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Preface

Today, the profession of selling enjoys unprecedented growth in importance as the western world completes its transition from a production-focused to a sales- and service-focused economy. There are well over a million people employed in sales positions across Canada: more than 10 percent of the workforce. This increasingly sales-oriented economy calls for a more professional and customer-oriented selling attitude. This in turn necessitates learning and teaching selling strategies and skills in a more systematic fashion. The role of sales representative is predicted to be one of the occupations in greatest demand over the next decade.

Surprisingly, those seeking a job in sales are not the only ones who will benefit from learning how to sell. In fact, almost everyone these days uses traditional sales-related activities in their professional and social lives. People use a whole assortment of selling techniques in everyday life to persuade decision makers and advance their causes. According to Daniel Pink, the author of the recent best-selling book, *To Sell Is Human*, people are using about 40 percent of their time at work to engage in what he calls “non-sales selling”—persuading, convincing, influencing, and moving others in ways that do not involve anybody making a purchase. Moreover, people across a wide variety of professions spend about 24 minutes of every hour influencing or moving others, and they consider this time investment crucial to their success. Selling is increasingly becoming a master skill for success in the twenty-first century.

This paradigm shift in which selling has become an integral part of the social and business environment has coincided with another major revolution, the dramatic change in how people access information. The information age has transferred the power from sellers to customers. Today’s customers can easily compare the offerings of different sellers through various online methods and choose those offerings that best suit their needs. Good word of mouth spreads more quickly through social media, and suboptimal service is punished more severely through online reviews. Today’s sellers realize that creating anything but what customers value the most will result in those customers buying from the competition. A bigger realization, however, is that in this information age, even satisfied customers may not become repeat customers or provide referrals. The wide access to information makes it easier for even satisfied customers to rethink their options every time they want to make a purchase.

In order to lock their customers in and create and deliver superior value in times when customers have more choices and lower switching costs, salespeople are adopting a partnering style of selling to build long-term, strategic relationships with their customers. Having these long-term relationships is important, as it is more profitable for companies to retain existing customers than it is to acquire new ones. The pivotal role of a partnering style of selling in today’s highly competitive business environment is a common theme throughout the seventh Canadian edition of *Selling Today: Partnering to Create Value*.

The primary goal of each revision of *Selling Today* is to develop the finest research-backed and most practical and applied text available in the marketplace. The revision process begins with a thorough review of several hundred articles, books, and research reports. The authors also study popular sales training programs such as Conceptual Selling, SPIN Selling, Integrity Selling, Trusted Advisor, and Solution Selling. These

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training programs are used by major corporations such as Microsoft, Marriott, UPS, SAS Institute, Purolator, and Xerox Corporation. Of course, reviews and suggestions by professors and students influence decisions made during the revision process.

STAYING ON THE CUTTING EDGE: NEW TO THIS EDITION

Since our last edition, the business environment and research on professional selling have undergone significant changes. As active researchers, practitioners, and consultants in the field of selling, our primary goal is to provide an up-to-date and cutting-edge treatment of the field. The seventh Canadian edition of Selling Today describes what ramifications the information age has for the selling world and how sales professionals must cope with new issues arising from the information revolution with an ethical, customer-centred mindset. The most significant changes in the new edition include:

- Greater emphasis on ethical selling. Ethical selling is highlighted, as Chapter 3, “Ethics: The Foundation for Relationships That Create Value,” has been totally revised and updated. Moved up to Chapter 3 from Chapter 5 in the sixth edition to address the many ethical lapses existing in the business world, this new material emphasizes the need for a highly ethical interaction with customers as the starting point of all relationship development if one is to build long-term, partnering-style selling relationships. Moreover, a new ethics assessment has been added to the end of the chapter, and new seventh-edition text models are used to highlight an emphasis on ethical selling.

- The seventh Canadian edition features new boxed features in many chapters. We would like to point your attention to those titled Social Media and Selling Today, From the Field, Selling in Action, and Global Business Insight, describing important cultural and economic differences for selling internationally as well as new challenges and strategies for utilizing social media in selling in today’s information-driven business world. In addition, CRM boxed inserts appear throughout the text on how salespeople apply customer relationship management software to improve their partnering strategies.

- Latest Research and Trends from Academic Journals and Trade References. Extensive referencing of academic articles found in the Journal of Personal Selling and Sales Management, Journal of Marketing, Harvard Business Review, and others has been brought up to date. Topics and trends in selling garnered from numerous trade publications such as Selling Power, ThinkSales, Value Added Selling, Sales and Marketing Management, and The American Salesperson, have been integrated throughout the seventh edition.

