

# ABC's of Relationship Selling through Service

*Thirteenth Edition*





# ABC's of Relationship Selling

THROUGH SERVICE

thirteenth edition

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Education





## ABC'S OF RELATIONSHIP SELLING THROUGH SERVICE, THIRTEENTH EDITION

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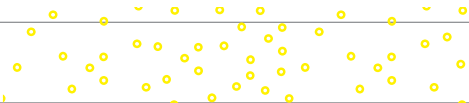
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(dedication)

*To Dr. Futrell, his admirable work in enhancing the sales profession, and the legacy of students he impacted.*





# about the (authors)

**DR. CHARLES M. FUTRELL** The late Dr. Charles M. Futrell was a professor of marketing in the Mays Business School at Texas A&M University in College Station, Texas. Dr. Futrell held a BBA, MBA, and PhD in marketing. Professor Futrell's books, research, and teaching were based on his extensive work with sales organizations of all types and sizes. He was a former salesperson turned professor. Before beginning his academic career, Professor Futrell worked in sales and marketing capacities for eight years with the Colgate Company, The Upjohn Company, and Ayerst Laboratories. This broad and rich background has resulted in numerous invitations to serve as a speaker, researcher, and consultant to industry.

Dr. Futrell's research in personal selling, sales management, research methodology, and marketing management appeared in numerous national and international journals. An article in the summer 1991 issue of the *Journal of Personal Selling & Sales Management* ranked Charles as one of the top three sales researchers in America. He was also recognized in *Marketing Education*, Summer 1997, as one of the top 100 best researchers in the marketing discipline. Professor Futrell served as the American Marketing Association's chair of the Sales and Sales Management Special Interest Group (SIG) for the 1996-97 academic year. He was the first person elected to this position.

Charles received a number of awards as a testament to his work. In 2005, the AMA Sales and Sales Management Special Interest Group (SIG) presented Charles with its Lifetime Achievement Award for commitment to excellence and service in the area of sales. Charles was the recipient of Sales & Marketing Executives International's (SMEI) Educator of the Year in 2007; and the American Marketing Association's Sales Management Special Interest Group awarded Charles the Lifetime Excellence in Teaching Award in 2012.

Dr. Futrell wrote or co-wrote eight successful books for the college and professional audience. Two of the most popular books were *Fundamentals of Selling: Customers for Life through Service*, and this book, *ABC's of Relationship Selling through Service*, now in its thirteenth edition, both published by McGraw-Hill/Irwin. Over 300,000 students worldwide learned from Professor Futrell's books.

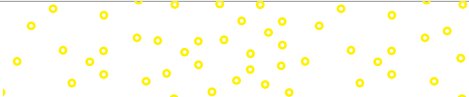


**DR. RAJ AGNIHOTRI** is the dean's fellow in marketing and the director of sales initiative at Ivy College of Business, Iowa State University. Previously, Raj held the first John Merrill Endowed Professorship in Consultative Sales at the University of Texas at Arlington and Robert H. Freeman Professor of Sales Leadership and marketing chair at Ohio University. Before entering academia, Raj held a number of sales and marketing positions with start-up ventures to major global corporations. He currently serves on the advisory boards of several technology startups based in the US and Europe. Raj is also involved in executive education and has given sales seminars to industry professionals from North America, Brazil, Europe, and India. He served on the faculty of Samson Global Leadership Program at Cleveland Clinic from 2014 to 2017 and taught health administrators from across the world.

Raj has published over 35 articles in leading scholarly journals and has presented papers at over 50 national and international conferences. He serves on the editorial review board of *Industrial Marketing Management*, *Journal of Business Research*, and *Marketing Management Journal*. A recipient of the prestigious 2011 James M. Comer Award for the best contribution to selling and sales management theory, Raj's dissertation on salesperson competitive intelligence won the 2010 Best Dissertation Award from American Marketing Association. Raj has also received the 2017 Citation of Excellence Award from Emerald, the 2012 Bright Idea Award from NJPRO Foundation, the 2012 Stanley Hollander Award from Academy of the 2017 Doctoral Students' Mentor of the Year award from College of Business at UT Arlington, the 2012 Advisor of the Year Award from William Paterson University, the 2010 McGraw-Hill/Steven J. Shaw Award from Society for Marketing Advances, and the 2008 Next Gen Award from AMA Sales SIG and University of Houston.

Raj is a passionate teacher, and he was awarded the 2014 Hormel Excellence in Teaching Award for his innovative teaching practices. He has also received Golden M Teaching Award in marketing at Kent State University. A firm believer in experiential learning, Raj launched Maverick Sales Club at UT-Arlington, Consumer Research Center at Ohio University, Professional Sales Club at William Paterson University of New Jersey, among other initiatives.

Raj lives with his beautiful wife, Manusmriti, and their two lovely daughters, Sia and Aarna, in Ames, Iowa. Raj's family is his biggest source for strength, comfort, and inspiration. Raj remains grateful to his parents for teaching him the importance of hard work and kindness.



**MIKE KRUSH, DR. MIKE KRUSH** (University of Nebraska–Lincoln) serves on the College of Business Administration faculty at Kansas State University and is associated with its National Strategic Selling Institute (NSSI).

Dr. Krush has taught sales and a range of marketing classes at the undergraduate and graduate level at multiple universities including North Dakota State University, St. Cloud State University, and the University of Nebraska–Lincoln.

In terms of sales education, Dr. Krush championed and initiated the Center for Professional Selling Sales Technology at North Dakota State University—the only academic center dedicated to developing the sales skills of college students within the North Dakota University System. The Sales Education Foundation consistently recognized NDSU on its list of top universities for sales education. When serving as its director, Dr. Krush championed the application of the Center for Professional Selling and Sales Technology for full membership within the University Sales Center Alliance, a consortium of sales centers dedicated to advancing the sales profession via teaching, research, and outreach.

Prior to his academic career, Dr. Krush served as a brand manager at the Kimberly-Clark Corporation, one of America's largest publicly held corporations. His responsibilities included areas of strategic marketing for a \$600 million brand. In addition, he has conducted marketing and sales operations in the financial services domain, consulted with start-up and existing firms, and written a book on career preparation.

From a research perspective, Dr. Krush was one of three national award winners of the Institute for the Study of Business Market's Doctoral Support Award for his dissertation in business-to-business marketing. Dr. Agnihotri, Dr. Krush, and their colleagues were also recognized by Industrial Marketing Management in 2016 for the Best Article Award.

Dr. Krush's research has been published in a variety of journals, including the *Journal of the Academy of Marketing Science*, the *Journal of Business Research*, the *Journal of Personal Selling and Sales Management*, the *European Journal of Marketing*, *Industrial Marketing Management*, *The Journal of Business Ethics*, and the *Journal of Business and Industrial Marketing*. Mike is blessed with an amazing wife, Joan, and two fantastic kids.



## ABC's of Relationship Selling through Service, Thirteenth Edition

With great excitement, we are presenting the thirteenth edition of *ABC's*! As selling continues to grow as a profession, the importance of professional sales education continues to increase in its acceptance and expansion within academia. The thirteenth edition of *ABC's* is specifically focused on the core principles of professional selling. The revisions to the *ABC's* were guided by our conversations with sales students, practitioners, and, more importantly, sales educators.

