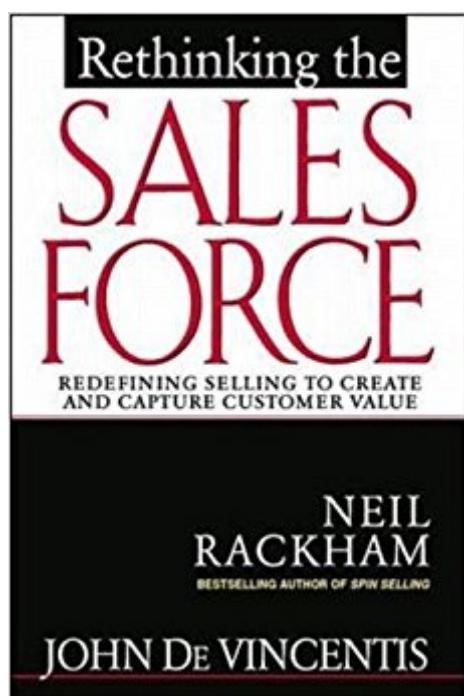


The book was found

Rethinking The Sales Force: Redefining Selling To Create And Capture Customer Value



Synopsis

In today's markets, success no longer depends on communicating the value of products or services. It rests on the crucial ability to create value for customers. Sales forces need to retool current strategies by recognizing the customer's dominant power in today's economy and what that means for those who sell. Capitalizing on research into the practices of cutting edge companies, the authors show how the successful sales force breaks away from traditional thinking and transforms themselves into complex business processes with multiple sales approaches and selling models that meet the demands of today's sophisticated customers.

Book Information

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Customer Reviews

Unlike practically every other segment of the modern business world, the corporate-sales department has changed very little from the rigid organizational framework it first attained back in the gray-flannel '60s. But even that bastion of traditional business structure is starting to evolve, as customers at all levels begin to reconsider their expectations, purchasing patterns, and criteria for establishing and maintaining relationships with sales professionals. *Rethinking the Sales Force*, by Neil Rackham and John De Vincentis, is an innovative attempt to give today's salespeople a push in the right direction before the inevitable sea change now developing totally overtakes them and undermines their potential for future success. Rackham, author of *Spin Selling*, and De Vincentis, an independent sales and marketing consultant, use leading real-world examples such as Microsoft, IBM, and Charles Schwab to show how the commercial viability of assorted products and services

can be dramatically improved by determining the real needs of three different types of buyers--whom they call "intrinsic value customers," "extrinsic value customers," and "strategic value customers"--and then developing the appropriate sales strategies to meet them. --Howard Rothman

Sales forces that simply communicate value to customers are doomed to fail. Sales must begin to create customer value to survive. In today's markets, success can no longer be obtained by salespeople communicating the value of a product or service. It rests on the critical ability to create value for customers. Enter *Rethinking the Sales Force*. In this book, best-selling author Neil Rackham and international sales and marketing consultant John De Vincentis have created a breakthrough guide for sales and marketing executives. Rackham and De Vincentis help sales forces rethink and retool their selling strategies by introducing eye-opening insight for winning in the new marketplace. "Of the many books published each year on marketing and selling, only a tiny fraction have anything new to say. This is one of them. It will radically change your thinking about your sales force, and even whether you need one." Philip Kotler, Distinguished Professor of International Marketing, J. L. Kellogg Graduate School of Management, Northwestern University "A compelling premise. Without question, this is an important and useful book for companies serious about improving sales performance." Chuck Farr, Former Vice-Chairman, American Express. "Sales forces of tomorrow will need to be fundamentally different from today. This book provides an interesting and valuable window into the future of selling and what the next generation sales force will have to do to prosper." Michael Graff, President, Business Aircraft, Bombardier Aerospace

It is a very good explanation how the sales process is boarded from a Buyer's view. The result is the change of usual analysis if you work as a sales person. How to engage with the buyer with a better knowledge of his vision is quite useful depending on the stage of the sales cycle you are. Also talks about strategies and makes reference to the specific activities you can adopt in your business to improve results when you sell solutions. Even though you have no experience in sales it could be positive to read it at a manager level.

Love the book, It's given me a hugely valuable framework for segmenting customers and opportunities that I've never seen anywhere else. Even though it was written more than a decade ago, it's still spot-on, and highly relevant! But the Printing is AWFUL! Almost unreadable. A poorly printed newspaper looks better than this. If I didn't need a couple of people that I work with to read this right away, I would have returned the books. They were printed on what looks like a 20-year-old

inkjet printer - probably 300 dpi - with cheap, aftermarket ink. McGraw Hill, you should be ashamed of yourselves for letting your printer get away with this horrible quality. Even if these were mass-market, discount, paperback books, the quality would not be acceptable. But these are expensive, hardcover books.

The book is nearly 10 years old - but still is very relevant. The authors take the reader through an analysis of the Transactional, Consultative and Enterprise sales cycles, skills, approach and characteristics. The key lesson, emphasized over and over again by the authors, is that "selling is not just selling". Each type of sales requires a different approach, a different sales strategy, a different type of salesperson, and a different selling expectation on the part of both the customer and the vendor. Much of what was predicted by the authors a decade ago has come to pass - and their insight into the psychology and strategy of sales along these three approaches make the book near timeless at its core. If you are responsible for sales or developing sales strategy, this book will help you think and frame up many questions to ask when your sales approach is not performing as expected.

Some of the books addressing the Internet's effect on business are so buried in futurist fantasy, that it's application for selling today is limited. Rackham and De Vincentis do an excellent job of building a framework for viewing today's selling in an atmosphere of radical change including, but not limited to the Internet's effect on business. Filled with relevant examples, and clear advice about what works and what doesn't; I found the book very valuable in thinking how to apply new age selling to old work products. The premise of the book is that Sales must be about creating value for the customer and not just communicating it. How this is done is dependent on the nature of the sale: transactional, consultive, or enterprise and the structure of the sales channel. They warn against the critical mistakes of applying the wrong solution for the wrong type of sale: If you are in a transactional situation (cost and price driven) it would be disastrous to apply a consultive or enterprise solution. They also warn that while our egos may want us to think that we want a consultive or enterprise relationship, that these types of sales are much tougher than we think, and that enterprise sales specifically are rarely successful for both parties. This is solid usable information. It should be a part of your thinking on sales strategy.

There have been many changes in how our customers buy. The two biggest influencers are the Internet and the crowded marketplace. Rackham's book was published in 1991 and laid the

foundation for new thinking in how we align with our customer's buying processes and create value, reduce costs or become easier to do business with. B2B companies that do not follow Rackham's lead are doomed to become commodities. Every student of professional sales processes should have this book.

Everything ok

This book includes key considerations about the nature of large sales and shows, by means of contrasting with smaller sales, the specific requirements for success in this field. By reading this book the reader understands perfectly why extremely successful salespeople of low priced items fail when they are "promoted" to the selling of most prestigious and expensive items. It is a must for anyone in the field of large sales.

Thoughtful and deep!

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