



25
YEARS

BaylorBusiness
Center for
Professional Selling

BAYLOR
UNIVERSITY

www.baylor.edu/business/selling

BaylorBusiness

Center for
Professional Selling

25
YEARS

BAYLOR
UNIVERSITY



THE FIRST UNIVERSITY CENTER FOR PROFESSIONAL SELLING CELEBRATES A SILVER ANNIVERSARY

BY MARY LANDON DARDEN



Introduction, 1

1

Landmark Institution

The inception and the creators
Dean Richard C. Scott, 4
Charles S. (Stan) Madden, 6

Growth of the Center
Marjorie J. Cooper, 8

The first Advisory Board
Carrie Freeman Parsons, 11

Early projects, challenges and adaptation
William (Bill) A. Weeks, 14

The Sales Lab
John W. Adams, 17

2

Promoting Professional Selling and Fulfilling Purpose

Meeting industry needs, increasing respect in the field, developing students
Chris Pullig, 20

Early successes
Lawrence Chonko, 22

3

Commitment to Excellence and Expanding the Knowledge

Standards, quality assurance, assessment and the curriculum
Students on a Fast Track to Success
Michael Johnson, 26

Research, advancement and publishing
John (Jeff) Tanner, 27

Journal of Personal Selling and Sales Management
Michael Ahearne, 30

4

Establishing and Growing Relationships

Partnering
Tim Pavlovich, 32

The University Sales Center Alliance
David Shepherd, 34
Eli Jones, 35

The National Collegiate Sales Competition
Terry W. Loe, 37

5

Ensuring Integrity

Values and Ethics
David Alexander, 42

6

Building a Pathway to Success

Vision for the future
Terry S. Maness, 44

The future of sales
Neil Rackham, 46

Hope for tomorrow
Andrea L. Dixon, 48

TWENTY-FIVE YEARS OF INCREASING SUCCESS

// Baylor University's Center for Professional Selling is a landmark

institution dedicated to the mission of supporting and benefiting students during their education and career selection, such that Baylor students majoring in Professional Selling possess the skills and qualifications necessary to perform at an exemplary level upon leaving the Hankamer School of Business at Baylor University. The Center is celebrating 25 years of leadership, partnerships and success by hosting a five-day international conference with scholars, practitioners and students of professional selling.

The Center brings the mission of promoting professional selling and sales management to life by establishing and growing relationships with industry, ensuring integrity as a key focus for student development, maintaining a commitment to excellence and building a pathway to success for the selling profession and for the Center's partners.

Serving as a co-sponsor of a research symposium, *The Journal of Personal Selling and Sales Management* joins its 30th anniversary celebration with Baylor's by publishing a special anniversary issue of the journal drawn from the research symposium, which will involve early-career scholars, international scholars and past *JPSSM* editors. Continuing with the anniversary theme, another outlet of the

work from the Baylor research symposium will be a pre-conference session at the Academy of Marketing Science, which will allow Baylor and *JPSSM* to collaborate in honor of the Academy's 40th anniversary.

This book is intended to offer a look into the past, from the birth of the first center, through the development of the 30 university centers across the nation, and provide a perspective of goals and dreams for the future of the Baylor's Center for Professional Selling.

Special Thanks to / **KIRK E. TOWNSEND**

The first of its kind, the Center for Professional Selling is located in the Hankamer School of Business at Baylor University in Waco, Texas.

The 25th anniversary for the Center for Professional Selling and this commemorative book were made possible by the generosity of **KIRK E. TOWNSEND.**

Townsend attended Baylor University and is an Alumnus By Choice. Currently a consultant with Ariel Corporation, an oilfield equipment manufacturing company based in Ohio; he is the past President of the North American Division of Universal Compression in Houston, a NYSE listed company. Townsend joined Universal in 1979. Universal Compression became Exterran in 2007. Throughout his career, he held a number of sales positions that involved traveling to more than 40 countries. In addition, Townsend served in positions in business development and executive sales management. He has more than 30 years of sales and executive management experience in the natural gas service industry.

Townsend currently serves on the Board of Directors of the Palmer Drug Abuse Program (PDAP), Post Oak Bank of Texas, Baylor Foundation Advisory Board, the Baylor Hankamer School of Business Advisory Board, the Star of Hope (a homeless mission serving greater Houston) and as a member of the Board of Deacons at Second Baptist Church in Houston. He and his wife Anna are members of Baylor's Endowed Scholarship Society and Old Main Society.

According to Kevin Ludlum, executive director of Development at the Hankamer School of Business, Townsend's Baylor experience coincided with the early groundwork for the Center for Professional Selling and provided the foundation for his successful B2B sales career, which ultimately resulted in his leading a major company in the oil/energy service industry. Ludlum said that Townsend values the B2B sales aspect of the program so much that he committed to supporting it.

Hankamer School of Business dean Terry Maness and Ludlum met with Townsend in Houston and they shared their hopes for the Center and its upcoming anniversary. During that meeting, Townsend recounted his professional story and then decided to sponsor the 25th Anniversary celebration.

Special thanks to Kirk Townsend for sponsoring this wonderful event and the writing of the 25-year history of the Center for Professional Selling.

1

LANDMARK INSTITUTION

THE NATIONAL COLLEGIATE SALES COMPETITION

// **RICHARD C. SCOTT** was dean of the Hankamer School of Business when the Center for Professional Selling began. Scott earned a DBA from Indiana University (a key institution in the development of sales scholarship and scholars) and a BBA and MBA from Baylor University. He joined Baylor's faculty in 1968 as an associate professor of Management and director of Special Programs. Scott served as a professor of Management and dean of the Hankamer School of Business from 1977 to 1996 and was appointed as vice president for University Development in April of 1996. He retired from this position in 2006.



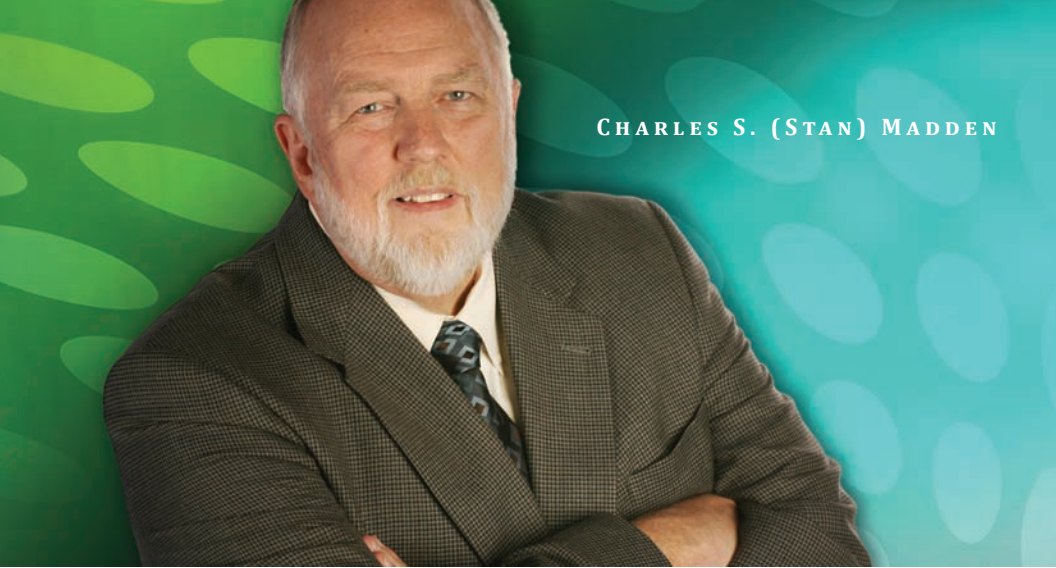
RICHARD C. SCOTT

Scott has owned and managed several businesses and currently serves as a consultant to various businesses, legal firms, accounting firms and governmental agencies in the areas of planning, management strategy, acquisition and sale of businesses, and business evaluations. He is past chairman of the Board and chairman of the Investment Committee of the Annuity Board of the Southern Baptist Convention and a former member of the Board of Directors and Executive Committee of the American Assembly of Collegiate Schools of Business.

