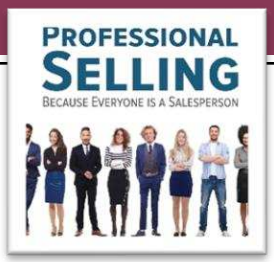
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Chapter 1: Everyone is a Salesperson

Use this Instructor's Manual to facilitate class discussion and incorporate the unique features of the text.

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LEARNING OBJECTIVES

LO 1-1 Describe the importance, challenges, and unique advantages of personal selling.
LO 1-2 Explain the strategic role of personal selling and sales analytics in modern organizations.
LO 1-3 Describe the impact of digital technology and social selling on personal selling.
LO 1-4 Explain the appeal of sales as a career and the different types of sales positions.
LO 1-5 Describe ethical issues in personal selling.
LO 1-6 Describe the foundational skills necessary for sales success.

KEY TERMS

personal selling
relationship selling
customer lifetime value
sales analytics
social selling
social listening
inside salespeople
sales representatives
field reps
new-business salespeople
account executives
order-taker salespeople
sales analysts
sales engineers
sales managers
nonprofit organizations
ethics

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THOUGHT-PROVOKING ACTIVITY

(This activity is included in the PowerPoint for this chapter.) With each chapter, begin class with a thought-provoking activity (TPA) for 10 minutes. TPAs allow students to practice their professional selling skills in a provided scenario in think-pair-share format.

Think-Pair-Share Instructions: When the activity begins, students get two minutes to answer the question (think). One minute is provided for students review their work, then pair up (two students = pair), and discuss their responses with each other (pair). The instructor will randomly call on students to respond aloud (share).

Time Limit: Think (2 minutes) - Pair (1 minute) - Share (3 minutes)

Supporting Materials: A sample grading rubric is provided in the Instructor's online resources.

Scenario: You're sitting down for coffee and the person at the table next to you begins a conversation.

Customer: "Hi; so, what do you do?"

Salesperson: (specific student response as an elevator pitch)

CONTENT OUTLINE

The following section provides the flow of information using the LEARNING OBJECTIVES as a guide, FIGURES and TABLES as a visual to elaborate on key areas, KEY TERMS learners will need to take away from the course and a notation of when to use POWERPOINT SLIDES with LECTURE NOTES to drive home teaching points. There is also a reminder on when CONNECT activities can be used, as well as tying in SOCIAL MEDIA IN ACTION to real-world applications of marketing products. This is created so that you can facilitate in-class or online discussion effectively.

Executive Perspective



Photo provided by Randy Hoggard

Randy Hoggard
Managing Director, **Northwestern Mutual**

What does it mean to affect people in an outlasting way? Randy shares how the belief in the products he sells makes him successful. He uses his story to provide insight in answering the following questions:

1. Describe your job.
2. How did you get your job?
3. What has been the most important thing in making you successful at your job?
4. What advice would you give future graduates about a career in sales?
5. What is the most important characteristic of a great salesperson?

Woven in the chapter, you see how Randy later elaborates on:

- Everyone is in sales.

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		Review with students: • How can internships allow you to test-drive a career? • Asking great questions is an important characteristic. • The ability to communicate in simple terms is very important.
LO 1-1	Describe the importance, challenges, and unique advantages of personal selling. An Introduction to Prospecting • Challenges of personal selling • Advantages of personal selling	**Key Terms:** • **Personal selling** • **Relationship selling**

PowerPoint Slides (4-6)



Lecture Notes:

THINK LIKE A SALESPERSON

What does personal selling mean to you?

- The range of personal selling activity is wide, and virtually everything we do in the course of the day is the direct result of someone selling something
- Without sales, an organization does not generate revenue; without revenue, there is no need to hire financial analysts, human resource managers, or engineers
- Professional selling:
  - Selling is a profession that requires skills that can be learned, practiced, and perfected
  - The more that salespeople know and practice sales techniques and skills, the more effective and successful—the more "professional"—they become
- Personal selling is the two-way flow of communication between a buyer and a seller, paid for by the seller and seeking to influence the buyer's purchase decision
- Personal selling takes many forms
- Organizations promote their goods or services through the promotion mix, which consists of four main elements of marketing communication: advertising, sales promotion, personal selling, and public relations
  - Advertising is typically one-directional; it communicates the seller's message to the buyer
  - Personal selling, in contrast, consists of the *two-way* flow of communication between a buyer and a seller, and it is often a much more effective tool in complex purchase situations
- Salespeople often serve as the critical link between the firm and the customer, and they are the eyes and ears of the organization