This edition streamlines the structure and contents to focus on contemporary professional selling, with an emphasis on current practices, and sharpens the focus on the business-to-business realm *along with* business-to-consumer context. Apart from integrating a more contemporary, professional-selling-based approach, the thirteenth edition aims to prepare the student for sales technology utilization.

## There Is Much New about *ABC's* Thirteenth Edition

Unique aspects that make this edition of *ABC's* new include the enhanced focus on sales professionalism, the extensive discussion on sales technology such as CRM systems and social media tools, and the exposure to various selling situations and how to react to them. Also important are the changes to many of the main PowerPoint slides and sections of the Instructor's Manual. Your students will need to use this edition, not a previous one.

## Examples of What's New

- Compare this edition's Chapter 1 with the previous edition. You will see the enhanced focus on sales professionalism as we define professional selling and outline a range of core principles. For instance, we include a discussion on how to build a professional reputation as well as the buyer's expectations of professionalism. These changes greatly improve the learning experience.
- Further sharpening the focus on business-to-business selling, we are adding several new sections that distinguish between the organizational and consumer buying process (Chapter 3) and we discuss the role of salespeople as knowledge brokers as well as their value to a range of customers (Chapters 5 and 7).
- Updates regarding the current use of technology have been integrated throughout the book. For example, we replaced the previous edition's contact management section with a section on customer relationship management (CRM). Further we discuss the Internet and the Cloud

(Chapter 5); the means through which CRM technology assists salespeople in prospecting (Chapter 7), in servicing the sale (Chapter 13), and in managing time and territory (Chapter 14) are added to the text.

- We also expanded critical topics such as personality style as well as adaptive selling based upon a buyer's style within Chapter 4 on communication.
- A number of cases at the end of chapters (Chapters 3, 6, 8, 9, 10, and 12) have been expanded and/or added.
- A number of integrated role-plays have been added to the end of Chapter 13. The role-plays can be used as single role-plays or as an ongoing business relationship throughout the semester.
- Materials have been created to help the instructor who is teaching the course for the first time, the professor changing textbooks, as well as the seasoned veteran who has taught the course 20 or more times.
- Significant improvements have been made to this thirteenth edition of *ABC's*. We continue the focus on training readers on a specific, yet generic, step-by-step selling process that is universal in nature. The selling process can be used in selling any type of good or service in any situation—business-to-business, consumer, group, retail, resellers, phone, anywhere where buyer and seller come together. In addition, we add more examples to connect the contents of the textbook to the contemporary business practices and reflect the current business landscape.
- Students have the opportunity to role-play a job interview with the student getting the job and then selling the organization's product involved in the Sell Yourself exercise or in any of the cases at the end of the book. Students love it!
- Students will find it easy to create their class project sales presentation role-play because of knowing what to do first, second, third, and so on.
- Arguably, no other professional selling textbook presents the sales process in such an organized, comprehensive manner—from planning the approach to closing and follow-up for exceptional customer service, all within an ethical framework. Moreover, presenting to current customers, not only to prospects, has been emphasized throughout the book. Such unique aspects distinguish *ABC's* from all other textbooks.

A megatrend in today's business world involves going to extreme efforts to meet consumer needs. Organizations cannot afford to lose customers. It is always easier to sell to a satisfied customer than an unsatisfied one. The cost of acquiring a new customer is higher than keeping a present customer.

This textbook focuses on taking care of the customer through exceptional customer service. Service means making a contribution to the welfare of others. Salespeople exist to help others.

## New Additions, Expansions, and Reexaminations to This Edition

Using this textbook each year in our sales classes has resulted in a constant study of the text by students who provide feedback on its content. Present users of the textbook have offered detailed critiques providing direction for revision of the book, as have the reviewers noted in the Acknowledgments. For this edition, we carefully reread the book to ensure that the text better reflects our thoughts and ideas on the subject. The relationships and interactions in the various steps of the selling process have been carefully examined to form a more seamless flow from one chapter to the next, and special emphasis is placed on the importance of ethical behavior in working with prospects and customers.

Scores of sales personnel in the industry today comment on how this textbook reflects what they do on sales calls with prospects and customers. The goal of *ABC's of Selling* has always been to demonstrate to students the order of steps within the selling process; provide numerous examples of what should be in each step; and explain how the steps within the selling process interact with one another. If students understand the sales system by the end of the course, the class has successfully contributed to their education.

## Examples of New Additions

*ABC's of Selling* is a market leader in sales classes worldwide, and its materials can be found in four international versions. Numerous sales trainers around the globe use our selling process to prepare their salespeople.

## The Uniqueness of *ABC's of Selling*

The appendix to Chapter 1, “The Core Principles of Professional Selling as Told by a Salesperson,” reveals this textbook’s unique central focus—serving others unselfishly. To aid in this message, the acclaimed worldwide Core Principles were incorporated in order to stress treating others as you would like to be treated in the marketplace and workplace.

The textbook’s foundation is based on service. Its cornerstone is caring for others. *ABC's of Selling's* values are supported by the pillars of an organization’s—and individual’s—integrity, trustworthiness, and character (see Exhibit 2.7). The center of business and personal life revolves around personal interactions; as a result, a theme of this textbook is that ethical service, based upon truth between people, builds strong, long-term relationships.

*ABC's of Selling* seeks to prepare people for the 21st century’s demand for ethical treatment—a universal declaration for human rights. It is a calling for a higher standard than what previously exists in many organizations worldwide. The General Assembly of the United Nations has proclaimed that humans possess reason

and conscience, and should act toward one another in a spirit of brotherhood. Organizations should not be engaged in war within the marketplace, but committed to serving humankind.

Many people seem to separate their personal life from their business life. Some individuals, when entering the business world, tend to follow the example of others to generate sales. The use of this textbook in your classroom may provide some students with a final opportunity to discuss how to enter the rat race without becoming a rat.

### ABC's Approach

*ABC's of Selling* was conceived as a method of providing ample materials that allow readers to construct their own sales presentations after studying the text. This allows the instructor the flexibility of focusing on the "how-to-sell" approach within the classroom. Covering the basic foundations for understanding the concepts and practices of selling in a practical, straightforward, and readable manner, it provides students with a guide to use in preparing sales presentations and role-playing exercises.

### The Philosophy behind This Book

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

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

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

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

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

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

## Basic Organization of the Book

We worked hard with the publisher to ensure that *ABC's of Selling* would provide students with the basic foundation for understanding all major aspects of selling. The 14 chapters in the text are divided into four parts:

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

## Special to This Edition

### Ethics Emphasized

Unselfish and ethical service to the customer underscores the Core Principles of Professional Selling—a sales philosophy of unselfishly treating others as you would like to be treated without expecting reciprocity. This is how to build long-term relationships with customers.

### Sales Call Role-Plays

The role-plays in Chapter 13 are classroom-tested and created from information used by today's top sales forces.

### Sell Yourself on a Job Interview

This all-time favorite role-play is in Appendix A with other experiential exercises. For years we have used this student pleaser in both our professional selling and sales management classes. When students see themselves on video, they quickly realize what needs to be done for a professional interview. You have to try this exercise one time!

### Student Application Learning Exercises (SALES)

Chapters directly related to creating the role-play have SALES that aid students in better understanding how to construct this popular class project. Students unanimously feel they are great in helping them correctly construct their role-plays. SALES appear at the end of Chapters 3, 5A, 7, 9, 10, 11, and 12.

