**Appendix 1**

**Buyer Guides and Forms**

**Reality *Selling Today* Video-Based**

**Role-Plays**

**INTRODUCTION**

Two national studies reveal that over 90 percent of instructors teaching selling courses use role-playing/simulation in their classes. The instructor manuals for Appendixes 1–3 provide extensive instructional support for using role-play in class.

The Reality *Selling Today* Video Series applies the concepts presented in the text with role-plays. It includes chapter opening vignettes, websites, videos, case problems, and detailed role-play scenarios with real salespeople to prepare students. These videos feature short interviews and sales presentations of successful sales representatives who are mostly recent college graduates. The interviews focus on information presented in the text as well as important aspects of the interviewee’s sales career. Video case problems are also presented so the student can to become better informed about the role of salespersons and sales calls. Eleven detailed mock role-play scenarios are described in Appendix 1 of the textbook. These scenarios cast the participant as a new sales representative for the same company featured in the videos and case problems. With this easy-to-administer program, instructors have the most effective preparation available for conducting role-plays in your course. Find additional information in “Videos that Accompany the Text” of this instructor’s manual.

These Reality *Selling Today* role-play scenarios can be used throughout the course, or at the very end of the course. Consequently, we leave it to instructors to incorporate these scenarios into teaching schedules. It should also be noted that these role-play scenarios could be used to prepare your students for professional selling role-play competitions.

The scenarios in Appendix 1 provide students with the necessary information to plan their sales calls. Before actual role-play, instructors should encourage students to review the chapter opening vignettes, case problems, and videos corresponding to the scenario presented in the text. Students should be encouraged to go to the websites provided in the scenarios to acquire more information. Careful preparation on the part of the students will make the sales calls more realistic, and make the role-play a fun learning experience. For evaluation purposes, instructors can use the forms reproduced on the next page.

**EVALUATION SHEET**

**REALITY *SELLING* ROLE PLAY SALES PRESENTATION**

Instructions: Score each item on a 0–10 scale with 10 being the best possible score and 0 being the absence of the selling skill or behavior being considered.

***Items to Consider Evaluator Comments:***

**\_\_\_\_\_\_ Approaching the Customer (10%)**

Presented appropriate salesperson appearance

Made appropriate introduction

Adapted to the communication style of buyer

Built rapport and made good social contact

Converted effectively to needs discovery

\_\_\_\_\_\_ **Needs Discovery (30%)**

Asked adaptive questions including survey and probing questions

Used active listening—took notes and confirmed understanding

Understood who was making buying decision

Uncovered relevant buying facts

Fully understood needs of buyer

Converted effectively to Product solution and presentation

\_\_\_\_\_ **Product Solution, Presentation, and Demonstration (30**%)

Presented product selection that met needs of buyer

Presented benefit statements

Understood and knew product well

Asked Need-Satisfaction Questions to capture pleasure of solution

Used effective selling tools

Involved buyer in demonstration

Gained understanding with confirmation questions

\_\_\_\_\_ **Negotiated Buyer Resistance** **(15%)**

Sought clarification of objections with confirming question

Used effective methods to respond to customer’s objections

Adapted response to buyer’s communication style

Converted effectively to close

\_\_\_\_\_ **Closing and Servicing the Sale (15%)**

Recognized buyer’s closing clues

Adapted closing methods to buyer’s communication style

Outlined actions after customer responds (product fulfillment, next appointment, follow-up calls, etc.)

Projected enthusiasm and confidence

Spoke clearly, concisely and professionally

**Additional Comments:**

## Reality Buying Role-Play Guides

The following Buyer’s Guides contain full information about the buyer and possible objections for each Reality Selling Role-Play Scenario. Most of these details are disclosed to students in Appendix 1 of the text, but some are concealed. Students who study the selling scenarios well and spend time planning the sales call will be able to discover these latent needs. The general rule of thumb, of course, is that the more a salesperson knows about the buyer, the better chance of success she or he has.

**1. The Tom James Company—Reality Buyer’s Guide (See Text Page 372)**

1. You are to assume the buying role of John Leonard, a partner at Leonard & Franklin, a small marketing consulting company in Chicago. You have been in the consulting business for the last ten years and built a reputable name for yourself and your company.
2. You have a wife and two kids, ages six and eight. In your scarce spare time, you enjoy outdoor activities near Lake Michigan with your family.
3. The Tom James representative was referred to you by one of your former coworkers at McKinsey, who is now a happy repeat customer of Tom James. Therefore, you are willing to devote some of your scarce time to this meeting.
4. You are a rather impatient and “pushy” kind of person, and your style of communication is directive.

## Your Needs

You have specific goals and needs that are related to the accomplishment of those goals. The wardrobe consultant calling on you in the role-plays specializes in offering complete lines of custom, made-to-measure, and ready-made Tom James executive apparel, including more than 500 suit and 250 shirt fabric options. Also, your clothing consultant has an assortment of accessories such as ties, scarves, belts, and shoes to assist in the completion of a well-developed wardrobe. In business since 1965, the Tom James Company serves more than 300,000 clients through its 107 offices. Your Tom James professional clothing consultant comes to their clients, as appointments are conducted at the client’s location of choice.

Your Tom James clothing consultant will attempt to find out your needs. You should reveal those needs listed below when the salesperson asks the appropriate questions, and not readily volunteer the information.

1. Even though you primarily wear conservative dark-colored suits when meeting with clients, you would like to try out suits in brighter colors, even for business purposes.
2. As a businessperson, you are used to negotiating prices, and enjoy always asking for price discounts. Money, however, is not your real concern. What you want are high-quality clothing and fast delivery.
3. You consider apparel shopping a chore and would much rather spend your precious time with your family. Therefore, you are looking for a fast and a hassle-free shopping experience.
4. Even though you are not exactly aware in detail what parts in your wardrobe need to be replaced, you want some new business attire rather quickly. After that “quick fix” solution, you would like to consider a comprehensive update of your wardrobe that lasts for a while.

**Objections** **to** **Tom James**

The first two objections are also referenced in the role-play scenario in Appendix 1 of the textbook:

1. You say that you perceive Tom James’ price as too expensive, and ask for a 20% discount for this first-time purchase of the whole bundle that is offered to you.
2. You mention that you once had a suit tailored when you were in Bangkok. And when you received it in the mail package a few weeks later, you were disappointed. The suit just did not fit you properly, and the cloth did not feel as comfortable as the swatches. So you wonder what your options are if you do not get the quality that he expects.

You might also want to bring up other objections such as the following ones (because your seller counterpart will not be readily prepared for these):

1. Mention that you will go on a very important business trip abroad in just ten days. You want at least one business suit ready by that date.
2. Mention that you will have to attend a meeting in just a few minutes. Say that, “You can leave your information and make suggestions for my wardrobe, and I’ll get back to you.”

**2. Independent Consultant (TWFG)—Reality Buyer’s Guide Situation (See Text Page 374)**

1. Your buyer role is that of John Brewer a Houston-based doctor. As a doctor with a stay-at-home wife and two children who have regular life insurance related needs.
2. As a doctor, you practice family medicine and see a wide range of patients. Your family and staff value your knowledge and experience.
3. Many of your patients are business professionals in the community.
4. In addition to your M.D., you also have an M.H.A. (master’s in healthcare administration).
5. You come across as a relaxed family focused professional who is not only a passive buyer but also mildly risk-seeking.

## Your Needs

As a buyer, your needs are specific to your family. You are meeting with an independent sales consultant who specializes in life, home and auto insurance. Your agent writes about 75 different personal and commercial lines insurance carriers focused on home, auto, life, and commercial insurance. The agent is independent but also manages a branch of The Woodlands Financial Group (TWFG) (www.twfg.com), a privately held national firm working through more than 300 TWFG retail branches and 3,000 independent agents in 38 states across the United States. Your insurance representative will attempt to find out your needs. You should reveal those needs when the salesperson asks the appropriate questions and not readily volunteer the information.

1. You have a primary home, a lake house that you sometimes rent out to others. On average, you explore a new home every seven to ten years, each holding up to $350,000 in insured values. You are very focused on lowering insurance costs. You also want the insurance premium to remain stable.
2. You own two cars, a boat, two jet skis, and an ATV (four-wheeler). You are a safe driver without any history of major accidents. However, since you and your family love the outdoors, you are subject to high risk of accidents.
3. You currently are insured through Harris Insurance for home insurance and Sasser Insurance for auto insurance. Service and dependability are very important to you.

