covered in a single chapter. The third dimension is an exciting business game, entitled *Gray Issues—Ethical Decision Making in Personal Selling* and available in the Instructor’s Resource Manual. Participation in this game provides students with an introduction to a range of real-life ethical dilemmas. It stimulates in-depth thinking about the ethical consequences of their decisions and actions. Students play the game to learn without having to play for keeps.



## Improvements in the Third Canadian Edition

The age of information is creating a new economy that offers salespeople many challenges and exciting employment opportunities. The third Canadian edition of *Selling Today: Creating Customer Value* describes how sales professionals are adjusting to this new economy and creating value for their customers. Several important improvements appear in this edition and in the support materials. The most significant changes include the following:

1. The focus of the text has changed from “Building Quality Partnerships” to “Creating Customer Value.” With many lower cost methods for handling customer transactions, salespeople today must demonstrate how they can create value for customers through value-added selling. Throughout the text, we discuss how salespeople can create value for their customers. A growing number of customers are seeking a cluster of satisfactions that include a quality product, a salesperson who is truly a partner, and outstanding service after the sale. The salesperson is usually in the best position to discover what adds value (in the mind of the customer) and then determine ways to add value.
2. New boxed inserts have been added to every chapter. The “Selling is Everybody’s Business” boxed inserts illustrate how sales-related skills have been employed in unique situations to demonstrate to students

that the skills learned in personal selling are applicable at every level of an organization, and often by people who students may not recognize as needing selling skills. The “International Business Etiquette” boxed inserts include examples designed to sensitize students to the importance of recognizing and accommodating differences across cultures when selling in international markets. The number of “Selling in Action” boxed inserts has been increased, and these include examples of inspiring and interesting contemporary selling stories and tips and techniques important to various aspects of personal selling.

## Organization of This Book

The material in *Selling Today* is organized around the four pillars of personal selling: relationship strategy, product strategy, customer strategy, and presentation strategy. The two chapters that make up Part I set the stage for an in-depth study of the four strategies. The first chapter describes the evolution of personal selling from 1950 to the present and introduces the four strategies. The second chapter gives students an opportunity to explore specific career opportunities in the six major employment areas: service, retail, wholesale, manufacturing, as an independent agent, and as an inside salesperson. Career-minded students will also find the first appendix, “Finding Employment: A Personalized Marketing Plan for the Age of Information,” very helpful.

Research indicates that high-performance salespeople are better able to build and maintain relationships than moderate performers. Part II, “Developing a Relationship Strategy,” focuses on several important person-to-person relationship-building practices that contribute to success in personal selling. Chapter 4 examines the influence of communication styles on relationships between customers and salespeople. Chapter 5, a new addition to Part II, focuses on sales ethics and the importance of ethical sales behaviour for establishing and building customer relationships.

Part III, “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 apply the fundamentals of consultative selling.

Part IV, “Developing a Customer Strategy,” presents information on why and how customers buy, and explains how to identify prospects. With increased knowledge of the customer, salespeople are in a better position to achieve their sales goals.

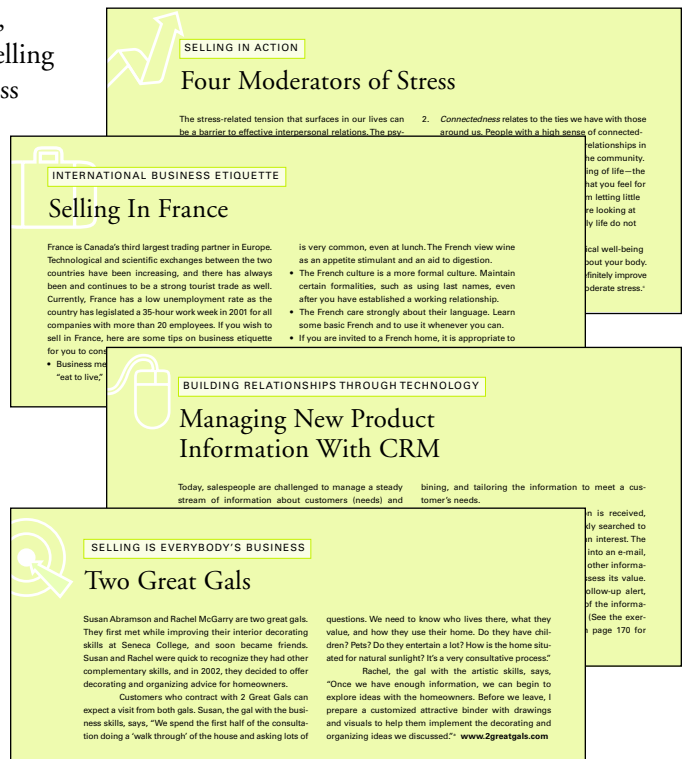
The concept of a salesperson as adviser, consultant, and partner to buyers is stressed in Part V, “Developing a Presentation Strategy.” The traditional sales presentation that emphasizes closing as the primary objective of personal selling is abandoned in favour of three types of need-satisfaction presentations. Here, the salesperson is viewed as a counsellor and consultant.

