

Florida Gulf Coast University

Professional Selling

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Executive Summary

The process of developing this paper was very educating from a student's perspective. The final paper is the result of months of research and interviews conducted with three professional salespeople. In the bulk of this paper, I will discuss the findings I have come to a result of after conducting extensive interviews with all three of my interviewees. I will share with you the steps that are needed to take in order to create an opportunity for a sale, prepare for a sales call, create customer relationships, and maintain those relationships according to these sales professionals. As you read the findings and supporting research that follows this section, you will see how the professionals I interviewed approach these sales components. You will also be able to see how closely they relate to what we have been taught in the classroom and the textbook.

One thing you will notice is that although there were many similarities in the selling techniques and the responses from the individuals I interviewed, but you will also notice how there were many different answers among the three of them. Although the answers may have been different, I believe that many of them were plausible for the business setting. I feel so lucky to have had the opportunity to ask them such great questions to people who have professions that I am aspiring to pursue. I hope that you take out of this as much as I have. If not as much, I am sure you will learn something beneficial.

Introduction

For Professional Selling 101, my objective in conducting interviews with experienced professional salespeople is to test the real-world applications of the techniques and sales strategies taught to us in class to determine the similarities. In doing so, I hope to determine whether what we are being taught in class is comparable and relative to those selling techniques that are practiced in the professional atmosphere. With these interviews as my primary sources, I strive to gain insight of the professional business environment, the role played by professional salespeople and determine whether or not there is a relationship between material taught in class to those skills and techniques practiced in the business world.

I have been fortunate enough to contact a few professional salespeople who practice professional selling for a living. Since I am from Chicago, Illinois, and have had a few internships in the past there, I decided to call up my previous internship supervisors and ask them if we could conduct the phone calls via telephone conversation since I am studying in Florida. Luckily for me, three of the four potential interviewees agreed to speak with me. The fourth, a previous internship supervisor of mine was very busy with travelling so I was not as persistent as I could have been to conduct an interview with him. I set up specific dates with the interviewees that worked well for both of our schedules. I tried to make them all on the same days but this was not able to work as planned. Finally, I asked each of them when they would be able to slot out some time to conduct the interviews.

My first interviewees name is Larry Beger, and is the CEO of Elexa Consumer Products, Inc. He is 55 years old and has over 30 years of sales experience. Prior to

establishing Elexa Consumer Products, Inc., he worked as a Sales Manager at ConAir, a well-known consumer products business, and before that, Advance Watch Company as a Vice President of Sales. Elexa Consumer Products, Inc. is known as being a leader in the flat panel television mount manufacturing business. I conducted all three of my interviews with him via telephone recording (which he agreed to). As planned, my first interview with him was on Friday October 5th, 2012. We spoke at 7:30 a.m. as planned. After the initial interview he told me to give him a call on Thursdays or Fridays before 9:00 a.m. I told him that I would contact him the following week because I would be analyzing the interview over the next few days. I then contacted him on Friday, October 12th, to ask him in more detail about relationship marketing, an area we did not cover too deeply in our initial interview. I also spoke with him one final time on Friday, November 19th, to ask him how ethics impact success or failure in a sales career.

The second person whom I agreed to an interview is Dan Tuohy, VP of sales at Xerox Chicago Office of Greater Technology. He is 45 years old and has over 20 years of sales experience, primarily selling office supplies and equipment. At Xerox he manages accounts such as Caterpillar, Walgreens, Abbott Laboratories, and John Deere. Xerox is also known for offering solutions to Fortune 500 companies to make areas in their business more efficient using their software, hardware, and technological expertise. I conducted my first interview with him via telephone (he agreed to a recording as well) on Sunday, October 14th, 2012. He told me he would email me his code of ethics the following day and that he told me to give him a call whenever. Since he could have been a potential employer, I took the professional approach by setting up another date and time with him for follow up questions. We then planned for a meeting on Sunday, October

24th at 4:00 p.m. The phone call was executed as planned.

Last, but not least, I asked Elizabeth Tuohy who has a history in the sales business selling solar panels. She is 23 years old, and started working at PV Power and Electric as an intern. After 4 years of experience she has acquired skills that are very comparable to the executives that I have spoken with. I interviewed her for the first time on Friday, October 5th, 2012. I interviewed her one more time on Thursday, November 8th, to clarify a few of her responses.