**Objections** **to** **Independent Consultant**

1. Your key concern is that buying multiple insurance products (Home, Auto, and Life) may disrupt the loyalty rewards from both Harris (home) insurance and Sasser (auto) insurance.
2. You have had bad experiences with insurance agents in the past, and are not quick to trust new salespeople.
3. Your business is doing well. Therefore, you have little time to process any new information.
4. Argue that while you do not actively research new products, both Harris and Sasser Insurance are open to bettering their current offers.

**3. Mattress Firm—Reality Buyer’s Guide Situation (See Text Page 375)**

1. You are to assume the buying role of Mark Boomershine and have been married to your wife Kelly for eight years now. Together with your two young kids, Lisa and Marcus, and your Airedale Terrier “Barnie” you live in a residential area on the outskirts of Nashville, Tennessee.
2. You have had some severe problems with your back recently due to a slipped disk. You went to the hospital, and you are now recovering from the surgery at home. For the last couple of days, you have been waking up stiff and hurting.
3. Kelly and you have had a relatively inexpensive queen size mattress for the last six years now. You were not planning to replace that mattress, but your back problems have forced you to find a supportive mattress for your recovery as soon as possible.
4. You have visited a few other stores in the last couple of days. Hence, you are somewhat familiar with mattress offerings and prices.
5. Your style of communication is reflective.

## Your Needs

You have specific goals and needs that are related to the accomplishment of those goals. The sales consultant calling on you in the role-play represents Mattress Firm. Mattress Firm offers sleep solutions, including conventional and specialty mattresses, as well as bedding-related products. Your salesperson represents the top mattress brands like Sealy, Stearns & Foster, Tempur-Pedic®, Simmons, Serta, Sleep to Live, and more. From the very beginning, the Mattress Firm set out to be a different kind of mattress retailer, focused on creating a unique shopping experience.

Your sales consultant will attempt to find out your needs. You should reveal those needs when the salesperson asks the appropriate questions and not readily volunteer the information.

1. Kelly dislikes sleeping on firm mattresses, but you assume that your back problems would require a firmer type of mattress.
2. You need a supportive mattress quite urgently, but you don’t want to let the sales rep know that.
3. You would prefer to get one king size mattress. However, you wonder whether you and Kelly need two separate mattresses to fit both of your needs, or whether your sleep needs can be met by a single mattress.
4. Your dog “Barnie” occupies your bed quite frequently. You need spacious and robust sleep solution.
5. You know that the optimal sleep solution that is required for you (and Kelly) will not be inexpensive, and you are willing to make a higher investment. However, since money is an issue for you and Kelly, you are looking for attractive financing solutions.
6. You have a brand preference for Tempur-Pedic®. You have tried out several mattresses in the last few days, and Tempur-Pedic® mattresses were among your favorites.

**Objections to Mattress Firm**

1. What if your back pain persists over a longer time—even on the new mattress that is recommended to you? Can you simply exchange the mattress at the store for a new one?
2. Since the mattresses that you are offered as possible solutions would mean a fairly high expenditure for you and Kelly, you ask for a substantial rebate of around 20 percent in the event of a purchase.
3. State that you are shopping around for the best price. Say that you already have a cheaper offer for a mattress that felt similar when testing it.

**4. \*CBRE Commercial Real Estate Services—Reality Buyer’s Guide (Situation [See Text Page 377])**

1. You are to assume the buyer role of Kerry Nelson, the owner of Norman Flooring Company. The company is looking for a large warehousing facility with an on-site office building in Houston, Texas.
2. You are not familiar with the industrial property market, but you want to have as much information as possible from the sales rep. In the end, this is a major investment for the company.
3. Your style of communication is directive.

## Your Needs

You have specific goals and needs that are related to the accomplishment of those goals. The salespeople calling on you in the role-play represent the commercial division of CBRE Group, Inc., a company that offers a variety of premium real estate services, both commercial and industrial. Headquartered in Los Angeles, California, the company has a network of more than 400 branch offices in 60 countries, with some 70,000 well-trained real estate professionals (excluding affiliate offices). The company currently enjoys almost $11 billion in revenue.

Your commercial real estate professional will attempt to find out your needs. You should reveal those needs when the salesperson asks the appropriate questions and not readily volunteer the information.

1. The facility must be Internet-ready.
2. The facility must have a large air-conditioned section to store special flooring materials.
3. Clear ceiling height must be at least 22 feet.
4. Concrete slabs and asphalt driveways.

**Objections to CBRE**

1. You are very concerned about the ability of the property broker to find the right facility within one month. In other words, time is of the utmost importance.
2. State that, “I have a meeting to go to in a couple of minutes. You can leave your information, and I’ll get back to you.”
3. You are soliciting information from three different brokers, and will not make a decision any time soon.
4. You have heard that CBRE is pricey.

## 5. *TexasMonthly*—Reality Buyer’s Guide Situation (See text page 380)

1. You are to assume the buyer role of Kim Pratt, the marketing director for Roger Linville Properties. Your company owns 12 upscale high-rise condo buildings in Houston and Galveston and is still expanding. Each of those properties has a sales manager and a marketing manager, who control promotions for their individual properties, but you are ultimately the one in control of the company's marketing and advertising strategy.
2. You have been married since shortly after you graduated from college, about 15 years ago, and you have two children. One of them is a Girl Scout, and you are actively involved in her troop's activities.
3. After college, you started out working at an advertising agency that specialized in real estate. A few years later, you moved to the client side of real estate promotion, and you started working with Roger Linville Properties six years ago. Since then, most of your work has dealt with free magazines, billboards, and some direct mail advertising.

## Your Needs

You have specific goals and needs that are related to the accomplishment of those goals. The salespeople calling on you in the role-play represent *TexasMonthly*, a magazine that covers politics, business, and culture, but focuses largely on leisure activities and events in Texas; it has a large real estate advertising section, as well as classified sections in which nearly all advertisers are Texas-based businesses appealing to a prospective buyer who is interested in connecting with Texas history and culture. Your salesperson’s product offers potential customers access to a large, loyal reader base all over Texas—mostly urban, well educated, and affluent.

Your advertising account executive salesperson will attempt to find out your needs. You should reveal those needs when the salesperson asks the appropriate questions and not readily volunteer the information.

1. The salesperson you are meeting with today was put in touch with you by a mutual friend, the mother of a girl in your daughter's Girl Scout troop. Although you don’t read it regularly, you're familiar with *TexasMonthly* magazine, so you know that it focuses on Texas events and leisure and is popular across the state.
2. You do have some concerns about using *TexasMonthly* to advertise your properties. For one thing, you’re not sure how effective magazine advertising is for you; you’ve arranged for new residents to be asked how they heard of Roger Linville Properties, and so far, the majority of them say that they first learned about your company through word of mouth. It’s possible that many of them have also seen your ads, but you can’t be sure since the free magazines you use are impossible to track. Because of this, you’re considering expanding your online advertising over your magazine advertising.
3. You’re also a little concerned about using regional advertising for a local company. All of Roger Linville’s buildings are in the Houston and Galveston areas, and all of your advertising has historically been local.

**Objections to *TexasMonthly* magazine**

**Possible objections:**

1. Expense; I have a rate card
2. Magazine is saturated with ads; no one will pick ours out from the crowd (response: we follow ASME guidelines: 40% editorial, 60% ads)
3. More interested in expanding online (or on TV, radio, etc.)
4. Salesperson is awfully young to be handling such a significant account (response: I have [blah] experience, and I'm supported by a great team, going all the way up to the founder and publisher)

**Benefits that *Texas Monthly* can offer:**

1. We know exactly who reads our magazines (unlike the free ones), and they’re exactly who you want; I have the “Downtown & Down Home” sheet and the “Money and Real Estate” sheet.
2. Readers spend 1.3 hours on the magazine; most magazine readers spend 45 minutes.
3. Magazine subscribers spend more time with magazines than people do with other media.
4. *TexasMonthly* will host parties/events at their properties; they bring in other *TexasMonthly* clients, many of whom could be potential clients for the properties.

**Hidden needs:**

1. Can’t track free magazines (can track *TexasMonthly*).
2. Some properties have had no trouble attracting residents, but others have struggled (individual properties can be profiled in the ads).

**6. PulteGroup—Reality Buyer’s Guide Situation (See Text Page 381)**

1. You are to assume the buyer role of Mary Bartone, 37 years old and a single mother with two small children, aged two and four years.
2. After the divorce from Tom, you and your kids moved into a 790 square foot, two-bedroom apartment close to Chicago’s Uptown area. You feel that the apartment is just too small and that the area is not perfect for raising children. Knowing that the apartment would only be an interim solution, you have been dreaming about a new home for quite a while now.
3. You are risk-averse. Consequently, you tend to try your best to get as much information as possible from a home sales agent. You are rather hesitant to make any immediate commitments.
4. Your style of communication is supportive.