Challenges of Personal Selling

- Personal selling is expensive

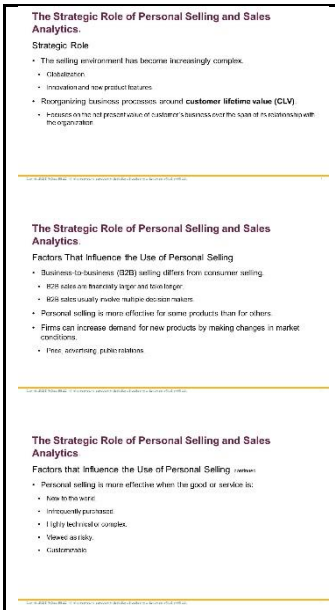
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	○ The average cost of a sales call varies across industries but almost always averages several hundred dollars per visit ○ According to the Marketing Science Institute, firms on average gain a $31 increase in sales revenue for every $100 in increased sales expenditures • Organizations need to ensure that each salesperson communicates a message that is consistent with that of other salespeople as well as with the full-integrated marketing-communications strategy • Offering information and training to the sales force can help firms overcome this **Advantages of Personal Selling** • Personal selling offers two unique advantages over the other promotional elements: immediate feedback and relationship selling • Personal selling offers two unique advantages over the other promotional elements: immediate feedback and relationship selling • The salesperson can listen directly to the customer's feedback, objections, and concerns • Personal selling enables the firm to develop a personal relationship with the customer • *Relationship selling* is a sales approach that involves building and maintaining customer trust over a long period of time • At the level of the individual firm, personal selling activities play a crucial role in driving competitive advantage and superior financial performance • As the eyes and ears of the organization, salespeople gather information about customer likes and dislikes and share it with marketers and product designers • In most organizations, salespeople play one of the most important roles in marketing research by providing market feedback on competitors and trends in the macro-environment • At the macro-economic level, selling is an engine of economic growth for vast sectors of the economy
LO 1-2	Explain the strategic role of personal selling and sales analytics in modern organizations. The Strategic Role of Personal Selling and Sales Analytics • Factors that influence the use of personal selling • Sales analytics **Key Terms:** • **Customer lifetime value (CLV)** • **Sales analytics**
PowerPoint Slides (7-9)	**Lecture Notes:** • The dominant view of the sales mission involved:

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- *Enhancing the firm's cash flow* by *value creation, which* was largely the domain of the marketing and research and development (R&D) units, through their branding and product innovation efforts
- I*ncreasing the volume of sales transactions* as a "numbers game"
- Closing *deals*

- Changes in the selling environment have led to a fundamental rethinking of the *strategic nature* of the salesperson's role due to complexity in the selling environment and globalization
- *Customer lifetime value (CLV)* focuses on the net present value of a customer's business over the span of its relationship with an organization via customer relationships
- *Relationship selling* involves building and maintaining customer trust over a long period of time—not just meeting periodic sales quotas

Factors that Influence the use of Personal Selling

- Personal selling often the foundation for successful relationship selling, and it is the most important decision factor in the large, complex sales that are common in *business-to-business (B2B)* settings
- Important differences in the two types of selling:
  - B2B sales are often much larger financially and take longer to complete
  - There are often multiple decision makers in B2B sales. In many cases, B2B buyers possess extensive information about the product and are experienced, professional negotiators
- Personal selling is more effective when the good or service is:
  - New-to-the-world
  - Infrequently purchased
  - Highly technical or complex
  - Viewed as risky
  - Customizable
- Businesses need knowledgeable sales professionals to guide buyers through complex decision processes to craft a solution aimed at meeting customer needs

Figure 1-1

Insight Questions:

1. Provide an example of effective personal selling with new-to-the-world product. (Answer: open ended as students' responses may vary; A sales representative who sells a self-driving vehicle would require personal selling to establish trust for a test drive.)
2. If a product is not frequently purchased, why is personal selling required? (Answer: open ended as students' responses may vary; The situation can be overwhelming, complex, and estranged. By establishing rapport and initiating a level of trust, the buyer will feel more inclined to pursue the sales process with you, noting that trust and likeability are sought-after traits.)

