Eleventh Edition

Selling and Sales Management

David Jobber, Geoff Lancaster and Kenneth Le Meunier-FitzHugh



Brief contents

	List of figures	xix
	List of tables	XV
	About the authors	xvii
	Preface	xi
	Acknowledgements	XX
	Part One	
	Sales perspective	•
1	The role of selling	3
2	The marketing concept	24
3	Sales and marketing planning	50
	Part Two	
	Sales environment	79
4	Consumer and organisational buyer behaviour	8
5	Sales contexts and customer management	11
6	International selling	143
	Part Three	
	Sales practice	177
7	Sales responsibilities and preparation	179
8	Personal selling skills	204
9	Key account management	233
10	Relationship selling	259
11	Multi-channel selling	279
	Part Four	
	Sales management	29
12	Sales management and technology	297
13	Recruitment and selection	320
14	Motivation and training	34!
15	Structuring the sales force and rewards	373

Brief contents

16	Sales forecasting and budgeting	391
17	Sales force evaluation	422
	Appendix: Case studies and discussion questions	438
	Index	450

List of figures		xiv
List of tables		xvi
About the authors		xviii
Preface		xix
	vledgements	xxi
Part	One Sales perspective	1
1 Th	ne role of selling	3
Ob	pjectives	3
Ke	y concepts	3
1.1	l Background	3
1.2	0	4
1.3	· · · · · · · · · · · · · · · · · · ·	5
1.4 1.5	' '	7 8
1.6		12
1.7	-	14
1.8	0	15
1.9	9 Conclusions	20
	actical exercise: Mephisto Products Ltd	21
	scussion questions	22
	amination questions ferences	22 22
	ne marketing concept	24
	pjectives	24
	y concepts	24
2.1		24
2.2	0 1	28
2.3	0	38
2.4	0	38
2.5	·	41
2.6		47
	actical exercise: Cato Lifts Ltd	47
	scussion questions amination questions	48 49
	ferences	49
		vii

3	Sales and marketing planning	50
	Objectives	50
	Key concepts	50
	3.1 Sales and marketing planning	50
	3.2 The planning process	51
	3.3 Marketing planning	52
	3.4 Generating and selecting strategies	59
	3.5 Selling in the marketing plan3.6 Influence of marketing plan on sales activities: strategies and tactics	66 68
	3.7 Conclusions	75
	Practical exercise: Auckland Engineering plc	76
	Discussion questions	77
	Examination questions	77
	References	78
P	art Two Sales environment	79
_		
4	Consumer and organisational buyer behaviour	81
	Objectives	81
	Key concepts	81
	4.1 Differences between consumer and organisational buying	81
	4.2 Consumer buying behaviour	83
	4.3 The consumer decision-making process: how they buy	84
	4.4 Factors affecting the consumer decision-making process	89
	4.5 Organisational buyer behaviour	94
	4.6 Factors affecting organisational buyer behaviour	100
	4.7 Developments in purchasing practice	103
	4.8 Relationship management4.9 Conclusions	106 107
	Practical exercise: The lost computer sale	107
	Discussion questions	108
	Examination questions	109
	References	109
5	Sales contexts and customer management	111
	Objectives	111
	Key concepts	111
	5.1 Environmental and managerial forces that impact on sales	112
	5.2 Sales channels	119
	5.3 Industrial/commercial/public authority selling	124
	5.4 Retailing	127
	5.5 Selling services	129
	5.6 Sales promotions	131