## Your Needs

You have specific goals and needs that are related to the accomplishment of those goals. The PulteGroup real estate salesperson calling on you in the role-play offers a one-stop shopping experience for prospective customers, including help in finding, financing and closing their purchase with Pulte Mortgage. Being able to offer everything under one roof and walk the customer through each step of the entire home-buying process makes the home-buying experience very comfortable.

PulteGroup offers different product lines including homes for first-time home-buyers, move-up homes, and active adult communities. Your real estate professional will attempt to find out your needs. You should reveal those needs when the salesperson asks the appropriate questions and not readily volunteer the information.

1. You are looking for a house with at least 1,200 square feet and three bedrooms.
2. Like most parents with young children, you are very concerned about your children growing up in a safe environment with good daycare facilities for your children and schools in the neighborhood.
3. As a single mother who wants to raise her children in the new home, you are very much interested in the warranties that PulteGroup can offer as a builder.
4. You pay great attention to the warmth and feel of a home and having a large backyard for the children to play.
5. You have bank savings of approximately $60,000. Your annual income is currently around $55,000. Therefore, a solid financing solution that is comfortable with your budget is needed.
6. You are a true family person. Your parents and your younger sister Susan, who live in Indianapolis, come to visit you in Chicago quite frequently. Before signing a contract for a new home, you would always make sure to have your father’s blessings for that.
7. You are in two minds concerning the location of the house. On the one hand, you know that having more square footage, a large backyard, etc. would require you to move further out of the city. On the other hand, you do not want to move too far away from the Uptown area of Chicago where your office is located, and where Tom and many of your friends still live.

**Objections** **to** **PulteGroup**

1. Before you make any commitment toward signing a contract, you want to consult your financial advisor.
2. You mention that you have a friend who works as a real estate agent in the Chicago area. You also want to check what she has to offer.

**7. Salesforce.com CRM Software—Reality Buyer’s Guide Situation (See Text Page 383)**

1. You are to assume the buyer role of Jesse Golden, the marketing director at Rename Clothing Company in Garden Grove, California. The company is expanding at a fast pace not only in the United States but also in Latin America markets.
2. You have an MBA degree, with a concentration on supply chain management.
3. Your Spanish is at an intermediate level.
4. Competition in the clothing industry is cutthroat, and customer information is critical. You are very concerned with customer data management.
5. Your style of communication is directive.

## Your Needs

You have specific goals and needs that are related to the accomplishment of those goals. The Salesforce.com salespeople calling on you in the role-plays represents the world leader in on-demand customer relationship management (CRM) services and offers solutions that are customized to specific customer needs, such as creating different interfaces for different departments and work groups, Your salesperson will attempt to find out your needs. You should reveal those needs when the salesperson asks the appropriate questions and not readily volunteer the information.

1. Since this is the first time Rename buys a CRM system, it does not want to invest too much money upfront.
2. The company needs to have an interface in Spanish for its Spanish-speaking market, with English translation so that U.S. managers can access and evaluate on a daily basis.
3. The company prefers an installed database rather than a cloud CRM solution. The installed database is preferred unless the company is convinced that the Cloud option is more beneficial.
4. The CRM solution needs to have a fairly standardized format, but at the same time offers ample flexibility that allows salespeople to input data specific to their customers.
5. The solution must be able to allow for shipment tracking.
6. Training how to use the CRM technology must be offered free of charge.

**Objections to Salesforce.com**

1. You are very concerned about the ability of the Salesforce.com to create a solution that can accommodate the complexity of your business.
2. You say you are not in the position to disclose any information about the review of the CRM services company you will be selecting.
3. State that you have been approached by a very large CRM services company that is willing to offer very good contractual terms, including payment term and training, for you. Therefore, you will not be considering any other CRM service providers.
4. State that you’re concerned about putting your customer database on Salesforce.com rather than an in-house database.
5. State that you’re shopping around for the best rate and services.

**8. Hilti USA Corporation—Reality Buyer’s Guide Situation (See Text Page 385)**

1. You are to assume the buyer role of Casey Smith, procurement manager for Ellis Exhibition Inc. You are planning to cut down on costs that the company has been spending on installation accessories.
2. You always take the time to think carefully before making any decisions.
3. You have sole authority on choosing which vendor to use, but you tend to refer it to senior managers.
4. Your style of communication is reflective.

**Your Needs**

You have specific goals and needs that are related to the accomplishment of those goals. The Hilti sales professional calling on you provides a wide variety of high-end products such as measuring systems, drilling and demolition, installation systems, foam systems, and screw-fastening systems, the company also offers its customers customized training programs and consulting services. Your salesperson in the role-play will attempt to find out your needs. You should reveal those needs when the salesperson asks the appropriate questions and not readily volunteer the information.

1. The company is willing to pay more than $500,000 in the first year if the accessories can be reused.
2. The vendor must be able to ship the installation accessories at a one-week notice.
3. Shipping charges must be incorporated into the selling price.
4. All accessories must meet industry quality standards.
5. The accessories must be easily repainted.

**Objections to Hilti**

1. You are very concerned about the services you can get from Hilti. At the same time, you’re also concerned about product quality.
2. You do not think that Hilti has any expertise in providing installation accessories.
3. You do not think that Hilti provides product liability insurance.
4. You think the hassle of resolving product quality issues with Hilti might be too time-consuming should the installation systems crash due to accessories.
5. You have heard that HILTI is pricey.

**9. Ecolab, Inc.—Reality Buyer’s Guide Situation (See Text Page 386)**

1. You are to assume the buyer role of Francesco Manchini, the owner of Angelo’s restaurant, located in a trendy neighborhood north of Downtown Seattle.
2. You are not the kind of person that always takes the time to think carefully before making any decisions. By contrast, you can be characterized as a rather spontaneous, impatient, and impulsive person. You have an expressive personality style. You are talkative and very low on self-monitoring.
3. Your style of communication is emotive. You are a very emotional person and quick to get red-faced when someone angers you or slap them on the back when they please you. You are quick to tell someone that they are wrong, particularly salespeople, if you think they are giving you a load of garbage.

## Your Needs

You have specific goals and needs that are related to the accomplishment of those goals. The sales consultant calling on you in the role-plays represents Ecolab, the global leader in cleaning, sanitizing, food safety, and infection prevention products and services. Ecolab delivers comprehensive programs and services to foodservice, food and beverage processing, healthcare, and hospitality markets in more than 160 countries. Your sales professional serves the food service market, calling on restaurants, cafeterias, and so forth.

Your Ecolab salesperson will attempt to find out your needs. You should reveal those needs when asked the appropriate questions and not readily volunteer the information.

1. You realize that the bathroom hygiene part of Swisher is good but the decision to move them to the back of the house may not have been such a great idea (but you won’t admit that despite your general openness and your expressive personality style). Even though there are some problems, switching to Ecolab would be an admission of your mistake to go with Swisher.
2. As you cannot afford downtime, Ecolab must be able to make the necessary installations seamlessly and at short notice.
3. You are very proud of how all your properties have done. They have all witnessed substantial growth, and you are hoping to open three to seven more properties over the next five years, including a very high-end steakhouse that you have your eye on managing. When growing to several more restaurants, you would like to keep your suppliers similar across all properties. Your supplier should be able to grow with you.
4. Low prices are not your major concern. Your top priorities are high quality, reliability as well as prompt and excellent service.

**Objections to Ecolab**

The following four objections are mentioned in the role-play scenario outlined in Appendix 1 of the textbook:

1. We used Ecolab at one of our other properties a few years back. The service was terrible.
2. I am sure that if I sign-up with Ecolab, you will forget about me once I commit to the change. What guarantees do I have with you that you will be there when I need you?
3. I heard that Ecolab uses more soap than necessary to inflate their sales and rip-off the customer.
4. We cannot afford downtime. I am sure that switching over to Ecolab would put the kitchen out of commission for too long. We can’t afford to be shut our kitchen down to make the change to Ecolab.

Instead of bringing up the objections mentioned above, you may consider raising the following objections that the salesperson will not be readily prepared for:

1. It is close to 10:00 AM and I need to get ready for our lunch crowd, which I would assume you realize. You can leave your information, and I’ll get back to you.
2. I worked with an Ecolab rep a few years back—I mean, several Ecolab reps. They changed every year, and I had to always bring the new rep up-to-speed. Who realigns their sales force every year anyhow?
3. I spoke to several other restaurant managers, and they said that the Ecolab equipment is always breaking down and the turn-around time to get it repaired is way too long.

