

PREFACE

The selling profession is at a critical time. For that past two years, Manpower, the placement agency, has reported that sales is the most difficult job to fill. Never in our 20 years of teaching sales have we seen the demand for professional salespeople to be so great, which presents you with a great opportunity. You have an opportunity to participate in a period of rapid change for the sales profession as you prepare young people for a career.

At the same time, more college-educated sales professionals (both selling and leading salespeople) are now in the field than ever before, and they demand excellence from our students. Salespeople are being asked to do more because they are a critical element in the value chain. Partnering skills, internal and external, are more important than they've ever been.

In this edition of *Selling: Building Partnerships*, we've remained faithful to the premises that caused us to write the first edition almost twenty years ago:

- Partnering skills are critical skills for all business people.
- Adaptive communication skills—probing, listening, and presentation—are important in all areas of life, but especially for salespeople.
- Students need to practice these skills through role playing.
- Helping people make the right decisions is not only the most ethical sales strategy but also the most effective strategy for long-term success.

At the same time, we've recognized that several factors are changing the face of selling:

- Increased use of multichannel go-to-market strategies.
- Changing roles for both technology and salespeople.
- Rapid economic change, including the rise of China.
- Changing trends in how organizations buy.

As we've revised the text, faithful adopters will see that we've held to the principles that made this book unique when it was launched and kept it in a leadership position. While others may have tried to copy role playing or partnering, none have truly captured the essence that makes this book the leading text.

WHAT'S NEW IN THE SEVENTH EDITION

- **From the Buyer's Seat**—a new feature that provides a buyer's perspective on the material in the chapter. These are all original to our book, not taken from magazine articles.
- **Original examples** written specifically for this book, provided from current sales programs and salespeople, many of whom took the class and used this book.
- New chapter-opening **profiles**—all chapters open with a real salesperson or sales manager's perspective on the chapter. Each profile is new and original to this edition, and we've also integrated profiles into each chapter as a running example to increase this feature's functionality.
- All new **Building Partnerships**—boxed features that provide more detailed examples of chapter material and present chapter material in a slightly different light.
- New **Sales Technology**—a boxed feature in each chapter, many new to this edition, that illustrates how technology is used. You'll find many types of technology, including knowledge management technology, CRM technology, and even GPS technology used in routing sales calls.
- **Feature questions**—embedded in the discussion questions are questions that direct students back to the profiles, Building Partnerships, Buyer's Seat, or Sales Technology features so that these features are read and used more fully.
- **NetSuite Role Plays**—we've rewritten role plays to feature NetSuite, the software used in the National Collegiate Sales Competition. NetSuite is a hosted application, and its Web site has role-based demonstrations so that students can learn what the product does for different people in the sales organization. At the end of most chapters, you will find a role play using NetSuite, and additionally there are 10 prospect scenarios (with two buyer information sheets each in the Instructor's Manual) at the end of the book.

IMPORTANT FEATURES OF SELLING: BUILDING PARTNERSHIPS

The importance of partnering to business and partnering skills to students has changed the way sales is done and taught. Several unique features place this book at the cutting edge of sales technology and partnering research:

1. Continued emphasis on the partnering process, with recognition that multiple sales models may be appropriate in a company's total go-to-market strategy. We focus on the partnering process as the highest level of selling because the other models of transaction—focus, problem-solver, and relational partner—still need to be learned as a foundation to partnering.
2. A thorough description of the partnering and buying processes used by business firms and the changes occurring in these processes. A number of important trends affecting buyers, such as supplier relationship management (SRM), also affect sellers.
3. Methods of internal and external partnering are covered so that the supply chain delivers the right value, in recognition of the salesperson's role in relationship management and value creation. This emphasis also broadens the applicability of the course for students who may not be interested in a sales career.
4. An emphasis throughout the text on the need for salespeople to be flexible—to adapt their strategies to customer needs, buyer social styles, and relationship needs and strategies.
5. A complete discussion of how effective selling and career growth are achieved through planning and continual learning.
6. The growing role of salespeople in organizations to carry the voice of the customer to all parts of the organization and beyond to suppliers and facilitators. This role is reflected in new product development, supply chain management, and many other functions in a customer-centric organization.

