
About the Authors



Stefan Hase studied business administration in Hamburg and began his career in sales in 1993 at Konica Business Machines. In 1997, he moved to Triumph-Adler, where he became human resource manager. He was there responsible for the operative personnel development of 2500 employees and the transformation of the company into a sales driven enterprise. On the basis of his rich experience, he founded Wirkung Plus in 2004. The subsidiary Eins Plus—Deutsche Vertriebsakademie followed in 2008. Stefan Hase works as business consultant, trainer, and keynote speaker for many well-known customers—such as

Hewlett-Packard, DNV GL, Samsung, and Sennheiser—both on strategic and operational level.

Over the last decade he has designed and conducted numerous sales programs in Europe, Asia, North and South America, and trained hundreds of employees in the above-named markets. Besides his highly appreciated classroom sessions, he is also very successful in the field of coaching sales managers in their daily business. His accompaniments of relevant projects in markets such as Brazil, China or USA has provided him with a vast experience from eastern to western sales styles. He is one of the few globally experienced sales specialists.

Email: s.hase@wirkungplus.de



Corinna Busch completed her vocational training as a shipping management assistant and received a B.A. in Logistics Management from Hamburg School of Business Administration (HSBA). After three years of working in sales and customer service positions, she studied Organizational Behaviour (M.Sc) at Aston Business School, UK. She studied, among others, the behavior of employees, teams and organizations in the implementation of strategic decisions. She came to Wirkung Plus in April 2012. As sales coach and consultant, she advises, trains and coaches employees from various industries along the sales process. At Eins Plus—Deutsche Vertriebsakademie, she is also responsible for

the sales training of students who are enrolled in the FIBAA accredited distance-learning degree course “Sales & Management (B.A.)”. This training program takes place in cooperation with the Euro-FH in Hamburg (University of Applied Sciences).

Email: c.busch@wirkungplus.de

References

- Anderson, R. E., Dubinsky, A. J., & Mehta, R. (1999). Sales managers: Marketing's best example of the peter principle? *Business Horizons*, *42*(1), 19–26.
- Attia, A. M., Honeycutt, E. D., Jr., & Leach, M. P. (2005). A three-stage model for assessing and improving sales force training and development. *Journal of Personal Selling and Sales Management*, *25*(3), 253–268.
- Babin, B. J., Boles, J. S., & Robin, D. P. (2000). Representing the perceived ethical work climate among marketing employees. *Journal of the Academy of Marketing Science*, *28*(3), 345–358.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ: Prentice-Hall.
- Biemans, W. G., Brenčić, M. M., & Malshe, A. (2010). Marketing-sales interface configurations in B2B firms. *Industrial Marketing Management*, *39*(2), 183–194.
- Bradt, G., & Vonnegut, M. (2009). *Onboarding: How to get your new employees up to speed in half the time*. Hoboken, NJ: Wiley.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, *97*(2), 117–134.
- Cadogan, J. W., Lee, N., Tarkiainen, A., & Sundqvist, S. (2009). Sales manager and sales team determinants of salesperson ethical behavior. *European Journal of Marketing*, *43*(7/8), 907–937.
- Chase, N. (1997). Raise your training ROI. *Quality*, *36*, 28–41.
- Dabholkar, P. A., & Kellaris, J. J. (1992). Toward understanding marketing students' ethical judgment of controversial personal selling practices. *Journal of Business Research*, *24*(4), 313–329.
- De Gennaro, A. (2015). Post-closing issues deserve attention to avoid optical buyer's remorse. *Ophthalmology Times*, *40*(7), 69–70.
- DeCarlo, T. E., & Lam, S. K. (2016). Identifying effective hunters and farmers in the salesforce: A dispositional-situational framework. *Journal of the Academy of Marketing Science*, *44*(4), 415–439.
- DeCormier, R. A., & Jobber, D. (1993). The counselor selling method. Concepts and constructs. *Journal of Personal Selling and Sales Management*, *23*(4), 39–59.
- Deeter-Schmelz, D. R., Goebel, D. J., & Kennedy, K. N. (2008). What are the characteristics of an effective sales manager? An exploratory study comparing salesperson and sales manager perspectives. *Journal of Personnel Selling and Sales Management*, *28*(1), 7–20.
- Dewsnap, B., & Jobber, D. (2000). The sales-marketing interface in consumer packaged goods companies: A conceptual framework. *Journal of Personal Selling and Sales Management*, *20*(2), 109–119.
- Dickson, M. W., Smith, D. B., Grojean, M. W., & Ehrhart, M. (2001). An organizational climate regarding ethics: The outcome of leader values and the practices that reflect them. *The Leadership Quarterly*, *12*(2), 197–217.