**10. Marriott International—Reality Buyer’s Guide Situation (See Text Page 388)**

1. You are to assume the buyer role of Sam Scott, personal secretary to Mr. Hiroshi Watanabe, owner of a high-end tailor chain store in California. Mr. Watanabe has asked you to make the necessary arrangements for his silver wedding anniversary.
2. You’ve been working for Mr. Watanabe for 10 years, and know his family very well.
3. You can make the decision right on the spot on behalf of Mr. Watanabe.
4. Your style of communication is emotive.

## Your Needs

The Marriott Account Executive calling on you in this role-play offers outstanding services for meetings and events. From weddings to corporate meetings, Marriott’s clients know that they are always in good hands. Founded in 1927 by J. Willard and Alice S. Marriott, Marriott has grown from a root beer stand to a multinational company with more than 3,000 lodging properties located in some 70 countries around the world.

You have specific goals and needs that are related to the accomplishment of those goals. You should reveal those needs when your convention center salesperson asks the appropriate questions and not readily volunteer the information.

1. Costs are not a concern.
2. There should be audiovisual equipment to tell the audience about the couple’s happy marriage.
3. A small fashion show of Mrs. Watanabe’s designs is not out of the question.
4. Live Japanese classical music band is a must.
5. The menu has to feature Japanese delicacies, with a couple of authentic Japanese dishes.
6. Creativity is your main criteria for selecting the anniversary planner for Mr. Watanabe.

**Objections to Marriott**

1. You are very concerned that Marriott does not understand Japanese culture well enough to pull the event off.
2. You do not think that Marriott has any expertise in Japanese cuisine.
3. You think the options the sales rep offers are too limited and dull regarding creativity.
4. You think the whole package offered is not worth the cost compared to the competitor.
5. State that you will have to ask Mr. Watanabe for his decision.

**11. Sewell Automotive—Reality Buyer’s Guide Situation (See Text Page 390)**

1. You are to assume the buyer role of Breanna Wright, a freshly minted M.B.A. You are an Austin-based new finance professional looking to upgrade to her first luxury car. While you are looking to buy a luxury car, you are also planning to reduce your overall monthly expenses.
2. Your choice of product is driven by your admiration for your boyfriend Marc Jensen’s lifestyle. Marc owns a Mercedes-AMG SL63 Roadster.
3. You are open to solution based selling practiced at Sewell Auto. And since you are a young customer you would like to leverage your lifetime value as a customer.
4. Your style of communication is emotive.

## Your Needs

You have specific goals and needs that are related to the accomplishment of those goals.

The Sewell Automotive sales professional calling on you provides a solution selling approach targeted at a range of Audi products in an environment of high-performance delivered at high standards of service. You are looking for better quality and higher level of performance delivered by Audi’s *Vorsprung durch Technik*, loosely translated as ‘Advancement through Technology.’ Your salesperson in the role-plays will attempt to find out your needs. You should reveal those needs when the salesperson asks the appropriate questions and not readily volunteer the information.

1. You currently drive a 1.8 T Volkswagen Jetta, so you appreciate German engineering.
2. You are open to swapping your Jetta’s lease with Audi.
3. You may be attracted by a more powerful 2.0 TFSI 220-hp engines as in the Audi A4.

**Objections to Sewell Auto**

1. You worry whether an Audi A4 is a good enough buy to satisfy your desire for a luxury product. You are also concerned about A4’s brand image.
2. While the more powerful 2.0 TFSI 220-hp engine can be a draw, you are also concerned about the impact on the environment.
3. You believe that other features such as multiple airbags, eight-speed Tiptronic transmission, and rearview camera among others are not unique to the Audi A4. You are still looking for new and innovative options.
4. You perceive the monthly lease payment as too high, and ask for a 15 percent discount.

**12. Pharma Supply—Reality Buyer’s Guide Situation (See Text Page 392)**

1. You are to assume the role of Payton Diaz. You have been recently hired at Family Health Services Clinic, a downtown clinic serving lower-to-lower-middle income patients.
2. As the clinic manager, your main responsibilities include supervising the clinic, developing and evaluating personnel, and monitoring the provision of quality services. You also act as the key point of contact for the clinic, manage the clinic budget, staff scheduling, and ensures that the marketing programs are properly implemented. A major part of your job is to establish and maintain effective working relationships with vendors, employees, other managers, and physicians.
3. Although you have been working in this industry for a long time, you are not very familiar with the antidepressant drug category.
4. Although generic drugs will fit the low-income profile of patients your clinic serves, you are likely to adopt a defensive buying strategy (i.e., taking steps to minimize threats and being very process oriented rather than maximizing gains and being results-oriented). This is because (1) the clinic has a very good relationship with a branded supplier in the antidepressant category, (2) you are new to the clinic and do not want to take the risks, and (3) drug efficacy is also an important criterion in your buying decision, and the efficacy of the branded drug has been recognized in clinical research as well as actual use.
5. Your style of communication is supportive (see Chapter 5). You always seem quiet and polite.

**Your Needs**

The pharmaceutical sale representative in this role-play represents Pharma Supply, a respected pharmaceutical wholesaler that sells medical supplies and drugs to medical clinics, hospitals, other healthcare institutions, and to retail pharmacies, which include many small independent retail pharmacies, large pharmacy chains, and pharmacies that are part of large retail operations such as Walmart, Costco, or various supermarket chains. Pharma Supply has recently signed an agreement to represent a generic-drug manufacturer. Your Pharma Supply sales consultant will be introducing a new generic antidepressant drug, fluoxetine. Competing branded drugs include Ely Lilly.

You have specific goals and needs that are related to the accomplishment of those goals. You should reveal those needs when your pharmaceutical salesperson asks the appropriate questions and not readily volunteer the information.

1. As the clinic manager, you always try to provide patients with outstanding services at affordable costs and expenses. Although patients pay for the prescriptions, switching to a generic alternative from a branded drug is one way to achieve this goal, as patients normally observe doctor’s prescription.
2. Antidepressant drugs are among some of the most frequently prescribed drugs at your clinic, but you are not willing to share this information with vendors unless you think you can leverage that information in an ethical manner.
3. You are interested in learning about the side effects of the new drug in comparison with existing alternatives. If there is no improvement, you will not arrange the meeting. You are also interested in learning about the possible interaction between this drug and other drugs that are normally prescribed for patients with depression or dysthymia (such as mood stabilizers).
4. Encouraging your doctors to learn about new drugs (indications, side effects, possible interactions, and dosage) has always been a challenge.
5. Although scheduling a meeting with the other clinical staff is within your authority, you are reluctant to do so until you are convinced such a meeting will be beneficial.

**Objections to Pharma Supply**

1. You are very concerned about the efficacy of the generic drug that Pharma Supply represents as it is too new to the market.
2. You say you are not the decision maker in this buying process.
3. You say your clinic is too busy this month to schedule any additional meeting.
4. You say this is not a priority on your agenda as the new clinic manager.
5. State that you have scheduled a meeting with another company, which is also launching a generic drug in the antidepressant category.

**TRADITIONAL ROLE-PLAY EXERCISES AND FORMS**

All materials for this strategy are presented in this section of the Instructor’s Manual on pages 236-249.)

The first method in this section focuses on role-plays that emphasize consultative selling skills. Detailed instructions and evaluation forms are provided for instructors who would like to use consultative selling role-plays that focus on need-satisfaction selling.

The second method has students select a product they want to sell early in the course, prepare a written sales manual, and make a formal single-call sales presentation near the end of the course. A complete set of instructions, outline for the written manual, and evaluation forms are provided.

The third method presented in this section involves students making several abbreviated “mini” role-plays that focus on developing skills related to each of the six steps of a sales presentation (Chapters 10–15). Instructions and evaluation forms are provided.

## Part 4 Role-plays at the end of each part. This section includes role-play instructions written at the end of each of the first five parts of the text. Detailed instructions are provided in your textbook and on page 250 of this manual.

Role-playing has become increasingly popular as a teaching method in personal selling courses. It is one of the few ways in which a student can practice the complicated skills needed to achieve success in real-world selling situations. Role-playing can be defined as the acting out of a situation or an incident.

**Instructions for the**

**Consultative Style Selling Role-Play**

A salesperson using the consultative selling approach will usually have the product mix needed to custom fit products to meet customer needs. The sales sequence is used to discover needs; custom fit the product, and makes presentations. In many cases, the sales cycle consists of a multi-call presentation where needs are discovered during the first call; the product solution is developed, and a second call is made to make the presentation. Several constraints exist when consultative-style selling is role-played in the classroom. First, students do not normally have the resources available to bring a product mix to class to custom fit a solution. Instead, in a typical classroom role-play, the student will bring in one or two products. Second, many role-plays attempt to complete the entire sales cycle in one call in the classroom. In role-playing the consultative sale, you must be certain that every student has the appropriate product mix or structure a multicall scenario that allows students to find needs first and then select a product.