- New Study Guides. These are added to maximize student learning when viewing both the Reality Selling and Adaptive Selling videos. With more video support than any text on the market, these new study guides ensure in-depth student learning.

BUILDING ON TRADITIONAL STRENGTHS

Selling Today: Partnering to Create Value has been successful because the authors continue to build on strengths that have been enthusiastically praised by instructors and students. Speaking to these strengths, Selling Today has become the standard for personal selling textbooks internationally, significantly exceeding all other textbooks in this area in world-
wide sales. International editions of the book have been sold in over 30 different countries, including China, Croatia, Indonesia, the Netherlands, Mexico, and Spain. Selling Today is the premier research-backed textbook in the marketplace for personal selling.

Previous editions of Selling Today have evolved by tracing the trends in professional selling and highlighting the most critical areas for salesperson success. This edition provides new material on a number of evolving and important concepts.

1. **The partnering era is described in detail.** Partnership selling principles, so important to today's successful selling and marketing strategies, are presented and clearly illustrated throughout the text. Strategic alliances—the highest form of partnering—are also discussed in detail.

2. **Value-added selling strategies** are presented throughout the text. Salespeople today are guided by a new principle of personal selling: *Partnerships are established and maintained only when the salesperson creates customer value*. Customers have fundamentally changed their expectations. They want to partner with salespeople who can create value, not just communicate it. Value creation involves a series of improvements in the sales process that enhance the customer's experience.

3. **Real-world examples**, a hallmark of previous editions and a continued focus in this edition, build the reader's interest in personal selling and promote an understanding of the major topics and concepts. With opening vignettes at the beginning of each chapter that put you in the shoes of the salesperson, and role plays that allow you to utilize the skills you have learned, the real-world examples truly enrich the overall learning experience. The Reality Selling Video Series features successful salespeople and provides real-world examples of sales careers and presentations. Additional real selling examples have been obtained from a range of progressive organizations, large and small, such as Xerox, Hilti, UPS, Lionbridge Technologies, WFS Ltd., and more.

4. In addition to the role-play exercises and video case problems, the Reality Selling Video Role Plays remain an invaluable resource for instructors. Found in Appendix 1, these scenarios give students the chance to assume the role of a salesperson in selling situations that are relevant to today’s competitive environment. These role-play scenarios build on what students learned in the Reality Selling Video sales presentations and interviews. The detailed salesperson/customer role-play scenarios use the actual products and sales positions of the salespeople who appeared in the Reality Selling Videos. Websites of the companies you will be using to role-play sales presentations are supplied so that students can learn appropriate amounts of product and company information. The Reality Selling Video interviews and sales presentations provide the necessary background and contextual information for you to use in both selecting the scenario and conducting the role play. The role plays are also specifically designed to prepare students for professional selling role-play competitions at annual college and university competitive event conventions.

5. The **knowing–doing gap**, common in personal selling classes, is closed by having you, the student, participate in the comprehensive role play/simulation “Partnership Selling: A Role Play/Simulation for Selling Today,” available on the companion website to the text. You assume the role of a new sales trainee employed by the Park Inn International Convention Centre. Serving as an excellent capstone experience, this feature helps you develop the critical skills needed to apply relationship, product, customer, and presentation strategies.
6. The Professionally Produced “Adaptive Selling Training Video Series.” This is the only custom-produced video series available for a textbook on selling. The four-part series is produced and directed by Arthur Bauer, a well-known and widely acclaimed award-winning training video professional. Concepts in the text are presented based on carefully written scripts, utilization of professional actors, and filming in real, contemporary business settings. These high-cost, professionally produced videos available to professors who adopt the Selling Today text are also marketed and sold to sales training directors throughout the world and used to train their salespeople in the skills critical to success in the profession of selling.