- Doran, G. T. (1981). There's a S.M.A.R.T. way to write management's goals and objectives. *Management Review*, 70(11), 35–36.
- Dubinsky, A. J., Howell, R. D., Ingram, T. N., & Bellenger, D. N. (1986). Salesforce socialization. *Journal of Marketing*, 50, 201–203.
- Duhigg, C. (2012). *The power of habit. Why we do what we do and how to change*. London: William Heinemann.
- Edmondson, D. R., Edwards, Y. D., & Boyer, S. L. (2012). Likert scales: A marketing perspective. *International Journal of Business, Marketing, and Decision Science*, 5(2), 73–85.
- Edwards, M. E., Cummings, W. T., & Schlacter, J. L. (1984). The Paris-Peoria solution: Innovations in appraising regional and international sales personnel. *Journal of Personal Selling and Sales Management*, 4(4), 26–38.
- Ford, R. C., & Fottler, M. D. (1995). Empowerment: A matter of degree. *Academy of Management Executive*, 9(3), 21–29.
- Francis, D., & Young, D. (2012). *Mehr Erfolg im Team. Ein Trainingsprogramm mit 46 Übungen zur Verbesserung der Leistungsfähigkeit in Arbeitsgruppen*. Hamburg: Windmühle Verlag.
- Guenzi, P., & Troilo, G. (2007). The joint contribution of marketing and sales to the creation of superior customer value. *Journal of Business Research*, 60(2), 98–107.
- Hair, J. F., Anderson, R. E., Mehta, R., & Babin, B. J. (2010). *Sales management. Building customer relationships and partnerships*. Mason, OH: South Western Cengage Learning.
- Homburg, C., Schäfer, C., & Schneider, J. (2002). *Sales Excellence. Vertriebsmanagement mit System* (2 Auflage). Wiesbaden: Springer Gabler.
- Jobber, D., & Lancaster, G. (2012). *Selling and sales management* (9th ed.). Harlow: Pearson Education.
- Johnston, M. W., & Marshall, G. W. (2013). *Sales force management. Leadership, innovation, technology* (11th ed.). New York: Routledge.
- Kahneman, D. (2012). *Thinking, fast and slow*. London: Penguin Books.
- Kirkpatrick, D. L. (1979). Techniques for evaluating training programs. *Training and Development Journal*, 33(6), 78–92.
- Kram, K. E. (1985). *Mentoring at work: Developmental relationships in organizational life*. Lanham, MD: University Press of America.
- Kreutzer, R., Rumler, A., & Wille-Baumkauff, B. (2014). *B2B-Online-Marketing und Social Media. Ein Praxisleitfaden*. Wiesbaden, Springer Gabler.
- Krishnan, B. C., Netemeyer, R. G., & Boles, J. S. (2002). Self-efficacy, competitiveness, and effort as antecedents of salesperson performance. *Journal of Personnel Selling and Sales Management*, 22(4), 285–295.
- MacInnis, D. J., & Jaworski, B. J. (1989). Information processing from advertisements: Toward an integrative framework. *Journal of Marketing*, 53, 1–23.
- Malik, F. (2006). *Managing performing living: Effective management for a new era*. Frankfurt/Main: Campus Verlag.
- Malik, F. (2010). *Management: The essence of the craft*. Frankfurt/Main: Campus Verlag.
- Malik, F. (2011). *Tasks of effective management*. Frankfurt/Main: Campus Verlag.
- Marshall, G. W., Goebel, D. J., & Moncrief, W. C. (2003). Hiring for success at the buyer-seller interface. *Journal of Business Research*, 56(4), 247–255.
- McBane, D. (1995). Empathy and the salesperson: A multidimensional perspective. *Psychology and Marketing*, 12(4), 349–371.
- Moncrief, W. C., & Marshall, G. W. (2005). The evolution of the seven steps of selling. *Industrial Marketing Management*, 34(1), 13–22.
- Mulki, J. P., Jaramillo, J. F., & Locander, W. B. (2009). Critical role of leadership on ethical climate and salesperson behaviors. *Journal of Business Ethics*, 86, 125–141.
- Pettijohn, C., Pettijohn, L., & Taylor, A. J. (2007). Salesperson perceptions of ethical behaviors: Their influence on job satisfaction and turnover intentions. *Journal of Business Ethics*, 78(4), 547–557.