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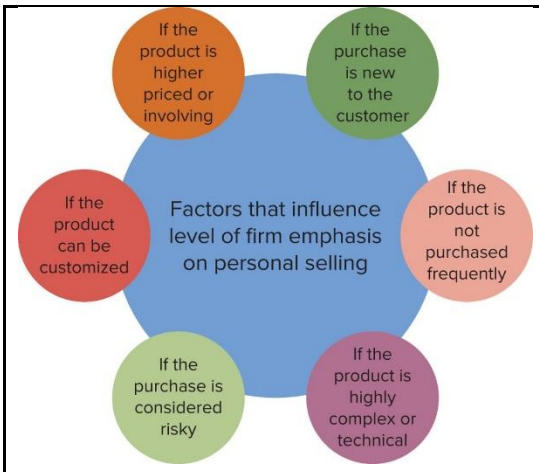
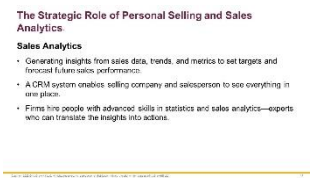


Figure Information: *Factors That Influence the Degree to Which Firms Use Personal Selling*

There are several factors that influence the degree to which a firm would use personal selling.

3. What other factors influence firm level of emphasis on personal selling? (Answer: Some situations to consider are if the product is highly complex or technical, considered risky, can be customized, higher priced, or requiring high involvement.)

PowerPoint Slides (11)


The Strategic Role of Personal Selling and Sales Analytics

Sales Analytics

- Generating insights from sales data, trends, and metrics to set targets and forecast future sales performance.
- A CRM system enables selling company and salesperson to see everything in one place.
- Firms hire people with advanced skills in statistics and sales analytics—experts who can translate the insights into actions.

Lecture Notes:

Sales Analytics

- *Sales analytics* is the practice of generating insights from sales data, trends, and metrics to set targets and forecast future sales performance
- *Customer relationship management (CRM)* is a technology for managing all of a company's relationships and interactions with customers and potential customers
- A CRM system can enable the selling company and the salesperson to see everything in one place—a customer's previous history, the status of their orders, any outstanding customer service issues, and more
- Organizations hire people with advanced skills in statistics and sales analytics—experts who can translate the insights into actions for the field

THINK LIKE A SALESPERSON

What types of notes does a salesperson need in the CRM to support the customer relationship?

Connect Assignment 1-1

Topic: Sales Analytics

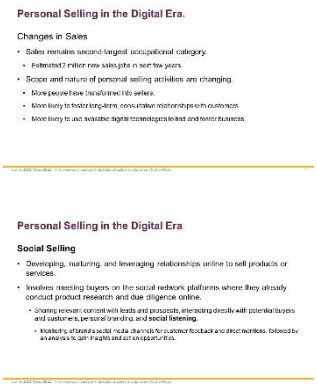
Please complete the Connect exercise for Chapter 1 that focuses on sales analytics. By understanding and interpreting the data provided by CRM systems, you as a salesperson can better serve your clients and drive successful results for your organization.

CONNECT BACK Insight Questions:

1. What types of reports can a CRM produce? (Answer: open ended as students' responses may vary; It can produce daily/weekly/monthly activity toward goals,

