

Index

- 4 Ps *see* four Ps
- 7 Ps 133

- above-the-line 317
- acceptances, contracts 201–2
- account management 367
 - see also* key account management
- account managers 374
- account size salesforce structure 440–3
- accounting
 - open 317
 - systems 319
- ACORN 91, 335, 336, 337
- action agreements 270–1
- action plans 339
- active problem recognition 93–4
- activity-based budgeting 480
- actual products 310
- Adams's inequity theory 408–9
- adaptive selling 248
- adding value 6, 7
- administrative budget 481
- adoption, products 25–9
- advertising 63, 65
 - budgets 481
 - consumer credit 209
 - direct response 331, 344
 - public relations and 145
 - recruitment 391–3
 - selling and, relationship between 67–8
- aesthetics 168
- affiliative leadership 418
- after sales service 233

- agencies, recruitment from 391
- agents 174–6
- agreeing and countering 262
- alternative closes 270
- alternative questions 253
- annual marketing plans 52
- application forms,
 - salespeople 393–4
- appraisal interviews 505
- asking for orders 269
- attitudes
 - in buyer decision-making 83–4
 - salespeople 501–2
 - see also* behaviour
- audits, marketing 47–50, 60–1
- augmented products 310
- authoritative leadership 418
- automatic response 85–6

- B2B *see* business to business
- B2C *see* business to consumer
- balance of payments 157–9
- balance of power 240–1, 267
- bank loans 209
- batch production 125
- BATNA (Best Alternative to a Negotiated Agreement) 241
- Bayesian decision theory, forecasting 467, 485–9
- behaviour
 - buyers *see* consumers: buyer behaviour;
 - organisational buyer behaviour

- consumers *see* consumers
- dominant 87–9
- hostile 88–9
- submissive 87–9
- warm 87–9
- work, changes in 426–7
- see also* attitudes
- behavioural forces 112–15
- behavioural skills 265–6
- beliefs, buyer decision-making 83
- benchmarking 313–14
- benefits
 - brands 339
 - products 236–7, 254–5, 257, 258
 - specific 21
- best practice benchmarking (BPB) 313–14
- bills of lading 204
- blanket contracts 101
- BOGOF 135
- bonuses 11
- Boston matrix 57
- 'bow-tie' buyer–seller relationships 288
- Box-Jenkins technique, forecasting 476
- BPB (best practice benchmarking) 313–14
- BPR (business process re-engineering) 312

- brands
 - benefits 339
 - branding 68
 - franchising 86, 131

- brands (*continued*)
 image 68
 loyalty 69–70, 86, 317
 management 365
 personality 87
 weaknesses 339
- break-even analysis 29
- breaking bulk 119
- bribery 210, 211–12
- broadband 19
- budgets 58, 61
 allocation 483–4
 conclusions 484
 determination 480–2
 purposes 479–80
 sales budgets 481, 482–3
- business practices 206–10
- business process re-engineering (BPR) 312
- business to business (B2B) 10, 11, 13, 31, 32–3, 64, 340, 345, 357–62
- business to consumer (B2C) 10–11, 13, 31–2, 64, 357, 362
- buy classes 98–100
- buyer-specified work 181
- buyers 80, 92
 behaviour
 consumer see consumers:
 buyer behaviour
 organisational see
 organisational buyer
 behaviour
 understanding 239–40, 364
 first-time 25
 identity 80–1
 major, expanding power 114
 motivations 89
 negotiating techniques 266–7
 personal influences 86–9
 psychology 86
- buying centres 92–3
- buying process 65–6
- buying signals 268
- buying situations 85–6
- C&F (cost and freight) 205
- call centres 342
- canned selling 66
- CAP (Common Agricultural Policy) 164
- career of selling 11–12
- case studies, training
 method 425
- catalogue marketing 331, 344–5
- category management 371
- causal techniques, forecasting
 469, 476–9
- centralised purchasing 102–3
- change, monitoring 296
- channels
 of distribution 30, 119–20
 sales 118–23
- characteristics, determination
 94, 95
- China 171–2
- choice criteria
 consumer buyer behaviour
 84–5
 organisational buyer
 behaviour 95–6
- Churchill, Ford & Walker
 model of salesforce
 motivation 410
- CIF (cost, insurance and freight) 205
- clarification questions 253
- closed questions 252
- closing the sale 264, 267–71
- coaching leadership 418
- coercive leadership 418–19
- cognitive dissonance 84
- cold calling or cold canvassing
 65–6, 228–30
- collusion between sellers 210
- co-makership 315
- comfort zones 93
- commercial selling 124–6
- commission, sales 11, 411–13, 448–9, 450–1
- Common Agricultural Policy (CAP) 164
- communications 12, 31
 marketing plans 58
 mix 63–7
 objectives 338, 339
 recruitment 391–3
 strata 141
see also advertising;
 promotions
- company objectives 27
- comparative costs, theory of
 165–6
- compensation 411–13, 448–51
- competitions, sales 136, 413, 416
- competitive advantage 296–9
- competitors
 knowledge 237
 pricing decisions and 29
 recruitment from 391
- complaints 226, 231–2
- components 100
- computer technology *see*
 information
 technology
- concession analysis 242, 243
- concession closes 270
- concessions 265
- conditions, terms and 30, 202–3
- conferences 139
- confirmation questions 253
- consistency 296
- consultation, GATT 164
- consumer credit 209
- consumer goods *see* fast moving
 consumer goods
- consumer salespeople 8
- consumer/user survey
 forecasting
 method 465
- consumers
 adopter categories 25–6
 behaviour
 as buyers *see* buyer
 behaviour
 segmentation based on 21
 buyer behaviour 77
 buying situations 85–6
 choice criteria 84–5
 conclusions 106
 expectations 112–13
 identity of buyers 80–1
 lifestyles 89–90
 organisational buying and,
 differences between
 78–9
 personal influences 86–9
 social influences 90–2