The first video on building relationships, “Communication Styles—A Key to Adaptive Selling,” describes how to use behavioural psychology to build strong, mutually rewarding relationships. Designed to be shown when presenting Chapter 5, it discusses how to avoid style bias by understanding and flexing one’s style to adapt and communicate effectively with the customer’s style. A Web-based style assessment exercise is designed to discover one’s own preferred style. The second video, “Questions, Questions, Questions,” presents a widely researched approach to discovering customer needs using the consultative model. Shown when covering Chapter 11, this video included application exercises at the end of the chapter to apply and enhance the development of this critical, consultative selling skill. Closely aligned with the four questions in the Spin Selling Model, professional actors show how each of these questions are effectively used in the sales process. The third Adaptive Selling Video titled “Negotiations—Solving the Tough Problems” supports the principles in Chapter 13 on negotiation. Using a medical equipment sales setting, professional negotiation strategies are dramatically presented for moving through the sometimes difficult process of answering customer concerns, moving the sale forward, and achieving a win-win solution. The fourth video, titled “Ask for the Order,” is built on the concepts in Chapter 14, “Adapting the Close and Confirming the Partnership.” This video is designed to visually and dramatically present the many methods for moving the sales process to a successful conclusion.

7. The following high-interest boxed inserts are updated for this edition, and new and interesting material regarding the role of social media in selling as well as global selling has been added to the social media and global selling inserts:

- **From the Field.** These real-world examples explain how selling skills affect the success of persons who may or may not consider themselves salespeople.
- **Selling in Action.** These concise inserts feature contemporary issues in selling to keep the readers of Selling Today abreast of the latest developments.
- **Global Business Insight.** These brief inserts provide practical tips on how to build global relationships. Most inserts focus on a specific country.
- **Social Media and Selling Today.** Informing you how social networking applies to personal selling, these succinct inserts identify how social media networks such as Facebook, Twitter, LinkedIn, and YouTube can be used effectively in the selling process.

8. End-of-chapter summaries are organized into bullet points corresponding to the key points that appear in the Chapter Preview of each chapter. These summaries provide
students with a review tool that can be used to understand how the concepts and themes covered are related to one another—i.e., the “big picture.”

9. A complete update of key terms for selling appears in each chapter. These terms are boldfaced and defined throughout the text.

ORGANIZATION OF THIS BOOK

The material in Selling Today continues to be organized around the four pillars of personal selling: relationship strategy, product strategy, customer strategy, and presentation strategy. Moreover, in the seventh Canadian edition, we emphasize ethical selling as an important factor within which all the four strategies should be embedded. Part I, Developing a Personal Selling Philosophy, includes Chapters 1 and 2 and sets the stage for an in-depth study of these strategies. The first chapter provides a contemporary definition of selling and gives students the opportunity to explore career opportunities in the information age, while the second chapter describes the evolution of personal selling associated with the information revolution.

Research indicates that high-performance salespeople are better able to build and maintain relationships than are moderate performers. Part II, Developing a Relationship Strategy, focuses on several important person-to-person relationship-building practices that contribute to success in personal selling. The influence of ethical selling as the foundation of successful relationships is discussed in Chapter 3. Creating value with a relationship strategy is discussed in Chapter 4. Chapter 5, “Communication Styles: A Key to Adaptive Selling Today,” introduces communication styles and explains how to build strong relationships with style flexing.

Part III, Developing a Product Strategy, examines the importance of complete and accurate product, company, and competitive knowledge in personal selling. A well-informed salesperson is in a strong position to configure value-added product solutions for customers’ unique needs. The importance of having expert product knowledge as well as knowledge of competition and industry trends is discussed in Chapter 6, while Chapter 7 explains how to sell with a value-added strategy.

Part IV, Developing a Customer Strategy, presents information on why and how customers buy, and explains how to identify prospects. With increased knowledge of the customer, salespeople are in a better position to understand customers’ unique wants and needs and create customer value in the multi-call, lifetime customer setting. Chapter 8 sheds light on consumer- and business-buying behaviours while Chapter 9 describes the strategies used to develop prospects and accounts.

The concept of a salesperson as an adviser, consultant, value creator, and partner to buyers is stressed in Part V, Developing a Presentation Strategy. Emphasis is placed on the need-satisfaction presentation model as well as ways to provide outstanding service after the sale. Chapter 10 introduces the concept of adaptive selling as a useful strategy to approach customers. Chapter 11 explains how to identify customer needs with a consultative questioning strategy, and Chapter 12 discusses the role of a consultative presentation in delivering value to the customers. The principles of formal negotiations as a part of a win-win strategy are discussed in Chapter 13, while Chapter 14 focuses on proper attitudes and strategies to close the sales. Chapter 15 finishes Part V by discussing the role of customer service in building sustaining profitable relationships with the customer.