A solution to the constraints caused by the classroom is to structure one role-play that focuses on the discovery of needs and buying motives, and a second one that focuses on the sales presentation. (This approach is common in selling today.)

**Guidelines for Two-Phase Role-Playing**

1. Have half of the class act as a salesperson and the other half act as the customer.
2. Describe the salesperson’s role privately (possibly in the hallway) to the salespeople and describe the customer’s role privately (possibly in the classroom) to the customers. Provide student salespeople with one of the suggested need discovery role-playing scenarios.
3. The student salesperson should prepare written general and specific survey questions (using the Need Discovery Worksheet) to find needs and buying motives you have assigned the customers. The salesperson should use confirmation questions to acknowledge the understanding of each of the needs and buying motives given to the customer.
4. When the student salesperson has discovered the buyer’s needs and buying motives, he/she should use the summary-confirmation question that acknowledges a complete understanding of the customer’s problem.
5. All students will start their role-play at the same time, with the same information given to both the salesperson and the customer.
6. After the first role-play, student roles should be reversed. Students who assumed the role of a customer will now become the salesperson. Provide these students with a new product from the selection of role-playing scenarios.
7. After all class members have assumed the role of the salesperson and completed the role-play, instruct the students to prepare a brief written description of the second call. This report should describe how the student plans to “custom fit” a solution that will meet the customer’s needs. The student should describe the products and/or services that will be recommended during the second sales call. This assignment will prepare the student for the second role-play.

**Note:** At the conclusion of the first role-play, encourage class discussion that focuses on the following questions: (a) How do questions help discover customer needs? (b) Is it important to use confirmation questions to achieve a clear understanding between the salesperson and the customer? (c) Does the relationship build as more questions are asked and answers are given? (d) How close will the salesperson be to making the sale if they have done a good job of discovering the needs and can custom fit a product to meet the needs? (e) Is asking the questions and discovering the needs an enjoyable part of selling? (f) Is nonverbal communication important in discovering needs?

1. Schedule the second role-play, which gives the students the opportunity to present features and benefits of the product. During this role-play, the student should be prepared to demonstrate the product, negotiate sales resistance, attempt one or more closes, and service the sale.
2. These two role-playing situations will provide students with an opportunity to apply skills learning in Chapters 10 and 11**. To assess student performance throughout both role-plays, consider using Form 10, Form 11a, and Form 11b, which are included in this section.**

**Suggested Role-Playing Scenarios**

1. The selling situation, which takes place in a customer’s office, involves a need for hotel/motel convention services. The salesperson’s directions include: (1) customer wants to schedule a business meeting in a full-service hotel/motel convention facility owned by your employer, the Marriott. The customer instructions include: (1) customer wants facilities (a) for a sales meeting for his sales staff; (b) for 40 salespersons; (c) from 6 to 9 PM on the first Thursday of next month; (d) with a banquet-style meal of baked chicken; and (e) with 10 guest rooms for out-of-town salespeople coming in for the meeting.
2. The selling situation, which takes place in the home improvement department of a Sears store that carries windows, doors, roofing, fencing, and insulation involves the customer coming into the store. The salesperson’s directions include: (1) customer wants to improve his/her home with one of the five products you carry. The customer directions include: (1) customer wants a chain-link fence for (a) swimming pool already being installed, (b) needs a six-foot fence for local building codes, (c) wants installation included, (d) wants two gates for entry and exit, and (e) wants slats for privacy.
3. The selling situation, which takes place in the customer’s, office involves the need for office furniture. The salesperson sells file cabinets, desks, chairs, conference tables, and room dividers. Salesperson directions include: (1) customer wants to buy one of the above products for his/her office. Customer directions include: (1) customer wants office furniture as follows: (a) four file cabinets, (b) because business is increasing, (c) tan colored to match office colors, (d) traditional four-drawer design, and (e) within a budget of $800.
4. The selling situation, which takes place in a retail home improvement store involves a customer’s purchase of one of the following five products: carpet, wallpaper, paint, kitchen cabinets, or floor tile. Salesperson’s directions include: (1) customer wants to buy one of the above products for his/her home. Customer directions include: (1) customer wants to redecorate home, his/her directions include: (a) with new wallpaper in living room, (b) for a child’s graduation party, (c) wants installation included, (d) within a budget of $300, and (e) to go with dark green curtains.

**Instructions for Single-Call Role-Play**

Many instructors who teach personal selling use a single-call role-play. In a typical situation, the student, or team of students, brings to class the product they plan to sell. The student or team develops a sales presentation outside of class and presents it to another class member or someone else selected to assume the role of customer.

**Guidelines for Single-Call Role-Play**

1. The student salesperson should select a product that costs $100 or more. They should also bring to class sales tools such as those described in Chapter 12.
2. If the student is selling a service, then sales tools such as a portfolio, photos, graphs, and charts are of critical importance.
3. When creating the sales presentation, the student should use the Six-Step Presentation Plan as a guide.
4. **To assess the complete sales presentation, use Form A (to be returned to the student) and Form B found in this section. Be sure that students have the opportunity to see these forms before they begin planning their sales presentation.**

**Instructions for Role-Playing**

**the Six Steps of the Sales Presentation**

The Six-Step Presentation Plan presented in the text includes: approaching; creating the consultative sales presentation; conducting the sales demonstration; negotiating sales resistance; closing the sale; and servicing the sale. You may want selected students, or every member of class, to role-play each of these six elements.

**Guidelines for Role-Playing Elements of the**

**Total Sales Presentation**

1. You may select one or two students to role-play a specific step such as creating the consultative sales presentation. Other members of the class should be encouraged to observe the role-play and engage in class discussion after the role-play
2. When time permits, try to give every class member the opportunity to role-play each element of the total sales presentation.
3. Use the appropriate role-play assessment form to evaluate the student’s performance. **For example, Form 12 should be used to assess the role-play that focuses on negotiation of sales resistance.**
4. It is suggested that students become involved in several different role-playing situations. The rating sheets that follow can be used to assess the various role-play situations and provide the students with feedback. A brief description of each rating sheet follows. **Role-Playing Forms 10 to 15 may be used with Chapters 10 through 15. Each form contains a short outline of the important concepts presented in the chapter. Following the outline is an evaluation form that can be used to rate a student’s role-playing performance on concepts presented in the chapter.**

**Additional Tips on Role-Playing**

1. Provide the student presenters with feedback of their performance by giving them completed evaluations immediately following their role-playing performance.
2. Have each group select the top presentation and recognize that student in front of the class with a “High-Performance Salesperson Award.”
3. Use a videotape recorder to record as many presentations as time permits. To conserve time, have students check their taped presentation out of the library or media center and prepare a written self-evaluation. If time permits, play the tapes back in class for class evaluations.
4. Have students prepare a written sales manual (see Part 3) to preplan their sales presentation.
5. Suggest students select products they have knowledge of or can get; that they bring a sales tool and/or the product itself to class; that they select a company that sells the product as their employer; and that they create as realistic a selling environment as possible.
6. If resources permit, invite businesspeople to you school and have them serve as customers in the role-playing situation. Also have them fill out evaluations and act as sales managers—coaching your students on how to become high-performing salespeople.

**Form 10**

ROLE-PLAYING THE APPROACH (CHAPTER 10)

Clues to look for in the approach:

* 1. Was well prepared with preapproach information.
  2. Made good social contact.
     1. Projected confidence, creativity, and caring.
     2. Developed favorable conversation.
        + 1. Commented on here and now observations
          2. Complimented—sincerely.
          3. Searched for mutual acquaintances or interests.
  3. Made good business contact using:
  4. Demonstrating approach.
  5. Question approach.
  6. Survey approach.
  7. Benefit approach.
  8. Referral approach.
  9. Combination approach.
  10. Premium approach.
  11. Established a good relationship.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EVALUATION | Individual Evaluated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | Evaluator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| 1. Well prepared with preapproach information. | | 10–9 | 8 | 6 | 4 | 2 |
| 1. Made good social contact. | | 10–9 | 8 | 6 | 4 | 2 |
| 1. Developed a good relationship. | | 10–9 | 8 | 6 | 4 | 2 |
| 1. Used a strong approach. | | 10–9 | 8 | 6 | 4 | 2 |
| 1. Converted initial attention into interest in proposal. | | 10–9 | 8 | 6 | 4 | 2 |
| 1. Projected confidence in self and product, service, or idea. | | 10–9 | 8 | 6 | 4 | 2 |
|  | Total Points \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |

**Form 11a**

ROLE-PLAYING THE NEED DISCOVERY PART

OF THE CONSULTATIVE PRESENTATION

Clues to look for in the presentation:

* + - 1. Asked effective questions.