Specific Findings of Research

When I was just a little boy, my school would hold a race every year called the pledge-a-thon. Each student was required to participate in this event which consisted of running around a track in the parking lot at school. The goal of this event was to raise money for less fortunate children in the inner city of Chicago. A few weeks before the event, each student was given a sheet of paper to go around asking people to pledge them either one lump sum, or a sum of money for each lap ran. Every year I looked forward to it. It was up to me to decide how dedicated I was going to be to prepare for the event which would determine how many laps, and how much money I was going to raise. This scenario was my first experience in “sales”. Now that I am getting older and have had other experiences in sales, I can see how I was groomed from the time I was a little boy to be a salesperson. I still have so much to learn, and luckily for me I was able to interview a few very successful salespeople, who have taught me a lot about how they perform at a high level.

I had a great time getting to know my interviewees and learning about their careers as professional salesmen and saleswomen. When I first contacted each of the professionals that I interviewed, I asked them if it was fine with them for me to record our conversations. Since they all agreed to being recorded, I will be able to share with you some of the quotes that they have shared with me. I hope that they will be beneficial to you. I know that I learned a lot of useful sales tactics from these interviews, and hopefully some of it will be new to you.

Why did you choose a career in selling?

All of my interviewees seemed to choose a career in selling because they naturally like to interact with people. None of them are shy, and all look at themselves as outgoing characters. From the time I was able to converse with these individuals, I completely agree that they are outgoing and very personable. There were a few differences in portions of the responses though. Dan Tuohy was the only one out of the three who mentioned earning potential as part of the key motivator to pursue sales as a career. I think that some people do not like to admit that they pursue sales due to the earning potential. As a people person, dealing with people ought to be a job that is perfect for you. One of the benefits would just be getting paid to do what you like to do. That sounds like a win win situation to me.

What have you found to be the most satisfying element of your job in sales? What is the most dissatisfying element in selling that you've experienced?

The responses to this question were all different, but quite interesting. Elizabeth Tuohy said that the most satisfying element of her job was closing a deal. She told me that after her first sale of over \$10,000 that the customer wrote her a personal note thanking her for such great customer service. That made her feel great. Secondly, Dan Tuohy achieves great satisfaction when he delivers value to customers and exceeds their expectations. Last but not least, Larry Beger is satisfied when he can close a deal. I thought that it was very honorable when he followed that by saying, "because it allows me to sustain the company, and keep others employed."

On the other hand, Liz Tuohy is greatly dissatisfied when she has to deal with a customer that is not happy with their product. She says that it is very difficult when this

happens because its frustrating dealing with an upset customer. Dan Tuohy says that it is frustrating when you don't achieve your personal goals. He also says that it can be very disappointing when someone quits when you are not expecting it. He advised me that if I were ever a sales manager that I get to know my team as well as possible so I am not ever blind sided with someone leaving. It also could mean losing a lot of accounts for the sales team. Larry Beger says that he becomes very frustrated with the absolute laziness of some of people on the client side of the industry. He said one example was with the buyers at Best Buy. Best Buy is not a company he is working with but he has the confidence that he can help save them money and deliver a better product than the suppliers they are currently dealing with. He said, "When you do the same things over and over you get the same results." This might be one reason why Best Buy is struggling. He also said some of the buyers sit behind their desk and do nothing. They don't respond to phone calls, emails, and have no intention of exploring their other options. Overall, I learned that there are more dissatisfying components in the sales industry, but the satisfying elements seem to be very rewarding.

Do you make use of the "relationship marketing" concept in your sales work? (make sure that you define what is meant by this term).

Relationship marketing is the creation of customer loyalty. This seems to be a ubiquitous term in the professional sales industry. I may not have been very familiar with it prior to this interview, but now the concept is very clear to me. Liz Touhy said that she always follows up with the customer/client and makes sure that installation and delivery of the solar panels went well. She does this because it could create a potential referral, and it is important just in case they need more solar panels in the future. Dan Tuohy says

he is always trying keep a constant rapport with his customers like Aon, John Deer, Catapillar, and Walgreens. Finally, Larry Beger approaches relationship marketing very similarly to the other interviewees. If a customer is ever in need of some extra pieces of hardware or tools he will generally send it out to them free of charge and shipped immediately. He says that his customers appreciate this and that is why he retains them so well.