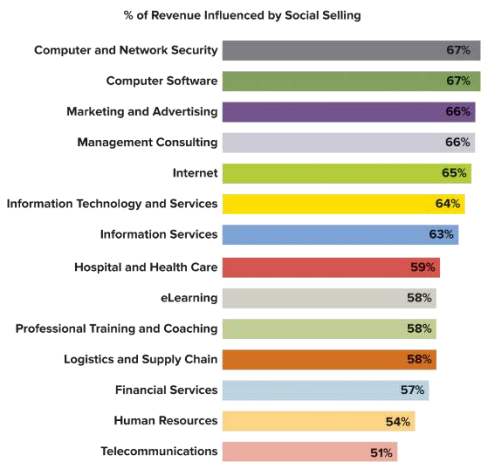
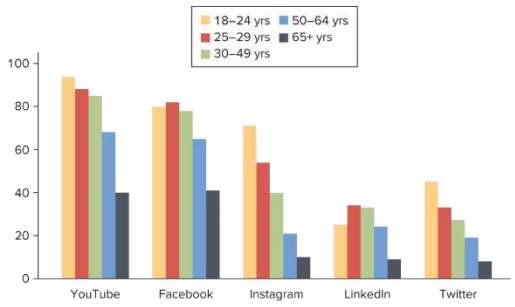
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	sales pipeline data, sales process insight, salesperson time allocation, revenue data, email and social media campaigns, or customizable sales process emails.) 2. Is it important that salespeople know how to interpret CRM data? (Answer: open ended as students' responses may vary; Consider how this understanding reflects what you may learn in a data analytics or analysis course and what this means for managing your team's selling efforts toward goals and quotas.)
LO 1-3 Describe the impact of digital technology and social selling on personal selling. Personal Selling in the Digital Era	**Key Terms:** • **Social selling** • **Social listening**
PowerPoint Slides (12-13)  	**Lecture Notes:** • "In a world in which anybody can find anything nearly instantly with just a few keystrokes, who needs salespeople?" • Sales remains the second-largest occupational category (behind office and administrative workers) in the U.S. workforce—as it has for decades • According to the U.S. Bureau of Labor Statistics (BLS), each day more than 15 million people earn their living trying to convince others to make purchases • The BLS projects that the economy will add more than 2 million *new* sales jobs in the next few years • People spend roughly 40% of their work time—24 minutes out of every hour—persuading, influencing, and convincing others in ways that don't involve making a purchase • Today's trained sales professional is much more likely to adopt an approach that fosters a long-term, *consultative relationship* with customers, working with them to solve problems • Today's trained sales professional also is likely to use available digital technologies to find and foster business, called *social selling* • Social selling is the process of developing, nurturing, and leveraging relationships online to sell products or services • Social selling involves meeting buyers on the social-network platforms where they are already conducting product research and due diligence online, and it includes various online activities: sharing relevant content with leads and prospects, interacting directly with potential buyers and customers, personal branding, and social listening • *Social listening* is the monitoring of your brand's social media channels for any customer feedback and direct mentions of your brand or discussions regarding specific keywords, topics, competitors, or industries, followed by an analysis to gain insights and act on those opportunities • Social sellers gain 57% higher return on investment from social selling compared to a 23% return using traditional sales tactic • YouTube and Facebook have the lion's share of social platform use of all age groups • Forrester Research has found that the decision makers who make most B2B decisions primarily use LinkedIn for business purposes THINK LIKE A SALESPERSON

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	How much of your time is spent on persuading, influencing, and convincing your professors that you have mastered course knowledge?
Figure 1-2  **Figure Information:** *Revenue in Various Industries Attributable to Social Selling* The percentage of revenue influenced by social selling across 14 leading industries.	**Insight Questions:** 1. What are the top two industries influenced by social selling? (Answer: computer and network security and computer software, both representing 67% of revenue) 2. Do social sellers gain a higher ROI? (Answer: Yes, social sellers gain 57% higher return on investment from social selling compared to a 23% return using traditional sales tactics.) 3. Are there any percentages in this data that shock you? (Answer: open ended as students' responses may vary; consider restrictions such as HIPPA with hospital and health care, or federal restrictions with financial services)
Figure 1-3  **Figure Information:** *Social Platform Use, by Demographic Group (2019)* Social media use by demographic group, ranging from ages 18-65+.	**Insight Questions:** 1. Which two social media platforms have the largest use of all age groups? (Answer: YouTube and Facebook) 2. If you're selling products that appeal to teenager, which social media platforms should be used? (Answer: Facebook and Instagram) 3. Which platforms are aimed at business decision makers? (Answer: LinkedIn or Twitter)
Connect Assignment 1-2 Mc Graw Hill connect	**Topic:** Social Selling Please complete the Connect exercise for Chapter 1 that focuses on factors that influence personal selling. Match salespeople with the business challenge where they are most needed to better understand how to deploy sales resources to provide customer solutions.

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	CONNECT BACK Insight Questions: 1. What factors influence your personal selling ability? (Answer: open ended as students' responses may vary; consider your self-confidence, preparation, concern of the outcome, fear of judgement, anxiousness, etc.) 2. If you are new to social selling but want to make a big impact with your personal selling ability, which platform would you start with? (Answer: open ended as students' responses may vary; consider being where your audience spends the most time and start there)

LO 1-4	Explain the appeal of sales as a career and the different types of sales positions.
	
	Career Opportunities in Sales
	• Types of sales roles
	  ○ Inside sales
	  ○ Sales representative
	  ○ Account executive
	  ○ Sales analyst
	  ○ Sales support
	  ○ Sales manager
	• Sales roles in nonprofit organizations
	• "Am I cut out for sales?"

