

# 19

## Managing Personal Communications: Direct Marketing and Personal Selling

### Marketing Management:

An Asian Perspective  
(5<sup>th</sup> edition)

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# Managing Personal Communications: Direct Marketing and Personal Selling

# 19

Today, marketing communications are increasingly seen as an interactive dialogue between the company and its customers. Making the sale to customers requires working hard and working smart. Companies must not only ask “How can we reach our customers?” but also, “How can our customers reach us?” Thanks to technological breakthroughs, people can now communicate through traditional media (newspapers, magazines, radio, telephone, television, and billboards), as well as through computers, fax machines, mobile phones, pagers, and wireless appliances. By decreasing communications costs, the new technologies have encouraged more companies to move from mass communication to more targeted communications and one-to-one dialogue.



# Learning Objectives:

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- Understand how companies can integrate direct marketing for competitive advantage
- Understand how companies can do effective interactive marketing
- Understand how marketers can best take advantage of the power of word of mouth

# Learning Objectives:

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- Understand what decisions companies face in designing and managing a sales force
- Understand how salespeople can improve selling, negotiating, and relationship marketing skills

# Direct Marketing

## - *The Benefits of Direct Marketing*

**Direct marketing:**  
use of consumer-direct (CD) channels  
to reach & deliver goods & services  
to customers  
without using marketing middlemen