### Sales Careers

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

### Selling Experiential Exercises

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

### Technology in Selling

Our goal is to expose students to the existing and emerging technology in sales.

### Text and Chapter Pedagogy

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

### Photo Essays

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

### Chapter Topics and Objectives

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

## Sales Challenge/Solution

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

## Making the Sale

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

## Selling Tips

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

## Artwork

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

## Chapter Summary and Application Questions

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

## Key Terms for Selling/Glossary

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

## Ethical Dilemma

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

## Further Exploring the Sales World

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

## Cases for Analysis

Each chapter ends with brief cases for student analysis and class discussion. These focused cases provide an opportunity for students to apply concepts to real events and to sharpen their diagnostic skills for sales problem solving.

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

## Teaching and Learning Supplements

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

## Prof. Agnihotri and Prof. Krush Your Number One Resource

Contact us anytime with questions, comments, or just to say “hello.” We talk to instructors, students, and industry sales trainers worldwide. If you are teaching the course, especially for the first time, and want us to look over your syllabus. We are here to serve.

## Instructor’s Manual

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

## Test Bank

The most important part of the teaching package is the Test Bank. We gave the Test Bank special attention during the preparation of the thirteenth edition because instructors desire test questions that accurately and fairly assess student competence in subject material. The Test Bank provides hundreds of multiple-choice

and true/false questions. Each question has been rated for level of difficulty and designated with the page number in the text to locate the correct answer so that instructors can provide a balanced set of questions for student exams.

## Connect Library

At **connect.mheducation.com**, you can access downloadable versions of instructor support materials:

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



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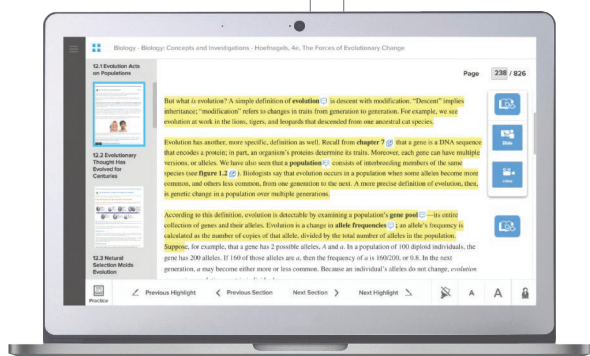
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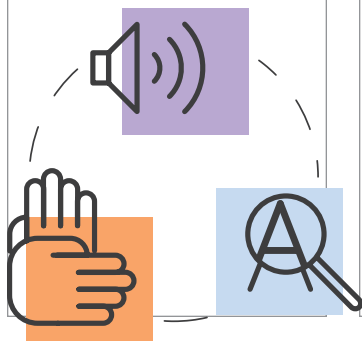
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- Jordan Cunningham,  
Eastern Washington University

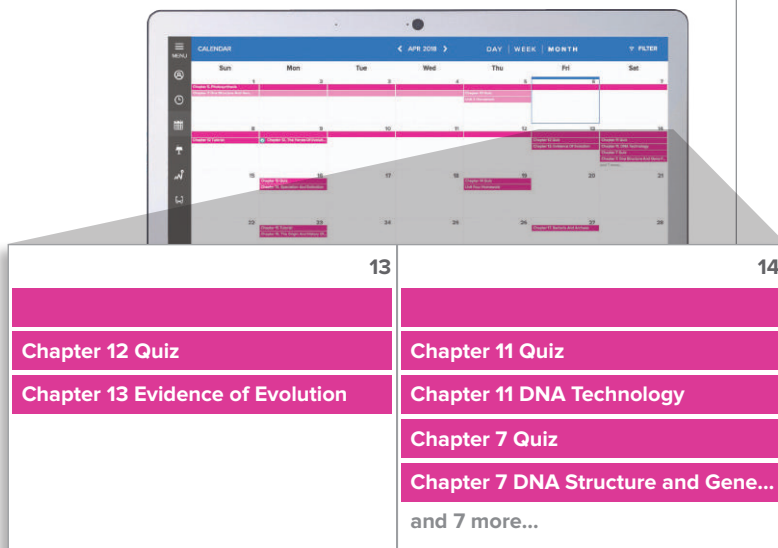
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## **PART 4 Time, Territory, and Self-Management: Keys to Success**

### **chapter 14**

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# The Illustrated Overview of Selling

Even before you begin a formal study of selling, you probably already know a few things about the subject. You know, for example, that selling is about persuading others to buy your product. And you may understand that it is also about helping others satisfy their needs. But that is only part of what you will be studying in selling. The Illustrated Overview of Selling gives you an introduction to the major concepts and issues that are part of selling:

- Selling as a Profession
- Preparation for Relationship Selling
- The Relationship Selling Process
- Time, Territory, and Self-Management: Keys to Success



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Today's salesperson is a professional manager involved in building long-term relationships with customers.



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An organization's marketing mix includes its products, prices, distribution, and promotional efforts. Professional selling is one very important element of a firm's promotional activities.



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By tailoring a presentation to an individual or group, the salesperson can better help solve problems and satisfy needs.



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It takes expertise to sell today's complex goods and services. Whether selling energy drinks or computer chips, salespeople must know their business.



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The ability to communicate effectively influences a salesperson's success. Using a combination of verbal, nonverbal, and visual communication techniques greatly increases the likelihood of making a sale.



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From beginning to end, the sales presentation should be a well-planned and well-executed discussion of how to help the prospect.



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The sales presentation is a persuasive vocal and visual explanation of a business proposition. The salesperson presents the information needed for the buyer to make a well-informed decision.



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Properly managing one's time is essential to being successful. Using sales technology and contacting decision makers at planned intervals help sell and service customers effectively.



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You are your company's representative. Customers rely on you to provide updated information, suggestions on how to solve their problems, and service. Your employer relies on you to generate sales. As a salesperson you are involved in a highly honorable, challenging, rewarding, and professional career.