	Key Terms: • **Sales representative** • **Field reps** • **New-business salespeople** • **Account executive** • **Order-taker salespeople** • **Sales analysts** • **Sales engineers** • **Sales managers** • **Nonprofit organizations**
PowerPoint Slides (16)  Career Opportunities in Sales. Sales Careers • Entry-level sales professions are plentiful. • Salespeople are in demand in almost every market, of any size, in the U.S. • Sales can be a financially rewarding career. • Sales positions offer autonomy, rewards linked to personal effort, and opportunities to interact with a variety of people.	**Lecture Notes:** • Typically, the first job of more than 50 percent of college graduates is in sales • More than 88% of marketing majors start their careers in sales • More universities are introducing sales-related degree programs • According to research from the Baylor University Center for Professional Selling, students in sales programs, nationally, each average 2.8 job offers *before* graduation • Salespeople are also in demand in almost every market, of any size, in the United States • The national average salary for an entry-level sales position in 2019 was over $56,000 per year • High-performing salespeople tend to move quickly into higher-level sales- and marketing-management roles • Sales positions offer qualities that appeal to many millennials: autonomy, rewards linked to personal effort, and the opportunity to interact with a variety of people • Even though sales roles often require a fair amount of travel, many sales representatives work out of their homes or virtual offices, which offers flexibility and contribute to a work-family life balance and high job satisfaction
Table 1-1	**Insight Questions:** 1. What is the national sales salary for an Account Executive? (Answer: $56,000)

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Sales Job Title	National	Chicago	Atlanta	Austin	L.A.	Boston
Inside sales	$ 39,584	$ 36,500	$38,000	$41,625	$ 37,120	$46,736
Sales representative	39,300	39,300	40,010	28,273	42,672	48,575
Account executive	56,000	45,000	47,409	45,720	49,679	52,000
Sales analyst	60,000	61,575	57,270	58,183	58,781	60,128
Sales manager	59,715	64,725	58,877	54,206	66,139	67,583
District sales manager	74,509	82,467	91,357	79,248	74,765	81,280
Sales engineer	87,633	79,571	85,601	91,834	72,720	95,505
Regional sales manager	105,290	92,655	88,729	85,000	88,381	88,318
Vice president of sales	149,854	158,811	n/a	n/a	134,961	n/a

Source: Data from Glassdoor.com, https://www.glassdoor.com/Salaries/entry-level-sales-salary-SRCH_KO0,17.htm.

Figure Information: *Sales Salaries by Job Title, Across Major U.S. Markets*

National average sales salaries by job title and across different major markets in the United States.

2. Does it shock you that inside sales jobs have a low national average? (Answer: open ended as students' responses may vary; consider how this position trains and prepares you for future roles in outside or B2B sales)

PowerPoint Slides (17-18, 20-21)









Lecture Notes:

Types of Sales Roles

Almost every job—from that of part-time retail staff to CEO to the manager of a nonprofit organization—has some aspects of professional selling in it

Inside Sales

- *Inside salespeople* are those who perform selling activities at the employer's location, typically using email and the telephone
- Inside sales is the dominant sales model for sales reps in many B2B companies and a variety of business-to-consumer (B2C) industries
- Thanks to advances in communications technology, inside sales reps give presentations, conduct demos, and perform most of the functions traditionally handled by sales representatives in the field

Sales Representative

- *Sales representatives* are typically entry-level, customer-facing or business-to-business sales positions
- In this job, the primary goal is to sell the company's products, whether you work from a storefront or cover a territory
- The term *sales rep* covers different types of entry-level sales jobs:
    - Sales reps who work "in the field," calling on customers at the customers' places of business are called *field reps*
    - Many sales representatives are *new-business salespeople*, responsible primarily for finding new customers and securing their business
- Sales reps can advance to a leadership position with some supervisory responsibility

Account Executive

- The position of *account executive* offers increasing responsibility above the sales rep job

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- Duties often involve establishing relationships with new clients and managing the needs of existing clients
- In most businesses, account executives are *order-taker salespeople***,** sales representatives who primarily process orders that a customer initiates

Sales Analyst

- *Sales analysts* are responsible for the collection and analysis of sales data
- Their goal is to increase sales productivity and customer satisfaction as well as to reduce sales barriers and low revenue levels
- Sales analysts create standardized and customized reports that analyze everything from quantitative data to sales-funnel flows to future needs forecasts