Does your company have a written code of ethics? May I see it? (If not, ask if the sales professional has his/her own code and how this affects their work. If you get a copy, please attach it to your report)

According to the textbook, a code of ethics is a formal statement of the values of the company concerning their social and ethical issues. Dan Tuohy was the only one who had an official written code of ethics. He has sent me a copy and it is attached in the appendix of this report. He said Xerox has a ethics review test every year that he is required to take. On the other hand, Larry Beger and Liz Tuohy both have generally accepted codes of ethics. Although they are not written out, they both feel as if ethics are something that should be common knowledge and that they expect themselves and the other employees to act as golden professional salespeople. Larry Beger gave me a few example of what is expected by his employees. He specifically said that none of his employees are to ever offer any sort of gratuities or bribes to buyers. He also said that his employees can drink as much as they want when they ARE NOT out with customers. When they are at dinner with customer's one drink may be okay, but more than that is unacceptable. Liz Tuohy said that there are guidelines that she follows and expects herself to follow. She said that she always wants to do the best for her customer and said she would never sell them something they didn't need or overprice a product. She said

that she wants them to have a good sales experience and feel like they're getting a good deal so they want to come back and refer their company to other potential customers.

Given the product (service) that you sell, what are the most important reasons why people buy your product (service) Ask about FAB: Features, Advantages, Benefits?

According to the textbook, Features are physical characteristics of a product, advantages are performance characteristics, and benefits are favorable results the buyer receives from the product. One applicable way I have used the FAB selling technique in a business setting was when I was interning for Larry Beger at Elexa Consumer Products, Inc. Larry taught me that whenever I am making a cold call I want to keep the message concise, mentioning the key variables that differentiate his product from the competitors. Although we want to keep these pitches simple, it is always important to mention the Features, Advantages (if any), and Benefits. In his products case, he separates himself from his competitors by offering all the hardware needed to install the product, has a 24/7/365 customer service hotline, and its guaranteed to fit any television set specified on the package. It is basically designed to fit any flat panel tv.

Liz Tuohy said that the number one reason why people buy their product is because people are looking to spend less on the electrical service. Spending less on the electric bill over time is a big feature and benefit from purchasing solar panels. Unfortunately, it takes several years for this saving to take place. Some customers are also looking to sustain the environment and solar panels are a good way of accomplishing that.

Dan Tuohy said that other than selling copiers, now as things start becoming paperless, that they offer hardware and software solutions that other similar companies do not offer. He said that if Cannon has 10 services to offer, that Xerox has 23.

Please discuss the importance of effective communication to selling success in your business. Include advertising, direct marketing, social networking, the Web, direct customer contact, etc.

Liz Tuohy said that direct customer contact is very important in the solar power industry because many home owners are interested in their benefits but are unsure of how to go about ordering, fitting the panels to their home, and installing a system on their house. As a result a lot of direct customer contact is needed in order to figure out dimensions of their roof, cost of their electrical bill and the layout in which the panels would be most effective. Since this is difficult for many home owners to do on their own sales personnel need to be experienced in this area and have engineers on hand to work with in order to outfit each individuals house most effectively. Direct marketing is also used for installers of solar panels because they work with many different home owners and they are able to order large quantities and keep coming back to our business for more.

Larry Beger says that he has a web presence on social media sites. He also mentions that emails and telephone calls are very important. He discusses the importance of keeping up with emails and communicates with customers on a regular basis to keep them apprised with anything new.

Last but not least, Dan Tuohy says that effective communication is “invaluable”. He mentions how brand positioning and value proposition are crucial to the success of a business. He makes sure that all of his employees are on Facebook and Twitter, and all the profiles are reviewed on a regular basis. Recently, he hired two social media directors to maintain their social media sites and he said it is paying for itself. He says that it is a

very effective selling tool. Dan also helps Xerox make a greater public presence by sponsoring professional sports teams like the Chicago Bears, Blackhawks, Cubs, and White Sox. He spends approximately 3 million dollars a year sponsoring these sports teams.

Some people have said that comprehensive sales knowledge (product, customers, technologies) is the key to sales success. Do you agree with this? Why is this so?

Larry Beger couldn't agree any more and went on to tell me what he did when he made a sales presentation to Walmart. He gave them a comprehensive sales report of their (Walmart's) current business and then presented to them what he could do differently. He will show them how their competition is currently performing and then he will make suggestions based on his knowledge of the market. He will then put together a 2-3 year plan designed for them. He also points out the key differences between his products and his competitor's products. Last but not least, he will predict the return rates, which is something I'd really like to understand in more detail.

Dan Tuohy said that it is important to be a student of your profession. He says that you need to know exactly what the customer is looking for so you can present them with the correct solutions. The only way you can present them the right solution is if you know exactly what they are looking for.

Do you prospect for new customers? How often? Please give examples of techniques that you now use to find new customers.