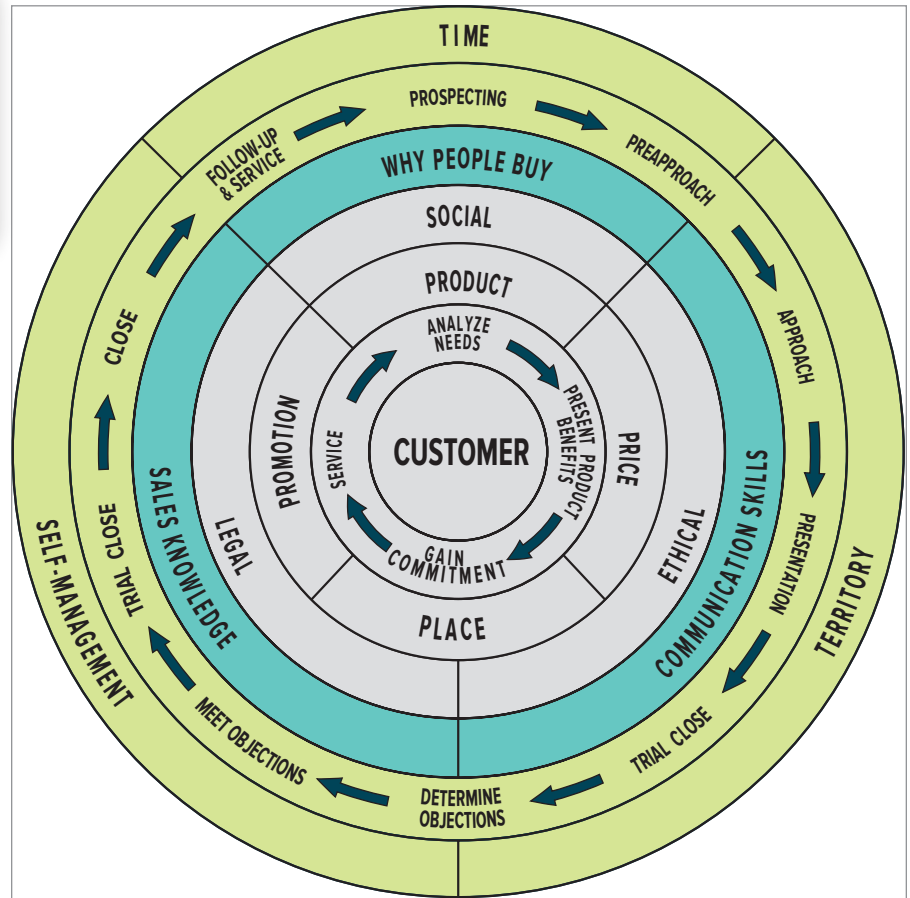
# ABC's of Relationship Selling

THROUGH SERVICE



part

1



# Selling as a Profession

Part I provides an overview of the sales profession and sales presentations. Chapter 1 examines the sales job and introduces the 10-step selling process used throughout the book. Chapter 2 illustrates the impact of social, ethical, and legal issues on a firm's operations.

A central theme of your book involves how sales professionals analyze needs of the customers, present benefits, gain commitment for purchase, and provide service after the sale. The sales firm provides the product to sell, sets price, determines how the customer can receive the product, and promotes the product. All of the activities must take into consideration the many social, ethical, and legal issues that affect how the organization operates.

As you study the two chapters in Part I, continually refer back to the exhibit on the opposite page which shows the abstract view of the entire text. It will help you remember each chapter's core contents and their relationships.

A photograph of two men in business suits shaking hands. The man on the left is of Asian descent, wearing a black suit and a red and white striped tie. The man on the right is of European descent, wearing a grey suit and a dark blue tie with white polka dots. They are both smiling and looking at each other. The background is a blurred office or building interior with large windows. A semi-transparent grey box in the top left corner contains the chapter title. Yellow dots are scattered along the top and bottom edges of the page.

chapter

# 1

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## The Life, Times, and Career of the Professional Salesperson

## Main Topics

What Is the Purpose of Business?  
 Essentials of a Firm's Marketing Effort  
 Traditional View of Selling  
 What Is Professional Selling  
 The Core Principles of Professional Selling  
 Everybody Sells!  
 Sales: A Valued Education Leading to Career Opportunity  
 What Salespeople Are Paid to Do  
 Why Choose a Sales Career?  
 Is a Sales Career Right for You?  
 Success in Selling—What Does It Take?  
 C—Characteristics for the Job Examined  
 Relationship Selling  
 Sales Jobs Are Different  
 What Does a Professional Salesperson Do?  
 The Future for Salespeople  
 Technology and Information Build Relationships  
 Selling Is for Large and Small Organizations  
 The Plan of This Textbook  
 Building Relationships through the Sales Process  
 Appendix: The Core Principles of Professional Selling as Told by a Salesperson

## Learning Objectives

This chapter introduces you to the professional and rewarding career of selling. After studying this chapter, you should be able to

- 1-1** Define and explain the term *selling*.
- 1-2** Explain why everyone sells, even you.
- 1-3** Define professional selling and explain the Core Principles of Professional Selling.
- 1-4** Discuss the reasons people might choose a sales career.
- 1-5** Enumerate some of the various types of sales jobs.
- 1-6** Describe the job activities of salespeople.
- 1-7** Define the characteristics that salespeople believe are needed for success in building relationships with customers.
- 1-8** List and explain the 10 steps in the sales process.

Nothing happens until someone sells something.

FACING A SALES CHALLENGE

Debra Hutchins majored in French, with a minor in English literature, at Washington University in St. Louis. After graduation she began work as a secretary in the marketing department at Sunwest Bank in Albuquerque, New Mexico.

"I had never considered a sales job while in school, and sales didn't appeal to me when I began work at the bank. I always felt you would have to be an extrovert. I'm more the shy, intellectual type. I don't see myself in the role of a salesperson.

"Someday I *do* want a more challenging job. I'm a very hard worker; long hours don't bother me. I've always had a need to achieve success. One of the things I like about being a secretary is helping customers when they call the bank. It is important to carefully listen to their problems or what they want in order to provide good customer service. Maybe one day I'll find a job that has more challenge, professionalism, and reward."

If you were in Debra's position, what would you do? What types of jobs would you recommend she consider?

Debra Hutchins is like many people in that while she was in school a career in sales did not seem like the thing to do. Most people are unfamiliar with what salespeople do.

As you learn more about the world of sales, a career selling goods or services may become appealing. The salesperson makes valuable contributions to our quality of life by selling goods and services that benefit individuals and industry. Red Motley, former editor of *Parade* magazine, once said, "Nothing happens until somebody sells something." Selling brings in the money and causes cash registers across the country to ring. For centuries, the salespeople of the world have caused goods and services to change hands.

More than ever, today's salespeople are a dynamic power in the business world. They generate more revenue in the U.S. economy than workers in any other profession. The efforts of salespeople have a direct impact on such diverse areas as

- Ensuring the success of new products.
- Keeping existing products on the retailer's shelf.
- Constructing manufacturing facilities.
- Opening businesses and keeping them open.
- Generating sales orders that result in the loading of trucks, trains, ships, airplanes, and pipelines that carry goods to customers all over the world.

The salesperson is engaged in a highly honorable, challenging, rewarding, and professional career. In this chapter, you are introduced to the career, rewards, and duties of the salesperson. The chapter begins by relating an organization's business purpose to its marketing efforts.

What Is the Purpose of Business?

The purpose of business is to increase the general well-being of humankind through the sale of goods and services. This requires making a profit in order to operate the business and provide beneficial products to the marketplace. Profit is a means to an end. Reduced to basics, businesses have two major functions: *production* of goods or creation of services and *marketing* those goods and services.<sup>1</sup>

## The Primary Goal of Business

The primary goal of business should be to transform the marketplace and workplace into an environment where everyone is treated as they would like to be treated. Business should be fair to all parties involved in both the buying and selling of goods and services.

## Marketing's Definition

There are numerous definitions of marketing. Your book will use the American Marketing Association's definition:

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.<sup>2</sup>

The **marketing concept** is a business philosophy that says the customers' want-satisfaction is the economic and social justification for a firm's existence. Consequently, all company activities should be devoted to determining customers' wants and then satisfying them, while still making a profit.

## Essentials of a Firm's Marketing Effort

The essentials of a firm's marketing effort include its ability (1) to determine the needs of its customers and (2) to create and maintain an effective marketing mix that satisfies customer needs. As shown in Exhibit 1.1, a firm's **marketing mix** consists of four main elements—product, price, distribution or place, and promotion—a marketing manager uses to market goods and services. It is the marketing manager's responsibility to determine how best to use each element in the firm's marketing efforts.