Sales Support

- Nonmanagerial *sales-support roles* are typically found in high-tech sectors like aerospace and enterprise software, and they usually require educational backgrounds in fields like engineering, computer science, or physics (*sales engineers***)**
- They commonly interact with counterparts within the customer's buying center to address technical question and issues that arise over the course of the entire sales process

Sales Manager

- *Sales managers* have oversight of selling efforts at varying levels of the organizational hierarchy
- *They* work with human resource personnel to recruit, select, train, supervise, and evaluate sales employees
- They establish sales objectives, and they forecast and develop annual sales quotas for their assigned territories
- They serve as conduits for information received from the front lines to senior management about ongoing market trends and competitive actions
- A typical career path in sales management is sales manager, district sales manager, regional sales manager, and vice president of sales

Sales Roles in Nonprofit Organizations

- A growing number of nonprofit organizations are discovering that without a sales team, their programs struggle to reach large numbers of intended beneficiaries
- *Nonprofit organizations* (also called *not-for-profit organizations*) are those whose motive is something *other than* to make a profit for owners
- In order to accomplish its mission and to grow, a nonprofit must continually bring in new donors and workers (typically volunteers); to do that, nonprofits need to sell themselves

"Am I Cut Out for Sales?"

- *Are great salespeople born or made?*

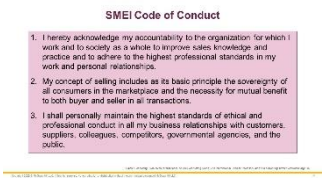
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	○ To what extent is sales success influenced by deeply ingrained traits, like personality? ○ To what extent can qualities that lead to sales success be taught or gained through experience? • A comprehensive analysis of research has shown the relationship between personality and sales performance to be negligible • Positive attitude and high motivation—can have a tremendous impact on long-term sales success • Research suggests nearly 85 percent of all salespeople, regardless of experience or age, regularly experience some degree of reluctance before they contact a potential customer
Today's Professional  *Photo provided by Candence M. Brooks*	**Candence M. Brooks** *Realtor*, **Westbrook and Reeves Real Estate** Candence Brooks created her own path and works in real estate. Each day, she expresses her work ethic and passion so that homebuyers trust her in the buying process. She provides further insight in answering the following questions: • Describe your job. • Describe how you got your job. • What has been most important in making you successful at your job? • What advice would you give future graduates about a career in sales? • What is the most important characteristic of a great salesperson? **Review with students:** • What does it mean to stay true to yourself as a salesperson? • What sales careers are you considering?
LO 1-5 Describe ethical issues in personal selling. Ethics in Personal Selling • Standards of professional conduct in sales	**Key Terms** • **Ethics**
PowerPoint Slides (23-25)  	**Lecture Notes:** • Historically, sales careers were often depicted negatively in movies and television • What's missing from these unfortunate situations is ethics • *Ethics* are moral standards expected by a society—and they are an essential element in a successful sales career • *Examples include* the poor ethical decisions of selling homes to buyers who could not afford them before the Great Recession, the opening of unauthorized accounts at Wells Fargo, and the rising use of social media • Research has shown that maintaining high ethical standards on the part of sales personnel is a critical driver of sales force performance: It affects the firm's capacity to (1) build relationships with customers and (2) develop a positive work environment for employees

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Standards of Professional Conduct in Sales

- Many firms promote ethical behavior by emphasizing core organizational values and strictly enforcing codes of ethics
- More than 50% of sales and marketing executives believe their salespeople have lied on a sales call
- Nearly 75% of respondents agreed that the pressure to meet sales goals encourages salespeople to lose focus on customers' needs
- Another common area of ethical concern involves salespeople's behaviors toward their own firm, such as improper use of expense accounts or misreporting account information
- Illegal or unethical behavior, such as buyer solicitation of bribes, favors, or gifts in exchange for lower prices, faster delivery schedules, or other types of preferential treatment, may be initiated by others toward the salesperson
- Many companies invest in training programs to better prepare employees to make good decisions when confronted with a potentially unethical situation
- Today's business environment calls for transparency and customer-oriented behaviors

Connect Assignment 1-3

Topic: Sales Ethics

Please complete the Connect exercise for Chapter 1 that focuses on ethics. Applying the SMEI code of conduct to actual scenarios will provide insight into how to evaluate ethical challenges and the potential risks involved when an ethical approach is not selected.