- Pilling, B. K., & Eroglu, S. (1994). An empirical examination of the impact of salesperson empathy and professionalism and salability on retail buyers' evaluations. *Journal of Personal Selling and Sales Management*, 14(1), 55–58.
- Rackham, N. (1988). *SPIN selling*. New York: McGraw-Hill.
- Rozell, E. J., Pettijohn, C. E., & Parker, R. S. (2006). Emotional intelligence and dispositional affectivity as predictors of performance in salespeople. *Journal of Marketing Theory and Practice*, 14(2), 113–124.
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40(3), 437–453.
- Schweitzer, M. E., Ordóñez, L., & Douma, B. (2004). Goal setting as a motivator of unethical behavior. *Academy of Management Journal*, 47(3), 422–432.
- Schwepker, C. H., & Good, D. J. (2004). Marketing control and sales force customer orientation. *Journal of Personal Selling and Sales Management*, 24(3), 167–179.
- Schwepker, C. H., & Hartline, M. D. (2005). Managing the ethical climate of customer-contact service employees. *Journal of Service Research*, 7(4), 377–397.
- Smith, T. M., Gopalakrishna, S., & Chatterjee, R. (2006). A three-stage model of integrated marketing communications. *Journal of Marketing Research*, 43(4), 564–579.
- Spitzer, D. (1995). 20 ways to motivate trainees. *Training*, 32(12), 54–57.
- Strout, E. (2002). To tell the truth. *Sales and Marketing Management*, 154(7), 40–47.
- Tracy, B. (2010). *Goals! How to get everything you want: Faster than you ever thought possible* (2nd ed.). San Francisco, CA: Berrett-Koehler.
- Tracy, B. (2015). *Sales management*. New York: American Management Association.
- Tschohl, J. (2008). *Achieving excellence through customer service* (5th ed.). Minneapolis, MN: Best Sellers Publishing.
- Turner, J., & Shah, R. (2010). *The top 10 things you must know about measuring ROI on social media marketing*. Upper Saddle River, NJ: Pearson Education.
- Weitz, B. A., & Bradford, K. D. (1999). Personal selling and sales management: A relationship marketing perspective. *Academy of Marketing Science*, 27(2), 241–254.
- WeltN24. (2013). Mit diesem Team formt Guardiola die neuen Bayern [online]. Accessed January 10, 2017, from <https://www.welt.de/sport/fussball/bundesliga/fc-bayern-muenchen/article117291152/Mit-diesem-Team-formt-Guardiola-die-neuen-Bayern.html>
- Wengler, S., Ehret, M., & Saab, S. (2006). Implementation of key account management: Who, why and how? An exploratory study on the current implementation of key account management programs. *Industrial Marketing Management*, 35(1), 103–112.
- Wimmer, A., Wimmer, J., Buchacher, G., & Kamp, G. (2012). *Das Beratungsgespräch: Skills und Tools für die Fachberatung*. Wien: Linde.
- Yukl, G. (2006). *Leadership in organizations* (6th ed.). Upper Saddle River, NJ: Pearson Education.
- Ziglar, Z. (2003). *Ziglar on selling. The ultimate handbook for the complete sales profession*. Nashville: Thomas Nelson.