Scott is modest about his role in the creation of the Center for Professional Selling. "I really didn't have much to do with the early days except to approve the original idea and course," he said. "Initially, only one professor was interested in Professional Selling." Most Accounting, Management, Information Systems and other majors had no interest, Scott said, because they believed that they "would never be in selling."

"In the early days, one course was offered, primarily for marketing majors," he said. "As it turns out, every area of interest has a highly significant need for selling."

Expansions, regional and national meetings, and exchange of research greatly enhanced the standing and acceptance of Professional Selling. "The center is currently enjoying the success and recognition desired by the early participants," Scott said.



CHARLES S. (STAN) MADDEN

Market Research Society and *Journal of Business Research*.

He was editor for special issues of the *Journal of Business Research* as well as several published conference proceedings. He was recently asked to join the Editorial Board of the *Journal of Nonprofit and Public Sector Marketing*. Recent publications in the area of marketing for higher education have appeared in *Admissions Marketing Report*, *CASE Currents* and *The CASE International Journal of Educational Advancement*. Madden also recently authored a book chapter in the area of marketing for higher education.

Madden served as a visiting professor at the Helsinki School of Economics and Business Administration, The University of Adelaide (Australia), Monterrey Tech, and St. Petersburg University of Economics and Finance. He also has taught in the Baylor in Great Britain program and lead the European Business Seminar for Baylor.

Madden remembers the days when the idea of a Center for Professional Selling was born.

“When I came to Baylor in 1983 as chair of the Marketing Department, dean Richard Scott and I discussed early on that the Marketing Department needed to find a way to connect with the business community and establish some differentiation for the department to help students find jobs,” Madden said. Madden had joined the Baylor faculty from Texas A&M and had seen that school successfully start a Center for Retailing. “As we were planning to hire several new faculty members for the department, I was not constrained to the current interests of the faculty,” Madden said. “We discussed several possible areas that could be the focus of a new center and hit on Selling, because at the time we could not find another school that had chosen that theme.”

// CHARLES S. (STAN) MADDEN is the Ben H. Williams Professor of Marketing in the Hankamer School of Business and the director of the Center for Nonprofit Leadership and Service at Baylor University.

He received a PhD from the University of Nebraska and prior to coming to Baylor served on the faculties of Creighton University and Texas A&M University. At Baylor, Madden served for seven years as vice president for Marketing. While at Baylor he also served as chair of the Marketing Department and associate dean for Graduate Programs.

Madden is a past chair of the Board of the American Marketing Association and has served with that organization in a number of leadership positions, including six years on the board as President of the Southern Marketing Association and vice president of the American Academy of Advertising. Madden was selected as the eleventh Fellow of the Southern Marketing Association.

Madden has published more than 50 articles in such outlets as the *Journal of Marketing Research*, *Journal of Advertising*, *Journal of Public Policy in Marketing*, *Journal of Advertising Research*, *Journal of the*

Madden said that the choice was driven by industry demand and the entry-level needs of students. “The dean agreed and we began to assemble the pieces of such a program,” Madden said. Fortunately for Baylor, one of the first faculty members hired in the first two years of the program was Larry Chonko, who Madden said had already established a name in the academic sales field.

Madden credits a series of faculty members and board members as being instrumental in defining the specifics of the Sales Center. “We did not know so much **how** we were going to do it,” he said. “We just knew **that** we were going to do it.

“I am not sure we aspired to great things in the beginning of the Sales Center,” Madden said. “I just knew that there were hundreds of Marketing Departments in the U.S. and we would have to find ways to set ourselves apart from the rest. Starting the Center was a way to begin that process.”

GROWTH OF THE CENTER

// Baylor professor **MARJORIE J. COOPER** was one of the early leaders in developing the Center for Professional Selling. Cooper is a professor of Marketing at Baylor University, where she has served since 1984. Her research interests are in promotional strategy, theory of constraints and intersections of theology with business. Cooper has published in the *Journal of Marketing*, *Journal of Advertising*, *Journal of Advertising Research*, *Journal of Business*

MARJORIE J. COOPER



Research, Journal of Personal Selling and Sales Management, Journal of Business Ethics and others. Additionally, she has authored or co-authored nearly 100 articles for practitioner publications and has consulted with the promotional products industry since 1981.

As the Center progressed and grew, Cooper said it became evident that expanding contact with people in the sales profession would increase the benefits to students. **“Early on, Larry Chonko and I decided we needed an Advisory Board, so we recruited some experienced salespeople, sales managers and sales executives to help us out,”** Cooper said. **“I will always remember how much help many of those early advisors were in putting in place programs that benefited the students.”**

much sales experience they gained through the activities of the Sales Center and how the sales classes helped them out-perform their colleagues whose business degrees were from other institutions.”

THE FIRST ADVISORY BOARD

// **CARRIE FREEMAN PARSONS** is vice chair for Freeman. Based in the company’s Dallas headquarters, Parsons shares leadership responsibility for the company with Joe Popolo, CEO. She is the third generation of her family to

be actively involved in Freeman, which is the world’s leading provider of integrated services for face-to-face marketing events, including expositions, conventions, corporate events and exhibits and has received numerous awards recognizing outstanding efforts in industry leadership, customer service excellence, creative design, community service, innovation and customer-driven partnerships.

CARRIE FREEMAN PARSONS



Hankamer establishes sales center

The Hankamer School of Business at Baylor University has established a Center for Professional Selling and Sales Management — believed to be among the first of its kind at a U.S. college or university.

Dr. Lawrence B. Chonko, who previously taught at Texas Tech University and the University of Houston, is coordinating the activities of the center, which is part of the marketing department at Baylor.

A 14-member academic advisory board has been appointed for the new center. Board members teach sales-related courses at several universities nationwide.

A goal of the center is to expand the quality and quantity of course offerings in sales and sales management “so that Baylor will be preparing some of the best professional salespeople and potential sales managers possible,” said Dr. Charles S. Madden, chairman of the marketing department.

Research is playing a major role in the new center’s activities. The center is sponsoring several research projects, including a national survey by Dr. James Lumpkin and Dr. Marjorie Caballero to determine the attitudes of “in-home shoppers” who purchase from such sources as direct mail, television advertisements, catalogs and other non-retail outlets. Special emphasis is being placed in the survey on direct-selling methods geared to the elderly.

Future activities of the center will include continuing education.

Cooper said that she and others in the department were also pleased with the results of an experiment they conducted with the Baylor student newspaper, *The Lariat*. “The students began selling *Lariat* advertising and soon *The Lariat* was billing more ad sales than ever before in the history of the paper,” she said. “The students were earning 15 percent commissions on their sales, which, of course, eventually became such large amounts that the program was discontinued—not by us.”

Cooper said that former students frequently sent messages back to the members of the department about how

Before moving to the corporate office in 1998, Parsons held various positions across the enterprise. She joined the company in 1985 as an account executive in the Dallas office and was transferred to Nashville as general manager of the new office in 1988. Parsons was named general manager of the Boston office in 1990. In 1991, she returned to Dallas to serve as president of the Freeman Exhibit Company and was promoted to chief marketing officer at the company's headquarters in Dallas. In 2004, Parsons was elected to the board of directors of both Freeman's parent entity and the Freeman Decorating Services, Inc. She also serves on the company's Strategic Planning and Technology committees. In July 2008, Parsons added the role of Vice Chair to her CMO role and today serves solely as the vice chair.

Active in numerous professional and civic organizations, Parsons is currently the chair for the Center for Exhibition Industry Research (CEIR), and in September 2009 was named to the Professional Convention Management Association (PCMA) board of directors as a Supplier Partner director. Among other civic activities, Parsons serves on the board of directors of Camp John Marc and on the advisory board of the North Texas chapter of the Arthritis Foundation. She is a member of United Way's Tocqueville Society and has served on its grant review panel. Included among her many past board memberships is her service with the Center for Professional Selling at Baylor University, the Senior Source and the advisory board of Baylor's Hankamer School of Business. Parsons was also IAEE's representative to the Women's Leadership Initiative created by Meeting Professionals International.