## Product: It's More than You Think

A **good** is a physical object that can be purchased. A radio, a house, and a car are examples of a good. A **service** is an action or activity done for others for a fee. Lawyers, plumbers, teachers, and taxicab drivers perform services. The term *product* refers to both goods and services.

So, what is a product? When you think of a product, most likely you imagine some tangible object you can touch, such as a radio or automobile. However, there is more to a product than you think.

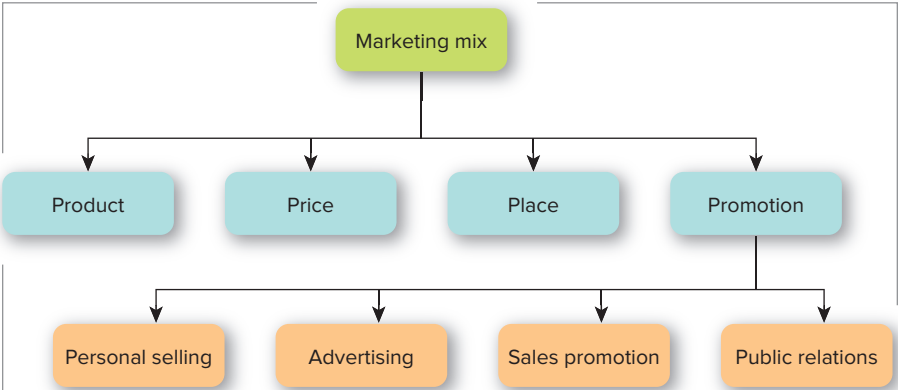
A **product** is a bundle of tangible and intangible attributes, including packaging, color, and brand, plus the services and even the reputation of the seller. People buy more than a set of physical attributes. They buy want-satisfaction such as what the product will do, its quality, and the image of owning the product.

## Price: It's Important to Success

The corporate marketing department also determines each product's initial price. This process involves establishing each product's normal price and possible special discount prices. Since product price often is critical to customers, it is an important part of the

EXHIBIT 1.1

Four elements to the marketing mix and four promotion activities. Where does selling fit into the marketing mix?



marketing mix. **Price** refers to the value or worth of a product that attracts the buyer to exchange money or something of value for the product.

Distribution: It Has to Be Available

The marketing manager also determines the best method of distributing the product. **Distribution** refers to the channel structure used to transfer products from an organization to its customers. It is important to have the product available to customers in a convenient and accessible location when they want it.

Promotion: You Have to Tell People about It

**Promotion**, as part of the marketing mix, increases company sales by communicating product information to potential customers. The four basic parts of a firm’s promotional effort are (1) **professional selling**, (2) **advertising**, (3) **public relations**, and (4) **sales promotion**. Examples of each marketing mix ingredient are shown in Exhibit 1.2. The company’s sales force is one segment of the firm’s promotional effort. Salespeople are part of the organization’s sales force. So what is the job of the salesperson?

EXHIBIT 1.2

Examples of each marketing mix element.

Product	Price	Place	Promotion
● Brand name	● Credit terms	● Business partners	● Advertising
● Features	● Discounts	● Channels	● Coupons
● Image	● List price	● Distributors	● Customer service
● Packaging	● Promotional allowances	● Inventory	● Direct mail
● Quality level		● Locations	● Direct sales
● Returns		● Retailers	● Internet
● Services		● Transportation	● Personal selling
● Sizes		● Wholesalers	● Public relations
● Warranties			● Social media
			● Telemarketing
			● Telesales
			● Trade shows



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*In professional selling, a salesperson can tailor a presentation to the needs of an individual customer.*

## Traditional View of Selling

Many people consider *selling* and *marketing* synonymous terms. However, selling is actually only one of many marketing components. In business, a traditional definition of personal selling refers to the personal communication of information to persuade a prospective customer to buy something—a good, service, idea, or something else—that satisfies that individual’s needs.

This definition of selling involves a person helping another person. The salesperson often works with prospects or customers to examine their needs, provide information, suggest a product to meet their needs, and provide after-the-sale service to ensure long-term satisfaction.

The definition also involves communications between seller and buyer. The salesperson and the buyer discuss needs and talk about the product relative to how it will satisfy the person’s needs. If the product is what the person needs, then the salesperson attempts to persuade the prospect to buy it.

Unfortunately this explanation of selling does not explain the contemporary nature and practices of the sales profession.

## What Is Professional Selling?

As per the definition adapted by American Society of Training and Development (ASTD), professional selling is “the holistic business system required to effectively develop, manage, enable, and execute a mutually beneficial, interpersonal exchange of goods and/or services for equitable value.” The National Association of Sales Professionals (NASP) outlines the code of conduct for sales professionals, underscoring their responsibility to customers (acting in the best interest of customers),

responsibility to employer (representing the employer in the most professional manner possible), and responsibility to community (serving as a model of good citizenship).

Sales as an occupation has evolved significantly over time and the current focus is on professionalism. Although there is no one explanation of professionalism in sales, we derive the best possible description from the nature of the selling practices. Every salesperson must constantly balance two primary duties that we call the **Core Principles of Professional Selling**: (1) unselfishly serving the buyer or buying organization and (2) professionally representing the selling organization.

### *Because Professionalism Matters<sup>3</sup>*

**To Customers:** Keeping customers' best interests in mind, sales professionals can bring the creative ideas to improve their businesses and solutions to their business problems. Sales professionals, acting as consultants, can therefore free up resources to let customers focus on their own core competencies.

**To Employers:** Despite all the money spent on different marketing communication channels, one of the most salient features of the customer buying experience is interaction with the salesperson. In the eyes of a customer, the sales professional is the selling organization. The professionalism displayed by the salesperson is essential in guarding and cementing the company's brand image.

## The Core Principles of Professional Selling

When asked, "What would you like to learn in this course?" Steven Osborne, a student in a sales class, said, "I would like to know how to believe in a profession that many people do not trust." We sincerely hope you will be a believer in the value of sales integrity at the end of this sales course and be able to give Steven a positive perspective.

Part of your answer will involve understanding the definition of professional selling discussed earlier and the Core Principles of Professional Selling. These principles will serve as the foundation for conduct or reasoning.

Read the short essay at the back of this chapter in the appendix titled "The Core Principles of Professional Selling as Told by a Salesperson." This short story illustrates the importance of helping people through our jobs and our lives.

Stop a minute and think about how these core principles apply to your life and the business world. These principles will be applied to professional selling throughout the textbook. They are especially effective in explaining differences in salespeople and why so many people may have a negative view of some salespeople and a positive view of other salespeople.

## Salesperson Differences

In general, Exhibit 1.3 shows that differences can be explained by the extent of the person's self-interest. As Gallup's survey poll of Americans indicates, people view traditional salespeople as having their self-interest as a priority. This type of salesperson

**EXHIBIT 1.3**

*Interest in serving the customer improves as our self-interest decreases.*

<div> <div>←</div> <div>Continuum of Professionalism</div> <div>→</div> </div>		
Traditional Salesforce		Modern Salesforce
Do what they think they can get away with.	Do what they are legally required to do.	Do the right thing.
Guided by self-interests.	Take care of customers.	Find others' interests most important.
Attribute results to personal efforts.	Attribute results to personal efforts, employer, customers, and economy.	Attribute results to others.
Seek recognition for efforts; sharing not important and ego driven.	Enjoy recognition, may share if it suits their purpose. Pride and ego driven.	Feel that an individual's performance is due to others, thus not motivated by pride and ego.
Money is life's main motivator.	Money is important, but not to the customer's detriment.	Service most important; money is to be shared.