Larry Beger said he will look at different markets and new channels of distribution. When I interned for him this summer one of my goals was to get into the architectural

and design firms. This was a market that he had not been in yet and it was my job to find the right contacts to cold call and try to get some of their business. I received my contact list from a friend's mom of mine and it was very useful. Usually to get the right contacts will take lots of research on the web or gaining new leads at an event show or expo.

As Vice President of Sales at Xerox, Dan Tuohy said that he will go down the list of the fortune five hundred and call CEO's to get meetings. He says that his success rate is 9 out of 10 times he can get a meeting with them.

Last but not least, Liz Tuohy said that she would make cold calls from a list of contacts she had researched on the web and received from a convention. She would also ask her current customers for referrals and send out e-mail blasts to make the company name more widespread.

Before making a sales call, what steps do you take to prepare yourself for the meeting?

Liz Tuohy said that she will research the company and the history of the person she will be speaking with. She will look online and see if they have any information about past deals they have done or see what her competitors pricing might be for the same area. She also said it's a good idea to try to think of something that you might be able to bring up in conversation that would break the ice and not dive right into asking them if they would like to make a purchase. Sometimes that will ruin potential for future business.

Dan Tuohy said to go on customer's website, and learn everything you can. He also said it's a good idea to check the news to see if anything big has happened recently that might be important to know. Also, check out the contact you are going to meet and determine what are the associations. Are there any critical points you can connect on? Did you go to the same high school, college, graduate school, work

for any of the same companies? These are all important pieces of information to know before you make a sales call.

Finally, Larry Beger said that he will do a comprehensive analysis on the competition and their business. Then he will show them the features and benefits of his product.

Every salesperson has his/her own selling style. What techniques do you use that you believe sets you apart from other salespersons?

Larry Beger says the most important thing that sets him apart from his competitors is Honesty. He will give as complete information that he possibly can to the customer. It is easy to badmouth the competition. He will say how he's heard there's good people at a company, but he talks about his strengths rather than others weaknesses. He also said never promise something that you aren't sure that you are going to be able to deliver on. It makes you look bad later when you promise something you can't. He also said that if you aren't sure about an answer that you should say that you will get back to them later.

Dan Tuohy says that his sales team doesn't push specific solutions. He has a sales process that is about 12 steps. He will interview the company and individuals, how they work, and how they can find inefficiencies and deliver a remedy.

Finally, Liz Tuohy said that she likes to be friendly and not pushy with her delivery. You want to try and make the customer believe that they thought of the idea that they are selling and be sure that you are able to be their number one resource. If you don't have the answer to the question then find it out as soon as possible and make sure that you are well versed in what you are selling so you sound credible. Be sure to have

documents and any other possible things they may ask for together i.e., instructions on installations, specs about the product, estimated shipping date, delivery costs, or anything else you think they might need to help them make a decision.

If you could change anything to make your job easier, what would it be? Please give details.

When I asked my interviewees this questions they all seemed to have a nice little laugh. Dan Tuohy told me that sales is all about the people on your team. He said, "Increase the talent on your team. That will make the job easier. You are only as good as your people, sell more life is easier. Sell more with the right talent."

After thinking about it for a few seconds, Larry Beger, with the great personality he has said that if he had a jet it would make his job easier. I wasn't absolutely sure if he was serious but I think that he was.

Summary of Conclusions and Recommendations

As I look back at the process I went through to successfully complete the interviews, I learned so much about every question that I was directed to ask these individuals. For the questions that I did ask, there was a lot of correlating responses between these sales professionals techniques and the ones taught to us in class and from the textbook.

Although I was not able to give these individuals any recommendations, I plan on continuing the relationships that I currently have with them and discussing sales techniques with them into the future. If there is any way I could help broaden their sales knowledge in the future I would love to help them as much as humanly possible.

Overall, I learned that Professional selling is a very customer oriented business that relies heavily on creating relationships and keeping them satisfied through excellent customer service. All three of the professionals that I interviewed seemed to have the Golden Rule Salespeople personality. According to Futrell, a Golden Rule Salesperson does the right thing, Finds other' interests most important, and that service is most important. What Larry Beger, Dan Tuohy, and Elizabeth Tuohy all had in common was that each of them wanted to solve the needs of their customer by providing them with quality products and services and exceeding their expectations. After talking with each of these professionals, I could tell by the tone of their voices and the way they answered questions how important it is to make the customer the number one priority all of the time. The book clearly states that the marketing concept is:

“A business philosophy that says the customers' want-satisfaction is the economic and social justification for a firm's existence. Consequently, all company

activities should be devoted to determining customers' wants and then satisfying them, while still making a profit.”