- decision-making 81–92
- interactive opportunities 365
- lifestyle lists 340
- lists 340
- needs
 - decision-making process 82
 - emotional 82
 - functional 82
 - psychological 82
 - segmentation based on 21
- promotions 135–7
- protection 201, 206–10
- see also* customers
- Consumers' Association 201
- contests, sales 416
- continuities 136
- continuity of supplies 97
- continuous production 125
- continuous supply 181
- contracts 201–2, 208–9
- control 58, 61, 298–9
 - see also* sales: control
- controls, legal 206–10
- co-operation, salespeople 501–2
- co-operative societies 126
- Coronation Street housewives 90
- corporate goals 47
- corporate identities 144–5
- corporate hospitality 139
- corporate missions 47
- corporate personality 144–5
- corporate social
 - responsibilities 214
- cost and freight (C&F) 205
- cost, insurance and
 - freight (CIF) 205
- cost-plus pricing 28–9
- costs
 - considerations in pricing 28–9
 - fixed 29
 - key account management 299
 - life-cycles 96, 100
 - post-purchase 100
 - sales channels 121
 - salespeople 384
 - start-up 100
 - theory of comparative costs 165–6
 - variable 29
- counterbiasing 253
- counter-proposing 266
- countertrade 214
- coupon plans 136
- courses, training, evaluation 426–8
- creative briefs 339
- creative decisions 339
- credit 209
- creeping commitment 95
- CRM *see* customer relationship management
- CRQ (customer relationship quality) 373–4
- culture 90–2, 167–73, 183–8
- customer-based salesforce structures 439–40
- customer-centric selling areas 363
- customer-orientated selling 248–9
- customer relationship management (CRM) 115, 239–40, 354–5, 361–2, 372
- customers
 - care 308–12
 - databases 5–6
 - deletion 5–6
 - development 56
 - existing, as source of prospects 227
 - focusing on 364
 - information on 335
 - key account management advantages and dangers 285–6
 - lifetime value of 341
 - loyalty 373
 - needs, satisfying 6, 7
 - orientation 308
 - records 230
 - relationships 56
 - customer-centred 116–17
 - internet 365–6
 - management 6
 - performance measures 501
 - remorse 258
 - retention 5–6, 56, 338, 373
 - satisfaction 310, 373–4
 - service levels 30
- strategic management 116–17
- trust 373–4
- see also* consumers
- data, key accounts 296–7
- databases 5–6, 226, 230, 333–6, 341
- deception 210, 211, 212
- deciders 80, 92, 239
- decision-making
 - consumer buyer behaviour 81–92
 - key account management 286
 - organisational buyer behaviour 92–5
 - units (DMU) 92–3, 95, 97, 99, 440
- decisions, creative 339
- decline stage of products 24
- deletion of customers 5–6
- delivery salespeople 8, 9
- Delphi method, forecasting 467
- demand 27–8
- democratic leadership 418
- demographics 20
- demonstrations 256–8
- denials 263
- department stores 126
- determination 12
- development, customers 56
- development and role of selling in marketing 3
 - background 4
 - characteristics of modern selling 5–7
 - conclusions 40–1
 - image of selling 12–14
 - marketing concept 15–35
 - nature of sales management 14–15
 - nature of selling 4–5
 - relationship between sales and marketing 36–40
 - role of sales management 14–15
 - role of selling 4–5
 - success factors for professional salespeople 7–8
 - types of selling 8–12

- development defence 207
- differential advantages 37–40
- differential utility 26
- diffusion, products 25–9
- diffusion models, forecasting 477–8
- diluting arguments 266
- direct distribution 123
- direct mail 116, 331, 336, 339–41
- direct marketing 63, 116, 330–1
 - conclusions 346
 - database marketing 333–6
 - managing campaigns 336–45
 - meaning 331–3
- direct response advertising 331, 344
- direct selling 127, 174, 180–1
- directories, trade 227
- dislikes, personal 97–8
- distribution 30–1, 118–23
- distributors 174, 177, 336
- diversion 234–5
- DMU *see* decision-making: units
- dominant behaviour 87–9
- DPP (direct product profitability) 370–1
- DRTV (direct response television) 344
- dual factor theory, Herzberg's 406–7, 412, 415
- durable consumer goods 11