CONNECT BACK Insight Questions:

1. What does it mean to acknowledge your accountability to the organization you work for? (Answer: open ended as students' responses may vary; consider upholding high professional standards and personal relationships, knowing that you have the ability to influence the outcome)
2. Who should benefit from the selling process? (Answer: open ended as students' responses may vary; Both the salesperson and buyer should benefit from the transaction and relationship in the sales process.)

LO 1-6	Describe the foundational skills necessary for sales success. Selling Yourself	**Key Terms:** • **(none)**

PowerPoint Slides (26)



Lecture Notes:

- It is important to understand personal-selling processes and the skills necessary for sales success
- Your professional achievement and advancement hinge on your ability to introduce new ideas to customers, peers, and managers in a persuasive and convincing manner: "selling yourself"
- Specific skills needed to be a great salesperson, and ones that will also benefit you throughout your professional career, are:

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	○ Active listening ○ Communication ○ Time management ○ Solution development ○ Attention to detail

DISCUSSION QUESTIONS

1. Identify an outstanding salesperson with whom you have come in contact in your life, and describe what made your sales experience with him or her so positive. (Answer: open ended as students' responses may vary; consider personal codes of ethics, self-confidence, knowledge of the sales process, the outcome, product/service being sold, empathy, and personal selling ability)
2. Think about products you have purchased over the last five years. Name three of them for which a salesperson was especially important or valuable to your purchase. What is it about those products that made the salesperson more important? (Answer: open ended as students' responses may vary; consider if the purchase was new to the customer, not purchased frequently, if the product is highly complex or technical, considered risky, ability to be customized, or high priced; also note that value is circumstantial, situational and perceived differently by others)
3. Of the social media platforms that you have used, which one do you think is the most valuable to salespeople? Explain your answer. (Answer: open ended as students' responses may vary; consider the demographics of the buyers you are interacting with, the purpose of the social media platform, and what messaging should be used to your audience)
4. What do you think is the top reason you would consider a role in sales after graduation? What is the top reason you might *not* consider a role in sales? Find someone in your family or community who works in sales and ask that person to describe what he or she likes most and least about working in sales. (Answer: open ended as students' responses may vary; consider the earning potential, personality characteristics, passion for a product or service, and ability to resolve customers' needs)
5. Illustrate each of the three SMEI Code of Conduct pledges as they relate to a salesperson attempting to sell you a house. (Answer: open ended as students' responses may vary; consider transparency and customer-orientated behavior in each: accountability to the organization you represent and the brand you work for; your concept of selling and how this is reflected in your personal style and communication; and high standards of professional conduct with state and federal regulations)

ETHICAL CHALLENGE

Over the course of four years, at least 5,000 Wells Fargo employees opened more than a million fake bank and credit card accounts on behalf of unwitting customers. Although many of these bank accounts were deemed "empty" and closed automatically, employees sometimes transferred customer funds to the new accounts, triggering overdraft fees and hurting customers' credit ratings. The Consumer Financial Protection Bureau (CFPB) cited Wells Fargo with several major violations including:

- **Opening deposit accounts and transferring funds without authorization:** According to the bank's own analysis, employees opened roughly 1.5 million deposit accounts that might not have been authorized by consumers. Employees then transferred funds from consumers' authorized accounts to temporarily fund the new, unauthorized accounts. This widespread practice gave the employees credit for opening the new accounts, allowing them to earn additional compensation and to meet the bank's sales goals. Consumers, in turn, were sometimes harmed because the bank charged them for insufficient funds or overdraft fees because the money was not in their original accounts.

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- **Applying for credit card accounts without authorization:** According to the bank's own analysis, Wells Fargo employees applied for roughly 565,000 credit card accounts that might not have been authorized by consumers. On those unauthorized credit cards, many consumers incurred annual fees as well as associated finance or interest charges and other fees.
- **Issuing and activating debit cards without authorization:** Wells Fargo employees requested and issued debit cards without consumers' knowledge or consent, going so far as to create PINs without telling consumers.
- **Creating phony email addresses to enroll consumers in online banking services:** Wells Fargo employees created phony email addresses not belonging to consumers to enroll them in online banking services without their knowledge or consent.

These sales ethics problems led to billions of dollars in fines and losses in market value for Wells Fargo.