# Direct Marketing

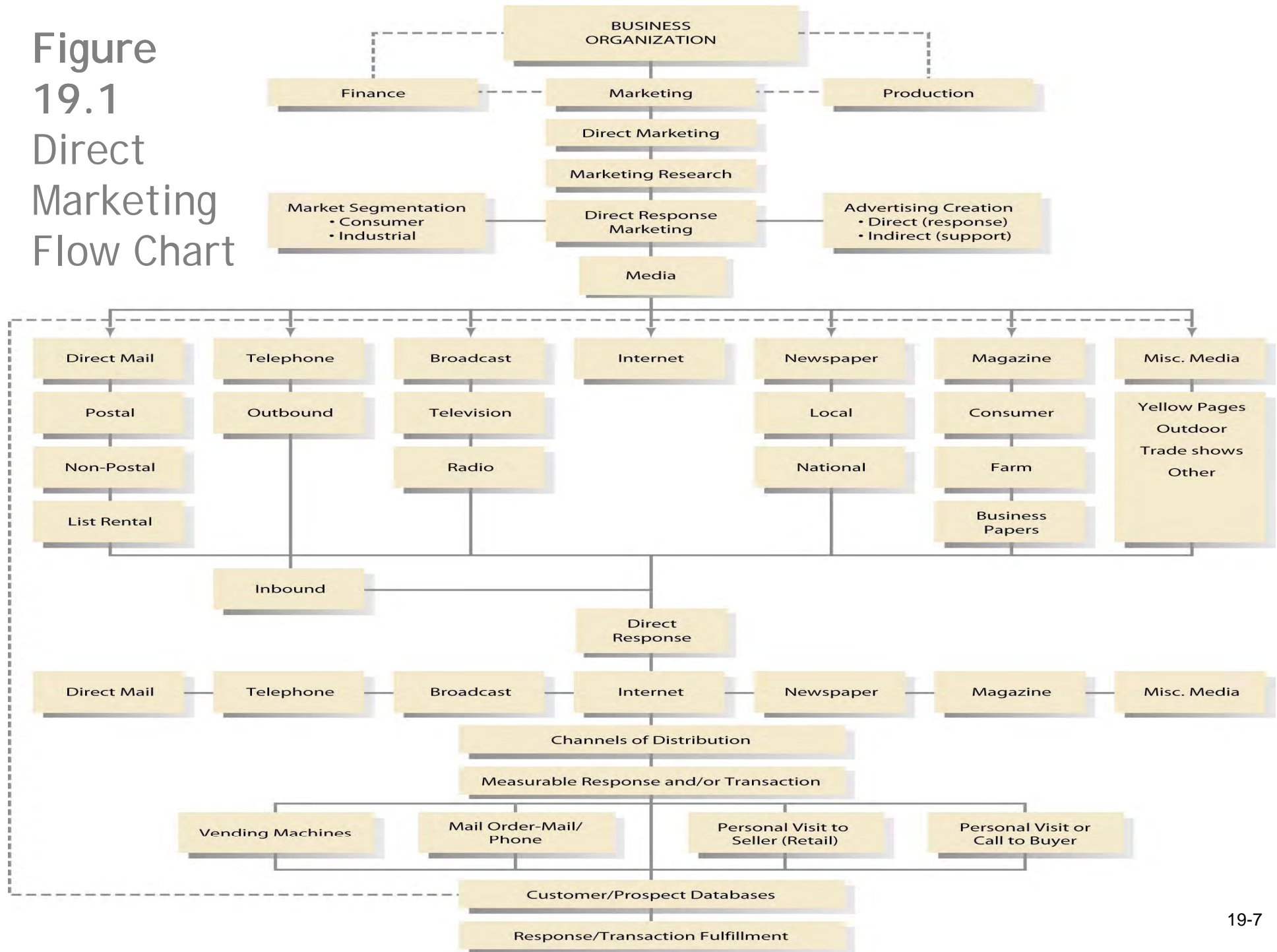
## - *The Benefits of Direct Marketing*



Growth of direct marketing due to:

1. *Market demassification* - market niche
2. At-home shopping
  - i. High driving costs
  - ii. Traffic congestion
  - iii. Lack of time
3. Stores drop specialty items - opportunity for direct marketers
4. Increased credit card penetration
5. Growth of Internet, email, cell phones

Figure  
19.1  
Direct  
Marketing  
Flow Chart



# Direct Marketing

## - *The Benefits of Direct Marketing*

- Customers' benefits :
  - ◎ Home shopping - fun, convenient, hassle-free
  - ◎ Comparative shopping - browse mail catalogs & online shopping services
  - ◎ Order goods for themselves or others
  - ◎ Business customers: learn about products & services without meeting salespeople

# Direct Marketing

## *- The Benefits of Direct Marketing*

- Sellers' benefits:
  1. Buy mailing lists - names of target groups of customers
  2. Customize & personalize messages
  3. Build continuous relationship with each customer

# Direct Marketing

## - *The Benefits of Direct Marketing*

- Sent to keen people - right time, high readership
- Test alternative media & messages - most cost-effective way
- Makes offer & strategy less visible to competitors
- Can measure responses to campaigns - most profitable

# Direct Marketing

## - *Direct Mail*

- Direct-mail marketing: sending an offer, announcement, reminder
- Popular, WHY?
  - ⊙ Permits target market selectivity
  - ⊙ Can be personalized
  - ⊙ Flexible
  - ⊙ Allows early testing & response measurement

# Direct Marketing

## - *Direct Mail*

### ■ Direct mail marketing - stages:

1. *"Carpet bombing"*
2. *Database marketing*
3. *Interactive marketing*
4. *Real-time personalized marketing*
5. *Lifetime value marketing*

# Direct Marketing

## - *Direct Mail*

### OBJECTIVES:

- Order from prospects
- Success - response rate: 2% good
- Achieve other objectives
- Produce leads
- Strengthen relationships
- Inform & educate customers
- Remind customers of offers
- Reinforce recent purchases

# Direct Marketing

## - *Direct Mail*

### TARGET MARKETS & PROSPECTS:

- Identify- most able, willing, ready to buy HOW?

1. *RFM: (recency, frequency, monetary amount)*
2. *Variables: age, sex, income, education*
3. *Consumer lifestyle or "passion" groups*

- B2B: prospect group of people

- Target- defined - obtain specific names

# Direct Marketing

## - *Direct Mail*

### OFFER ELEMENTS:

#### *5 elements*

1. Product
2. Offer
3. Medium
4. Distribution method
5. Creative strategy

#### *5 mailing components:*

1. Outside envelope
2. Sales letter
3. Circular
4. Reply form
5. Reply envelope

# Direct Marketing

## - *Direct Mail*

### TESTING ELEMENTS:

- Advantage: ability to test elements - real market conditions
- Response rates - understate campaign's long-term impact
- Impact on awareness, intention to buy & word-of-mouth

# Direct Marketing

## - *Direct Mail*

### MEASURING CAMPAIGN SUCCESS: LIFETIME VALUE:

- Sum of planned campaign costs - needed break-even response rate
- Analyze past campaign - improve future
- Value  $\neq$  buy response to one mailing
- Value = expected profit on future buys

# Direct Marketing

## *- Catalog Marketing*

- Merchandise, Specialty, business catalogs, in print, CDs, videos or online
- Success of catalog business depends on:
  1. Ensure little duplication & bad debt in list
  2. Control inventory carefully
  3. Offer quality merchandise - low returns
  4. Project distinctive image

# Direct Marketing

## - *Telemarketing*

### *Telemarketing:*

use of telephone & call centers  
to attract prospects,  
sell to existing customers,  
& provide service  
by taking orders  
& answering questions