- e-commerce 64, 353, 357–62
- e-learning 426
- e-procurement 361
- early adopters 25–6
- early-KAM 289, 290–1
- early majority 25–6
- Eastern Europe 165
- EC (European Community) 160
- economic aspects of
 - international selling 157–65
- economic criteria 85, 95–6
- EDI *see* electronic data interchange
- education 169
- educational establishments, recruitment
 - from 391
- EEC (European Economic Community) 160
- EFTPOS (electronic funds transfer at point of sale) 369–70
- ego drive 388–90
- electronic commerce
 - see* e-commerce
- electronic data interchange (EDI) 115, 358, 360–1
- electronic media 331
- electronic procurement 361
- electronic sales channels 115
- emotional needs 82
- emotive criteria 95–6
- empathy 12, 388–90
- enquiries 227–8
- environmental forces impacting
 - on sales 112–18
- EPOS (electronic point of sale) 369–70
- equipment and plant 100–1
- ethical issues 210–16
- EU (European Union) 159–63, 164
- European Community (EC) 160
- European Economic Community (EEC) 160
- evaluation
 - of alternatives 83–4
 - direct marketing
 - campaigns 345
 - marketing 336
 - performance 94, 95
 - of proposals 94, 95
 - of salesforces 493–510
 - training courses 426–8
- evaluative choice criteria 83
- event management 139
- ex works 205
- exclusion clauses 208–9
- exclusive distribution 30, 123
- executive opinion, panels of
 - forecasting method 465–6
- exhibitions 139–42
- existing account salesforce
 - structures 441–2
- expectancy theory, Vroom's 407–8, 412
- exponential smoothing, forecasting 470–1
- export houses 178–9
- exporting 173
- exports 158, 165
- exposure, selective 89, 97
- extensive problem solving 85–6
- external audits 48–50
- external cues 94
- extranets 369
- eye behaviour, use in
 - interviews 396

- fair trading 210
- false descriptions 206–7
- FAS (free alongside ship) 205
- fast moving consumer goods (FMCG) 10–11, 64, 126, 128–9
- faulty goods 207–8
- features, products 236, 254–5
- feedback, performance 94, 95
- feelings 266
- field sales 356
- field service 356
- films, training method 424
- financial incentives 411–13
- financial leases 104–5
- financial objectives 338
- financial services 132, 212
- first-time buyers 25
- fixed costs 29
- fixed salaries 449–50
- fleet management 356
- flow production 125, 126
- FMCG *see* fast moving consumer goods
- FOB (free on board) 205
- focusing on customers 364
- follow-ups 271–2
- FOR (free on rail) 205
- forecasting 52–3, 61, 376, 459
 - conclusions 484
 - levels of 462–4
 - planning 460–2

- purpose 460
 - qualitative techniques 465–8
 - quantitative techniques 468–79
 - software 478–9
 - foreign subsidiaries 179–80
 - forestalling objections 263
 - four Ps 22, 106, 309, 315
 - FOW (free on wagon) 205
 - fragmentation of markets 114–15, 331
 - franchises, brands 86
 - franchising 129–31
 - free alongside ship (FAS) 205
 - free delivered 206
 - free on board *see* FOB
 - free on rail *see* FOR
 - free on wagon *see* FOW
 - free samples 136
 - freight, international 181–2
 - frequent flyer schemes 338
 - front-line salespeople 8, 9–10
 - functional criteria 95–6
 - functional needs 82
 - functional risks 97

 - GAM (global account management) 292–4
 - gatekeepers 92
 - GATT (General Agreement on Tariffs and Trade) 164
 - GE/McKinsey matrix 57
 - General Agreement on Tariffs and Trade *see* GATT
 - geodemographics 332, 336, 337
 - geographical proximity 181
 - geographical salesforce structures 438, 439
 - global account management *see* GAM
 - globalisation 114
 - goals 47
 - see also* objectives
 - goods, unsolicited 208
 - GOSPA (goals, objectives, strategies, plans and actions) 53–5
 - group meetings 414

 - growth stage of products 24
 - guarantees 207, 258

 - hard data 296–7
 - hard sell 210, 211, 213, 248
 - Herzberg's dual factor theory 406–7, 412, 415
 - hidden objections 264
 - hierarchy of needs, Maslow's 405–6, 415
 - high-pressure selling *see* hard sell
 - Hinduism 169
 - hire-purchase 209
 - home centred consumers 90
 - homely consumers 90
 - horizons, forecasting 462–3
 - hospitality, corporate 139
 - hostile behaviour 88–9
 - house lists 340
 - human resource management 461
 - hypermarkets 129

 - image of selling 12–14
 - implementation 58, 61
 - imports 158, 182
 - impulse buying 21
 - in-the-field training 425–6
 - incentives, financial 411–13
 - inclusion questions 253
 - INCOTERMS 204, 205–6
 - independent retailers 127
 - indirect selling 174
 - industrial selling 124–6
 - inequity theory, Adams's 408–9
 - inertia selling 208
 - influencers 80, 92, 239s
 - infomercials 344
 - information
 - customers 335
 - databases 335–6
 - gathering 83, 253, 319–22, 496–7
 - geodemographic 336
 - key account information and planning system 296–9
 - potential customers 335