*Every salesperson must constantly balance two primary duties that we call the Core Principles of Professional Selling: (1) unselfishly serving the buyer or buying organization and (2) professionally representing the selling organization.*

*Your sales class will help make you a better communicator.*

is preoccupied with his or her own well-being—usually defined in terms of making money—and thus is selfish and cannot be trusted.

The salesperson following the Core Principles of Professional Selling, however, places the interests of others before self-interest. As Exhibit 1.3 illustrates, as interest in serving others improves, a person's self-interest lessens. The more the salesperson considers the customer's interest, the better the customer service.

## Everybody Sells!

If you think about it, everyone sells. From an early age, you develop communication techniques for trying to get your way in life. You are involved in selling when you want someone to do something. For example, if you want to get a date, ask for a pay increase, return merchandise, urge your professor to raise your grade, or apply for a new job, you are selling. You use personal communication skills to persuade someone to act. Your ability to communicate effectively is a key to success in life.

This is why so many people take sales courses. They want to improve their communication skills to be more successful in both their personal and business lives. The skills and knowledge gained from a selling course can be used by a student who plans to go into virtually any field, such as law, medicine, journalism, the military, or his or her own business.

*Did you know? Sales is the first job chosen by as many as 60 percent of all business majors.*

Selling is not just for salespeople; it is a must for everyone. In today's competitive environment, where good interpersonal skills are so valued, the lack of selling capability can put anyone at a disadvantage. So as you read this book and progress through the course, think about how you can use the material both personally and in business.

## Sales: A Valued Education Leading to Career Opportunity

The quiet secret is that sales is a large and growing profession. Did you know researchers and studies have found that:<sup>4</sup>

- Sales is the first job chosen by as many as 60 percent of all business majors.
- Sales is the first job chosen by approximately 88 percent of all marketing majors.
- Sales ranks in the top three of the most common professions for undergraduates in economics, liberal arts, and physical sciences.
- Workers across a range of occupations suggest that 41 percent of their time is devoted to sales-like activities.<sup>5</sup>

In fact, many universities have recognized the value of a sales curriculum and created sales centers or sales institutes to provide their students with foundational sales knowledge.

A curriculum in professional selling offers students an incredible opportunity. Sales skills are in demand. Manpower's Talent Shortage Survey indicates that sales representative is one of the top three hardest jobs to fill in the United States.<sup>6</sup> In addition to the demand for applicants with sales skills, students graduating from a sales program learn faster in their sales position than students without a sales education.<sup>7</sup>

In summary, congratulate yourself on taking the first step—a sales education. A sales education provides you with: (a) an excellent opportunity to differentiate yourself from other candidates; (b) knowledge that can hasten your learning within your sales career; and (c) an entryway to organizations that want your skill set.

## What Salespeople Are Paid to Do

In the short term, on a day-to-day, week-to-week basis, salespeople are paid to sell—that is their job. When a sales manager sees one of her salespeople, the question is always, "Did you sell anything today?" Salespeople need to sell something "today" to meet the performance goals for

- Themselves, in order to serve others, earn a living, and keep their jobs.
- Their employer, because without the generation of revenues the company fails and thus cannot serve others.
- Their customers, because their products help customers fulfill their needs and help their organizations grow.

In the long run—month to month, year to year—salespeople must build positive long-term relationships with their customers. Why? Because they know, and now you

*Future sales come from present customers and prospects often found by customer referrals.*

*There are also hundreds, maybe thousands, of different types of sales positions. Look for a firm with a corporate culture that appeals to you.*

know, that up to 80 percent or more of the future sales of many organizations come from present customers and customer referrals.

Salespeople need to close sales and at the same time maintain a great relationship with the buyer. Think about that last sentence. It is a very important thing to understand and learn. Salespeople want to sell to their present customers today, more tomorrow, and even more the day after that. How do you sell someone something and remain his or her business friend? You need to know how professionalism applies to the sales job. That is what this textbook is about.

## Why Choose a Sales Career?

Six major reasons for choosing a sales career are (1) service to others; (2) the wide variety of sales jobs available; (3) the freedom of being on your own; (4) the challenge of selling; (5) the opportunity for advancement in a company; and (6) the rewards from a sales career (see Exhibit 1.4).

### Service: Helping Others

When asked what she will look for in a career after graduating from college, one of the authors' students, Jackie Pastrano, said, "I'd like to do something that helps other people." The sales career provides the opportunity for service and an emotional purpose in life gained from helping others. That is why this book's central core value is "service." Service is a major reason for choosing a sales career! For many, service is the number one reason.

*Service* refers to making a contribution to the welfare of others. All of us want to do what Jackie hopes to do—help others! Would you like to help others? There are millions of sales jobs and thus many opportunities to help people and organizations.

### A Variety of Sales Jobs Are Available

As members of a firm's sales force, salespeople are a vital element in the firm's effort to market goods and services profitably. Maintaining a professional sales force accounts for major expenditures by most companies. Thus, professional selling presents a large number of career opportunities. There are millions of sales jobs, and the probability that at one time during your life you will have a sales job is high.

There are also hundreds, maybe thousands, of different types of sales positions. Think about this! Almost every good or service you know of has a salesperson who sells it to one or more people in order to get the product to the final user. That is why so many sales jobs are available.

#### EXHIBIT 1.4

*Six major reasons for choosing a sales career.*

Service  
to  
others

Variety  
of sales  
jobs

Freedom

Challenge

Advancement

Rewards

*There is a sales job perfect for you, but it will require you to research the different roles and responsibilities of salespeople.*

## Types of Sales Jobs—Which Is for You?

Although there are numerous specific types of sales jobs, most salespeople work in one of three categories: as a wholesale salesperson, a manufacturer's sales representative, or a retail salesperson. These categories are classified according to the type of products sold and the salesperson's type of employer. Please remember, salespersons' roles and responsibilities will differ based on their industry, their firm, and their customer base.

**Selling for a Wholesaler.** Wholesalers (also called distributors) buy products from manufacturers and other wholesalers and sell to other organizations. A **wholesale salesperson** sells products to parties for

- Resale, such as grocery retailers buying items and selling to consumers.
- Use in producing other goods or services, such as a home builder buying electrical and plumbing supplies.
- Operating an organization, such as your school buying supplies.

Firms engaged in wholesaling are called *wholesaling middlemen*. Classifying wholesaling middlemen is difficult because they vary greatly in (1) the products they sell, (2) the markets to which they sell, and (3) their methods of operation. As there are so many different types, the discussion of types of wholesalers is beyond the scope of this book. However, commonly known wholesalers include SuperValu which buys and distributes products in the grocery domain; Cardinal Health and McKesson in the pharmaceutical wholesaling domain; and Graybar and Border States Electric which distribute electrical parts and components.