These unique content emphases are presented in a highly readable format, supported by the following:

- **Ethics questions**—at least two questions at the end of each chapter relate the chapter material to ethics.
- **Four-color exhibits and photographs** to support the examples highlighted in the book. Students find this book to be easy to read and use.
- **Thinking It Through**—this feature embeds discussion questions into the text itself; for this edition, we've also offered teaching suggestions to integrate this feature more fully. There are several in each chapter.

- **Caselets**—two small cases are available at the end of each chapter. These are useful for in-class exercises or discussion or as homework.
- **Ethics icon**—because we've emphasized ethical partnering since the inception of this book, we highlight the integration of ethics by noting any ethics discussion with an icon in the margin. You'll find ethics discussed in every chapter.
- **Key Terms**—each key term defined in a chapter is listed at the end of the chapter, along with the page number on which the term is discussed. Key terms reflect current usage of sales jargon in the field, as well as academic terms.
- **Glossary**—key terms are also defined in a glossary at the end of the book.

FOR FACULTY

- Instructor's manuals are available with any text, but the quality often varies. *Because we teach the course to undergraduates*, as well as presenting and participating in sales seminars in industry, we believe that we have created an Instructor's Manual (available on the Online Learning Center) that can significantly assist the teacher. We've also asked instructors what they would like to see in a manual. In addition to suggested course outlines, chapter outlines, lecture suggestions, and answers to questions and cases, we include helpful suggestions on how to use the video segments. On that site, you'll also find the slides, which are integrated into our teaching notes.
- **Slides** are available in PowerPoint, but given feedback from users (and our own experience), we've simplified their presentation. Easily adapted to your own needs, you can add material as you see fit.
- **NEW Video clips** are on the Instructor's DVD. Several companies have graciously offered video segments, plus we've recorded and produced our own in conjunction with companies. As we continue to get new segments, adopters will find these available from our Web site (www.sellingbuildingpartnerships.com) so that you can either download them or simply access the Web site during class if your classroom is Web-enabled. Use these videos to illustrate individual techniques of selling quickly and easily.
- We also include many of the **in-class exercises** we have developed over the years. These have been subjected to student critique, and we are confident you will find them useful. You will also find a number of **additional role play scenarios**.
- Students do need to practice their selling skills in a selling environment. And they need to do it in a way

that is helpful. **Small group practice exercises, including role playing,** complete with instructions for student evaluations, are provided in the Instructor's Manual. These sessions can be held as part of class but are also designed for out-of-class time for teachers who want to save class time for full-length role plays.

- The **Test Bank** has been carefully and completely rewritten. Questions are directly tied to the learning goals presented at the beginning of each chapter and the material covered in the questions and problems. In addition, key terms will be covered in the test questions. Application questions are available so students can demonstrate their understanding of the key concepts by applying those selling principles.

PARTNERING: FROM THE FIELD TO THE CLASSROOM

Faculty who use our book have reviewed it and offered suggestions, and we have taken their comments seriously. What is different is that sales executives and field

salespeople who are locked in the daily struggle of adapting to the new realities of selling also reviewed *Selling: Building Partnerships*. They have told us what the field is like now, where it is going, and what students must do to be prepared for the challenges that will face them.

Students have also reviewed chapters. They are, after all, the ones who must learn from the book. We asked for their input prior to and during the revision process. And judging by their comments and suggestions, this book is effectively delivering the content. There are, however, several places where their comments have enabled us to clarify material and improve on its presentation.

As you can see in About the Authors, we have spent considerable time in the field in a variety of sales positions. We continue to spend time in the field engaging in personal selling ourselves, as well as observing and serving professional salespeople. We believe the book has benefited greatly because of such a never-ending development process.