 - products 335
 - promotional 335
 - sales negotiations 240–1
 - transactional 335
- information technology (IT) 310, 331, 341, 352–3
- conclusions 376–7
 - customer relationship management (CRM) 354–5, 361–2
 - electronic commerce and electronic procurement 357–66
 - sales activities support 366–71
 - sales management improvement 371–6
 - salesforces, changing nature of 353–7
 - see also* e-commerce; internet
- initiators 80, 92
- innovators 25–6
- inserts 331
- inside order-takers 8, 9
- inside-out planning model 62–3
- instrumentality 407–8
- integrate, e-commerce level 359–61
- integrated communications mix 31
- integrated telephony 341
- integration 117–18, 147
- Integration and Responsiveness Model 167–8
- intelligence 117
- intensive distribution 30, 123
- intentions, buyer behaviour 84
- interact, e-commerce level 359
- interaction approach 105
- interactive cable TV 331
- interactive marketing 63
- interfaces 117
- intermediaries 174–9
- internal audits 48, 50
- internal marketing 318
- internal problem recognition 93–4
- internal recruitment 391
- international marketing 173

- international selling 156–7
 - at company level 165–6
 - conclusions 188
 - cultural factors 167–73
 - economic aspects 157–65
 - Japan 183–8
 - motivation 416
 - organisation for 173–81, 443–4
 - pricing 181–3
 - salesforces, recruitment and selection 385–6
 - training 421
- internet 115, 331
 - buying online 82
 - impact on selling and sales management 362–6
 - information gathering 83
 - marketing 63
 - online gaming 19
 - see also* e-commerce
- interviews
 - appraisals 505
 - recruiting salespeople 394–8
- intranets 369
- introduction stage of products 24
- inventory control 119
- invisible exports and imports 158
- invitations to treat 202
- irritators 266
- Islam 169
- IT *see* information technology
- Japan 183–8
- JIT *see* just-in-time
- job descriptions 387–90
- job production 125
- job specifications 387–90
- joint promotion 137
- joint ventures 180
- judgemental forecasting 462, 463
- jury method, forecasting 465–6
- just-in-time (JIT) 96, 101–2, 114, 126, 312–14, 315, 318
- key account management (KAM) 5, 106, 114, 281–2
 - advantages and dangers 284–6
 - conclusions 300
 - criteria for selecting key accounts 287
 - deciding whether to use 286
 - global account management (GAM) 292–4
 - information and planning system 296–9
 - key success factors 299–300
 - meaning 282–4
 - relational development model 289–92
 - relationship building 294–5
 - tasks and skills 287–9
- key account salesforces 440
- knowledge
 - acquisition 426
 - management 5–6, 226, 230
 - products 501
 - retention 426
- labelling behaviour 265–6
- laggards 25–6
- language 169–70
- late majority 25–6
- law
 - business practices 206–10
 - consumer protection 201, 206–10
 - contracts 201–2
 - controls 206–10
 - terms and conditions 202–3
 - terms of trade 203–6
- lead management 367
- leadership 417–19
- leading indicators method, forecasting 476–7
- leading questions 253
- leafleting, door-to-door 331
- leasing 104–5
- lectures 424
- licensing 177–8
- life-cycles
 - costs 96, 100
 - products *see* products
- lifestyles 89–90, 340
- lifetime value of customers 341
- Likert's sales management theory 409, 414
- likings, personal 97–8
- limited problem solving 85–6
- line production 125
- listening 261–2
- lists 332, 339–41
- loans 209
- logistics 118–19
- long-term forecasts 461
- long-term relationships 124–5, 126
- losing major orders 503–5
- loyalty
 - brands *see* brands
 - cards 338
 - customers 373
 - marketing 336
 - suppliers 69–70
- Maastricht Treaty 162
- mail order 127
- mailing houses 340
- mailing lists 339–41
- maintenance, repair and operation *see* MRO
- major account management *see* key account management
- major account salesforces 440
- managerial forces impacting on sales 112–18
- manufacturers 130
- market-centred salesforce structures 440, 442
- market penetration 27
- market skimming 24, 27
- marketing
 - audits 47–50, 60–1
 - analyses 48–50, 60–1
 - concept 15–35, 248
 - co-ordinated systems 332
 - evaluation 336
 - information systems (MkIS) 319–22
 - internal 318
 - mix 22–5, 58, 309
 - objectives 27, 68–9, 338
 - orientation 16–17
 - planning 46–74
 - programmes 57–8
 - research 319–22
 - sales and, relationship between 36–40