Personal selling is one of the few professions that inherently require a great deal of self-discipline. Part VI focuses on managing self as well as others by discussing the four dimensions of opportunity management in Chapter 16 and the fundamentals of sales force management in Chapter 17.
Finally, this edition features Appendix 1, “Reality Selling Role-Play Scenarios,” which includes 11 role-play scenarios that provide students with the opportunity to—of course—sell.

A SPECIAL NOTE TO STUDENTS
ON HOW TO USE THE BOOK

This seventh Canadian edition of Selling Today has several new features that distinguish it from other texts. Here we offer you a few tips to make the most out of the materials presented in the new edition.

Selling is fun. That does not mean it is easy to close a deal. Each chapter in this new edition has been reorganized with the sole goal of providing you with a systematic summary of key concepts related to the topic area and ample application exercises. While there are different ways you can approach the text, we believe it is most effective to start each chapter with a concrete understanding of how the chapter fits into the big picture of selling through value creation, the overriding theme of this textbook. In this regard, we have extensively revised and updated the chapter previews, chapter summaries, key terms, review questions, and cross-references among the chapters to assist you in integrating key concepts.

Practice makes perfect. We have created numerous role-play exercises that resemble real-life selling situations. In our experience, some students may dismiss these exercises as easy. Try one of the exercises and you will see how these students could not be more wrong. Don’t be mistaken—the exercises are not that difficult, but we do inject a great deal of reality into them to make them complex enough to provide you with the opportunity to hone your selling skills. So practise them with a friend, a family member, or in front of a video camera or mirror.

Finally, observe, analyze, and think about your experiences with salespeople in everyday life, using the concepts and themes you have learned from the text. Think about how those salespeople sell to you, or how you would do it differently if you were in their position.

We encourage you to write to us regarding your experience with this new edition.

SELLING TODAY SUPPLEMENTS

Selling Today: Partnering to Create Value, Seventh Canadian Edition, is accompanied by a complete supplements package. The instructor resources listed below are password protected and available for download via www.pearsoncanada.ca/highered.

Instructor’s Resource Manual. The comprehensive instructor’s manual includes detailed presentation outlines, answers to review questions, suggested responses to learning activities, instructions for using the case problems, and a complete trainer’s guide for using the role play/simulation.

Test Item File. More than 1000 test questions—including multiple-choice, true/false, and essay questions—are provided in Microsoft Word format. The Test Item File enables instructors to view and edit the existing questions, add new questions, and generate tests. This robust test bank is also available in My Test format (see below).

My Test. The new edition test bank comes with My Test, a powerful assessment-generation program that helps instructors easily create and print quizzes, tests, and
exams as well as homework or practice handouts. Questions and tests can all be authored online, allowing instructors ultimate flexibility and the ability to efficiently manage assessments at any time, from anywhere.

**PowerPoint Slides.** A collection of more than 200 slides—culled from the textbook or specifically designed to complement chapter content—is available.

**Companion Website.** The companion website ([www.pearsoncanada.ca/manning](http://www.pearsoncanada.ca/manning)) offers students valuable resources, including chapter quizzes and exercises, Decision-Making Mini Simulations and BizSkill Simulations, Adaptive Selling videos, role-play videos, and an online assessment tool for better understanding one’s own style as well as the adaptive selling communication style of others. Sales literature and support materials for completing role plays as part of “Partnership Selling: A Role Play/Simulation for Selling Today” are also supplied on the companion website.

**DVD Videos.** Several new videos are available with the seventh Canadian edition that will be invaluable tools in the classroom.

**Reality Selling Video Series.** In response to high demand from instructors, the Reality Selling Video Series offers videos with accompanying chapter opening vignettes, case problems, and role-plays that demonstrate how recent college graduates are using their selling skills to pursue rewarding sales careers. A comprehensive listing of these videos is presented in Appendix 1.

**Adaptive Selling Training Video Series.** This four-video series now includes a recently added sales training video based on the content of Chapter 13, “Negotiating Buyer Concerns.” Students can view the types of negotiating situations that salespeople encounter—in a classroom setting. Based on extensive research in selling organizations, students learn how to negotiate win-win solutions to overcome the price problem.

**Pearson Custom Library.** For enrolments of at least 25 students, you can create your own textbook by choosing the chapters that best suit your own course needs. To begin building your custom text, visit [www.pearsoncustomlibrary.com](http://www.pearsoncustomlibrary.com). You may also work with a dedicated Pearson Custom editor to create your ideal text—publishing your own original content or mixing and matching Pearson content. Contact your local Pearson Representative to get started.