1. Survey to find need.
2. Probing and Need-Satisfaction to discover Pain and Pleasure.
3. Confirmation for acknowledgement.
   * + 1. Actively listened and clearly understood customers need and buying motives.
4. Took notes for more accuracy.
5. Used acknowledgement and received feedback from customer.

C. Established customer needs and buying motives.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EVALUATION | Individual Evaluated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | Evaluator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| 1. Asked effective survey questions. | | 10 | 8 | 6 | 4 | 2 |
| 1. Asked effective probing and need-satisfaction questions. | | 10 | 8 | 6 | 4 | 2 |
| 1. Used clearly stated confirmation questions. | | 10 | 8 | 6 | 4 | 2 |
| 1. Demonstrated active listening skills. | | 10 | 8 | 6 | 4 | 2 |
| 1. Demonstrated clear understanding of customer needs and motives. | | 10 | 8 | 6 | 4 | 2 |
| 1. Summarized customer needs and buying motives. | | 10 | 8 | 6 | 4 | 2 |
|  | Total Points \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |

**Form 11b**

ROLE-PLAYING THE PRESENTATION PART

OF THE CONSULTATIVE PRESENTATION

Clues to look for in the presentation (it is assumed this presentation is the second meeting in a two-call presentation. The product and buying motives were discussed in the first call, and this presentation starts out by confirming those needs and motives):

* 1. Reestablished customer product needs and buying motives.

Used confirmation questions to acknowledge previously discovered product need and buying motives.

* 1. Selected correct problem solution.

Recommended product features and benefits that matched customer needs and buying motives.

* 1. Used appropriate presentation strategy (i.e., informative, persuasive, or reminder).
  2. Used demonstration supply convincing proof of product features and benefits.
  3. Was prepared for dynamic nature of customer responses during presentation.
  4. Presentation was concise and to the point.
  5. Summarized major points.
  6. Communicated effective product strategy.
  7. Presentation focused on customer needs.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EVALUATION | Individual Evaluated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | Evaluator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| 1. Used confirmation question to confirm customer’s needs/buyer motives. | | 10 | 8 | 6 | 4 | 2 |
| 1. Matched features and benefits to needs/buying motives. | | 10 | 8 | 6 | 4 | 2 |
| 1. Used proof devices. | | 10 | 8 | 6 | 4 | 2 |
| 1. Reviewed major selling points. | | 10 | 8 | 6 | 4 | 2 |
| 1. Checked for customer’s understanding. | | 10 | 8 | 6 | 4 | 2 |
| 1. Was prepared to respond to dynamic customer needs. | | 10 | 8 | 6 | 4 | 2 |
| 1. Communicated effective product strategy. | | 10 | 8 | 6 | 4 | 2 |
| 1. Presentation focused on customer needs. | | 10 | 8 | 6 | 4 | 2 |

**Form A**

ROLE-PLAYING THE COMPLETE PRESENTATION

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Salesperson’s Name | Product | | | | | |
|  | | (Circle the appropriate number) | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| Established good social and business contact. | | 10 | 8 | 6 | 4 | 2 |
| Determined or confirmed the prospects needs. | | 10 | 8 | 6 | 4 | 2 |
| Selected the product effectively. | | 10 | 8 | 6 | 4 | 2 |
| Effective presentation of the appropriate sales strategy. | | 10 | 8 | 6 | 4 | 2 |
| Demonstrated the product and/or sales tool effectively. | | 10 | 8 | 6 | 4 | 2 |
| Negotiated sales resistance effectively. | | 10 | 8 | 6 | 4 | 2 |
| Closed the sale effectively. | | 10 | 8 | 6 | 4 | 2 |
| Serviced the sale effectively. | | 10 | 8 | 6 | 4 | 2 |
| Salesperson established foundation for a long-term relationship. | | 10 | 8 | 6 | 4 | 2 |
| Presentation focused on customer needs. | | 10 | 8 | 6 | 4 | 2 |
| (Write comments on back of form.) | Total Points \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Salesperson’s Name | Product | | | | | |
|  | | (Circle the appropriate number) | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| Established good social and business contact. | | 10 | 8 | 6 | 4 | 2 |
| Determined or confirmed the prospects needs. | | 10 | 8 | 6 | 4 | 2 |
| Selected the product effectively. | | 10 | 8 | 6 | 4 | 2 |
| Effective presentation of the appropriate sales strategy. | | 10 | 8 | 6 | 4 | 2 |
| Demonstrated the product and/or sales tool effectively. | | 10 | 8 | 6 | 4 | 2 |
| Negotiated sales resistance effectively. | | 10 | 8 | 6 | 4 | 2 |
| Closed the sale effectively. | | 10 | 8 | 6 | 4 | 2 |
| Serviced the sale effectively. | | 10 | 8 | 6 | 4 | 2 |
| Salesperson established foundation for a long-term relationship. | | 10 | 8 | 6 | 4 | 2 |
| Presentation focused on customer needs. | | 10 | 8 | 6 | 4 | 2 |
| (Write comments on back of form.) | Total Points \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |

Form A

ROLE-PLAYING THE COMPLETE PRESENTATION

(Continued)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Salesperson’s Name | Product | | | | | |
|  | | (Circle the appropriate number) | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| Established good social and business contact. | | 10 | 8 | 6 | 4 | 2 |
| Determined or confirmed the prospects needs. | | 10 | 8 | 6 | 4 | 2 |
| Selected the product effectively. | | 10 | 8 | 6 | 4 | 2 |
| Effective presentation of the appropriate sales strategy. | | 10 | 8 | 6 | 4 | 2 |
| Demonstrated the product and/or sales tool effectively. | | 10 | 8 | 6 | 4 | 2 |
| Negotiated sales resistance effectively. | | 10 | 8 | 6 | 4 | 2 |
| Closed the sale effectively. | | 10 | 8 | 6 | 4 | 2 |
| Serviced the sale effectively. | | 10 | 8 | 6 | 4 | 2 |
| Salesperson established foundation for a long-term relationship. | | 10 | 8 | 6 | 4 | 2 |
| Presentation focused on customer needs. | | 10 | 8 | 6 | 4 | 2 |
| (Write comments on back of form.) | Total Points \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |

**Form B**

ROLE-PLAYING THE COMPLETE PRESENTATION

#### NAME \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ DATE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Salesperson: | | GRADING SCALE | | | | | WRITE IN APPROPRIATE POINT VALUE | | | | | | | | | | | |
| EXCELLENT | GOOD | AVERAGE | FAIR | POOR | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1. Established good social and business contact. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Determined or confirmed the prospect’s needs. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Selected the product effectively. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Effectively presented appropriate strategy. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Demonstrated the product and/or used sales tools effectively. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Negotiated sales resistance effectively. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Closed the sale effectively. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Serviced the sale effectively. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Salesperson built a strong relationship. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| 1. Presentation focused on customer needs. | | 10 | 8 | 6 | 4 | 2 |  |  |  |  |  |  |  |  |  |  |  |  |
| Total points | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Salesperson’s Name: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

**Form 12**

ROLE-PLAYING THE DEMONSTRATION (Chapter 12)

Clues to look for in the demonstration:

Demonstrated features that are of interest to the prospect.

Balanced showing and telling.

Appealed to as many senses as possible.

* 1. Touch.
  2. Hearing.
  3. Sight.
  4. Smell.
  5. Taste.

Used showmanship.

Asked confirmation questions to get a commitment from the prospect.

Used sales tools.