- sales forecasts 462
 - strategies 226, 234–5
 - markets
 - fragmentation 114–15, 331
 - forecasting 460, 463
 - globalisation 114
 - intelligence 319–22
 - potentials 52–3
 - sales channels 121
 - segmentation *see* segmentation
 - targeting 19–21
 - Maslow's hierarchy of needs 405–6, 415
 - mass production 125
 - materials 100–1, 118–19
 - maturity stage of products 24
 - media decisions 339–45
 - medium-term forecasts 461
 - meetings, salespeople with sales managers 413–15
 - megastores 129
 - merchandisers 8, 10
 - merit-based promotion systems 415
 - message communication 339
 - mid-KAM 289, 290, 291
 - middle-aged sophisticates 90
 - misleading price indications 206–7
 - misleading statements 206–7
 - missionary salespeople 8, 9
 - missions 47
 - mixed salesforce organisation 443
 - MkIS (marketing information systems) 319–22
 - mobile marketing 343–4
 - mobile offices 356–7
 - mobile technology 355–7
 - modified rebuy 99
 - monitoring change 296
 - motivation 384, 404–5
 - buyers 89
 - conclusions 430
 - in practice 410–16
 - theories 405–10
 - moving averages, forecasting 469–70
 - MRO (maintenance, repair and operation) 100–1
 - multinational marketing 173
 - multiple personnel inventories 390, 399–400
 - multiplies 126
 - 'must have' objectives 241
 - national accounts 441
 - see also* key account management
 - National Consumer Council 201
 - nay sayers 93
 - needs
 - analysis 252
 - consumers *see* consumers
 - customers, satisfying 6, 7
 - identification 248, 251–4
 - inhibitors 82
 - Maslow's hierarchy of 405–6, 415
 - recognition 93–4, 240
 - satisfaction 240
 - negative strokes 415
 - negotiations 79, 114, 235, 236–43, 264–7
 - networked salesforces 367
 - neutral questions, recruitment 397
 - new account salesforce structures 441–2
 - new business salespeople 8, 10
 - new task, buy class 99
 - non-discrimination, GATT 164
 - non-marketing factors 123
 - objection closes 270
 - objections 258, 260–4
 - objectives
 - communications 339
 - companies 27
 - compensation 448
 - direct marketing campaigns 338
 - key account information and planning system 297–8
 - marketing 27, 68–9
 - negotiating 241–2
 - public relations 145–7
 - SMART 51
 - statements of 50–2
 - offers
 - contracts 201–2
 - development of 339
 - office politics 97
 - on-pack gifts 136
 - open accounting 317
 - open questions 252
 - openings 250–1
 - operating leases 104–5
 - opinion-gathering questions 253
 - opportunities analyses *see* SWOT analyses
 - opportunity management 367
 - order-creators 8, 9
 - order-getters 8, 9–10
 - order-takers 8, 9
 - orders
 - routines, selection 94, 95
 - processing 117–18
 - trial 258
 - organisation
 - salesforces 436–48
 - organisational buyer behaviour 77, 92
 - buy classes 98–100
 - centralised purchasing 102–3
 - conclusions 106
 - consumer buying and, differences between 78–9
 - content 95–8
 - decision-making 92–5
 - developments in purchasing practice 101–5
 - expectations 112–13
 - factors affecting 98–101
 - importance of purchases to buying organisations 98, 101
 - just-in-time purchasing 101–2
 - leasing 104–5
 - process 92, 93–5
 - product types 98, 100–1
 - relationship management 105–6
 - reverse marketing 103–4
 - structure 92–3
 - systems purchasing 103
- organisational salespeople 8
- organisational structures 36–7

