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ADVANCED MODERN SALESMANSHIP



—BY—

AUTO-SCIENCE INSTITUTE

THE
UNIVERSITY OF
CALIFORNIA

PRINCIPLES AND SECRETS

of

ADVANCED
MODERN SALESMANSHIP

by

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of

AUTO-SCIENCE INSTITUTE

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by

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Gift of Mrs. T. J. ...
TO JOHN
FULLMER



JOHN L. FULLMER

I dedicate this book to the two people who untiringly are spreading a wonderful message to mankind, Dr. and Mrs. E. C. Feyrer. A message, if accepted by the individual, will raise him or her to the goal they desire, as it has done for me on the way to my goal.

THE AUTHOR.

608257

GAME FISH
Always Swim Against the Current

ADVANCED
MODERN SALESMANSHIP
DEMONSTRABLE
in
TEN CHAPTERS

FOREWORD

Dear Friend:

You no doubt have long desired to learn salesmanship that will fill the modern advanced methods of specialization.

You will readily realize that the modern individual cannot be persuaded to buy goods of any description by the methods employed in the past; therefore, it is necessary for each of us to bring our capabilities to the front to meet these modern conditions.

This course will do for you what you have wished to do, especially since realizing the changed conditions of today.

Yours in advanced mental power,

AUTO-SCIENCE INSTITUTE,

By J. L. FULLMER,

Secretary.

PREFACE

This volume of Modern Salesmanship has been written as the result of many requests for something definite and demonstrable, principles and methods that can be applied Now and not next month.

Any person who will read attentively and sincerely can use the principles of successful selling without having to spend hard-earned money in large amounts or use up precious time in studying a maze of ramifications and then not learn the vital facts and principles.

The author has spent the past eighteen years in selling Merchandise, Stocks, Bonds, Engineering equipment, Life Insurance, Educational courses and Mail Order plans, so combining the outstanding successful principles of others with his own, he is giving you the benefit of this vast accumulated experiences of the past and present.

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INTRODUCTORY

KNOWLEDGE

Knowledge is power. The power that has given man supremacy over the beasts of the earth, and that immense factor that is causing the world to forge ahead. The power to reason, understand, analyze and think beyond the present, to look into the future and prepare to meet the demands of a newer civilization. The possession of that mighty factor is something to be sought after by all, as it is the one and only property that cannot be wrested from man by laws, society or any other earthly means. The individual who possesses that potent weapon can wield it unhesitatingly over the heads of stupidity, imbecility and other factors that tend to weaken instead of strengthen.

Before going into the detail of selling

as an art, however, let us analyze the individual who is going to carry on the work; let us see what qualifications he must possess in order to attain success in the end. These qualifications are those that must be owned by everyone in every line if he would succeed, and the possession of each of these marks of greatness closes forever another door to the world of failure.

INDUSTRY

Seek and you shall find. Remember that no one is going to perform your various tasks for you, no one will take your part in the drama of life. It is up to you as an individual to fulfill your part of the contract and by so doing you shall experience the satisfaction of having earned the reward for service. "Thou shalt earn thy bread by the sweat of thy brow." We must not forget that we cannot get something for nothing, no matter how hard we try. Success comes only as a result of industrious application and it is the only possible culmination of such effort. The

men, and we have thousands of them, who work themselves up from a small position in life to one of power, did not reach the pinnacle of fame or success by loitering on the way or waiting for success to come to them. As in the case of Mohamet and the Mountain. GO AFTER IT is the slogan to be followed. A man's mind can be developed to the highest degree, but if he lacks that qualification INDUSTRY, his chances of success are slim. The salesman who is industrious cannot help but succeed, for success is after all nothing but the ultimate results of individual effort and conscious application of conscious energy.

HONESTY

Honesty is the best policy. We are all familiar with that quotation. It does not only mean honesty in regard to money, but it means honesty in everything at all times. Be honest with yourself, do not try to belittle or overlook your own faults and shortcomings, but analyze yourself as

thoroughly as you would a prisoner, were you a judge. Correct, don't cover up your faults, and above all, do not exaggerate the faults of others, for in so doing you are only inviting condemnation on your head and you can recall the words of scripture, "Judge not, lest ye be judged." Be honest with your employer, the firm you represent and the people with whom you deal. Let it become a part of your daily life, that is, don't render a square account to your firm, of time, money, opportunity, etc., then go out and cheat your neighbor, after hours. In dealing honestly with everybody at all times you establish a reputation that will prove invaluable to you through life.

CLEANLINESS

Cleanliness is next to Godliness. It is the one mark that stands out that commands respect and inspires confidence. Cleanliness in mind and body are elements that have an enormous bearing on the world at large. It is impossible to

conceal, and demands attention at every turn. It inspires confidence in oneself, that inherent knowledge that one's own principles are free from taint and degrading features. The cry of the world today is for **CLEANLINESS** in all things; business, politics, society-moral and everything we come in contact with. To the salesman let this advice be given: Handle only clean propositions, in a clean way and invite clean results.