* 1. Product.
  2. Models.
  3. Photos.
  4. Illustrations.
  5. Graphs.
  6. Substantiated product claims with convincing proof.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EVALUATION | Individual Evaluated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | Evaluator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| 1. Demonstrated focus on customer needs. | | 10 | 8 | 6 | 4 | 2 |
| 1. Appealed to the senses. | | 10 | 8 | 6 | 4 | 2 |
| 1. Converted features to benefits. | | 10 | 8 | 6 | 4 | 2 |
| 1. Balanced telling and showing. | | 10 | 8 | 6 | 4 | 2 |
| 1. Got prospect involved. | | 10 | 8 | 6 | 4 | 2 |
| 1. Demonstration provided convincing proof. | | 10 | 8 | 6 | 4 | 2 |
| 1. Used two or more sales tools. | | 10 | 8 | 6 | 4 | 2 |

**Form 13**

ROLE-PLAYING THE NEGOTIATION OF SALES RESISTANCE (Chapter 13)

Clues to look for in negotiating sales resistance:

* + 1. Anticipation of resistance
    2. Remained calm—didn’t argue.
    3. Used one of the following techniques:
  1. Indirect denial.
  2. Direct denial.
  3. Superior benefit.
  4. Demonstration.
  5. Question.
  6. Third party.
  7. Trial offer.
  8. Postpone.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EVALUATION | Individual Evaluated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | Evaluator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| 1. Maintained strong relationship with customer. | | 10 | 8 | 6 | 4 | 2 |
| 1. Remained calm/did not argue. | | 10 | 8 | 6 | 4 | 2 |
| 1. Negotiated price concern effectively. | | 10 | 8 | 6 | 4 | 2 |
| 1. Negotiated need concern effectively. | | 10 | 8 | 6 | 4 | 2 |
| 1. Negotiated time concern effectively. | | 10 | 8 | 6 | 4 | 2 |
| 1. Attempted to close after each concern was negotiated. | | 10 | 8 | 6 | 4 | 2 |
|  | Total Points \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |

**Form 14**

ROLE-PLAYING CLOSING AND CONFIRMING THE SALE (Chapter 14)

Clues to look for in closing the sale:

* + 1. Focused on prospect’s needs.
    2. Avoided surprises.
    3. Kept prospect involved.
    4. Maintained confidence.
    5. Asked for order more than once.
    6. Recognized closing clues
  1. Nonverbal—examines product.
  2. Verbal.
     + - 1. Asks questions.
         2. Recognizes product feature or benefits.
         3. Discusses requirements.
     1. Selected appropriate closing methods.
  3. Trial close.
  4. Summary of benefits close.
  5. Assumption close.
  6. Special concession close.
  7. Multiple options close.
  8. Direct appeal close.
  9. Balance sheet close.
  10. Management close.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EVALUATION | Individual Evaluated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | Evaluator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| 1. Maintained rapport. | | 10 | 8 | 6 | 4 | 2 |
| 1. Recognized closing clues. | | 10 | 8 | 6 | 4 | 2 |
| 1. Used trial close. | | 10 | 8 | 6 | 4 | 2 |
| 1. Chose correct closing. | | 10 | 8 | 6 | 4 | 2 |
| 1. Focused on prospect’s greatest interest. | | 10 | 8 | 6 | 4 | 2 |
| 1. Used two or more closing methods. | | 10 | 8 | 6 | 4 | 2 |

**Form 15**

ROLE-PLAYING THE SERVICING OF A SALE (Chapter 15)

Clues to look for in servicing the sale:

1. Use of expansion selling.
2. Related items.
3. New items.
4. Larger quantity.
5. Better quality.
6. To add value to original purchase.
7. Followed through on promises and obligations.
8. Credit arrangement.
9. Explained warranty and/or service contract.
10. Assisted with arrangement for delivery and installation.
11. Followed up to ensure customer satisfaction—assured customer of making a good buying decision and expressed appreciate for the purchase.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| EVALUATION | Individual Evaluated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | Evaluator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |
|  | | Excellent | Good | Average | Fair | Poor |
| 1. Moved smoothly from close to postsale activities. | | 10 | 8 | 6 | 4 | 2 |
| 1. Added value to original purchase with expansion selling. | | 10 | 8 | 6 | 4 | 2 |
| 1. Effectively presented item suggested. | | 10 | 8 | 6 | 4 | 2 |
| 1. Offered follow through assistance. | | 10 | 8 | 6 | 4 | 2 |
| 1. Provided positive reinforcement for original purchase. | | 10 | 8 | 6 | 4 | 2 |
| 1. Expressed appreciation for purchase and built a relationship that will result in repeat sales and/or referrals. | | 10 | 8 | 6 | 4 | 2 |
|  | Total Points \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | |

**ROLE-PLAYS AT THE END OF EACH PART**

These role-plays are designed to reinforce the key concepts in each of the first five parts of the text. Each role-play activity helps the student experience certain feelings and practice certain skills. All of the Part role-plays feature a “user friendly” format that greatly increases the comfort level of everyone involved in the role-play. A brief introduction to each part role-play follows:

**Part I: Developing a Personal Selling Philosophy**

A major goal of this role-play is to give students an opportunity to preplan four strategic steps in the Strategic/Consultative Selling Model. Each strategic area is briefly described in Chapter 1. To acquire product information related to Dell notebook computers, students should visit [www.dell4me.com](http://www.dell4me.com).

**Part II: Developing a Relationship Strategy**

Prior to the role-play, students need to carefully review the case problem at the end of Chapter 5. Also, students should study the information presented in this chapter. Without careful preparation, students will have difficulty playing the role they have been assigned.

**Part III Developing a Product Strategy**

Product strategy is the major theme of this role-play exercise. This strategy emphasizes becoming a product expert, selling specific benefits, and configuring value-added solutions. Prior to the role-play, students should review the material in Chapters 6 and 7, and pay special attention to Figure 7.1.

**Part IV: Developing a Customer Strategy**

The customer strategy involves understanding the buying process, understanding buyer behavior, and developing a prospect base. To assume the role of Jamie Julian, students must become familiar with the services offered by the Park Shore International, described in Appendix 3. Students must also read Employment Memorandum 1 in Appendix 3. Preparation for the first visit to Shannon Fordham’s office requires some thinking about what may take place during future calls. A careful review of Figure 7.1 and Figure 8.3 will help students prepare for this challenging role-play.

**Part V: Developing a Presentation Strategy**

This role-play is a continuation of the Part IV role-play exercise. Jamie Julian, a salesperson representing the Park Shore International, is preparing for a second call on Shannon Fordham, an important prospect. Developing a presentation strategy involves preparing sales call objectives, developing a presentation plan, and providing outstanding service. Using information collected during the first sales call, Julian must plan a presentation that will involve the first three steps of the six-step presentation plan (see Figure 15.1). The presentation should begin with appropriate survey, probing, and confirmation questions described in Chapter 11. The new video series, “Questions, Questions, Questions” supports this role-play.

# TEST BANK

# REALITY SELLING TODAY VIDEO SERIES

**CHAPTER 1, ALEX HOMER/*TOM JAMES COMPANY* REALITY SELLING VIDEO**

1. How long will it take to make Jill’s suit?
   1. She didn't place an order
   2. 6 months
   3. **6 weeks**
   4. 6 years
2. In the Alex Homer video how long did Jill know Rick Britebill?
   1. They had never met
   2. He was her childhood friend
   3. They had dated for 5 years
   4. **They knew each other for 10 years**
3. What is most important to Jill when she shops?
   1. She doesn’t shop
   2. She didn’t mention any factors
   3. **Fit and Quality**
   4. Unfitted and Cheap clothes
4. Which company did Alex Homer work for?
   1. Tommy Hilfiger
   2. **Tom James Clothing Company**
   3. Tommy Jones Clothing Company
   4. Timmy James Clothing Company
5. How does Jill describe her shopping experience?
   1. **It’s a chore for her**
   2. She isn’t too bothered by it
   3. She really likes shopping
   4. She loves shopping and is very enthusiastic about it

**CHAPTER 2, Independent Consultant (TWFG)—Reality Buyer’s Guide Situation**

1. Ryan Guillory is
   1. Independent Consultant
   2. Branch owner of TWFG
   3. **Both a and b**
   4. None of the above
2. How many retail branches does The Woodlands Financial Group have?
   1. 3000
   2. **300**
   3. 360
   4. 3600
3. Guillory represents about \_\_ different personal and commercial lines insurance carriers?
   1. 90
   2. 200
   3. 100
   4. **75**
4. John Brewer is a Houston-based\_\_
   1. professor
   2. **doctor**
   3. police officer
   4. fleet owner
5. The Brewers currently purchase insurance from
   1. **Harris Insurance for home insurance and Sasser Insurance for auto insurance.**
   2. Harris Insurance for auto insurance and Sasser Insurance for home insurance.
   3. Harris Insurance for home insurance and auto insurance.
   4. Sasser Insurance for home insurance and auto insurance.