**Learning Solutions Managers.** Pearson’s Learning Solutions Managers work with faculty and campus course designers to ensure that Pearson technology products, assessment tools, and online course materials are tailored to meet your specific needs. This highly qualified team is dedicated to helping schools take full advantage of a wide range of educational resources, by assisting in the integration of a variety of instructional materials and media formats. Your local Pearson Education sales representative can provide you with more details on this service program.

**CourseSmart for Instructors.** CourseSmart goes beyond traditional expectations to provide instant online access to the textbooks and course materials you need at a lower cost for students. And even as students save money, you can save time and hassle with a digital eTextbook that allows you to search for the most relevant content at the very moment you need it. Whether it’s evaluating textbooks or creating lecture notes to help students with difficult concepts, CourseSmart can make life a little easier. See how when you visit [www.coursesmart.com/instructors](http://www.coursesmart.com/instructors).
CourseSmart for Students. CourseSmart goes beyond traditional expectations to provide instant online access to the textbooks and course materials you need at significant savings over the print price. With instant access from any computer and the ability to search your text, you’ll find the content you need quickly, no matter where you are. And with online tools like highlighting and note-taking, you can save time and study efficiently. See all the benefits at www.coursesmart.com/students.

THE SEARCH FOR WISDOM IN THE AGE OF INFORMATION

The search for the fundamentals of personal selling has become more difficult in the age of information. The glut of information threatens our ability to identify what is true, right, or lasting. The search for knowledge begins with a review of information, and wisdom is gleaned from knowledge. Books continue to be one of the best sources of wisdom, as are online links and videos. We provide an excellent array of support videos, such as the Reality Selling section, making the seventh Canadian edition more practical and hands-on than any other textbook in the market. Many new books, and several classics, were used as references for the seventh Canadian edition of Selling Today: Partnering to Create Value. A sample of the more than 40 books used to prepare this edition follows:

- To Sell Is Human by Daniel Pink
- The Tipping Point by Malcolm Gladwell
- Integrity Selling for the 21st Century by Ron Willingham
- A Whole New Mind by Daniel H. Pink
- Rethinking the Sales Force by Neil Rackham and John R. DeVincentis
- Business Ethics by O. C. Ferrell, John Fraedrich, and Linda Ferrell
- Negotiating Geniuses by Deepak Malhotra and Max H. Bazerman
- Blur: The Speed of Change in the Connected Economy by Stan Davis and Christopher Meyer
- Close the Deal by Sam Deep and Lyle Sussman
- Complete Business Etiquette Handbook by Barbara Pachter and Marjorie Brody
- Effective Human Relations: Personal and Organizational Applications by Barry L. Reece and Rhonda Brandt
- First Impressions: What You Don't Know About How Others See You by Ann Demarais and Valerie White
- Hug Your Customers by Jack Mitchell
- Keeping the Funnel Full by Don Thomson
- Marketing Imagination by Ted Levitt
- Marketing: Real People, Real Choices by Michael R. Solomon, Greg W. Marshall, and Elnora W. Stuart
- Megatrends by John Naisbitt
- Personal Styles and Effective Performance by David W. Merrill and Roger H. Reid
- Psycho-Cybernetics by Maxwell Maltz
- Questions—The Answer to Sales by Duane Sparks
- Re-Imagine! Business Excellence in a Disruptive Age by Tom Peters
- Self Matters by Phillip C. McGraw
- SPIN Selling by Neil Rackham
- SPIN Selling Fieldbook by Neil Rackham
- Strategic Selling by Robert B. Miller and Stephen E. Heiman
- The 7 Habits of Highly Effective People by Stephen R. Covey
- The Customer Revolution by Patricia Seybold
ACKNOWLEDGMENTS

Many people have made contributions to the seventh Canadian edition of Selling Today: Partnering to Create Value. We thank award-winning video producer Art Bauer for his creativity, dedication, and attention to detail in the production of the Adaptive Selling Today Training Video Series. We also thank Son Lam for his help and contributions with the Reality Selling Video Series, Cases, and Role-Play exercises. Throughout the years the text has been improved as a result of numerous helpful comments and recommendations by both students and faculty.