# Direct Marketing

## - *Telemarketing*

### Inbound & outbound telemarketing

1. Telesales
2. Telecoverage
3. Teleprospecting
4. Customer service & technical support

4 Types

# Direct Marketing

## - *Telemarketing*

### Telemarketing not common in Asia WHY?

1. Difficult set up, emerging economies, poor telecommunications infrastructure
2. Extensive training required
3. High staff turnover- tight labor market
4. Multi-country complications & language problems

# Direct Marketing

## - *Telemarketing*

- Reduce need for personal selling
- Improves with use of videophones
- SMS marketing:
  - ◎ Potential in emerging economies
  - ◎ Wireless access (*eg: Philippines*)

# Direct Marketing

## - *Telemarketing*

### ***But:***

- ❑ Too many phones, hard to find one solution
- ❑ Availability of low internet costs
- ❑ Operators' reluctant to centralize billing
- ❑ Security issue with wireless transactions

# Direct Marketing

*- Other Media for Direct-Response Marketing*

## TELEVISION

### **1. *Direct-response advertising***

- ◆ *Infomercials - sales call + TV ad*

### **2. *At-home shopping channels***

- ◆ *Dedicated channels*

### **3. *Videotext & interactive TV***

- ◆ *Linked to catalog - cable/line*

## KIOSK MARKETING:

- ▣ Small unit - selling/information unit

# Public & Ethical Issues in Direct Marketing

- Direct marketers & customers - rewarding relationships. Occasional darker side:
  - 1) *Irritation - more hard-sell*
  - 2) *Unfairness - exploit impulsive or less sophisticated buyers*
  - 3) *Deception & fraud - intention to mislead*
  - 4) *Invasion of privacy - too much knowledge on buyer - unfair advantage*

# Interactive Marketing



- Internet - greater *interaction & individualization*
- But exchange process more customer-initiated & controlled
- More rich media ads, online

# Interactive Marketing

## *Benefits of Interactive Marketing*



### **Benefits:**

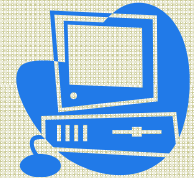
1. Highly accountable & effects easily traced
2. Web offers advantage of “contextual placements”
3. Light consumers of other media, can be reached

## Figure 19.2 Seven Key Design Elements of an Effective Web

- **Context** — Layout and design
- **Content** — Text, pictures, sound, and video the site contains
- **Community** — How the site enables user-to-user communication
- **Customization** — Site's ability to tailor itself to different users or to allow users to personalize the site
- **Communication** — How the site enables site-to-user, user-to-site, or two-way communication
- **Connection** — Degree that the site is linked to other sites
- **Commerce** — Site's capabilities to enable commercial transactions

# Interactive Marketing

## - *Designing an Attractive Web Site*



■ Visitors judge site's performance by:

### Ease-of-use:

1. Quick downloads
2. 1st page - easily understood
3. Easy to navigate, pages open quickly

### Physical attractiveness:

1. Pages - clean & not crammed
2. Typeface, font size - very readable
3. Good use of color

# Interactive Marketing

## *- Designing an Attractive Web Site*



- **Returning to site depends on content**
  1. Deep information with related links
  2. Changing news of interest
  3. Changing free offers to visitors
  4. Contests & sweepstakes
  5. Humor & jokes
  6. Games

# Interactive Marketing

*- Placing Ads & Promotion Online*



- Audience targeted & costs reasonable
- Banner ads: small boxes – text/picture – relevant sites
- Sponsorships: special content on sites that carry news, financial information
- Microsite: limited area managed & paid for by an external advertiser/company

# Interactive Marketing

## *- Placing Ads & Promotion Online*



- **Interstitials:** Ads, animation, pop up between changes on website
- **Search-related ads:** Search terms - proxy for interests & relevant links listed alongside search results
- **Content-target advertising:** Links ads to content of Webpage, not to keywords
- **Alliances & affiliate programs:** firms work & advertise each other

# Interactive Marketing

## - *E-Marketing Guidelines*



- Small % of direct mail costs
- Click rate for email > other online marketing
- If done well, build relationships - profits

# Interactive Marketing

## - E-Marketing Guidelines



Important guidelines - email marketers:

- 1) Give customer reason to respond*
- 2) Personalize content of emails*
- 3) Offer something customer could not get via direct mail*
- 4) Make it easy for customers to "unsubscribe"*

# Word-of-Mouth



Social networks, like MySpace and Facebook, have become an important force in both business-to-consumer and business-to-business marketing.