Parsons is an often-quoted expert on the exposition industry

and is frequently asked to serve on industry educational panels and roundtables. In 2006, she received the Outstanding Achievement in Industry Leadership Award from IAEE.

Parsons holds a bachelor's degree in marketing and management from Baylor University and has been recognized as an Outstanding Alumni of Baylor's Hankamer School of Business.

As a member of the first Advisory Board for the Center for Professional Selling, Parsons happily recalled what the Advisory Board initially hoped to accomplish. "First and foremost, the Board hoped to raise the perception of professional selling within the business school student body," she said. "Shifting the paradigm by demonstrating the vast employment and earning opportunities was of paramount importance to 'get legs' under the program."

Parsons said that from an early stage, the enthusiasm level was high because the university was providing a comprehensive program that encouraged students to be prepared for a job in sales upon graduation.

Additionally, Parsons said that it quickly became clear that regardless of a student's chosen profession, participating in the sales curriculum would provide invaluable experience in determining customer needs, as well as equipping students for preparing presentations and conducting negotiations.

"Because we were the inaugural board, we were given a great deal of opportunity to help mold the program, advise the professors and engage with students," she said. "There were varying points of view based on everyone's professional experience. However, the differences were worked through, due to the enthusiasm and commitment to the program."

EARLY PROJECTS, CHALLENGES AND ADAPTATION

// **WILLIAM (BILL) A. WEEKS** earned a DBA from Indiana University and currently serves as professor of Marketing at Hankamer School of Business in the Center for Professional Selling at Baylor University.

He has published articles in a number of professional journals, including the *Academy of Marketing Science*, *Journal of Personal Selling & Sales Management*,

Industrial Marketing Management, *Journal of Business Research*, *Journal of Business Ethics*, *European Journal of Marketing*, *Journal of Professional Services Marketing*, *Journal of Marketing Education* and *Marketing Education Review*.

Weeks' teaching interests focus on business-to-business selling strategies, sales management responsibilities



WILLIAM (BILL) A. WEEKS

and challenges faced by sales executives. He offers training and development regarding salesperson selling strategies, negotiation skills and sales management coaching techniques to organizations. Some of his clients include Cargill, Lommis Company, and GAF-ELK.

Weeks assumed responsibility for the Center sometime in 1990-91, at a time when there was a small Advisory Board comprised of business people from organizations that were not necessarily potential employers of Baylor graduates. "Many of them had a Baylor degree and wanted to help us," he said. "After I took over the Center, my goal was to grow the Advisory Board with sales executives who were interested in hiring our students and also able to make a financial commitment to our program."

At one time, Weeks said the Center had as many as 25 sales executives on the board from national organizations. "While most of them came from Texas, we also had people who were located in North Carolina, Florida, and Illinois," he said. "Money obtained from these organizations was spent on developing a state-of-the-art multipage



colored brochure, new classroom furniture and recording equipment for the sales lab.” The Center also used the money for special events during the year.

When Weeks joined the sales program, it offered *Sales Pro I* and *Sales Pro II*. The Center eventually grew the curriculum into an 18-hour major. The sales major was approved by Baylor at the end of Weeks’ first decade at Baylor and became one of the first sales majors in the country.

During the 1990s and early 2000s, groups of seasoned, high-profile sales executives were brought to campus for one or two days to speak to the students during class time and in evening seminars. Weeks said the executive visits were intended to be both educational and serve as networking opportunities. From the beginning, it was hoped that the networking might ultimately lead to job offers. (One early visit was made by Russ Berrie, owner of the toy manufacturing company Russ Berrie and Company, Inc. of New Jersey.)

Additionally, Weeks said that the Center developed the first sales competition in the nation during the 1990s. It was called the North American Sales Cup competition and had students competing from

Baylor, University of Montreal (HEC), and ITESM in Monterrey, Mexico. The competition alternated among the three universities during the course of three years.

“One or two years later, one of our faculty created the National Collegiate Sales Competition,” Weeks said. “We had many universities come to Baylor every year to compete.” The creator, Terry Loe, eventually accepted a position at Kennesaw State University and took the competition with him to Georgia. The competition continues to grow.

THE SALES LAB

.....
/ / The Center for Professional Selling offices are located on the second floor and the Sales Lab is located on the first floor of the Hankamer building on the Baylor campus. In the early days of the Center, instruction and role-playing exercises took place in a traditional classroom setting; however, as technology advanced, the learning process became more sophisticated as well.

Center coordinator **JOHN W. ADAMS** said that the Center first recorded the role-playing exercises via VHS (video) format, and then moved to DVD recording. **As a part of the 25th anniversary celebration, the Center for Professional Selling is building a much more advanced system that will capture the role-playing exercises and competitions directly to electronic files that may easily and instantly be transferred to - or be accessed online via password - from anyplace in the world.**



Additionally, the physical layout and design of the Center has currently undergone another major update and will now include five offices or conference rooms, each with their own camera and capacity to perform role-playing recording; three viewing areas with large flat screen TVs where role-playing can be observed and assessed; a control room with all necessary technology – including a switcher to control what session is viewed in which classroom – and a primary and secondary classroom.

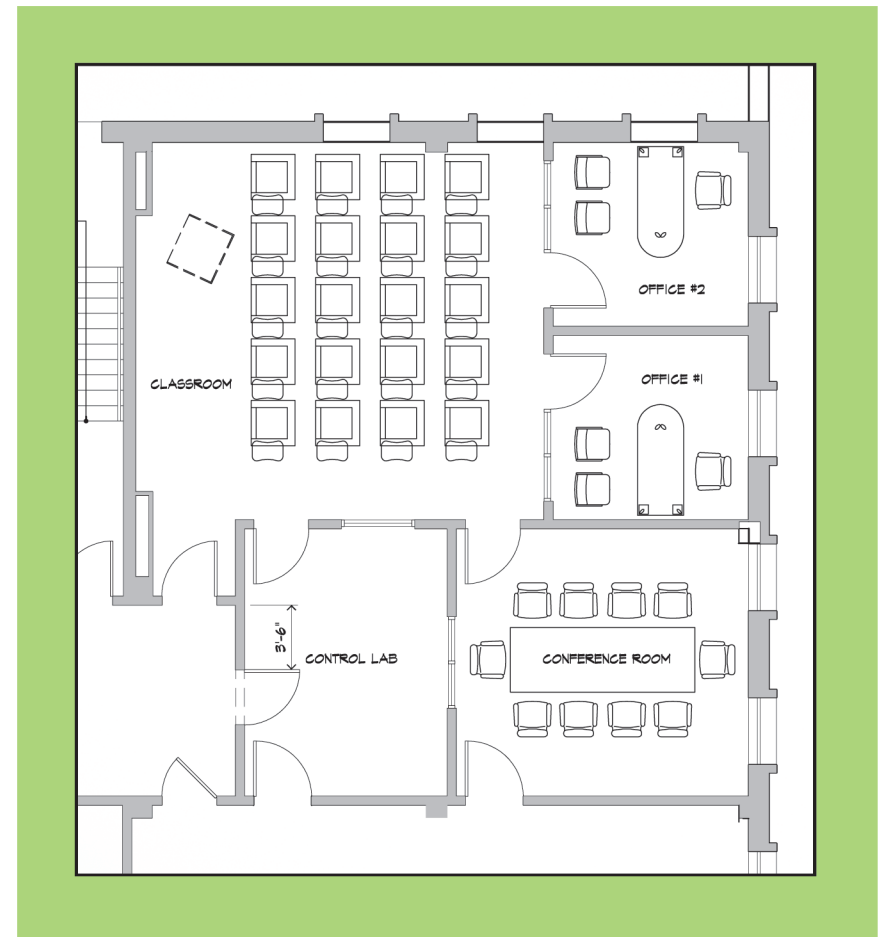
In addition to being a focus for instruction, Adams said that the classrooms will also be used for viewing, providing feedback (faculty and self-critique), practice and competitions. Because of the technological and space upgrades, the Center could potentially host five simultaneous sessions assessed by remote judges who may even be in another country



JOHN W. ADAMS

observing live. The recording rooms can also be used by potential employers for remote job interviews with students.