Since they all offer products that many small and large businesses and households need, the largest factor towards sales revenue has to do with creating relationships. Prospecting for customers is still very important, but at the upper level sales position, maintaining customers and keeping them satisfied trumps all. They have strategically developed a plan to provide their customers quality products at fair prices, great customer service, and fast shipping. The benefit for working hard to satisfy these customers beyond their expectations is to make a little profit for oneself. By generating profits more employees can have jobs and the more it will contribute to the success of an organization as a whole.

I hope that you learned some useful information from my report. It was very satisfying for me to learn that businessmen and women use some of the same selling techniques and strategies that we have been taught in our professional selling class. Since Larry Beger and Dan Tuohy are upper level executives, it was very fascinating to hear their responses. Looking back at the semester, I feel so lucky to have had such a great experience asking practical questions to experienced sales professionals. Since I plan on pursuing sales as a career, now I know that I have some credible information to use as I look forward to starting a career in the sales industry.

Appendix

Code of Ethics for Xerox Chicago Office Technology Group

introduction

Global Imaging Systems, Inc. and its subsidiaries (the “Company”) have always subscribed to the highest ethical standards. Our employees, officers and members of our Board of Directors (“Company Persons” or individually, a “Company Person”) are expected to conduct business legally and ethically and insist that our vendors and business associates do the same. This Code of Business Conduct and Ethics (the “Code”) embodies the Company’s commitment to conduct our business in accordance with applicable laws, rules and regulations and the highest ethical standards. All Company Persons are expected to adhere to the principles and procedures set forth in this Code.

Each Company Person will be held accountable for his or her adherence to the Code. Company Persons who violate the policies in the Code will be subject to disciplinary action, up to and including a discharge from the Company and, where appropriate, civil liability and criminal prosecution. Company Persons who have questions regarding business conduct or possible violations should contact the Company’s Compliance Officer or in connection with accounting or auditing matters, should follow the procedures outlined in the section of the Code entitled “Duty to Report Questionable Accounting or Auditing Matters.” The Company will not tolerate retaliation for reports made in good faith.

Nothing in this Code, in any Company policies or procedures, or in other related communications (verbal or written), creates or implies a contract of employment for a definite or indefinite term. The Company reserves the right to amend, alter or terminate this Code or the policies underlying it at any time for any reason. For purposes of Section 406 of the Sarbanes-Oxley Act of 2002 and the rules promulgated thereunder, the Code shall also be our code of ethics for senior financial officers and the chief executive officer (defined below as “Senior Officers”).

compliance and reporting

Company Persons should endeavor to identify and raise potential issues before they lead to problems and should ask about the application of the Code whenever in doubt. Any employee who becomes aware of any existing or potential violation of this Code should promptly notify the Compliance Officer, or in connection with accounting or auditing matters, should follow the procedures outlined in the Code section entitled, “Duty to Report Questionable Accounting or Auditing Matters.” If any director or the Chief Executive Officer, Chief Financial Officer, Principal Accounting Officer or Controller, or persons performing similar functions (the “Senior Officers”) becomes aware of any existing or potential violation of this Code, he or she should promptly notify the Compliance Officer. The Company will take such disciplinary or preventive action as it deems appropriate to address any existing or potential violation of this Code brought to its attention.

compliance with laws, rules and regulations

Obedying the law, both in letter and in spirit, is one of the foundations on which this Company’s ethical policies are built. All Company Persons must respect and comply with applicable governmental laws, rules and regulations. It is the personal responsibility of each Company Person to adhere to the standards and restrictions imposed by those laws, rules and regulations. It is important that you seek advice from supervisors, managers or other appropriate personnel if you have questions regarding the laws, rules and regulations that apply to the Company’s business.