Source: https://www.consumerfinance.gov/about-us/newsroom/consumer-financial-protection-bureau-fines-wells-fargo-100-million-widespread-illegal-practice-secretly-opening-unauthorized-accounts/.

Think about ethical issues from your own role as a future salesperson or as a future executive by answering the following questions:

1. What would you have done as a salesperson if you were pressured to open accounts for customers who did not authorize them? Why do you think so many salespeople at Wells Fargo acted the way they did? (Answer: open ended as students' responses may vary; consider all the people who are affected, future employment opportunities, leadership's perspective on the promotion, and the motive behind the "sales" tactic with opening fictitious new accounts)
2. How could a deeper organizational commitment to the standards of professional sales conduct, discussed earlier in this chapter, have helped Wells Fargo avoid this costly and embarrassing situation? (Answer: open ended as students' responses may vary; consider the higher level executives employees, your personal code of ethics, training opportunities that should/could have occurred, consultations with the legal department, or creative contests with employees to think of alternatives)
3. Think about a company at which you would like to be an executive in the future. What could that company do to make sure its salespeople acted ethically even when unethical actions could lead to greater short-term rewards? (Answer: open ended as students' responses may vary; consider training opportunities, presentations by HR, mentorship programs with mid or senior-level executives as coaching perspective, and communication with managers/supervisors to understand what the company views as acceptable or unacceptable)

ROLE-PLAY

This role play will give you experience in selling the college that you are currently attending. For this role play, half of your class will be college recruiters responsible for selling potential students as to why they should attend your institution. The other half of the class will be the prospective students. The students can raise issues they have experienced or heard of that might make them hesitant to choose to take classes at this college.

The salesperson should anticipate the potential objections the prospective students might have and develop answers to those objections. In addition, the salesperson should ask questions of the prospective students and use their active listening skills to match the qualities of the college to the needs and goals of those particular students.

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At the end of the role play, both the recruiter and the prospective student should reflect on what made the biggest positive or negative impact and what they would suggest a college recruiter should do when selling a school to future students.

POST ROLE-PLAY REFLECTION

As students evaluate their role-play, it is important to reflect on their areas of strength and areas needing improvement. Encourage students to keep a development journal with dedicated time to review the following in writing:

1. How was the meeting opening? Was it difficult to establish rapport?
2. Did you meet the objectives in needs identification? Do you have a good understanding of the problem? What was the best question you asked?
3. Did your presentation and/or slicks provide insight on how to address the specific problem(s)? How did you involve participants?
4. How did you feel with the objections that were presented? Is there another approach you could have used?
5. Were you persuasive in presenting a reason to commit or sign a contract? Did you ask for the appropriate next step?
6. How was your body language and verbal speaking skills? Did you practice effective listening skills throughout the meeting?
7. What else do you need to learn about the prospect or your product to increase your confidence in the next sales meeting? What items would be natural in following up? What will you prepare for the next meeting?

SALES PRESENTATION IN CONNECT

For the Connect assignment in Chapter 1, students will get practice selling themselves to a specific company they want to work for after graduation. In two minutes or less, provide an "elevator pitch" presentation selling the company you choose on why it should hire you.

CAREER TIPS

To help students think about how to market themselves and develop their own personal brand, follow these tips.

Career Tips

Shane Hunt, *Dean and Marketing Professor* at **Idaho State University,** suggests using your sales skills to drive early career success.

1. Take a look at your lifestyle, work habits, and belief systems.
2. Establish good work habits.
3. Accept responsibility for your actions.
4. Proactively seek ways to correct issues that arise.
5. Know that ruts are temporary and believe in your ability to change it.

Review with students:

- What positive, successful people do you hang out with?

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Photo provided by Shane Hunt

- How do you start your day?
- Who do you go to for advice on evaluating your situation(s)?
- What activity goals do you have?
- What can you do to work harder and smarter to achieve your goals?

VIRTUAL SELLING EXERCISE

During the coronavirus pandemic, many organizations are reverting to online meetings through video conference technology. In this virtual selling exercise, practice the tips below to ensure a successful virtual selling experience: it starts with you!

Practice being "screen aware" by examining the following:

1. Your camera position. Sometimes propping the camera up or tilting the camera can drastically change how you are seen on screen.
2. Our distance from the camera.
3. Lighting in the background and on screen.
4. Your posture, which should project approachability and confidence.

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