- ⊙ A key aspect of social networking is the word of mouth
- ⊙ Companies are becoming acutely aware of the power of word of mouth
- ⊙ Word of mouth can be particularly effective for smaller business
- ⊙ Social networking can be a vital resource for companies

# Buzz and Viral Marketing

- Buzz marketing generates excitement, creates publicity, and conveys new relevant brand-related information through unexpected or even outrageous means.
- Viral marketing is another form of word of mouth
- Companies can help to create buzz

# Opinion Leaders



Communication researchers propose a social-structure view of interpersonal communication. They see society as consisting of cliques, small groups whose members interact frequently.

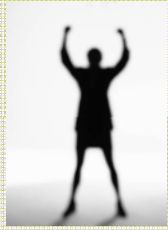
- ⊙ Bridges: people who belong to one clique and are linked to a person in another.
- ⊙ The Law of the Few: “Mavens, Connectors, Salesmen”
- ⊙ Concentrate on the “bees” - hyperdevoted customers who live to spread the word.
- ⊙ Controversial tactic: Shill marketing or stealth marketing

# Marketing Memo: “How to start a buzz fire”

- Certain steps increase the likelihood of a positive buzz: *identify influential individuals and companies; supply key people with product samples; work through community influentials; develop a word of mouth referral channel; provide compelling information that customers want to pass along.*

# Blogs

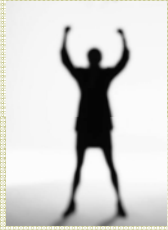
- A regularly updated online journal or diary have become an important outlet for word of mouth.
- One obvious appeal of blogs is that they bring together people with common interests.



# Designing the Sales Force

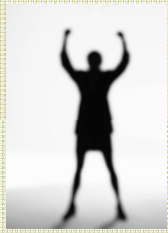
## Sales Force:

- Industrial firm - sales - locate & develop prospects - customers & grow business
- Consumer companies - direct-selling: agents, stockbrokers & distributors
- Direct-sales companies: opportunities for locals as sales representatives




# Designing the Sales Force

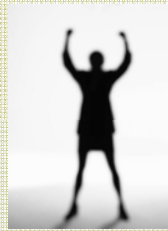
- *Sales representative - 6 positions from least to most creative types of selling:*
- 1) *Deliverer*
  - 2) *Order taker*
  - 3) *Missionary*
  - 4) *Technician*
  - 5) *Demand creator*
  - 6) *Solution vendor*



# Designing the Sales Force

- Personal link to customers
- Feedback customer information
- High, rising costs to maintain sales force
- Consider Figure 19.4 



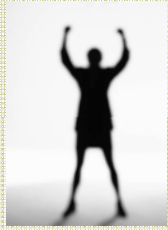


# Designing the Sales Force

## - *Sales Force Objectives & Strategy*

▣ Specific tasks of sales force:

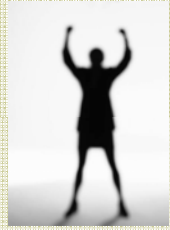
- 1) *Prospecting*
- 2) *Targeting*
- 3) *Communicating*
- 4) *Selling*
- 5) *Servicing*
- 6) *Information gathering*
- 7) *Allocating*



# Designing the Sales Force

## *- Sales Force Objectives & Strategy*

- *Leveraged sales force:*
  - ◎ Sell complex products to large accounts
  - ◎ Low-end selling - inside sales & web orders
- Deploy sales force strategically
- Analyze sales & marketing data
- Direct sales: company paid employees
- Contractual sales: reps, agents & brokers - commission based on sales



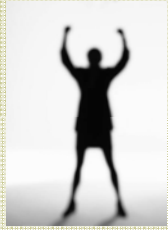
# Designing the Sales Force

## - *Sales Force Structure*

- **Territorial structure:**
  - ◎ 1 product line to 1 end-using industry + customers - many locations
- **Product/market structure:**
  - ◎ Many products to many types of customers
- **Revise sales force structure - market & economic conditions change**