- outside-in planning model 62–3
- outside order-takers 8, 9
- pace-setting leadership 418
- packaging 119
- panels of executive opinion
 - forecasting method 465–6
- part-time marketers 313
- partnership-KAM 289, 290, 291
- party plans 127
- passive problem recognition 93–4
- pay 411–13, 448–51
- PDM (physical distribution management) 118–19
- penetration strategies 27
- penny-pinchers 90
- pensions mis-selling 212
- people 133
- perceived risks 97
- perceived value 26
- perception, selective 89, 97
- performance
 - feedback and evaluation 94, 95
 - measurement 366
 - measures 497–505
 - standards setting 496
- personal choice criteria 85
- personal dislikes 97–8
- personal influences 86–9
- personal information
 - and contact management 367
- personal likings 97–8
- personal selling 37–8, 63, 65
 - process 248–9
 - skills 247–50
 - closing sales 267–71
 - conclusions 273
 - demonstrations 256–8
 - follow-ups 271–2
 - identification of needs and problems 251–4
 - objections, dealing with 260–4
 - openings 250–1
 - presentations 254–60
 - personal trust 294, 300
 - personalisation 266
 - personality 86–9
 - corporate 144–5
 - personnel motivation 138–9
 - personnel specifications 387–90
 - PEST analyses 48–50
 - PESTLE analyses 48–50
 - physical distribution
 - management (PDM) 118–19
 - physical environment 134
 - physical evidence 133
 - PIM (personal information management) 367
 - place
 - in marketing mix 22, 32, 33, 35
 - see also* distribution
 - planning
 - direct marketing campaigns 336
 - forecasting 460–2
 - key account information and planning system 296–9
 - marketing 46–74
 - plant and equipment 100–1
 - playback technique,
 - recruitment 396
 - political factors, international
 - selling 170–1
 - political implications in
 - buying 97
 - positive strokes 415
 - post-purchase costs 100
 - post-purchase evaluation 84
 - potential customers,
 - information on 335
 - potential sources 94, 95
 - PR (public relations) 63, 143–8
 - Prahalad and Doz Integration and Responsiveness Model 167–8
 - pre-demonstrations 256–7
 - predictive dialling 341–2
 - pre-KAM 289, 290
 - premium offers 136–7
 - preparation, sales 225, 235–43
 - presentations, sales 237, 252, 254–60
 - press, the 228
 - prices
 - fixing 210
 - lifecycle costs and 96, 100
 - misleading indications 206–7
 - pricing
 - cost-plus 28–9
 - international 181–3
 - internet and 365
 - in marketing mix 22, 26–9, 32, 33–5
 - strategies 55–6
 - primary reference groups 91–2
 - probes, recruitment 397
 - problems
 - identification 251–4
 - recognition 93–4
 - solving 6, 7, 85–6, 248–9
 - process 133, 134
 - process production 125
 - procurement, electronic 361
 - production
 - orientation 15–16
 - sales forecasts 461
 - types 125–6
 - products
 - adoption 25–9
 - benefits 236–7, 254–5, 257, 258
 - champions 313
 - classification 100–1
 - complex 181
 - decline stage 24
 - differentiation 166
 - diffusion 25–9
 - direct product profitability (DPP) 370–1
 - features 236, 254–5
 - growth stage 24
 - information 335
 - introduction stage 24
 - knowledge 236–7, 501
 - life-cycles 23–5, 67, 122–3
 - marketing 6
 - in marketing mix 22–5, 32, 34, 35
 - maturity stage 24
 - sales channels 121

- specialisation salesforce
 - structures 438–9
- testing, forecasting 468
- profits, potential 121–2
- project champions 313
- project production 125
- promotion, salespeople 415
- promotional inducements to
 - retail trade 211, 215
- promotions
 - consumer 135–7
 - co-ordinating efforts 67–8
 - in marketing mix 22, 32, 33, 34, 35
 - promotional mix 63–7
 - sales 134–9
 - trade 137–8
 - see also* advertising;
 - communications
- propaganda 145
- prospecting 226–30, 290
- prudent manager
 - forecasting 466
- psychographics 89–90
- psychological criteria 95–6
- psychological needs 82
- psychological risks 97
- psychological tests, recruitment
 - 398–400
- psychology, buyers 86
- public authority selling
 - 124–6
- public houses 129
- public relations (PR) 63, 143–8
- publicity 63, 65, 145
- publish, e-commerce level 358
- pull strategies 67, 122, 128, 135, 317
- purchase prices 100
- purchasing
 - alliances 182
 - sales forecasting 461
- pure selling 236–40
- push strategies 67, 122, 137, 317
- pyramid selling 211, 216

- qualifying 228
- qualitative forecasting
 - techniques 465–8
- qualitative measures of
 - salesforce performance 499–503
- qualities of salespeople
 - 388–90, 394
- quality 96
 - circles 308
 - customer relationships (CRQ) 373–4
 - internet communications 364
 - of mailing lists 340–1
 - see also* total quality management
- quantitative forecasting
 - techniques 468–79
- quantitative measures of
 - salesforce performance 497–9, 500–1
- quantities, determination 94, 95
- questioning objections 263
- questions
 - neutral 397
 - new cases and discussion questions 511–35
 - salespeople 252–3, 264, 265–6
- quotas 318, 413

- R&D (research and development) 462
- rebuy 99
- reciprocal buying 79, 210, 211, 213–14
- reciprocal trading 125
- recognition 415
- records, customers 230
- recruitment and selection
 - 376, 383
 - application forms design 393–4
 - conclusions 400–1
 - importance of selection 384–7
 - interviews 394–8
 - job descriptions and specifications preparation 387–90
 - psychological tests 398–400
 - role playing 400
 - shortlist preparation 393–4
- sources of recruitment
 - and methods of communication 390–3
- reference groups 91–2
- reference selling 255–6
- regulated agreements,
 - consumer credit 209
- relational development model 289–92
- relationship management
 - 105–6, 226, 233–4
 - see also* key account management
- relationship marketing 312–14, 316–18
- relationship selling 307
 - conclusions 323
 - from just-in-time to relationship marketing 312–14
 - from relationship marketing to 316–18
 - reverse marketing 314–16
 - tactics 318–23
 - from total quality management to customer care 308–12
- relationships
 - building 294–5
 - customers *see* customers
 - long-term 124–5
 - sales and marketing 116–17
 - see also* key account management
- religion 169
- remuneration 411–13, 448–51
- repeat-call salespeople 230
- research and development 462
- resilience 12
- resources
 - allocation 58, 296
 - support 294
- responsibilities, sales 225–35, 243
- restrictive trade practices 210
- retail trade
 - promotional inducements to 211, 215
 - IT use in 368–71
- retailers 130