No Company Person who deals with a particular customer or vendor of the Company should invest in the securities of such customer or vendor, unless the securities are publicly traded.

confidential information

In carrying out the Company's business, Company Persons often learn confidential or proprietary information about the Company, its customers, prospective customers or other third parties. Company Persons must maintain the confidentiality of all information so entrusted to them, except when disclosure is authorized or legally mandated. Confidential or proprietary information includes, among other things, any non-public information concerning the Company, including its businesses, financial performance, pricing information, results or prospects, and any non-public information provided by a third party with the expectation that the information will be kept confidential and used solely for the business purpose for which it was conveyed.

conflicts of interest

A "conflict of interest" exists when an individual's private interest improperly interferes or conflicts (or appears to conflict) with the interest of the Company. A conflict of interest may arise when a Company Person takes actions or has interests that may make it difficult to perform his or her Company work objectively and effectively. Conflicts of interest may also arise when a Company Person or a member of his or her immediate family receives from any person or entity improper personal benefits as a result of the Company Person's position with the Company. Loans to, or guarantees of obligations of, Company Persons or their family members also create conflicts of interest. Conflicts of interest are generally prohibited as a matter of Company policy, unless they have been approved by the Company. All Company Persons must notify the Compliance Officer of any actual or potential conflict of interest to receive guidance on how best to resolve the conflict.

The purpose of business entertainment and gifts in a commercial setting is to create and maintain good will and sound working relationships. Company Persons and members of their immediate families are required to use their reasonable judgment with respect to receiving gifts from customers or vendors while the Company Person is in a position to influence decision of the Company that might affect or appear to affect the outside concern. No gift or entertainment should ever be offered, given, provided or accepted by any Company Person or immediate family member of a Company Person unless it: (a) is consistent with customary business practices; (b) is not excessive in value; (c) cannot be construed as a bribe or payoff; and (d) does not violate any laws or regulations. All gifts and entertainment from customers or vendors, other than those of \$250 or less, must be disclosed to the Compliance Officer. The Company will keep written records of such disclosures filed with the Compliance Officer. Such reporting, reviewing and record keeping system should serve to prevent an unintended breach of trust and should enable the Company to better protect itself from acts of self-dealing at the expense of the Company.

A conflict of interest may also occur when a Company Person is engaged in a business or business activity that is in competition with or injurious to the Company. Directors and officers should consult with the Company's Compliance Officer before engaging in any such business. An employee should consult with the Compliance Officer or Company President before engaging in any business or business activity. Service to the Company should never be subordinated to personal gain and advantage.

corporate opportunities

Company Persons owe a duty to the Company to advance the Company's legitimate business interest when the opportunity to do so arises. Company Persons are prohibited from taking for themselves (or directing to a third party) a business opportunity that is discovered through the use of corporate property, information or position, unless the Company has already been offered the opportunity and refused it. Company Persons are

prohibited from using Company property, information or position for personal gain or competing with the Company, directly or indirectly.

competition and fair dealing

We have a history of succeeding through honest business competition. We seek competitive advantages through superior performance, not through unethical or illegal business practices. Each Company Person should endeavor to respect the rights of and deal fairly with the Company's customers, vendors, competitors and employees. No Company Person should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or any unfair-dealing practice.

record keeping

The Company requires honest, accurate and prompt recording and reporting of information in order to make responsible business decisions and to provide full, fair, accurate and timely disclosure. All of the Company's books, records, accounts and financial statements must be maintained in reasonable detail, must appropriately reflect the Company's transactions and must conform both to applicable legal and accounting requirements and to the Company's system of internal controls. The accurate and timely reporting of our financial results and financial condition requires that all financial information be recorded promptly and accurately, and that our systems for recording and reporting that information be properly functioning and subject to regular and thorough evaluations. All information you record or report on behalf of the Company — whether for the Company's purposes or for use by third parties — must be done honestly and accurately. Providing false or misleading information in connection with any aspect of the Company's business or operations will not be tolerated.

DUTY TO REPORT QUESTIONABLE ACCOUNTING OR AUDITING MATTERS

All Company Persons are responsible for reporting to the Company any questionable situation regarding the Company's accounting, internal accounting controls or auditing matters, or a concern regarding questionable accounting or auditing matters that come to their attention. Any person may report such a complaint or concern by calling the toll-free telephone hotline at 1-888-628-7834, extension 20277 (outside of Tampa), or (813) 960-5508 ext. 20277, and leaving a voice mail reporting the matter. This confidential and anonymous voice mail will be transcribed and forwarded to the Company's Compliance Officer or his designee. You may also anonymously mail a report of such a violation to:

Global Integrity Hotline c/o Global Imaging Systems, Inc. 3820 Northdale Blvd., Suite 200A Tampa, Florida 33624 Attn: Compliance Officer - Confidential

You may also report such complaints or concerns via the Company's internal website by completing the form at <http://10.16.1.30/cotgintranet/Administration/policy/conduct/www.gisx.net> or by sending an e-mail to integrityhotline@global-imaging.com. Reports submitted through the internal website or by e-mail are not anonymous.