Figure 19.6 The Four Factors for a Successful Sales Force

	BUSINESS LIFE CYCLE STAGE			
	Start-Up	Growth	Maturity	Decline
<b>EMPHASIS</b>				
ROLE OF SALES FORCE AND SELLING PARTNERS	⇒⇒⇒⇒	⇒⇒	⇒	⇒⇒⇒
SIZE OF SALES FORCE	⇒⇒⇒	⇒⇒⇒⇒	⇒⇒	⇒⇒⇒⇒
DEGREE OF SPECIALIZATION	⇒	⇒⇒⇒⇒	⇒⇒⇒	⇒⇒
SALES FORCE RESOURCE ALLOCATION	⇒⇒	⇒	⇒⇒⇒⇒	⇒
<b>UNDERLYING CUSTOMER STRATEGY</b>				
	Create awareness and generate quick product uptake	Penetrate deeper into existing segments and develop new ones	Focus on efficiently serving and retaining existing customers	Emphasize efficiency, protect critical customer relationships, exit unprofitable segments

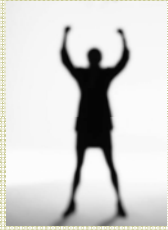


# Designing the Sales Force

## - Sales Force Size

*Workload approach:* sales force size **5 steps**

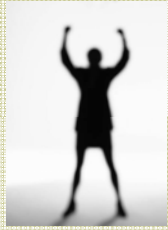
1. Customers - size classes - annual sales
2. Call frequencies - for each class
3. Each size class account x call frequency  
= annual sales calls
4. Average annual calls determined
5. Sales rep needed =  $\frac{\text{total annual calls required}}{\text{average annual calls}}$



# Designing the Sales Force

## - *Sales Force Compensation*

- Sales force compensation =  
fixed amount + variable amount +  
expense allowances + Benefits
- 3 plans: straight salary, straight  
commission & mix of both
- Fixed compensation - emphasis in non-  
selling jobs - selling task complex



# Designing the Sales Force

## - *Sales Force Compensation*

- Straight salary – secure income – willing to do non-sales work
- Straight commission – high performers, motivate, control costs *but* emphasis on sale not relationships
- *Combination plans is best*