		Contents
	5.7 Exhibitions and trade shows	135
	5.8 Public relations	138
	5.9 Conclusions	140
	Practical exercise: Yee Wo Plastic Piping Components Ltd	141
	Discussion questions	141
	Examination questions	141
	References	142
6	International selling	143
	Objectives	143
	Key concepts	143
	6.1 International context	143
	6.2 Economic aspects - globalisation	144
	6.3 International trade at company level	145
	6.4 Cultural factors in international selling	147
	6.5 Organisation for international selling	154
	6.6 Pricing and international costs	164
	6.7 Japan – a study in international selling 6.8 Conclusions	166 170
	Practical exercise: Selling in China	170
	Discussion questions	170
	Practical exercise: Quality Kraft Carpets Ltd	172
	Discussion questions	174
	·	
	Examination questions	174
	Examination questions References	174 175
Pa	·	
	References art Three Sales practice	175
	art Three Sales practice Sales responsibilities and preparation	175 177
	References Part Three Sales practice Sales responsibilities and preparation Objectives	175 177 179 179
	References Part Three Sales practice Sales responsibilities and preparation Objectives Key concepts	175 177 179 179 179
	References Part Three Sales practice Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities	175 177 179 179 179 180
	References Part Three Sales practice Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers	175 177 179 179 179 180 180
	References Part Three Sales practice Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities	175 177 179 179 179 180
	References Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers 7.3 Managing the sales pipeline	175 177 179 179 180 180 184
	References Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers 7.3 Managing the sales pipeline 7.4 Customer databases and customer relationships	175 177 179 179 180 180 184 184
	References Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers 7.3 Managing the sales pipeline 7.4 Customer databases and customer relationships 7.5 The selling process	175 177 179 179 180 180 184 184 188
	References Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers 7.3 Managing the sales pipeline 7.4 Customer databases and customer relationships 7.5 The selling process 7.6 Legal aspects of selling	175 177 179 179 180 180 184 184 188 195
	Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers 7.3 Managing the sales pipeline 7.4 Customer databases and customer relationships 7.5 The selling process 7.6 Legal aspects of selling 7.7 Conclusions Practical exercise: The O'Brien Company Discussion questions	175 177 179 179 180 180 184 184 188 195 199
	References Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers 7.3 Managing the sales pipeline 7.4 Customer databases and customer relationships 7.5 The selling process 7.6 Legal aspects of selling 7.7 Conclusions Practical exercise: The O'Brien Company Discussion questions Practical exercise: Presenting New Standa Plus: The final word in hydraulic	175 177 179 179 180 180 184 184 188 195 199 200 201
	References Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers 7.3 Managing the sales pipeline 7.4 Customer databases and customer relationships 7.5 The selling process 7.6 Legal aspects of selling 7.7 Conclusions Practical exercise: The O'Brien Company Discussion questions Practical exercise: Presenting New Standa Plus: The final word in hydraulic braking systems?	175 177 179 179 180 180 184 184 185 195 199 200 201
	References Sales responsibilities and preparation Objectives Key concepts 7.1 Sales responsibilities 7.2 Acquiring new customers 7.3 Managing the sales pipeline 7.4 Customer databases and customer relationships 7.5 The selling process 7.6 Legal aspects of selling 7.7 Conclusions Practical exercise: The O'Brien Company Discussion questions Practical exercise: Presenting New Standa Plus: The final word in hydraulic	175 177 179 179 180 180 184 184 188 195 199 200 201

8	Personal selling skills	204
	Objectives	204
	Key concepts	204
	8.1 Introduction	204
	8.2 The opening	207
	8.3 Need and problem identification	208
	8.4 The presentation and demonstration	210
	8.5 Dealing with objections	216
	8.6 Negotiation8.7 Closing the sale	220 222
	8.7 Closing the sale8.8 Follow-up	222
	8.9 Recent developments in sales techniques	227
	8.10 Conclusions	229
	Practical exercise: Mordex Photocopier Company	229
	Discussion questions	229
	Practical exercise: Supermarket versus superbrand: Cooperate to compete	230
	Examination questions	231
	References	231
9	Key account management	233
	Objectives	233
	Key concepts	233
	9.1 What is key account management?	234
	9.2 Advantages and dangers to sellers of key account management	236
	9.3 Advantages and dangers to customers of key account management	237
	9.4 Deciding whether to use key account management9.5 Criteria for selecting key accounts	238 238
	9.6 The tasks and skills of key account management	230
	9.7 Key account management relational development model	243
	9.8 Global account management	246
	9.9 Building relationships with key accounts	248
	9.10 Key account information and planning system	250
	9.11 Key success factors for key account management	253
	9.12 Conclusions	254
	Practical exercise: Cloverleaf plc	254
	Discussion questions	256
	Examination questions	256
	References	256
10	Relationship selling	259
	Objectives	259
	Key concepts	259
	10.1 Developing a customer orientation	260
	10.2 The growth of relationship marketing	263
	10.3 From relationship marketing to relationship selling	266
	10.4 Tactics of relationship selling	269