Part VI includes two chapters: “Management of Self: The Key to Greater Sales Productivity,” and “Management of the Sales Force.”

## Learning Tools That Enhance Instruction

The third Canadian edition of *Selling Today* includes several learning tools that will aid both teaching and learning. The design and development of these learning activities was influenced by experiences acquired by the authors in over 1000 seminars, workshops, and conferences.

1. An optional role play and simulation provides students with a realistic opportunity to apply major concepts presented in selected chapters. They are given information about a selling position in the service industry and required to make several critical decisions and complete a number of tasks. All materials needed for both salesperson and customer roles are provided in this easy-to-use exercise. Easy-to-follow instructions are provided in the text at the end of Chapters 1, 6, 10, 11, 12, 13, 14, and 15. These instructions refer to “Partnership Selling: A Role Play/Simulation for *Selling Today*,” included on the CD-ROM that is provided with each text. The role play and simulation provides a bridge between classroom instruction and the real world of personal selling.
2. Most chapters feature three or four boxed texts, focusing on the themes “Selling in Action,” “Selling is Everybody’s Business,” “International Business Etiquette,” or “Building Relationships through Technology.” These explore current real-world examples of what the student is learning throughout the text. This feature gives students a contemporary look at personal selling. Each chapter also includes the following special features that aid the teaching and learning process:
  - a list of learning objectives to help the student focus on the important concepts;
  - definitions of key terms in the margins next to where they appear in the text;
  - a summary that provides a brief review of the most important ideas presented;
  - a list of key terms that follows the chapter summary;
  - a set of review questions that reinforce the student’s understanding of the major concepts presented in the chapter;
  - a series of field-based application exercises that will provide students with opportunities to apply concepts and practices presented (each



- chapter includes at least one Internet exercise and Chapter 3 and each of the six chapters in Part V include a Role-Play Exercise); and
- a case problem that permits students to analyze and interpret actual selling situations. Each case problem is based on a real-life situation.
4. Every chapter features an insight on the use of sales force automation, now referred to as Customer Relationship Management (CRM) Technology. The trend toward greater use of technology to improve personal selling effectiveness has grown extensively during the past three years and will continue to in the years ahead. In response to this important trend, the third Canadian edition features 17 “Building Relationships through Technology” insights. Each insight explains how salespeople use sales automation to improve quality in the selling process. Optional, easy to complete “Customer Relationship Management (CRM) Application Exercises” have been expanded in this edition to 16 chapters, and CRM Case Studies now appear at the end of 8 chapters. These interactive exercises give students the opportunity to use the Windows® version of the highly acclaimed ACT! Contact Management Software program developed by Pat Sullivan and Mike Muhney, leaders in the field of sales force automation.

The software is included on the CD-ROM that accompanies the text. Please read the instructions in Appendix B for installing and using this customer relationship management software.

The ACT! Contact Management System features a prospect database and other information to be used by students as they make a range of decisions regarding qualifying prospects, approaching prospects, the sales presentation, demonstration, negotiation, closing, and servicing the sale. Students can print prospect profiles, sales letters, and telephone contact lists; conduct key-word searches to find important references in the database; and do many other things. Simple single-stroke instructions are provided that enable students to experience the many advances in sales automation.

## Supplements

*Selling Today: Creating Customer Value*, third Canadian edition, is accompanied by a complete supplements package.

### INSTRUCTOR’S MANUAL

The comprehensive Instructor’s Manual includes detailed presentation outlines, answers to review questions, a trainer’s guide for the “grey issues” selling ethics game, suggested responses to learning activities, copies of printouts for Sales Automation Exercises, detailed instructions for using the video case problems, and a complete trainers guide for using the role play and simulation.

## TEST ITEM FILE

The Test Item File contains over 1,000 multiple-choice, true/false, and essay questions. Each question is rated by level of difficulty and includes a text page reference. It is available in both printed and electronic formats.

**Pearson TestGen**—The Pearson TestGen is a special computerized version of the Test Item File that enables instructors to view and edit the existing questions, add questions, generate tests, and print the tests in a variety of formats. Powerful search and sort functions make it easy to locate questions and arrange them in any order desired. TestGen also enables instructors to administer tests on a local area network, have the tests graded electronically, and have the results prepared in electronic or printed reports. Issued on a CD-ROM, the Pearson TestGen is compatible with IBM or Macintosh systems.

## CBC/PEARSON EDUCATION CANADA VIDEO LIBRARY

Pearson Education Canada and the CBC have worked together to bring segments from the CBC series *Venture* to support this text. All programs have extremely high production quality and have been chosen to relate directly to chapter content. (Please contact your Pearson Education Canada sales representative for details. These videos are subject to availability and terms negotiated upon adoption of the text.)