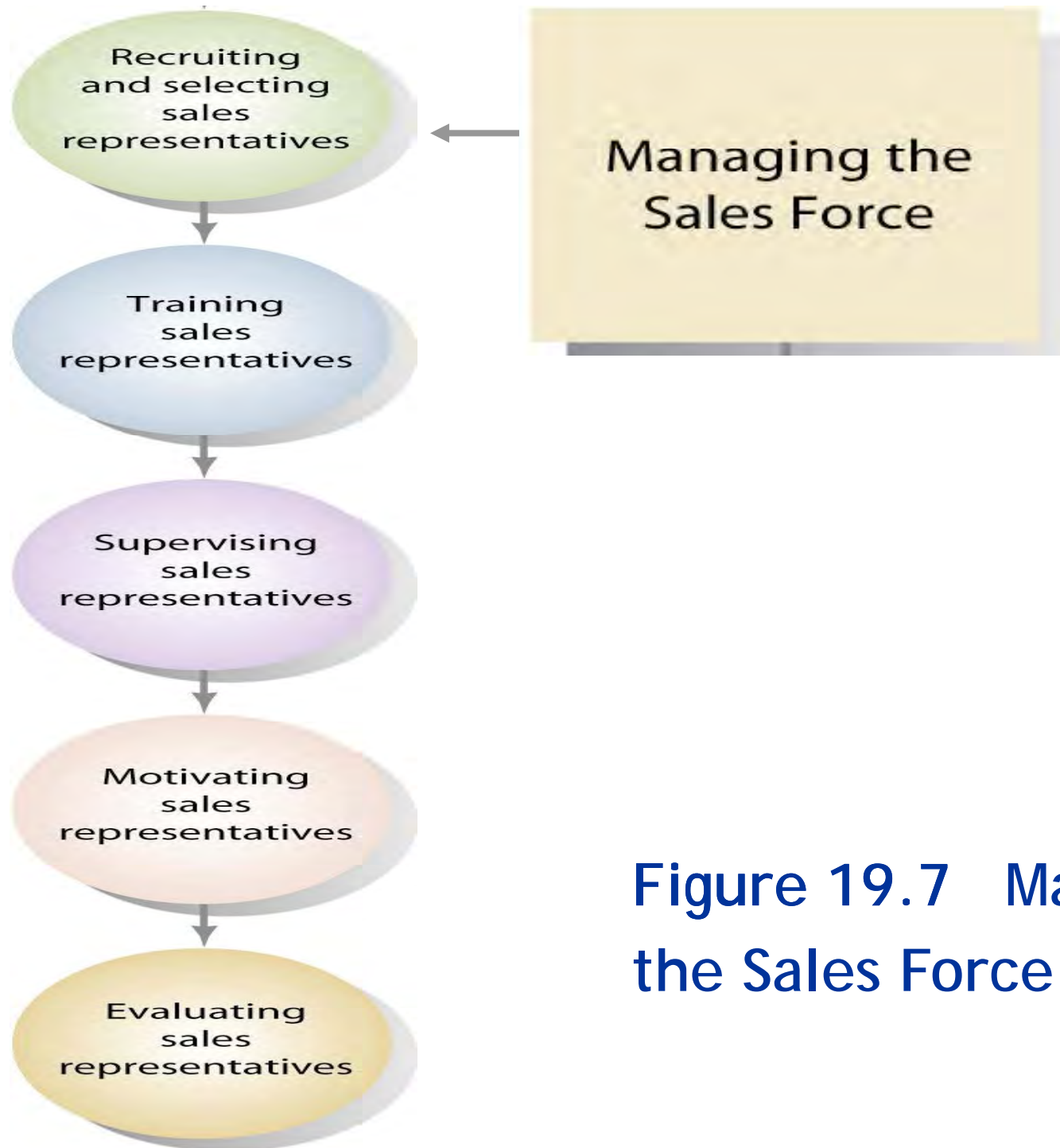


Figure 19.7 Managing the Sales Force



# Managing the Sales Force

## *- Recruiting & Selecting Representatives*

- Decide on criteria, traits in reps
- HR Department - applicants from various sources
- Select from pool of applicants



# Managing the Sales Force

## - *Training & Supervising Sales Representatives*

- Customers expect sales reps
  - ◎ *Deep knowledge*
  - ◎ *Improvement ideas*
  - ◎ *Be reliable*
- Higher investment - training
- Training - few weeks to months
- Depends on complexity of task & type of person



# Managing the Sales Force

## - Training & Supervising Sales Representatives

### Research, rep training - MNC & local firm

#### ■ MNCs

- ⊙ *More result-oriented,*
- ⊙ *More market/customer-oriented*

#### ■ Local firms

- ⊙ *More cost-focused in training*
- ⊙ *More product-oriented*

#### ■ New training methods - role playing, sensitivity training etc



# Managing the Sales Force

## *- Training & Supervising Sales Representatives*

- East Asian business - adaptation of sales-training techniques
- Mentoring techniques - Japan
- Training enhance salesperson retention
- Companies vary in how closely they supervise sales reps



# Managing the Sales Force

## - *Sales Rep Productivity*

### NORMS FOR PROSPECT CALLS:

- Specify time - prospect new account

### USING SALES TIME EFFICIENTLY:

- Best reps - manage time effectively
- *Time-and-duty analysis*: how time is spent & how to increase productivity



# Managing the Sales Force

## - Sales Rep Productivity

Ways to improve sales productivity:

- Use “phone power,”
- Simplify record keeping & time
- Computer & Internet
  - ◎ *Call & routing plans*
  - ◎ *Supply customer & competitive data*
  - ◎ *Automate order preparation process*



# Managing the Sales Force

## - Sales Rep Productivity

- 3 types of Inside salespeople:
  1. *Technical support people*
  2. *Sales assistants*
  3. *Telemarketers*
- Let outside reps - time - major accounts
- Spend more time - check inventory, follow up orders *etc*



# Managing the Sales Force

## - *Sales Rep Productivity*

- High-tech equipment - email & PCs allow salesperson to be “electronic”
- Company Web site - useful a prospecting tool



# Managing the Sales Force

## *- Motivating Sales Representatives*

- Reps - encouragement & incentives
- Higher motivation - greater effort & performance, rewards & satisfaction
- Increase motivation - reinforce all types of intrinsic & extrinsic rewards



# Managing the Sales Force

## *- Motivating Sales Representatives*

- Financial rewards valued - older, longer-tenured staff, large families
- Higher-order rewards (recognition), more valued - by the young
- Annual sales quotas - compensation
- Profits maximized - focus on important & profitable products



# Managing the Sales Force

## - *Motivating Sales Representatives*

- Setting sales quotas - *problems*
  1. Underestimated - quota easy - rep overpaid & vice versa
  2. Quotas - drive reps - get most business - may ignore service
- Short-term results at cost of long-term customer satisfaction



# Managing the Sales Force

## - *Evaluating Sales Representatives*

### SOURCES OF INFORMATION:

- ▣ Sales reports:
  - ◎ *Activity plans & write-ups of activity results*
- ▣ Observation, self-reports, customer letters & complaints etc
- ▣ Annual territory marketing plan: program
  - ◎ Develop new accounts &
  - ◎ Increase business from current ones
- ▣ *Call reports* - completed activities