	10.5 Conclusions	275
	Practical exercise: Microcom	275
	Discussion questions	276
	Examination questions References	276 276
11	Multi-channel selling	279
	Objectives	279
	Key concepts	279
	11.1 What is direct marketing?	280
	11.2 Using databases to target customers11.3 Managing a direct marketing campaign using social media	280 283
	11.4 Inbound and outbound telemarketing	287
	11.5 Social media and selling	289
	11.6 Conclusions	291
	Practical exercise: ASOS: Selling online fashion	291
	Discussion questions	293
	Examination questions References	293 294
	References	271
P	Part Four Sales management	295
	Sales management and technology	297
	Sales management and technology Objectives	297 297
	Sales management and technology Objectives Key concepts	297 297 297
	Sales management and technology Objectives Key concepts 12.1 Sales management	297 297 297 298
	Sales management and technology Objectives Key concepts	297 297 297
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues	297 297 297 298 299
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio	297 297 297 298 299 302 303 305
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management	297 297 298 299 302 303 305 309
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management	297 297 297 298 299 302 303 305 309 314
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management	297 297 298 299 302 303 305 309 314 316
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management 12.9 Conclusions	297 297 298 299 302 303 305 309 314 316 320
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management 12.9 Conclusions Practical exercise: Gardnov Ltd	297 297 298 299 302 303 305 309 314 316
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management 12.9 Conclusions	297 297 298 299 302 303 305 309 314 316 320
	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management 12.9 Conclusions Practical exercise: Gardnov Ltd Discussion questions	297 297 298 299 302 303 305 309 314 316 320 321 322
12	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management 12.9 Conclusions Practical exercise: Gardnov Ltd Discussion questions Examination questions	297 297 298 299 302 303 305 309 314 316 320 321 322 322
12	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management 12.9 Conclusions Practical exercise: Gardnov Ltd Discussion questions Examination questions References	297 297 298 299 302 303 305 309 314 316 320 321 322 322 322
12	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management 12.9 Conclusions Practical exercise: Gardnov Ltd Discussion questions Examination questions References Recruitment and selection	297 297 298 299 302 303 305 309 314 316 320 321 322 322 322 322
12	Sales management and technology Objectives Key concepts 12.1 Sales management 12.2 Ethical issues 12.3 Leadership training 12.4 Sales and marketing relationships 12.5 Managing the customer portfolio 12.6 The use of technology in sales management 12.7 The impact of the internet on selling and sales management 12.8 Customer relationship management 12.9 Conclusions Practical exercise: Gardnov Ltd Discussion questions Examination questions References Recruitment and selection Objectives	297 297 298 299 302 303 305 309 314 316 320 321 322 322 322 322 322

	13.2 Preparation of the job description and specification13.3 Identification of sources of recruitment and methods	329
	of communication	333
	13.4 Designing an effective application form and preparing a shortlist	334
	13.5 The interview	335
	13.6 Supplementary selection aids	339
	13.7 Conclusions	342
	Practical exercise: Creative Media TV	342
	Discussion questions	343
	Practical exercise: Plastic Products Ltd	343
	Discussion questions	343 343
	Examination questions References	343
	References	344
14	Motivation and training	345
	Objectives	345
	Key concepts	345
	14.1 Motivation	345
	14.2 Leadership	356
	14.3 Training	358
	14.4 Conclusions	369
	Practical exercise: Selling craft chocolate - role play	369
	Examination questions	370
	References	371
15	Structuring the sales force and rewards	373
	Objectives	373
	Key concepts	373
	15.1 Organisational structure	373
	15.2 Determining the number of salespeople	380
	15.3 Establishing sales territories	382
	15.4 Compensation	384
	15.5 Conclusions	387
	Practical exercise: Rovertronics	388
	Practical exercise: Silverton Confectionery	389
	Discussion question Examination questions	389 389
	References	390
10		
16	Sales forecasting and budgeting	391
	Objectives	391
	Key concepts	391
	16.1 Purpose	391
	16.2 Planning	392
	16.3 Levels of forecasting	395
	16.4 Qualitative techniques	396

		Contents
16.6 16.7 16.8 16.9 16.10 Practica Discussi	Quantitative techniques Budgeting – purposes Budget determination The sales budget Budget allocation Conclusions I exercise: Classical Reproductions Ltd on questions	400 409 410 412 413 414 415 419
Discussi	l exercise: A recipe for success on questions Ition questions ces	419 421 421 421
Objective Key con 17.1 17.2 17.3 17.4 17.5 17.6 17.7 Practica Discussi Practica Discussi Examina	The sales force evaluation process The purpose of evaluation Setting standards of performance Gathering information Measures of performance Appraisal interviewing Conclusions I exercise: Dynasty Ltd on questions I exercise: Alternative Tyres Ltd on questions ution questions	422 422 422 423 425 425 426 434 434 434 435 436 436
Referen Appendix	: Case studies and discussion questions	437 438
Ask Elec Game T Lloyds I Tourism to non-	vorth Publications: Preparing to sell ctronics Ltd: Integrating online and offline sales he Work: Serious games for serious results Banking Group: Corporate events as a sales tool Concern™: The relevance of selling and sales management profit organisations here!: Tech start-up	438 440 442 444 446 449
Index		450

Lecturer Resources

For password-protected online resources tailored to support the use of this text in teaching, please visit **www.pearsoned.co.uk/jobber**