All reports received regarding the Company's accounting, internal accounting controls or auditing matters, or a concern regarding questionable accounting or auditing matters via the internal website, e-mail, telephone or regular mail will be forwarded to the Company's Compliance Officer. If a complaint regarding accounting, internal accounting controls or auditing matters is brought to the attention of a non-executive employee of the Company, such employee may either (a) report such complaint directly to his or her supervisor or (b) submit the complaint through the use of the various confidential or anonymous reporting methods provided.

All reports submitted by employees of the Company regarding questionable accounting or auditing matters will be treated to the extent possible, as confidential.

The Company will not tolerate retaliation against any person who in good faith submits a concern or complaint or participates in any investigation conducted pursuant to these procedures. Any suspected retaliation should be reported immediately to the Compliance Officer. Such retaliation is extremely serious misconduct and may result in discipline, up to and including discharge of the person(s) engaging in any retaliatory actions. Retaliation may also subject the person(s) responsible to personal legal and financial liability, and in certain cases may be a criminal offense.

Questions concerning these procedures may be directed to the Compliance Officer.

protection and proper use of company assets

All Company Persons should protect the Company's assets and ensure their efficient use. Company assets should be used for legitimate Company business purposes only, although minor incidental personal or charitable use is acceptable. Any suspected incident of fraud or theft should be immediately reported to an appropriate supervisor for investigation.

The obligation of Company Persons to protect the Company's assets includes its confidential or proprietary information.

waivers and amendments

It may be appropriate for a provision of the Code to be waived in a particular circumstance. Any employee seeking a waiver should speak to his or her supervisor, who may need to involve other persons in consideration of the waiver request.

investigation and discipline

The responsibility for administering the Code, investigating alleged violations and determining corrective and disciplinary action rests with various groups within the Company. The Company's Compliance Officer is responsible for maintaining and updating the Code. Internal Audit, Human Resources and other relevant departments work together as appropriate to promptly handle investigations and recommend corrective and disciplinary actions. Depending on the circumstances, in some cases senior managers and other officers will be involved to consider and determine the appropriate corrective or disciplinary action. Internal Audit and Human Resources will periodically report Code violations and the corrective actions taken to the Company's Compliance Officer.

The Company strives to impose discipline for each Code violation that fits the nature and particular facts of the violation. The Company generally will issue warnings or reprimands for less significant, first-time offenses. Violations of a more serious nature may result in an action such as suspension without pay, demotion, or reduction of compensation. Termination of employment generally is reserved for conduct such as theft or other violations amounting to a breach of trust, or for cases where a person has engaged in multiple violations. Terminations may also be appropriate for ethical violations if the Company Person has had appropriate training and consciously chose to pursue unethical behavior. Violations of the Code are not the only basis for disciplinary action. The Company has additional guidelines and procedures governing conduct, and violations of those guidelines and procedures may also result in corrective or disciplinary action.

protection for persons reporting questionable behavior

Our commitment to promoting the highest ethical standards includes a responsibility to foster an environment that allows Company Persons to report violations without the fear of retaliation or retribution. You will not be disciplined, lose your job, or be retaliated against in any other way for asking questions or voicing concerns about our legal or ethical obligations, as long as you are acting in good faith. “Good faith” does not mean that you have to be right—but it does mean that you believe that you are providing truthful information. The important thing is that you bring your question or concern to the Company’s attention through one of the available channels. Anyone who files an intentionally false report is in violation of the Code and is subject to discipline under the Code.

Company Persons must never be discouraged from using any available channel within the organization. Even simple questioning of a person reporting a violation can lead to unintentional retaliation, as it may make that person feel that he or she did something wrong by choosing one method over another. Any person reporting a violation under this Code must be able to choose whichever method they are most comfortable with to communicate their concern to the Company.

Any Company Person who retaliates against another Company Person for reporting known or suspected violations of our legal or ethical obligations will be in violation of the Code and subject to disciplinary action, up to and including dismissal. Retaliation may also be a violation of the law, and as such, could subject both the individual offender and the Company to legal liability.

Additional questions about retaliation should be addressed to the Compliance Officer.

global imaging systems, inc. employee compliant procedure for accounting and auditing matters

Global Imaging Systems, Inc. (the “Company”) has adopted the following policy as part of the Company’s continuing commitment to achieving compliance with all applicable securities laws and regulations, accounting standards, accounting controls and audit practices.