Adams said that the Sales Lab may also be used for Negotiation classes, where role-playing is also important. “There is no substitute for putting a person across the desk from someone and have them actually do what they need to do,” Adams said, “role-playing is still the best way for students to build their skills.”





PROMOTING PROFESSIONAL SELLING AND FULFILLING PURPOSE

MEETING INDUSTRY NEEDS, INCREASING RESPECT IN THE FIELD, DEVELOPING STUDENTS



CHRIS PULLIG

// Another vocal advocate of the Center is **CHRIS PULLIG**, associate professor and chair of the Marketing Department in the Hankamer School of Business at Baylor. Pullig earned a PhD in Business Administration (Marketing) from Louisiana State University, and an MBA and BBA from Angelo State University in Texas. His

research is published in leading marketing journals, including *Journal of Marketing*, *Journal of the Academy of Marketing Science*, *Journal of Retailing*, *Journal of Consumer Psychology*, *Journal of Business Research* and *Journal of Public Policy and Marketing*. Prior to taking a faculty position at Baylor University, Pullig served on the faculty at the McIntire School of Commerce at the University of Virginia. He has been a visiting professor at Tulane University, Louisiana State University, and continues to serve as a visiting professor at the University of Caen in France. He serves on several editorial review boards and has received numerous awards for his research, including Procter and Gamble's Innovation in Marketing Research Award, the Society of Consumer Psychologists Sheth Foundation Award and Hankamer School of Business Dean's Research Award.

"The purpose of the Center for Professional Selling is to enhance sales education for our students and to support research in the area of sales and sales management," Pullig said. "We are able to achieve success through our relationships with outstanding corporate partners. These relationships offer support to our students and our research."

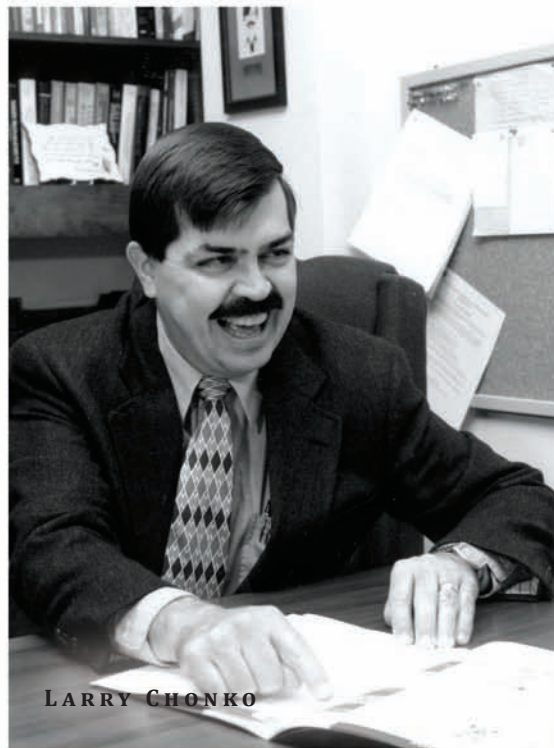
Pullig said that the Center is a flagship endeavor for the Marketing Department and establishes Baylor Marketing as a thought leader in both sales education and research.

EARLY SUCCESSES

// Recognized as a JPSSM “most valuable” sales faculty member in the 1990s, **LARRY CHONKO** said that he was honored to be named as a recipient of the AMA Sales Special Interest Group (SIG) Lifetime Achievement Award.

“It is particularly gratifying to know that this recognition comes from good colleagues and good friends,” he said. “The list of past recipients is, indeed, impressive. I am humbled that I am now a name on that list.”

Chonko said that the past award recipients, along with many other colleagues, contributed much to the sales profession through their research and teaching efforts. Chonko offered words of encouragement to fellow colleagues to further build and expand upon the well-established existing structure.



“It is incumbent on all of us to continue the rich tradition of research and teaching excellence, to continue to develop innovative research projects, to investigate new and emerging issues in the sales profession, to continue to build understanding of the theoretical underpinnings of theories that help explain sales force phenomena, and to provide world-class learning value to our students and to the sales profession through our research efforts. I look forward to continuing to play a role in these efforts.”



According to Chonko, his formal role in the Center for Professional Selling was short-lived. “I served as director for two years, laying the foundation for the Center in that time,” he said. “In my time as director,

I crafted the first planning document for the Center and began building relationships with members of the professional sales community, some of whom would eventually serve on our Board of Advisors.”

Chonko also began the development of curriculum materials to expand the scope of Baylor’s sales-related course offerings. After the initial two years, he took on the responsibilities as chair of the Marketing Department and professor Marjorie Cooper assumed the role of director of the Center. “She continued working with the professional community to build a base of friends that would contribute in many ways to the education of our young people,” Chonko said. “Professor Cooper and I realized that, for the Center to thrive, additional faculty would be needed. Around this time, we hired professors Jeff Tanner and Bill Weeks, who have been stalwarts in the activities of the Center for two decades.”

One of the early successes of the Center was simply in receiving the approval for and the subsequent launching of the first center, Chonko said. “At the time of its founding, ‘sales’ was not a popular subject on college campuses, but the folks at Baylor were very supportive of the endeavor.”

Chonko said that working on the frontlines to encourage sales professionals to become excited about working with students was one of the more important early accomplishments. **“Without the efforts of these professionals, the Center could not have built such a strong tradition of graduating students who have gone on to make many wonderful contributions to the world of business,” he said.**

He also said he believed that the creation of the team of professors – Cooper, Tanner and Weeks – was instrumental in moving the Center forward. “Very early in my time as director, it became apparent that the Center could not be a one-person undertaking and achieve its potential,” Chonko said. “It was through their efforts that the Center was able to prosper in its early years.”





COMMITMENT TO EXCELLENCE AND EXPANDING THE KNOWLEDGE

STANDARDS, QUALITY ASSURANCE, ASSESSMENT AND THE CURRICULUM

Students on a Fast Track to Success

.....
// Perhaps the best-known student of the sales curriculum at Baylor University is **MICHAEL JOHNSON**, the greatest 200/400 meter sprinter in the history of track and field.

Johnson has won a number of Olympic Gold Medals.

Since his retirement from track, Johnson has established himself as a leading corporate motivational speaker. He has worked with such companies as Microsoft, Sony, UBS Bank, Bank of Scotland, Lucent Technologies, and Proctor and Gamble. He has also achieved success as a television commentator and personality, working for BBC sports and presenting documentaries for Sky Sports. Accordingly, in 2002, Johnson was awarded the “Television Pundit of the Year Award” by the UK’s Royal Television Society.

Johnson has taken what he has learned to be successful from his athletic career and applied those lessons to his various business ventures, including a sports consulting company. His clients range from the Chinese Athletic Association to successful NFL football players. Johnson’s sports management company represents some of the top track and field athletes in the world, including Johnson’s successor at 400 meters, 2004 Olympic and 2005 World Champion, Jeremy Wariner. Johnson’s other business ventures include real estate development and a U.S.-based natural energy snack food and beverage company. Johnson is a member and serves on the board of the Laureus World Sports Academy, a group of 40 legends of sport from around the world, whose Sport For Good Foundation seeks to bring about social change through the use of sport for children affected by social and political hardships, such as disease, war, poverty and conflict.

RESEARCH, **ADVANCEMENT** AND PUBLISHING

.....
// **JOHN (JEFF) TANNER** earned his PhD from the University of Georgia and joined the faculty at Baylor University in 1988, where he currently serves as the Associate Dean for Research and Faculty Development. Tanner’s seventy-plus articles have appeared in such journals as the *Journal of Marketing*, *Journal of the Academy of Marketing Science*, *Journal of Business Research* and his work was named “best paper” in 2000 in



JOHN (JEFF) TANNER

the *Journal of Personal Selling & Sales Management*. He taught and consulted in the area of sales performance and customer relationship management with executives in a number of countries, including India, France, Canada, Mexico, Australia, Colombia and Trinidad. He is author or co-author of 13 books, including the best-selling college textbook, *Selling: Building Partnerships* and the leading relationship marketing text, *Business Marketing: Connecting Strategy, Relationships, and Learning*. *Sales Management: Preparing Sales Leaders*, published in 2009 and *Principles of Marketing*, published in early 2010.