# Managing the Sales Force

## - *Evaluating Sales Representatives*

### *Key indicators of sales performance:*

1. Average calls per salesperson per day
2. Average call time per contact
3. Average revenue per call
4. Average cost per call



# Managing the Sales Force

## - *Evaluating Sales Representatives*

### *Key indicators of sales performance:*

5. Entertainment cost per call
6. % of orders per hundred calls
7. Number of new customers per period
8. Number of lost customers per period
9. Sales-force cost as % of total sales



# Managing the Sales Force

## - *Evaluating Sales Representatives*

### FORMAL EVALUATION:

- Sales force's reports + observations supply materials for evaluation
- One type - compare current performance to past performance

**Table 19.1** Form for Evaluating Sales Representative's Performance

Territory: East Representative: Kim Lee	2005	2006	2007	2008
1. Net sales product A	\$251,300	\$253,200	\$270,000	\$263,100
2. Net sales product B	423,200	439,200	553,900	561,900
3. Net sales total	674,500	692,400	823,900	825,000
4. Percent of quota product A	95.6	92.0	88.0	84.7
5. Percent of quota product B	120.4	122.3	134.9	130.8
6. Gross profits product A	\$50,260	\$50,640	\$54,000	\$52,620
7. Gross profits product B	42,320	43,920	55,390	56,190
8. Gross profits total	92,580	94,560	109,390	108,810
9. Sales expense	\$10,200	\$11,100	\$11,600	\$13,200
10. Sales expense to total sales (%)	1.5	1.6	1.4	1.6
11. Number of calls	1,675	1,700	1,680	1,660
12. Cost per call	\$6.09	\$6.53	\$6.90	\$7.95
13. Average number of customers	320	24	328	334
14. Number of new customers	13	14	15	20
15. Number of lost customers	8	10	11	14
16. Average sales per customer	\$2,108	\$2,137	\$2,512	\$2,470
17. Average gross profit per customer	\$289	\$292	\$334	\$326



# Managing the Sales Force

## - *Evaluating Sales Representatives*

- Evaluations - company knowledge, products, customers, competitors, territory & responsibilities
- Personality rated: general manner, appearance, speech & temperament
- US MNCs in Asia use *knowledge*, *appearance & motivation* WHY?



# Managing the Sales Force

## - *Evaluating Sales Representatives*

1. Minimal monitoring, stable & minimize resources on sales control
2. Qualitative factors favored by Asian firms
3. Outside of more developed Asian countries - *educational standards, commercial orientations, & personal affluence levels* - not uniform



**Figure 19.8**  
**Major Steps in Effective Selling**

# SPIN method:

- *Situation question:* facts or buyer's situation  
What system is used to invoice customers?
- *Problem question:* problem & dissatisfaction  
What parts of system create errors?
- *Implication question:* effect of problem  
How problem affect people's productivity?
- *Need-payoff questions:* value of solution  
How much savings if reduce errors by 80%?



# Principles of Personal Selling

## - *The Seven Steps*

### 1. PROSPECTING & QUALIFYING:

- Identify & qualify prospects
- Contact leads - assess interest level & financial capacity

### 2. PREAPPROACH:

- Learn ALL about prospect company & buyers



# Principles of Personal Selling

## - *The Seven Steps*

### 3. APPROACH:

- Greet buyer - right manner - key questions & active listening

### 4. PRESENTATION & DEMONSTRATION:

- Product “story” - AIDA
  - ⊙ *Attention-interest-desire-action*
- FABV approach
  - ⊙ *Features-advantages-benefits-value*



# Principles of Personal Selling

## - *The Seven Steps*

### 5. OVERCOMING OBJECTIONS:

- *Psychological resistance: preconceived ideas*
- *Logical resistance: price*
- Objections - handle positively
- Get buyer to clarify, question objection
- Deny validity of objection



# Principles of Personal Selling

## *- The Seven Steps*

### 6. CLOSING:

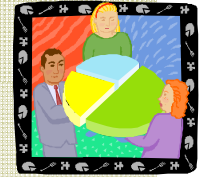
- Recognize buyer closing signs
- Closing techniques & buyer specific inducements