Policy:

- Any employee of the Company may submit a good faith complaint regarding accounting or auditing matters to the management of the Company without fear of dismissal or retaliation of any kind. In order to facilitate disclosures, to encourage proper individual conduct and to alert the Company’s Compliance Officer to potential problems before they have serious consequences, the Company has established the following procedures for (i) the receipt, retention and treatment of complaints regarding accounting, internal accounting controls and auditing matters (“Accounting Matters”); and (ii) the confidential, anonymous submission by employees of concerns regarding questionable accounting matters.

reporting:

- Employees with concern about Accounting Matters may report their concerns to the Company’s Compliance Officer.
- Employees may also make reports on a confidential, anonymous basis by accessing the “Global Integrity Hotline” at 1.888.628.7834, Ext. 20277. The Company’s Compliance Officer, or his designee, will be the only persons able to retrieve reports made through the Global Integrity Hotline.

scope:

- These procedures relate to any employee complaints relating to any questionable Accounting Matters, including, without limitation, the following:
 1. Fraud or deliberate error in the preparation, evaluation, review or audit of any of the Company's financial statements;
 2. Fraud or deliberate error in the recording or maintaining of the Company's financial records;
 3. Deficiencies or noncompliance with Company's internal controls;
 4. Misrepresentation or false statement to or by a senior officer or accountant regarding a matter contained in the Company's financial records, financial reports or audit reports;
or
 5. Deviation from full and fair reporting of the Company's financial condition.

investigation:

- The Company's Compliance Officer will, upon receipt of a complaint, determine whether the complaint actually pertains to an Accounting Matter and, when possible, acknowledgement receipt of the complaint to the sender.
- Complaints relating to accounting matters will be reviewed under the direction and oversight of the Company's Compliance Officer.
- Confidentiality will be maintained to the fullest extent possible consistent with the need to conduct a complete review.
- Prompt and appropriate corrective action will be taken when and as warranted in the judgment of the Company's Compliance Officer.
- The Company will not discharge, demote, suspend, threaten, harass or in any manner discriminate against any employee in the terms and conditions of employment based on any lawful action of such employee with respect to good faith reporting of complaints regarding Accounting Matters as specified in Section 806 of the Sarbanes Oxley Act of 2002.

resources:

The Company will provide the Company's Compliance Officer with sufficient resources to conduct its investigations.

documentation:

The Company's Compliance Officer will maintain a log of all complaints, tracking their receipt, investigation and resolution. Copies of the complaints and logs will be maintained in accordance with the Company's record retention policy.

Selling Interview Questions Used to Conduct Interviews

Why did you choose a career in selling?

What have you found to be the most satisfying element of your job in sales? What is the most dissatisfying element in selling that you've experienced?

Do you make use of the "relationship marketing" concept in your sales work? (make sure that you define what is meant by this term).

Does your company have a written code of ethics? May I see it? (If not, ask if the sales professional has his/her own code and how this affects their work. If you get a copy, please attach it to your report)

Given the product (service) that you sell, what are the most important reasons why people buy your product (service) Ask about FAB: Features, Advantages, Benefits?

Please discuss the importance of effective communication to selling success in your business. Include advertising, direct marketing, social networking, the Web, direct customer contact, etc.

Some people have said that comprehensive sales knowledge (product, customers, technologies) is the key to sales success. Do you agree with this? Why is this so?

Do you prospect for new customers? How often? Please give examples of techniques that you now use to find new customers.

Before making a sales call, what steps do you take to prepare yourself for the meeting?

Every salesperson has his/her own selling style. What techniques do you use that you believe sets you apart from other salespersons?

If you could change anything to make your job easier, what would it be? Please give details.

Quotes from Interviews

Dan Tuohy:

“Its all about the people. Increase the talent on your team. That will make the job easier. You are only as good as your people, sell more life is easier. Sell more with the right talent.”

“Know your team as well as you can so you are not surprised by that
You lose the relationships, should have been more aware of that person.”

Larry Beger:

“It is easy to badmouth your competitors but I’d rather say good things about them and then discuss what differentiates me from them.”

Liz Touhy:

“Try to think of something that you might be able to bring up in conversation that would break the ice and not dive right into asking them if they would like to make a purchase.”

“I definitely make use of relationship marketing. In the instance of my largest sale of the 33,000 solar panels, I always follow up with the company or customer to see if they are need of more of our product and to ensure that delivery and installation went well in case they need something from us again in the future.”

Works Cited

Futrell, Charles. *Fundamentals of selling: customers for life through service*. 8th ed.

Boston, Mass.: McGraw-Hill/Irwin, 2004. Print.