We extend special appreciation to the following reviewers: Andrea Ely, Capilano University; Don Hill, Langara College; Athena Hurezeanu, Seneca College; Frank Maloney, George Brown College; David Moulton, Douglas College; Wendy Threader, Algonquin College; Duane Weaver, Vancouver Island University.
About the Authors

Gerald Manning is an international author, consultant, speaker, and successful businessperson.

Professor Manning’s book Selling Today: Partnering to Create Value, now in its thirteenth edition, is today’s international number-one selling textbook on negotiations and partnering. With Chinese, Spanish, International English-Speaking, Canadian, Croatian, and U.S. editions, millions have profited from the strategies and tactics presented. He is author of four additional books on management and sales, all published by large, international publishing companies. Gerald Manning also serves as a sales and marketing consultant to senior management and owners of more than 500 businesses, including both national and international companies.

He appears regularly as a speaker at national sales and management conferences, and is featured regularly in training videos on sales and management.

Professor Manning served as chair of the Marketing/Management Department of one of the leading colleges in the country for more than 30 years. In addition to his administrative duties, he has served as lead instructor in negotiations and sales. Mr. Manning received the “Outstanding Professor of the Year” award given annually by his college.

He has also applied numerous negotiation and personal selling principles and practices as owner of a very successful commercial and residential real estate investment, development and management company.

Professor Manning’s speaking and classroom experience, along with his consulting, and the management of his company have provided him a unique opportunity to research, study, test, refine, and write about personal selling. With this background, and a long-term partnership-type relationship with acclaimed training video producer Arthur Bauer, the Adaptive Selling Training Video Series was produced.

Michael Ahearne is Professor of Marketing and C. T. Bauer Chair in Marketing at the University of Houston. He is also Executive Director of the Sales Excellence Institute (SEI). The SEI is widely recognized as the leading university-based sales institute in the world, training more than 2000 sales students, placing Ph.D. students at top research universities and working with more than 200 major corporations annually. He earned his Ph.D. in Marketing from Indiana University. He has also served on the faculty at the University of Connecticut and at Pennsylvania State University. In addition, he has lectured internationally about sales and sales management in such countries as Austria, Belgium, France, Germany, India, Italy, Spain, and Russia.

Dr. Ahearne’s research has focused primarily on improving the performance of salespeople and sales organizations. He has published over 40 articles in leading journals such as Journal of Marketing, Journal of Marketing Research, Management Science,
Strategic Management Journal, Journal of Applied Psychology, and Organizational Behavior and Human Decision Processes. He was recently recognized by the American Marketing Association as one of the 20 most research-productive scholars in the field of marketing. His research has been profiled in The Wall Street Journal, Business 2.0, Business Investors Daily, Fox News, INC Magazine, and many other news outlets.

Before entering academia, Mike played professional baseball for the Montreal Expos and worked in marketing research and sales operations for Eli Lilly and FCS Healthcare. He actively consults in many industries, including insurance, health care, consumer packaged goods, technology, and transportation.

Barry Reece is Professor Emeritus at Virginia Polytechnic Institute and State University. Prior to joining the faculty at Virginia Tech, he held faculty positions at Ellsworth Community College and the University of Northern Iowa. Over the years, he has served as visiting professor at the University of Iowa, University of Missouri, University of Nebraska, University of Colorado, and Wayne State College. He is the author or coauthor of six college textbooks that have been through a total of 40 editions since 1980.

Dr. Reece received his Ed.D. from the University of Nebraska. He has been actively involved in teaching, research, consulting, and designing training programs throughout his career. He has conducted more than 500 workshops and seminars devoted to leadership, human relations, communications, sales, customer service, and small business operations. He has received the “Excellence in Teaching Award” for classroom teaching at Virginia Tech and the “Trainer of the Year Award” presented by the Valleys of Virginia Chapter of the American Society for Training and Development.

Herb MacKenzie is currently Associate Professor of Marketing at the Goodman School of Business, Brock University in St. Catharines, Ontario. He has taught in the undergraduate, graduate, and executive education programs at universities in Canada, Europe, and the Middle East, and has been consulting to both private- and public-sector businesses since 1985. He has more than 15 years of industrial sales and sales management experience and has published many cases, conference proceedings, and articles in the areas of sales management, buyer-seller relationships, and distribution channel management. He has authored and co-authored more than 20 textbooks on introduction to business, personal selling, sales management, and marketing, and has edited five Canadian marketing casebooks. He has been recognized by his students as Professor of the Year and Marketing Professor of the Year and was twice the winner of the Faculty of Business Faculty Award of Excellence.