- retention
 - of customers *see* customers
 - selective 89, 97
- reverse marketing 103–4, 314–16
- reversing 253
- rewards, use in interviews 396
- risks 97, 295
- road mapping 50
- role-play 400, 424–5
- rolling budgets 480
- Rome, Treaty of 159, 162
- salaries 449–50, 451
- sales
 - activities support 366–71
 - budgets 481, 482–3
 - channels 118–23
 - closing 267–71
 - contests 416
 - control 457
 - budgeting 459, 479–84
 - forecasting 459–79
 - salesforce evaluation 493–510
 - cycle 238–9
 - department budgets 481
 - environment 75–6
 - consumer buyer behaviour 77–110
 - international selling 156–99
 - law and ethical issues 200–22
 - organisational buyer behaviour 77–110
 - sales settings 111–55
 - forecasts *see* forecasting
 - function contribution to
 - marketing plans 60–1
 - management 381
 - compensation 448–51
 - improvement 371–6
 - internet impact on 362–6
 - Likert's theory 409, 414
 - motivation and training 404–35
 - nature 14–15
 - organisation 436–48
 - recruitment and selection 383–403
 - role 14–15
 - managers
 - meetings with salespeople 413–15
 - training 428–30
 - marketing and, relationship
 - between 36–40
 - negotiations 235, 236–43
 - objectives 237–8
 - orientation 16
 - perspective 1
 - development and role of selling in marketing 3–44
 - sales strategies 45–74
 - pipeline management 371–2
 - planning 46–74, 237
 - potentials 52–3, 61
 - preparations 225, 235–43
 - presentations 237, 252, 254–60
 - promotions 63, 134–9
 - quotas 318, 413
 - responsibilities 225–35, 243
 - settings 111–12
 - commercial selling 124–6
 - conclusions 148–9
 - environmental and managerial forces impacting on sales 112–18
 - exhibitions 139–42
 - industrial authority selling 124–6
 - public authority selling 124–6
 - public relations 143–8
 - sales channels 118–23
 - sales promotions 134–9
 - selling for resale 126–31
 - selling services 131–4
 - skills 14, 499
 - see also* personal selling: skills
 - staff costs 299
 - strategies 45
 - conclusions 70–1
 - implementing 226, 234–5
 - marketing planning 46
 - establishing 47–59
 - selling, place in 60–70
 - sales planning 46
 - to sales tactics 68–9
 - tactics 68–9
 - targets 318, 413
 - techniques 223–4
 - direct marketing 330–51
 - internet and IT
 - applications 352–80
 - key account management 281–306
 - personal selling skills 247–80
 - relationship selling 307–29
 - sales responsibilities and preparation 225–46
 - territories 374–5, 445–8
- salesforces
 - automation (SFA) 115, 366–8, 373
 - composite forecasting method 466–7
 - effectiveness measurement 373–4
 - evaluation
 - appraisal interviewing 505
 - conclusions 505
 - information gathering 496–7
 - performance 496, 497–505
 - process 494
 - purpose 495–6
 - information technology 353–7
 - motivation *see* motivation
 - organisation 436–48
 - recruitment and selection
 - see* recruitment and selection
 - strategies 39–40
 - training *see* training
 - see also* salespeople
- salespeople
 - cultural skills 168
 - demotivators to 13
 - key account management 287–9
 - meetings with sales managers 413–15

- motivation *see* motivation
- numbers, determining 444–5
- recruitment and selection *see* recruitment and selection
- self-management 226, 230–1
- servicing 322–3
- success factors for 7–8
- training *see* training
- types 8–10
- understanding customers' businesses 117
- see also* salesforces
- samples 136
- satisfaction, customers 310, 373–4
- SCI *see* supply chain integration
- segmentation 19–21, 55, 335
- selection
 - best solution 83–4
 - order routines 95
 - public relations personnel 147–8
 - sales channels 120–3
 - salespeople *see* recruitment and selection
 - suppliers 95
- selective distribution 123
- selective exposure, perception and retention 89, 97
- self-confident consumers 90
- self-discipline 12
- self-liquidating premiums 136
- self-management, salespeople 226, 230–1, 501
- sellers
 - key account management advantages and dangers 284–5
- selling
 - advertising and, relationship between 67–8
 - careers 11–12
 - expense budgets 481
 - image 12–14
 - internet impact on 362–6
 - modern, characteristics 5–7
 - nature 4–5
 - points 257
 - pure 236–40
 - pyramid selling 211, 216
 - for resale 126–31
 - role 4–5
 - services 131–4
 - skills 14, 499
 - see also* personal selling:
 - skills
 - types of 8–12
- semi-durable consumer goods 11
- service 322–3
 - levels 30, 39, 294–5
 - providing 226, 232–3
- services
 - selling 131–4
 - unsolicited 208
- seven Ps 133
- SFA (salesforce automation) 115, 366–8, 373
- sharp angle questions 253
- short messaging service (SMS) 343
- short-term forecasts 461
- shortlists, recruitment and selection 393–4
- silence, use in interviews 396–7
- simulation method, forecasting 477
- simultaneous engineering 317
- Single European Act 160–1
- situation analyses 47
- skills
 - behavioural 265–6
 - development 421–2
 - key account management 287–9
 - selling 14, 322–3, 499
 - see also* personal selling:
 - skills
- skimming, market 24, 27
- SLEPT analyses 48–9
- slotting allowances 211, 215–16
- SMART objectives 51
- SMS (short messaging service) 343
- social choice criteria 85
- social classes 90–2
- social influences 90–2
- social organisation, international selling 170
- social responsibilities 214
- soft data 296–7
- software, forecasting 478–9
- space
 - cultural differences 171
 - management 370
- specifications
 - determination 94, 95
 - personnel 387–90
- sponsorship 139
- start-up costs 100
- statement/questions 253
- STEEPLE 48
- stock control 119
- straight denials 263
- straight rebuy 99
- strategic budgeting 480
- strategic customer management 116–17
- strategic partners 106
- strategies
 - generating and selecting 53–7, 61
 - key account information and planning systems 298
 - statements 56
- strengths analyses *see* SWOT analyses
- subcultural influences 172
- submissive behaviour 87–9
- subsidiary companies, international selling 179–80
- success factors
 - key account management 299–300
 - professional salespeople 7–8
- summarising
 - recruiting salespersons 397
 - selling 266, 269–70
- supermarkets 129
- superstores 129
- suppliers
 - classification of offerings by product type 101
 - loyalty 69–70
 - relationship management 105–6
 - retailers and, relationships 368–9
 - selection 95