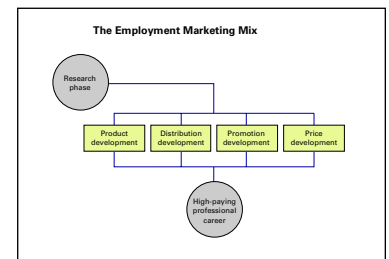


## ELECTRONIC TRANSPARENCIES IN POWERPOINT AND TRANSPARENCY MASTERS

Over 200 PowerPoint transparencies, including figures, graphs, and key concepts featured in the text, are available electronically.

## COMPANION WEBSITE

The Companion Website at [www.pearsoned.ca/manning](http://www.pearsoned.ca/manning) is a handy reference for students. The site provides video resources and an online study guide that includes chapter quizzes and application and Internet exercises. The Virtual Marketing Library lists annotated weblinks organized by key areas of personal selling, providing a great source of valuable information right at the user's fingertips.



## Accolades for Selling Today

*Selling Today* has been the recipient of many accolades over the years. Three of the most important honours will be of interest to current and potential adopters. *Selling Today* was selected by Intelcom for use in its telecourse entitled *The Sales Connection*. An esteemed panel of business and academic professionals spent over two years and \$1-million to develop this important new college course. *Selling Today* was also selected by Certified Marketing Services International for use with the first international program for sales certification. The International Organization for Standardization (ISO) authorized CMSI to develop and administer this important new program. The major objective of this certification program is to increase the standard

of excellence in the field of personal selling. Sales Links/Mentor Associates, a popular Internet Web site for persons involved in major account selling, sales training, and sales optimization selected *Selling Today* as the best overall textbook covering the field of personal selling.

## Acknowledgments

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

Bill Lucas, Mohawk College; Padma Vipat, Douglas College; Judith Koch, Grant MacEwan College; Barbara Eddy, Sheridan College; Florence Israel, Seneca College; and Doug McLean, Sprott-Shaw Community College.

## 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 (see model in margin). Books continue to be one of the best sources of wisdom. Many new books, and several classics, were used as references for the third Canadian edition of *Selling Today*. A sample of the more than 100 books used to prepare this edition follows.

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

*Data Smog: Surviving the Information Glut* by David Shenk

*The New Strategic Selling* by Robert B. Miller and Stephen E. Heiman

*Selling the Invisible* by Harry Beckwith

*Working With Emotional Intelligence* by Daniel Goleman

*Psycho-Cybernetics* by Maxwell Maltz

*The Double Win* by Denis Waitley

*Zero-Resistance Selling* by Maxwell Maltz, Dan S. Kennedy, William T. Brooks, Matt Oechsli, Jeff Paul, and Pamela Yellen

*Messages: The Communications Skills Book* by Matthew McKay, Martha Davis, and Patrick Fanning

*Spin Selling* by Neil Rackham

*The Power of 5* by Harold H. Bloomfield and Robert K. Cooper

*Secrets of Closing the Sale* by Zig Ziglar

*Sales Magic* by Kerry L. Johnson  
*The New Professional Image* by Susan Bixler and Nancy Nix-Rice  
*Complete Business Etiquette Handbook* by Barbara Pachter and Marjorie Brody  
*The 7 Habits of Highly Effective People* by Stephen R. Covey  
*Integrity Selling* by Ron Willingham  
*Selling With Integrity* by Sharon Drew Morgan  
*Thriving on Chaos* by Tom Peters  
*Changing the Game: The New Way to Sell* by Larry Wilson  
*The Circle of Innovation* by Tom Peters  
*Business @The Speed of Thought* by Bill Gates  
*Consultative Selling* by Mack Hanan  
*The 10 Natural Laws of Successful Time and Life Management* by Hyrum W. Smith  
*Personal Styles and Effective Performance* by David W. Merrill and Roger H. Reid  
*The Versatile Salesperson* by Roger Wenschlag




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*The Butterfly Customer* by Susan M. O'Dell and Joan A. Pajunen  
*Making Contact* by Barry Siskind  
*Seminars to Build Your Business* by Barbara Siskind  
*Secrets of Power Presentations* by Peter Urs Bender  
*Secrets of Customer Relationship Management* by James G. Barnes  
*The Salesperson's Handbook* by Cy Charney  
*Stop, Ask, and Listen* by Kelley Robertson  
*How to Make Hot Cold Calls* by Steven J. Schwartz  
*If you were arrested for selling, would there be enough evidence to convict you*  
 by Ian Selbie  
*Up your bottom line* by Bob Urichuck  
*No B.S. Sales Success* by Dan Kennedy  
*The EQ Edge* by Steven J. Stein and Howard E. Book

## An Investment in the Future

Charles Schwab, the great industrialist and entrepreneur said, “We are all salespeople every day of our lives, selling our ideas and enthusiasm to those with whom we come in contact.” As authors, we suggest that you retain this book for future reference. Periodic review of the ideas in this text will help you daily in areas such as

- interviewing for new jobs in the future
- understanding and training salespeople who work for you or with you
- selling new ideas to senior management, co-workers, or employees you might be supervising
- selling products or services that you represent as a salesperson

We wish you much success and happiness in applying your knowledge of personal selling.