Tanner taught the Introduction to Sales course at the University of Georgia in the manner in which Steve Castleberry had originally developed the course — with small classes and a heavy emphasis on videotaping sales-call role playing. This method reflected Tanner’s sales background at Xerox. “When I stepped in at Baylor to teach, I brought that [videotaping] method with me and implemented it fully,” Tanner said. Other centers also began videotaping. “For the first few years, I used a video camera set up on a tripod at the back of the classroom as the lab had not been built,” he said.

WACO TRIBUNE-HERALD
THURSDAY, APRIL 25, 1996

Baylor wins competition

A team from Baylor University's Center for Professional Selling beat teams from foreign universities in an international contest to determine top selling teams skills.

Baylor won the team championship and two Baylor students were named individual winners.

Nikole Medlang of Colorado Springs, Colo., received the first place individual award and He Wade of Lee's Summit, Mo., was the second place individual prize. Nicole Williams of Coppell Cove was the other member of the winning Baylor team, which was coached by Dr. Bill Weeks, executive director of Baylor Center for Professional Selling. Corporate sponsor of the Baylor team was Home Interiors & Gifts, Inc.

Weeks said the competing students had to sell in an imaginary industrial setting. They sold corrugated cardboard pallets to make-believe Mexican companies that were currently using wooden pallets to ship car dashboards to international customers.

The next competition will be held in April 1997 at Baylor.

Shortly thereafter, in about 1990, Tanner launched an Advanced Selling class. “I developed a course that involved account management, negotiation, team selling, and proposal writing – a model that continues to survive,” Tanner said. “The course not only involved the heavy role-playing component, but also involved significant writing and proposal writing.”

When the Management Department began offering a course in Negotiation and Conflict Resolution, Tanner said they encouraged students to take the course and later required it when the sales major was proposed. This freed Tanner from teaching negotiation in the advanced course and allowed him a more in-depth focus on the other related topics.

“We’ve been a major leader in how sales is taught,” Tanner said. “We have published a number of articles, particularly early on, on how to teach and that has influenced the discipline greatly.” Tanner said that Bill Weeks developed much of the sales management side of the curriculum.

Tanner said that the National Collegiate Sales Competition, NCSC, was begun at Baylor by Terry Loe and is a direct descendant to their early work. Even the judging rubric was essentially the same as the one that Tanner used in the sales classes at Baylor. Tanner said that

the Center subsequently has had a number of visits throughout the years from other institutions eager to learn how they set up the courses and observe the Sales Lab in action.

“We’ve been a leader in research,” Tanner said. “When I came [to Baylor], we were the only school that had more than one research-active professor in sales. I was number four, along with Chonko, Cooper, and Weeks.” Tanner said that for the past two decades, every research review ranked the Baylor Center among the top three universities in total publications. “Our faculty members have won numerous awards for their research, including top article in *JPSSM* at least three times,” Tanner said. He noted that this is a “particularly amazing accomplishment” in light of the fact that Baylor does not have a doctoral program.

JOURNAL OF PERSONAL SELLING AND SALES MANAGEMENT

// MIKE AHEARNE holds a doctorate and masters degree in marketing from Indiana University and an MBA from Worcester Polytechnic Institute. He is professor of Marketing and executive director of the Sales Excellence Institute in the Department of Marketing and Entrepreneurship at C.T. Bauer College of Business at the University of Houston. He is currently a consultant for a number of companies in the sales technology and pharmaceutical industries. Before entering academia, Ahearne worked for Eli Lilly and Company and PCS Healthcare.

Prior to coming to University of Houston, Ahearne was a professor at both the University of Connecticut and Pennsylvania State University. He has published in the *Journal of Marketing*, *Journal of Marketing Research*, *Management Science*, *Journal of Applied Psychology*, *International Journal of Research in Marketing* and *Journal of the Academy of Marketing Science*, among others. Ahearne is a co-author of a leading professional selling textbook used in more than 30 countries: *Selling Today: Creating Customer Value*. He is also the editor of the *Journal of Personal Selling and Sales Management (JPSSM)*.



4

ESTABLISHING AND GROWING RELATIONSHIPS

PARTNERING

// **TIM PAVLOVICH** is an account executive for **Dell, Inc.** He is a graduate of Baylor University and was formerly an area sales manager at Carlton-Bates Company.

Pavlovich was among the first students involved with Baylor's sales curriculum, which pre-dated the Center for Professional Selling. He has fond memories of his time and what he learned at Baylor University.

"My favorite memory is from my Franklin planner role play," he recalled. "At the end of the semester, we were graded for our ability to sell the Franklin planner to a sales manager (buyer). The role play was our first chance to [use] SPIN® selling (situation, problem, implication and need-payoff). I practiced for hours and I sounded as smooth as a 2 a.m. infomercial. The role play went well until the buyer started talking. I remember getting frustrated that the buyer started asking questions that were not in my script. The role play proceeded to crash as I followed my 3x5 cue cards selling features that were irrelevant to the discussion.

"In the end, it was an easy example for Dr. Tanner to illustrate lessons that I still keenly remember...

- Prepare but do not script your meeting.
- Tie features to benefits – don't assume they see your product fixing a problem or filling a need.
- You do not have to answer every question. In many cases, it's OK to say, 'I don't know, but I will find out.'"

Pavlovich said that he learned much from Baylor's program that has helped prepare him for his career.

"It helped me prepare for my most important sale that occurred upon graduation –the job interview," he said. "The curriculum gave me exposure to different types of sales jobs across numerous industries."

In class, Pavlovich said that students explored a wide range of sales opportunities – everything from selling fax machines to Minute Maid soda, as well as selling industrial equipment, chemicals, real estate and even selling 747s.

"It helped me filter opportunities and focus on the job types, products and markets that really appealed to me," he said. "Upon graduation, I landed numerous offers and selected a job that was a great fit for me."

THE UNIVERSITY SALES CENTER ALLIANCE

// **DAVID SHEPHERD** is the executive director of The University Sales Center Alliance (USCA), which was formed in 2002 with the mission to advance the sales profession through academic leadership in the areas of education, research and outreach.

“Since that beginning, the USCA has taken a leadership role in the sales education movement in higher education,” Shepherd said. “For example, the USCA has established a set of standards that assure that graduates from all of our sales programs have a similar, rigorous educational experience preparing them for career success.”



Shepherd said that these standards have become the yardstick that both academics and practitioners use to measure the quality of a sales program. In addition, he said that the USCA has become the advocate of

sales education and the selling profession, working with numerous organizations to eliminate negative stereotypes and assure that the selling profession is presented as a highly professional occupation.

With 14 full members and five associate members, the USCA

has helped seed the growth of selling centers and institutes at universities across the country. “In short, academics and practitioners recognize the University Sales Center Alliance as the standard-bearer, leading the development and assuring the quality of sales education in institutions of higher education,” Shepherd said. “The importance of the USCA to sales education and the selling profession can only grow as more and more universities recognize the importance of preparing our graduates for selling careers.”

According to Shepherd, it is hard to overstate the critical role the Center for Professional Selling at Baylor University has played in the sales education movement.

“From its beginning, Baylor’s Center for Professional Selling has served as a shining light of what a selling center should and could be,” Shepherd said. “For example, when I was working to establish a selling center at Kennesaw State, I used Baylor’s center as a model. When I was working to obtain internal and external support for my fledging center, I used Baylor’s center to ‘sell’ the selling center concept to others. I held Baylor’s center up as a model of what a successful selling center can contribute to our students, our university, and the sales profession.

“In short, the sales education movement owes a debt of gratitude to the Center for Professional Selling at Baylor University. Without [its] leadership we would simply not be what we are today.”