- supplies, continuity 97
- supply chain integration (SCI)
 - 118, 315, 322
- supply chain management
 - 120, 369
- support staff costs 299
- SWOT analyses 47, 50, 57, 297–8
- symbol shops 127
- synchronous supply 102
- synergistic-KAM 289, 290, 291
- system selling 6, 7
- systems purchasing 103

- tactics
 - relationship selling 318–23
 - sales 68–9
- target audiences 336–8
- target market choice 37
- target marketing 336, 339
- targets and targeting 19–21, 55, 318, 344, 413
- tariffs 164
- tasks, key account management
 - 287–9
- team selling 441
- technical support 8, 10, 294
- technological forces 113, 115
- technology *see* information technology
- technology-enabled selling
 - 367–8
- telemarketing 116, 331, 336, 339, 341–3
- teleshopping 344
- television home shopping 115
- terms and conditions 30, 202–3
- terms of trade 203–6
- territories, sales 374–5, 445–8
- test marketing, forecasting 468
- testing understanding 266
- text messaging 331, 343–4
- theory of comparative
 - costs 165–6
- threat analyses *see* SWOT analyses
- tie down questions 253
- tied public houses 129

- time-series analysis, forecasting
 - 468–76
- time values, cultural
 - differences 171
- total quality management (TQM) 96, 308–12, 313, 314
- trade deficits 158
- trade descriptions 206–7
- trade directories 227
- trade liberalisation 164
- trade marketing 128
- trade promotions 137–8
- trade surpluses 158
- traditional working class 90
- training 376, 384, 419–21
 - conclusions 430
 - courses, evaluation 426–8
 - methods 424–6
 - programme components 422–4
 - sales managers 428–30
 - skills development 421–2
- transact, e-commerce level
 - 359–60
- transactional information 335
- transactional selling 283–4, 285
- transfer pricing 182–3
- transitioning 253
- transportation 119
- travelling shops 127
- Treaty of Rome 159, 162
- trial closes 264, 268
- trial orders 258
- trust 294, 300, 373–4

- ‘u’ benefits 257, 258
- uncoupling-KAM 289, 292
- understanding, testing 266
- unfair contract terms 208–9
- unique sales propositions (USP)
 - 141, 318
- unit pricing 207
- unit production 125
- unsolicited goods and
 - services 208
- usage, segmentation
 - based on 20
- users 80, 92

- USP (unique sales propositions)
 - 141, 318
- utility, differential 26

- valences 407–8
- value
 - adding 6, 7
 - analysis 100
 - for money 21
 - perceived 26
- variable costs 29
- variety chains 126
- vertical marketing systems
 - see* VMS
- virtual sales offices 115
- virtuous circles 319
- VMS (vertical marketing systems) 129
- voluntary groups and chains
 - 127, 128–9
- Vroom’s expectancy theory
 - 407–8, 412

- warehousing 119
- warm behaviour 87–9
- weaknesses
 - analyses *see* SWOT analyses
 - brands 339
- wholesalers 127, 128–9, 130
- win/loss reporting 368
- winning major orders
 - 503–5
- wireless technology 355–7
- work behaviour, changes in
 - 426–7
- workload approach 444–5
- World Trade Organisation (WTO) 163–5
- ‘would like’ objectives 241
- WTO (World Trade Organisation) 163–5

- X-11 technique, forecasting 476

- young sophisticates 90

- Z (zee) charts, forecasting 474–5
- zero based budgeting 480
- zero defects 126