### 7. FOLLOW-UP & MAINTENANCE:

- Ensure satisfaction & repeat business
- Maintenance & growth plan for account

# Principles of Personal Selling

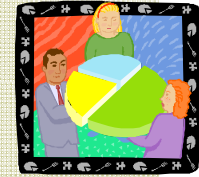
## - *Negotiation*



- *Routinized exchange*: price & distribution - by programs
- *Negotiated exchange*: price & terms - bargaining behavior,  $\geq 2$  parties - long-term agreements
- Require skills & consideration of local culture to be effective

# Principles of Personal Selling

## - *Negotiation*



### LANGUAGE:

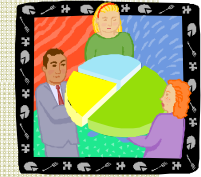
- Challenge - global salesperson - language training

### EYE CONTACT:

- Fail to maintain eye contact - arouse suspicion
- Asia - maintain eye contact - sign of aggression

# Principles of Personal Selling

## - *Negotiation*

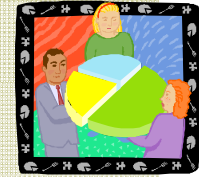


### TIME:

- Americans - *monochronic* time processors - schedules & deadlines
- Asians - *polychronic* time processors
- Prefer to develop personal ties before conclude deal

# Principles of Personal Selling

## - *Negotiation*

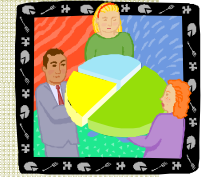


### STATUS & TITLE:

- Communications in Japan - vertically organized social structure
- Cards - corporate designations - ease communication
- Buyer-seller relationships - better if both parties - similar rank, age or seniority

# Principles of Personal Selling

## - *Negotiation*

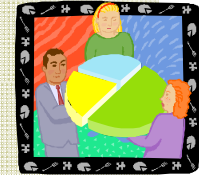


### DECISION-MAKING STYLE:

- Japan - decision - agreement through consensus
- Thailand - educational level & degree of international exposure affect negotiation attitudes & styles

# Principles of Personal Selling

## - *Negotiation*

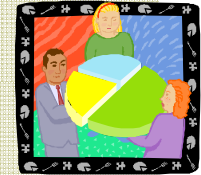


### FLUID CONTRACTS:

- Japanese: contract- personal agreement  
- changed if conditions change
- Renegotiation & redoing of contracts -  
expected behaviors
- One party's goal - signed contract, the  
other - establish relationship

# Principles of Personal Selling

## - *Negotiation*



### MEDIATION:

- Mediators - pass criticisms & negative news
- Avoid embarrassment - loss of face

### INFORMAL COMMUNICATIONS:

- Chinese unwilling - say publicly what can be said in private
- Establish informal communications
- **Concession-making: equality, mutual benefit, or reciprocity**

# Principles of Personal Selling

## - *Relationship Marketing*



- ▣ Capable to serve an account in a superior way
- ▣ Judge segments & customers - respond profitably to relationship management
- ▣ Form & maintain trust - Asian culture
- ▣ Refrain from exploiting customers - gain & retain trust

# Principles of Personal Selling

## - *Relationship Marketing*



### ■ *What contributes to trust?*

1. Organizational trust
2. Strength of personal relationships
3. Dialect fluency
4. Perceived similarity in cultural values

### ■ Relationships: maintained, strengthened

# Principles of Personal Selling

## - *Relationship Marketing*



- Many relationship levels in Asia -  
**consumer relationships with:**
  1. *Brands & their corporate stables*
  2. *Retailers*
  3. *Those between channel intermediaries*

■ Asian cultures - 6 characteristics - impact their commercial behavior:

- I. Particularism
- II. Communitarianism
- III. Diffuseness
- IV. Ascribed Status
- V. Outer Direction
- VI. Synchronous Time

2 broad implications for marketing management

1. Each cultural dimension - relationships important in social & commercial behavior
  - Relationship marketing more important & challenging in Asia than in the U.S.
2. Cultural differences - Asia & the U.S.
  - Need to modify CRM strategies - successful application in region

# Final discussion

## Marketing Debate - Are Great Salespeople Born or Made?

One difference of opinion over to sales concerns the potential impact of training versus selection in developing an effective sales force. Some observers maintain that the best salespeople are “born” & are effective due to their personalities & all the interpersonal skills they have developed over a lifetime. Others contend that application of leading-edge sales techniques can make virtually anyone a sales star.

**Take a position:** The key to developing an effective sales force is selection versus The key to developing an effective sales force is training.

## Marketing Discussion

Pick a company & go to the Web site. How would you evaluate the Web site? How well does it score on the 7Cs design elements: Context, content, community, customization, communication, connection & commerce?