ELI JONES is the dean of Louisiana State University’s E. J. Ourso College of Business and the E. J. Ourso Distinguished Professor of Business. Widely published in major marketing journals, he is

the co-author of three books: *Selling ASAP: Art, Science, Agility, Performance; Strategic Sales Leadership: BREAKthrough Thinking for BREAKthrough Results* and the *Sales Handbook*, published by Oxford University Press. Recognized for innovative research and creative scholarship, Jones is the recipient of LSU's 2009 *Rainmakers* award, acknowledging faculty who demonstrate exceptional academic productivity.

In addition to being a professor of Marketing, Jones received excellence in teaching awards on the university, national and international levels. He has taught strategic selling, advanced professional selling, key accounts selling and sales leadership at the undergraduate and MBA levels, and a PhD seminar on marketing strategy.

Related to the importance of the role of the Center for Professional Selling over the past 25 years, Jones shared some of the ways that the Center has impacted his work. "As a former director of the Program for Excellence in Selling (PES) and the founding executive director of the Sales Excellence Institute, I can say that the Baylor Center for Professional Selling played a significant role as a model in setting up sales centers such as PES," he said. "There were no real road maps in the early years of sales centers. So, looking to the few pioneering sales centers, such as Baylor's Center, provided at least a direction for developing a bona fide sales center that impacts research, education and practice.

"It was great to have pioneers like Baylor shaping the way sales centers should be done. Baylor's Center shaped the future for sales education in terms of how to structure a sales center, including how to build curricula and how to interact with companies to benefit the

students. Now there are sales centers all over the country, so clearly Baylor's Center for Professional Selling has made a significant impact."

According to USCA members, the alliance has played a key role in assisting other universities in starting programs and in establishing credibility with administrations at universities, as well as the business community.

THE NATIONAL COLLEGIATE SALES COMPETITION

.....
/ / **TERRY W. LOE** earned a PhD from the University of Memphis and is the director of the Center for Professional Selling and associate professor of Marketing in the Coles College of Business at Kennesaw State University. He has published numerous articles on the subjects of ethics, sales and sales management that have appeared in the *Journal of Personal Selling and Sales Management*, *Journal of Business Ethics*, *Journal of Marketing Education*, *Journal of Marketing Management* and *Journal of Contemporary Business Issues*, as well as the book *Business Rites, Writs and Relationships*. Loe is on the *Journal of Personal Selling and Sales Management* Abstract Review Board and the *Journal of Selling & Major Account Management* Editorial Review Board. He developed and directs the National Collegiate Sales Competition (NCSC), a sales role-play competition that includes the top university sales programs in the United States. Loe has more than 11 years of industry and sales experience and has been involved in

research and consulting in the sales arena for more than 18 years.

“I love competition and believe that it allows individuals the opportunity and incentive to achieve their maximum potential,” Loe said. The level of commitment required to run a large sales competition must be born out of love as Loe recalled the time that he and John Adams worked three days of the [NCSC] competition from 6 a.m. until 11 p.m. to ensure the event was successful. “It was very exhausting, but a lot of fun and very rewarding watching the students, hearing their comments as well as the comments of awe, surprise and excitement about their skills from the corporate sponsors/partners.”

Loe added that the NCSC has evolved into a year-round responsibility, from which he still receives a great deal of pleasure. “The event has always been about the students and seeing



TERRY W. LOE

MAKE THE DEAL

Students of the sale share fearless approach at Baylor competition

By MIKE COPELAND
Tribune-Herald business editor

A good salesperson must pop the question.

"It's like asking a girl out," said Francois Desjardins, a 28-year-old student from the University of Montreal. "What's the worst thing that can happen? She says no. If you don't ask, you lose."

With that, Desjardins approached a Baylor University coed sitting nearby. "Would you go out with me tonight?" he asked politely.

Marianne Little stared at him a moment, then smiled. Before Little could speak, Desjardins explained the point he was trying to make. He then returned to the interview.

Well, would she have gone out with him? "I probably would have said no. I do have plans this evening," she said, laughing. But he didn't know until he asked.

Desjardins was one of about 40 students at Baylor this weekend competing in the second annual National Collegiate Sales Competition hosted by the school's Center For Professional Selling.

Like Desjardins, Wendi Cheatham from the University of Arkansas at Little Rock said sales people earn their stripes, and commissions, by closing the deal.

"It's hard to ask for people's money, but you must," she said. "If you don't ask for it, you never know."

Cheatham came to Baylor to sell a service (FedEx) and a product (a Daytimer day planner). Dressed smartly, she sat in a small room and

pitched to the pseudo sales manager of a company that sells artificial knee and elbow joints.

Judges watched via television monitor.

Cheatham said the Daytimer would make the sales staff more efficient. The sales manager said her staff wouldn't want to spend time filling it out. Cheatham said she could train them. The manager said she would have to summon sales people from all over the country to attend class, and she didn't want to do that.

The manager wondered about the financial stability of Daytimer. Cheatham agreed to mail her a financial statement. The manager balked at the price. Cheatham said, "It won't cost you an arm and a leg. I assure you."

One judge laughed, then the others, as the humor in that last remark made the rounds.

"She's fast on her feet," said one judge of Cheatham.

The sales manager agreed to talk with her staff and meet again with Cheatham in three weeks.

It wasn't a yes, but it wasn't a no, either.

"How'd I do?" Cheatham asked, as she gathered up her Daytimer materials and walked into a hallway outside the sales room. Other students assured her she did well.

"I really wasn't all that nervous until 30 minutes before I started," she said. "I've had mock interviews with professors, but never with someone who might intimidate me like a real sales call. Who would guess she'd ask if the company is going out of business? It's been around 50 years, for goodness sake."

Selling, said Cheatham, is like giving a speech. "The more you practice, the better you get."

Tom Webster, a district sales manager for FedEx in Houston, served as one of the judges. He jumped at the chance to scout so much talent gath-

Please see SELLING, Page 5B

them mature and receive outstanding opportunities for their careers," he said. "When it stops being fun is probably when I will discontinue running it."

According to Loe, the seeds of the first competition came from the North American Sales Cup Competition, an international role-play competition developed by professors from Baylor (Prof. Bill Weeks), Instituto Tecnologico y de Estudios Superiores

de Monterrey (Prof. Gilberto Luna, Monterrey, Mexico) and Ecole des Hautes Etudes Commerciales (Prof. Marc Filion, HEC, Canada). Due to the expense of international travel and changing budgets, this international sales competition was only conducted from 1994 to 1996. The original competition included the use of interpreters for the three languages – French, Spanish and English.

From 1996 to 1999, there were no sales skills competitions in the United States, according to Loe. However, in the spring of 1998, the

idea of resurrecting a competition was discussed by the Advisory Board of the Center for Professional Selling at Baylor University.

Loe developed the format of the sales competition from his experiences with various tournaments and scouting camps. "If we could bring together the best sales talent from universities across the United States, organizations with an interest in hiring college students for their sales forces would be excited about the opportunity to preview and recruit the strongest candidates in one location," he said.

Loe presented the idea to 30-40 faculty members at the 1998 National Conference on Sales and Sales Management (NCSM) in Norfolk, VA. Twenty-five of the faculty indicated they would participate. Ultimately, 13 universities attended NCSC I. "I believe we had eight corporate sponsors, primarily our Baylor CfPS partners," Loe said. He noted that 61 universities participated in the spring of 2010 NCSC XII competition and organizers had to turn away universities for the first time due to capacity.

26

A Collegiate Competition Worthy of Corporate Scouting

The "WORLD SERIES" of Professional Selling

by Dr. Terry Loe



With all the excitement and drama of the NCAA Final Four or the World Series, students from colleges around the country showed up in Central Texas in April to compete in the first-ever National Collegiate Sales Competition at Baylor University in Waco.

The country's top collegiate sales programs came together to determine who among them was the "top dog." Baylor's Center for Professional Selling hosted the two-day event in which students competed in a three-round competitive role-play format. The top three scorers in the first two rounds moved on to the championship round. At the conclusion of that round, the top three finishers won a trophy and cash prizes of \$1,500, \$1,000 and \$500, respectively.