**Selling for a Manufacturer.** Manufacturers' salespeople work for organizations producing the product. The types of **manufacturer's sales representative** positions range from people who deliver milk and bread to the specialized salesperson selling highly technical industrial products. The salesperson working for a manufacturer may sell to other manufacturers, wholesalers, retailers, or directly to consumers. There are five main types of manufacturer sales positions:

1. An account representative calls on a large number of already established customers in, for example, the food, textile, and apparel industries. This person asks for the order.
2. A detail salesperson concentrates on performing promotional activities and introducing new products rather than directly soliciting orders. The medical detail salesperson seeks to persuade doctors, the indirect customers, to specify a pharmaceutical company's trade name product for prescriptions. The actual sale is ultimately made through a wholesaler or directly to pharmacists and hospitals that fill prescriptions.
3. A sales engineer sells products that call for technical know-how and an ability to discuss technical aspects of the product. Expertise in identifying, analyzing, and solving customer problems is another critical factor. This type of selling is common in the oil, chemical, machinery, and heavy equipment industries because of the technical nature of their products.
4. An industrial products salesperson, technical or nontechnical, sells a tangible product to industrial buyers. No high degree of technical knowledge is required or it may be as an engineer.
5. A service salesperson, unlike the four preceding types of manufacturing salespeople, must sell the benefits of intangible or nonphysical products such as financial,



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*A pharmaceutical rep must service and meet the needs of technicians, physicians, and buyers in hospitals that use the company's products.*

advertising, or computer repair services. Services, like goods, are either technical or nontechnical in nature.

Selling services is ordinarily more difficult than selling tangibles. The salesperson can show, demonstrate, and dramatize tangible products; the salesperson of intangible products cannot. Intangibles often are difficult for the prospect to comprehend. People cannot feel, smell, see, hear, or taste intangible products. This makes them more challenging to sell.

**Selling in Retail.** A **retail salesperson** sells goods or services to consumers for their personal, nonbusiness use. Retail selling positions are so numerous that this book has many examples of it. Three common types of sellers who sell at retail are the (1) in-store salesperson, (2) direct seller who sells face-to-face away from a fixed store location, and (3) telephone salesperson.

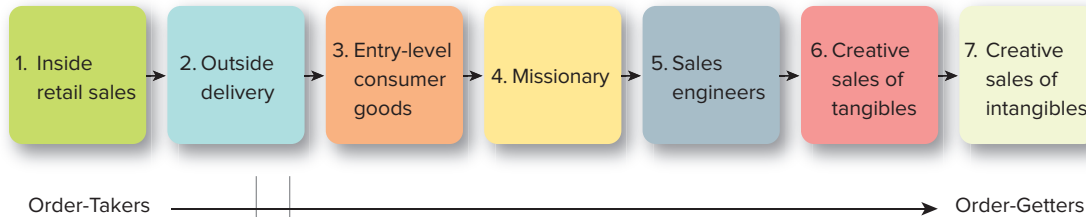
Look back at the definition of a retail salesperson. Think of all the different types of retail organizations selling something—retailers such as bakeries, banks, caterers, hotels, and travel agents, and stores selling clothes, electronics, flowers, food, and furniture. Each customer contact person takes your money and provides a good or service in return. **Customer contact person** is another name for a salesperson. Although the title may be different, the job is the same—to help you buy.

**Direct sellers** sell face-to-face to consumers—typically in their homes—who use the products for their personal use. An organization could have one salesperson or 3 million salespeople, like Amway.<sup>8</sup>

As in any type of job—including accountants, mechanics, and politicians—some retail salespeople do very little to help their customers. However, many retail salespeople are highly skilled professionals, commanding exceptionally high incomes for their ability to service their customers. We personally know retail salespeople earning

**EXHIBIT 1.5**

The complexity and difficulty of these seven sales job categories increase as they move left to right.



\$40,000 a year selling shoes; \$80,000 selling furniture; \$110,000 selling jewelry; and \$150,000 selling automobiles.

**Order-Takers versus Order-Getters.** Sales jobs vary widely in their nature and requirements (see Exhibit 1.5). Some sales jobs require the salesperson only to take orders. **Order-takers** may ask what the customer wants or wait for the customer to order. They do not have a sales strategy and often use no sales presentation. Order-takers must be employed to bring in additional business that the employer probably would not obtain without their efforts. Many never attempt to close the sale. They perform useful services. However, few truly *create* sales.

On the other hand, the creative selling of tangible goods or intangible services in highly competitive lines (or where the product has no special advantages) moves merchandise that cannot be sold in equal volume without a salesperson. These people are **order-getters**. They get new and repeat business using a creative sales strategy and a well-executed sales presentation. The salesperson has an infinitely more difficult selling situation than that faced by the order-taker. In this sense, the individual is a true salesperson, which is why this person usually earns so much more than the order-taker.

This salesperson has two selling challenges. First, the salesperson must often create discontent with what the prospect already has before beginning to sell constructively. Second, the salesperson often has to overcome the most powerful and obstinate resistance. For example, the prospect may never have heard of the product and, at the outset, may have no desire whatsoever to purchase it. The prospect may even be prejudiced against it and may resent the intrusion of this stranger. In other instances, the prospect may want it but may want competing products more. Frequently, the prospect cannot afford it. To meet such sales situations successfully requires creative selling of the highest order.

Creative salespeople often are faced with selling to numerous people to get one order. This is the most difficult selling situation because the representative may have to win over not only the decision maker, the one who can say yes, but also other persons who cannot approve the order but who have the power to veto.

### Freedom of Action: You're on Your Own

A second reason why people choose a sales career is the freedom it offers. A sales job provides possibly the greatest relative freedom of any career. Experienced employees in outside sales usually receive little direct supervision and may go for days, even weeks, without seeing their bosses.\*

\*Outside sales usually are conducted off the employer's premises and involve person-to-person contact. Inside sales occur on the premises, as in retail and telephone contact sales.

*Sales skills are in demand by employers.*

Job duties and sales goals are explained by a manager. Salespeople are expected to carry out their job duties and achieve goals with minimum guidance. They usually leave home to contact customers around the corner or around the world.

## Job Challenge Is Always There

Working alone with the responsibility of a territory capable of generating thousands (sometimes millions) of dollars in revenue for your company is a personal challenge. This environment adds great variety to a sales job. Salespeople often deal with hundreds of different people and firms over time. It is much like operating your own business without the burdens of true ownership.

## Opportunities for Advancement Are Great

Successful salespeople have many opportunities to move into top management positions. In many instances, this advancement comes quickly.

A sales personnel **career path**, as Exhibit 1.6 depicts, is the upward sequence of job movements during a sales career. Occasionally, people without previous sales experience are promoted into sales management positions. However, 99 percent of the time, a career in sales management begins with an entry-level sales position. Firms believe that an experienced sales professional has the credibility, knowledge, and background to assume a higher position in the company.