**CHAPTER 3, EDITH BOTELLO/*MATTRESS FIRM* REALITY SELLING VIDEO**

1. How long has Andrea had her old mattress for?
   1. She just bought a new mattress
   2. She doesn't have a mattress
   3. She has had the mattress for 30 years
   4. **She has had the mattress for 15 years**
2. What kind of comfort did Andrea want from her mattress?
   1. She doesn’t want a mattress
   2. She wants a hard and uncomfortable mattress
   3. She wants a soft and comfortable mattress
   4. **She wants a firm pillow top**
3. What is happiness guarantee?
   1. Mattress firm guarantees you are happy
   2. Credit Return
   3. Mattress firm will allow to buy any other mattress in their showroom
   4. **Both (b) and (c)**
4. What is the name of the salesperson serving Andrea?
   1. Ardella Botellow
   2. Edna Botellow
   3. Eleanor Botellow
   4. **Edith Botellow**
5. Which store does Andrea walk into?
   1. **Mattress Firm**
   2. Tempur-Pedic® Mattresses Co.
   3. Sealy Mattresses Inc.
   4. She doesn’t go to a store, she is shopping online

**CHAPTER 4, SUSANNA ROSAS/*CBRE GROUP, INC.* REALITY SELLING** **VIDEO**

1. How long has Mr. Smith been in his current facility?
   1. He has just moved in
   2. He rents a neighboring facility not this one
   3. He has rented this facility as a child
   4. **He has been renting this facility for 15 years**
2. How many shipments does Mr. Smith’s currently facility have?
   1. They don’t ship anything
   2. They don’t ship but they receive shipment
   3. There is not enough information in the video
   4. **They ship about 2 per day**
3. Where did Mr. Smith want to rent a new space?
   1. Central Houston
   2. **East Houston**
   3. West Houston
   4. South Houston
4. What is the square footage of Mr. Smith’s current facility?
   1. 3 sq. ft.
   2. 30 sq. ft.
   3. 30,000 sq. ft.
   4. **300,000 sq. ft.**
5. What type of location is Mr. Smith looking for?
   1. In the port
   2. On rail
   3. Cost effective
   4. **All of the above**

**CHAPTER 6, AMY VANDAVEER/*TEXASMONTHLY* REALITY SELLING VIDEO**

1. How long has *TexasMonthly* been in business?
   1. 32 years
   2. **34 years**
   3. No definite number was mentioned
   4. Either (a) or (c)
2. How many awards has *TexasMonthly* won?
   1. *TexasMonthly* has won no awards
   2. 6
   3. **9**
   4. None of the above
3. How many readers does *TexasMonthly* have?
   1. 1.2 million
   2. **2.2 million**
   3. 3.2 million
   4. None of the above
4. What did the client want to communicate in his advertising of Woodlands?
   1. It’s a great place to live
   2. It’s better than Houston
   3. It’s a great place to have meetings/eat
   4. **Both (a) and (c)**
5. How many overruns did the client want to do?
   1. **He wasn’t too sure**
   2. 14,000
   3. 5,000
   4. He didn’t want to do any with *TexasMonthly*

**CHAPTER 8, ASHLEY PINEDA/*PULTE GROUP HOME BUILDERS* REALITY SELLING VIDEO**

1. What did the client say her father’s job was?
   1. Plumbing
   2. Construction
   3. **Electrician**
   4. None of the above
2. How much was the down payment for the house for?
   1. **$5,600**
   2. $560
   3. $56
   4. There was no down payment required
3. What did the client say she had to have in her home?
   1. She doesn’t mention anything in particular
   2. **A fireplace**
   3. A dog-park nearby
   4. None of the above
4. Which company did Ashley Pineda (the salesperson) work for?
   1. **Pulte Group Home Builders**
   2. Pulte Construction
   3. Pulty Group Garage Builders
   4. Pully Group Commercial Builders
5. How long has the client been renting her apartment?
   1. She doesn’t stay in an apartment
   2. She doesn’t mention how long she has been staying in the apartment
   3. She has been renting for about 12 years
   4. **She has been renting for about 12 months**

**CHAPTER 9, DAVE LEVITT/*SALESFORCE.COM* REALITY SELLING VIDEO**

1. How many sales reps does Adam Roth say he has?
   1. 1,000
   2. **2,000**
   3. No definite number was mentioned
   4. Either (a) or (c)
2. How many end-users does salesforce.com have?
   1. 250
   2. 2,500
   3. 25,000
   4. **None of the above**
3. What are the keys to adoption that Dave mentions?
   1. Ease of use
   2. Fit for purpose
   3. Neither (a) nor (b)
   4. **Both (a) and (b)**
4. What is the retention rate at salesforce.com?
   1. Doesn’t mention anything like that
   2. Salesforce.com doesn’t retain any clients—it’s a one-time selling program
   3. 9.4%
   4. **94%**
5. What are some of the problems that Adam mentions he has and why he wants to try salesforce.com?
   1. He wasn’t too sure of the problems—there are just too many!
   2. **Collaboration issues**
   3. He has no issues, want to just try salesforce.com
   4. None of the above

**CHAPTER 10, ALIM HIRANI/HILTI CORPORATION REALITY SELLING VIDEO**

1. What are some of the challenges that the client faces with a tape measure?
   1. They don’t know how to use them
   2. **They break too easily**
   3. The font is too small to read
   4. There is no problem
2. What was the client looking for that Alim had to offer?
   1. **Digital measuring device**
   2. Hammer
   3. Flashlight
   4. Tool box
3. How much discount does Alim give the client for buying a three-pack?
   1. No such thing was promised
   2. No such amount was mentioned
   3. **10%**
   4. 75%
4. What are some of the repercussions of inaccurate measurement as mentioned by the client?
   1. Labor
   2. Time
   3. **Both (a) and (b)**
   4. Neither (a) nor (b)
5. What is the name of device that Alim shows to the client?
   1. **PD42**
   2. It wasn't mentioned
   3. Measuring Tape—42
   4. MT42

**CHAPTER 12, CHRIS WYLIE/*ECOLAB* REALITY SELLING VIDEO**

1. How long has Pat been a customer of Ecolab?
   1. There wasn’t any mention of Pat in the video
   2. Pat has a lifetime membership with Ecolab
   3. Pat is not a customer of Ecolab
   4. **Pat has been a customer for about 30 months**
2. How much does Mr. Smith pay for the rinse additive that they are currently using?
   1. He doesn’t pay, he get is for free
   2. $6,000
   3. **$60**
   4. The amount isn’t mentioned in the video
3. What is the quantity recommended by Ecolab for the usage of rinse additive?
   1. Is not mentioned in the video
   2. No exact value is mentioned in the video
   3. 20–25 milliliters
   4. **2.0–2.5 milliliters**
4. What is the name of the salesperson selling in the video?
   1. Chris Manning
   2. Chris White
   3. **Chris Wylie**
   4. Christopher Wylie
5. What time does Mr. Smith say is good for him to convert to Ecolab?
   1. He tells Chris to come whenever he can
   2. He never commits to a particular time and neither does he commit to converting to Ecolab
   3. **He says overnight**
   4. He is not happy about converting to Ecolab and so tells Chris to not come at all

**CHAPTER 13, HEATHER RAMSEY/*MARRIOTT INTERNATIONAL* REALITY SELLING VIDEO**

1. How many times does Mr. Watt host this event?
   1. Once a year
   2. **4 times a year**
   3. He doesn't mention a definite number
   4. None of the above
2. When Heather asks Mr. Watt how she can make Marriott stand out in the proposal, his response is?
   1. Good service
   2. Quality food
   3. Price
   4. Internet in all rooms
3. What was Mr. Watt’s budget?
   1. He had no limit for the budget
   2. **He didn't mention the amount**
   3. $75,000
   4. None of the above
4. How many people is Mr. Watts bringing in to interview?
   1. He is not bringing anyone to interview
   2. He doesn’t mention any such information
   3. **150-200**
   4. He wants to rent a room himself and not interview anyone
5. How many rooms in total did Mr. Watt require?
   1. **14**
   2. 1 Big Conference Room
   3. He doesn’t say a definite number
   4. 2 rooms and 5 conference rooms

**CHAPTER 15, KHALID NAZIRUDDIN/SEWELL AUTOMOTIVE COMPANY**

1. Naziruddin specializes in sales of which brand
   * 1. Mercedes
     2. **Audi**
     3. Volkswagen
     4. Buick
2. Sewell Automotive is “Obsessed with service” since
   * 1. 1910
     2. **1911**
     3. 2011
     4. 1909
3. Sewell Automotive sells \_\_\_cars annually
   * 1. **36,000**
     2. 32,000
     3. 37,000
     4. 33,000
4. Sewell Automotive follows the \_\_\_
5. **10-second rule**
6. 5-second rule
7. 2-second rule
8. 20-second rule
9. Naziruddin is a graduate from
10. **Texas Tech University**
11. University of Houston
12. University of North Texas
13. University of Texas