This competition presents students with an opportunity to make perhaps the most challenging sales call they'll ever make. Facing a video camera, selling to a professional buyer, being judged by sales professionals, and having to compete against so many others similarly qualified keeps them on their toes!

Not unlike professional scouts who attend the College World Series in order to see the best talent available, corporate sponsors were on hand to "scout" those college prospects who might one day add value to their businesses. "We can look at 100 prospective job candidates and may hire one or two," says Bill Patterson, vice president of marketing for Xerox Business Services. "Of the students I have seen during this sales competition, I would hire 50% of them."

In fact that day, Xerox offered the top five finalists in the National Collegiate Sales Competition summer internships at its Virginia Training Center. Sponsors

Corporate Sponsors

- Office Depot
- Arrow Electronics
- Carlton-Bates Company
- EDS
- Edward Jones
- Elk Corporation
- XEROX Business Services
- Wilsonart International
- Ericsson Inc.
- Shaw Industries
- Wallace

of the event also took part in the competition, acting as buyers and judges during the role plays, and they provided airfare and lodging for the contestants and one coach per team (a sales professor). "Coach" Jeff Lewin of Western Carolina University believes that outstanding sponsors were given an exclusive preview of the future "movers and shakers" in the professional selling arena.

As word gets out about the advantages and opportunities offered to students, we expect to draw perhaps twice as many universities for the Year 2000 competition!

www.hsb.baylor.edu/selling/



Dr. Loe, director of the Collegiate Sales Competition

"The talents exhibited at this competition normally require thousands of dollars in training costs after you find the right person. Hiring new salespeople of this caliber could significantly shorten our company's training time and shorten the time it takes for these reps to become productive."

Tom Willis, vice president
Business Services Division
Office Depot



Competition judges and "buyers"

Competitors

- University of Arkansas-Little Rock
- Ball State University
- Baylor University
- Bowling Green State University
- Central Michigan University
- University of Houston
- Kennesaw State College
- University of Louisville
- Middle Tennessee State University
- University of Toledo
- Western Michigan University
- Western Carolina University

5

ENSURING INTEGRITY VALUES AND ETHICS

Mentoring, Modeling, and Internships

// DAVID

ALEXANDER is executive vice president for SGA Inc. He worked for 30 years to enable and inspire organizational and individual performance with companies from around the world, including Accenture, IBM, Verizon, FedEx, Frito-Lay, EDS, Ericsson, Honeywell, ARCO and Compaq.

Prior to joining SGA Inc., Alexander was a partner at Accenture, and a senior partner with Acclivus and Xerox. David holds an MBA

from the University of North Texas and a BBA from Baylor University.



As a member of the Advisory Board for the Center, Alexander said that an important part of the value of the Center for Professional Selling program is the mentoring that students receive from the faculty, Advisory Board members and other professionals.

Alexander said that students are the focus of the Center for Professional Selling and emphasized the importance of students learning what is needed to be fully prepared to “hit the ground running” as they enter the job market or new career.

“The Center, curriculum, and all the experiences give the student real insight, skills and experiences required to get off to a faster start than most new college hires,” Alexander said. “From mentoring in preparation for the sales competition, to on-going availability to speak with a mentor; to internship opportunities, students get practical advice and encouragement for use in the real world.”

Alexander said that the hopes and dreams of the Advisory Board are to ensure that – as a result of participating in the sales program – students are enabled and inspired to be fully prepared to enter into a sales career. “The Advisory Board measures its success by the number of students who are best prepared to enter the job market and are likely to be successful in sales and customer results as well as self-satisfaction from their sales careers,” he said.

Alexander added that the Board wants to bring recognition to the Center for Professional Selling, Hankamer School of Business and Baylor University in the business and academic communities and give companies access to the top sales students available today.



BUILDING A PATHWAY TO SUCCESS

VISION FOR THE FUTURE

// **TERRY S. MANESS** came to Baylor University in 1977 and has served as dean of the Hankamer School of Business since 1997. He also served as associate dean, chair of the Department of Finance, Insurance and Real Estate and held the Carr P. Collins Endowed Chair in Finance. Maness received his doctorate in Finance from Indiana University and his undergraduate degree and MBA in Economics from Baylor University. He is the author of numerous academic and professional articles on corporate finance and cash management and has authored or co-authored several books and manuals.

Maness is a member of the Accreditation Quality Control Committee of AACSB International, the international business school accreditation agency and has served as the president of the Southwestern Business Deans Association and the Southwestern Finance Association. He serves on the board of Hillcrest Baptist Medical Center, Brazos Higher Education Service Corporation, Inc., as well as Extraco Bank and its audit committee. Maness is a member of the Association of Financial Professionals holding the designation of certified cash manager and consults with small businesses.

Maness said that the Center and the sales program have done an extraordinary job in preparing students for the sales profession.

TERRY S. MANESS



“The program has gained attention from major employers such as 3M, among others,” he said. “Thus, the Center and program have opened doors to place our students and to establish important corporate relationships.

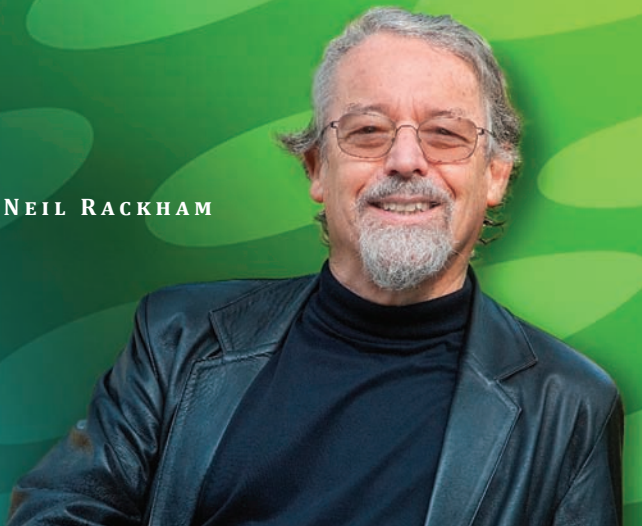
“My vision is that the Center for Professional Selling becomes the ‘go to’ place for those wishing to be educated in professional selling, that the Center provide leading-edge research in professional selling and that all corporations looking for sales training become connected with the Center.”

THE FUTURE OF SALES

// **NEIL RACKHAM** is a globally known speaker, writer and seminal thinker on sales and marketing issues. Three of his books have been on the *New York Times* best seller list and his works have been translated into more than 50 languages.

Rackham first gained international recognition in the 1970s when he led the largest ever research study of successful selling and sales effectiveness. The 12-year, \$30 million project was supported by companies such as Xerox and IBM and involved a team of 30 researchers who studied 35,000 sales calls in more than 20 countries. From the results of these studies, Rackham published the groundbreaking classic *SPIN® Selling* (McGraw-Hill, 1988) and *Major Account Sales Strategy* (McGraw-Hill, 1989). He is author of more

NEIL RACKHAM



than 50 articles on marketing, selling and channel strategy. His other books include *Managing Major Sales* and *Getting Partnering Right: How Market Leaders Are Creating Long-Term Competitive Advantage*. More than half the Fortune 500 train their salespeople using sales models derived from Rackham's research.

His recent book, *Rethinking The Sales Force*, has received wide acclaim from critics, academics and salespeople and is required reading at many leading business schools.

Rackham has been chairman and CEO of three international research and consulting firms. His work in sales training won him the Instructional Systems Association lifetime award for Innovation in Training and Instruction.

Rackham was the first scholar in residence at Baylor's Center for Professional Selling. He has risen to a very high level of visibility in both academe and industry. He's one of the few academicians to hold the esteem of both such audiences. From Rackham's residency at the start of the Center to today's 25th Anniversary research symposium, Baylor's Center for Professional Selling remains committed to influencing the discipline through sales scholarship.

"I think the future of sales really hinges on us and on how we prepare our next generation of sales scholars," Tanner said. "That's why I think this fall's anniversary research symposium is so important. Not only will it result in a number of potentially important agenda-setting pieces, it should springboard a large group of young faculty's research and relationships from all over the world."