Most companies have two or three successive levels of sales positions, beginning at the junior or trainee level. Beginning as a salesperson allows a person to

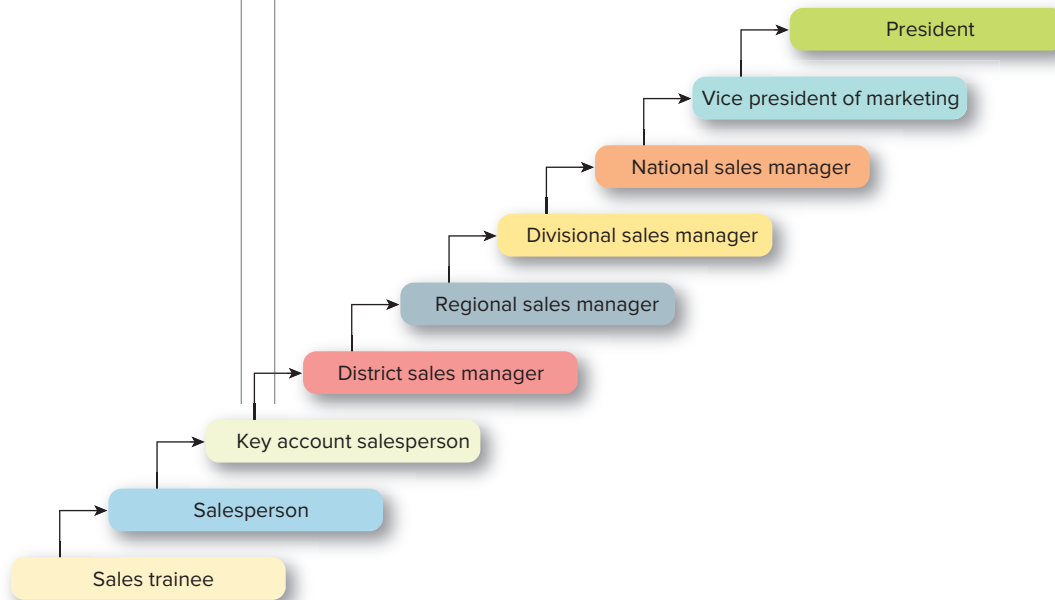
- Learn about the attitudes and activities of the company's salespeople.
- Become familiar with customer attitudes toward the company, its products, and its salespeople.
- Gain firsthand knowledge of products and their application, which is most important in technical sales.
- Become seasoned in the business world.

When asked why they like their jobs, first-line sales managers say it is because of the rewards. By rewards, they mean both financial rewards and nonfinancial rewards, such as the great challenge and the feeling of making a valuable contribution to their salespeople and the company. Managers also frequently mention that this position represents their first major step toward the top. They have made the cut and are on the management team. Instead of having responsibility for \$1 million in sales, as a salesperson does, the manager is responsible for \$10 million.

With success, various jobs throughout the sales force and in the corporate marketing department open up. This can include sales training, sales analysis, advertising, and product management. Frequently, traveling the upward career path involves numerous moves from field sales to corporate sales, back to the field, then to corporate, back to the field, and so on. However, sales experience prepares people for more responsible jobs in the company.

Success also creates financial rewards. The larger a company's revenues, the heavier the responsibility of the chief executive, and the larger the compensation. Today, it's common for a CEO of a large national corporation to receive compensation totaling more than \$1 million annually.

Leaving aside compensation at the top echelons, both corporate and field sales managers typically receive higher salaries than others (such as production, advertising,

**EXHIBIT 1.6***A sales personnel career path.*

product, or personnel managers) at the same organizational level. Salary is just one part of compensation. Many firms offer elaborate packages that include extended vacation and holiday periods; pension programs; health, accident, and legal insurance programs; automobiles and auto expenses; payment of professional association dues; educational assistance for themselves and sometimes for their families; financial planning assistance; company airplanes; home and entertainment expenses; and free country club membership. The higher the sales position, the greater the benefits offered. In addition to performance, salary typically is related to the following factors:

- Annual sales volume of units managed.
- Number of salespeople managed.
- Length of experience in sales.
- Annual sales volume of the firm.

## Rewards: The Sky's the Limit

As a salesperson, you can look forward to two types of rewards—nonfinancial and financial.

### Nonfinancial Rewards

Sometimes called psychological income or intrinsic rewards, nonfinancial rewards are generated by the individual, not given by the company. You know the job has been done well—for instance, when you have helped the buyer through the purchase of your product.

Successfully meeting the challenges of the job produces a feeling of self-worth. You realize your job is important. Everyone wants to feel good about their job, and a

*Many people appreciate the freedom that a sales career offers.*

selling career allows you to experience these good feelings and intrinsic rewards daily. Salespeople often report that the nonfinancial rewards of their jobs are just as important to them as financial rewards.

After training, a salesperson is often given responsibility for a sales territory. The person then moves into a regular sales position. In a short time, the salesperson can earn the status and financial rewards of a senior sales position by contacting the larger, more important customers. Some companies refer to this function as a *key account sales position*.

## There Are Two Career Paths

Don't let Exhibit 1.6 mislead you—many salespeople prefer selling over managing people. They want to take care of themselves rather than others. In some companies, a salesperson may earn more money than even the manager, even the firm's president.

Many companies recognize the value of keeping some salespeople in the field for their entire sales career. They do a good job, know their customers, and love what they are doing—so why promote them if they do not want to move up within the organization? However, many other people work hard to move into management.

## You Can Move Quickly into Management

The first managerial level is usually the district sales manager's position. It is common for people to be promoted to this position within two or three years after joining the company. From district sales manager, a person may move into higher levels of sales management.

## Financial Rewards

Many are attracted to selling because in a sales career financial rewards are commonly based solely on performance. Many professional salespeople have opportunities to earn large salaries. Their salaries average even higher than salaries for other types of workers at the same organizational level.

## Is a Sales Career Right for You?

It may be too early in life to determine if you really want to be a salesperson. The balance of this book will aid you in investigating sales as a career. Your search for any career begins with you. In considering a sales career, be honest and realistic. Ask yourself questions such as these:

- Can I manage myself?
- Do I enjoy flexibility?
- What types of problems do I like to solve?
- What are my past accomplishments?
- What are my future goals?
- Do I want to have the responsibility of a sales job?
- Do I mind travel? How much travel is acceptable?
- How much freedom do I want in the job?
- Do I have the personality characteristics for the job?
- Am I willing to transfer to another city? Another state?

*A sales education provides you with an opportunity to differentiate yourself from other candidates and an entry into organizations that want your skill set.*

Your answers to these questions can help you analyze the various types of sales jobs and establish criteria for evaluating job openings. Determine the industries, types of products or services, and specific companies in which you have an interest.

College placement offices, libraries, and business periodicals offer a wealth of information on companies as well as sales positions in them. Conversations with friends and acquaintances who are involved within selling, or have been in sales, can give you realistic insight into what challenges, rewards, and disadvantages the sales vocation offers. To better prepare yourself to obtain a sales job, you must understand what companies look for in salespeople.

## Success in Selling—What Does it Take?

Over the years, We have asked many salespeople and sales managers the question “What helps make a salesperson successful?” The answer is contained in the words *love*, *success*, and *person*, as in the phrase “a person who loves success.” As these words will indicate, to be a good salesperson today it helps to be a good person.

We know students love phrases and acronyms to help them remember. That is why we use them here to help you remember and better understand what selling in today’s business environment requires. As Exhibit 1.7 shows, the seven most frequently mentioned characteristics necessary to be successful in sales can be found in the word *success* itself:

### S—Service to Others

The successful salesperson is an individual who loves selling, finds it exciting, and is strongly convinced that the product being sold offers something of great value. Today’s salespeople make a contribution to the welfare of others through *service*. They are dream makers. They sell solutions to people’s needs that make their dreams come true. Salespeople love to help others fulfill their needs through selling their products.

#### EXHIBIT 1.7

*Salespeople should know the meaning of SUCCESS.*



Service to Others

Use the Core Principles of Professional Selling

Communication Ability

Characteristics for the Job

Excels at Strategic Thinking

Sales Knowledge

Stamina for the Challenge