Tanner said that the Center at Baylor needs to add a PhD in selling. "I think the need is there and the opportunity is there and we have the strengths now to capitalize."

HOPE FOR TOMORROW

.....
/ / **ANDREA L. DIXON** is the executive director of the Center for Professional Selling and holds the Frank M. and Floy Smith Holloway Professorship in Marketing. Dixon joined Baylor University in fall 2009 after serving as a faculty member and executive director of the MS-Marketing program at the University of Cincinnati from 1989-2009. During her tenure at Cincinnati, Dixon was a Dean's Research Fellow as well as a member of the Academy of Fellows for Teaching and Learning. Prior to 1989, Dixon served as senior director of Product Development and Marketing at GAMA International.

Dixon holds a PhD from Indiana University-Bloomington. She is an award-winning teacher and is widely published in marketing and management journals, including the *Journal of Marketing*, *Harvard Business Review*, *Organizational Science*, *Journal of the Academy of Marketing Science*, *Leadership*



ANDREA L. DIXON

Quarterly and the *Journal of Personal Selling and Sales Management*. She is a co-author of a text on recruiting and selection and several books, including *Strategic Sales Leadership: BREAKthrough Thinking for BREAKthrough Results* and the *Sales Handbook* (Oxford University Press). She has worked with sales executives around the world, including the Middle East, India, China, France, England, Czech Republic, and Mexico.

“With its research-active faculty, Baylor’s Center for Professional Selling has always leveraged the latest research to build the students’ classroom experience,” Dixon said. “Jeff Tanner and I were on an American Marketing Association panel in 2004, sharing what was labeled as ‘revolutionary ideas’ in selling and sales management education. I remember thinking at the time that the panelists were taking as many notes and focused on learning as were members of the audience. Jeff represented then what I find to be true about Baylor today. The Baylor Sales faculty are truly focused on identifying the best, latest and most impactful research to shape their own thinking and to influence student learning and development.

“Our interest in the student extends well beyond the classroom,” Dixon added. Beginning in 2010, the Center for Professional Selling will take a 360-degree view of student learning and development by engaging students systematically outside the classroom through an integrated Professional Development Plan (PDP) involving monthly networking and career-exposure opportunities.

to the corporate world by surrounding our students with academic and corporate perspectives in a holistic fashion,” she said. “This new Professional Development Plan will be offered to all sales and marketing students, and includes the monthly networking and career events, business field trips, internship advisory sessions, career fairs and more.”

According to Dixon, the developmental experiences for the Professional Sales students will also include:

- *Participation in a suite of four sales competitions at the local (Baylor), regional, national and international levels. Each competition in which Baylor involves students will provide a unique developmental opportunity, such as a technology sales context, team selling context and technology-mediated sales contexts. Student participant expenses for these competitions are fully covered by the Center for Professional Selling.*
- *Engagement with web-enabled technology in the Center, enabling students to learn, evaluate and improve their skills in the most relevant way possible, and provide employers the opportunity to review student work and interact with students without leaving their offices.*
- *Connection with the Center’s Advisory Board members, both within and outside of the classroom. Inside the classroom, Advisory Board members will share the latest trends in professional selling and sales management. Outside the classroom, board members will provide students with career guidance through mentoring relationships and personal feedback on web-captured role playing exercises.*

Dixon said that the Center for Professional Selling is hoping to partner with someone or some organization who is as passionate about sales as they are to ensure that the legacy might carry on – in partnership with Baylor – in that person’s or organization’s name. This would serve to honor the individual or organization, support the Center and elevate the esteem of the Center.

Dixon said that Baylor’s Center for Professional Selling has historically been a strong and innovative leader, introducing practices and programs that were quickly adopted by other sales programs.

“Today, we are in a very unique position, having a very close-knit group of faculty at Baylor and being blessed with very strong departmental- and college-level support,” Dixon said. “We are uniquely situated to experiment rapidly and continue to push the field forward. My dream is that Baylor might become an incubator for new sales practices that might be jointly tested in the corporate and academic fields. In the future, our students will be sought for their knowledge of *best* practices as well as the *next* practices for creating a strong sales organization.”

The Center for Professional Selling is the culmination of a host of dreams, the answer to a long-existing need, and the fruit of the labor of many minds and hands.

Its success is evident in the success of its graduates and the expansion of similar programs throughout the country. Just as it has grown and expanded for a quarter century, it is likely to continue into the future, helping to better prepare and equip the sales professionals of tomorrow.

As the birthplace for the concept and the first Center for Professional Selling, the Hankamer School of Business and Baylor University celebrates with its graduates, Advisory Board members, faculty, colleagues and the USCA and looks forward to many more decades of education excellence and success.

“It is truly an honor to be called Baylor’s newest leader of the Center for Professional Selling,” Dixon said. “I have so much respect and admiration for all of the Center’s previous leaders. The opportunity that lies before us today is clearly the result of perseverance, dedication, and passion of those who built the first 25 years of the Baylor program.



“May we make the next 25 years even more fruitful for our students and the sales profession.”

Appendix A

Advisory Board Members

David Alexander, executive vice president, SGA Inc.

Jim Anderson, owner, ETCetera International, inc.

Curt Barker, vice president, North American Building Materials, Owens Corning

DeAnn Bartlett, director of Manufacturing Sales, HP Global Accounts

Bob Custer, national sales manager - Utilities, 3M / Electrical Products

John Firmin, owner, Firmin Enterprises

Ron Gajewski, president, Beyond ROI

David Lockett, vice president and general manager - North American Software & Peripherals, Dell, Inc.

Wes McDaniel, CEO, Ideal Impact, Inc.

Paul Nelson, business unit executive, IBM Corporation

Ken Peterson, president, Peterson & Associates

Brad Roberts, general manager, South Market Organization, Hilti

Joe Urbanek, senior vice president, Emerson Process Management

Jeff York, executive vice president, Paycom Payroll, L.L.C.

Faculty and Staff

John W. Adams, Center Coordinator

Andrea L. Dixon, PhD, Executive Director and Associate Professor

Charles (Chuck) Fifield, Baylor Sales Coach

Karen Lancaster, Corporate Relations

John (Jeff) Tanner, PhD, Professor and Associate Dean

William (Bill) A. Weeks, DBA, Professor

University Sales Center Alliance Members

Full Members

Ball State University

Baylor University

Bradley University

Georgia Southern University

Illinois State University

Indiana University

Kennesaw State University

Northern Illinois University

Ohio University

University of Akron

University of Houston

University of Toledo

Western Kentucky University

William Paterson University

Associate Members

California State University - Chico

California State University - Fullerton

St. Catherine University

University of Alabama - Tuscaloosa

Appendix B

CONFERENCE AGENDA FOR 25TH ANNIVERSARY CELEBRATION

SEPTEMBER 16-20, 2010

THURSDAY, SEPTEMBER 16

7:00pm – 9:00pm Dinner

FRIDAY, SEPTEMBER 17

8:00am – 8:30am Breakfast

8:30am – 12:00pm Research Symposium

12:00pm – 1:30pm Luncheon Keynote:

Jeff Thull

1:30pm – 5:00pm Research Symposium

2:00 pm – 4:30 pm Inauguration of President Starr

5:00 pm – 6:00 pm Panel: *Branding You, Be You, BU*

7:00 pm – 9:00 pm Dinner Banquet Keynote:

Scott Drew

SATURDAY, SEPTEMBER 18

8:00 am – 11:00 am Advisory Board Mtg

3:00 pm – 6:30 pm Game-Viewing Party:

Baylor vs. TCU

SUNDAY, SEPTEMBER 19

11:00 am – 12:30 pm Brunch

2:00 pm – 6:00 pm USCA Meeting

7:00 pm – 9:00 pm Dinner

MONDAY, SEPTEMBER 20

8:30 am – 12:00 pm USCA Meeting

12:30 pm – 2:00 pm Ben H. Williams Distinguished

Speaker Series Luncheon

Keynote: *Judge Starr*