IMAGINATION

There are very few persons who do not possess imagination, some to a great degree, others to a lesser degree.

Without imagination, life possesses few real or genuine pleasures, and as we all wish to enjoy to the fullest extent, we must exercise our power of imagination along the lines or goal we have set in our lives and towards which we are driving with all our powers of mind and will.

How then can we know what our goal is to be, if we cannot picture it in our

imagination? There are those who recount over and over some exploit that only took place in their imagination, but telling it so often they come to absolutely believe it themselves. Of course this form of imagination is not what you must cultivate, but cultivate the power to picture yourself and the pleasure you wish to secure.

AMBITION

Ambition is another priceless quality a person must have to succeed at anything, whether it be salesmanship or some other occupation in reaching life's goal. One very fortunate thing about this attribute, everyone possesses it to a degree of his own desires, the more intensified the thought to forge ahead, the greater the AMBITION; so it is necessary, therefore, to cultivate it, assuring yourself that You Are Ambitious each day, as often as possible, it becomes a habit of thought and so you will be ambitious and you will not rest until you realize your AMBITIONS.

SELLING SPIRIT

Selling Spirit simply means that you must feel the same as you would when you would assist an elderly person through a crowded traffic; in other words, you simply must submerge yourself and allow a feeling of "service" fill your whole being, for if you think of your own selfish gain, your sales talk will be flat and boresome, your client cannot rise to the feeling of full knowledge of your goods, and nine out of every ten sales are lost. You may array the facts in a scientific manner and not impress your client one bit, but put a whole-souled energy behind your facts, and his soul will direct his mind in the same channel as yours and a complete, harmonious, pleasant knowledge is acquired and he feels you really wish to help and assist him to reach a satisfactory decision.

If you believe in your goods, house and yourself completely, you will then have an impetus to receive the desire or wish to sell and instill in you a Selling Spirit that is irresistible.

SUCCESS

Success, complete, is gained by close application, that is study, securing knowledge of the article, such as manufacture, the process it must pass through until it is finished, the necessity in the commercial or domestic arts, the uses it can be put to. Also eradicating your fear to approach clients, which can be done away with by just saying over and over to yourself "I am not afraid," just as you learned your A B C's or C A T spelled CAT.

Demand SUCCESS the same way, make it a prayer morning, noon and night by saying to yourself "I can be successful because I say so, or will it," and it will be even as you say, for the Bible tells us, "As a man thinketh, so is he," so how can a man be more plainly told, or on better authority. I know it is true, for I am as I think.

Some men will find a complete cleaning of their Temple of Thought necessary, for if they do not voluntarily do so, the intense

application of the foregoing principles of Salesmanship will cleanse their temple, whether they wish it or not, and their language, bearing and whole personality will show it.

These principles, qualities, or whatever you may term them, are the secrets of genuine Salesmanship and reverses the theory that "SALESMEN ARE BORN AND NOT MADE."

INITIATIVE

Initiative, or leadership is imperative and you, having full knowledge of your goods, house and self can assume the leadership by letting the SELLING SPIRIT show itself as soon as you enter the presence of your client by a good wholehearted handshake, or cheerful countenance, and your handshake must be a man's shake, not a limp rag effect, but put some power into it, and don't wait for him to ask "What you have," but give your Selling Spirit the chance to tell him all about it immediately, that is, if it is an

appointment. Securing an appointment is the first step of initiative.

If you have your facts in their natural sequence the information they contain will hold his interest, so that once your facts are accomplished, he is ready for conviction which is the result of desire, which in time is intensified interest. A certain amount of persistence is necessary to hold him to his previous statements in reply to your array of facts, so as to keep him in touch with your proposition all the way through—in other words, “BOSS THE JOB.”

Write me your troubles on Sales problems and I will show you how to solve your difficulties.

ADVANCED MODERN SALESMANSHIP

ANALYSIS REQUIREMENTS PRINCIPLES

PART I.

In presenting to you this course in practical advanced Salesmanship, consider yourself a guest of ours on a pleasant journey into the realms of the land of your desires.

We give you in this course absolutely the condensed experiences and ideas of Salesmen, Salesmanagers, Merchants and Manufacturing executives in all parts of America. We simply express them and put them in logical sequence or order for you, not only to read, but to digest and apply.

Analysis of Self.
Analysis of Goods.
Analysis of House.
The Sales Talk.
The Four Steps of a Sale.
Recapitulation Talk.
Meeting Objections Skillfully by Verbal
and Mental Impulsion.
Suggestive Selling.
Influencing Customers.
Analysis of Customer's Character.
Developing a Magnetic Personality.
Changing and Perfecting Your Sales
Talk.
Maintain Easy Study Methods.
Personal Qualifications.

These subjects will be presented to you
in ten lessons.

The practicability of these methods
become self-evident when you consider
the subjects covered.

SERVICE BEFORE PROFIT

To live successfully we must find something that is a profit to us, and Profits, like happiness, must come through rendering service. The man who starts out deliberately to secure happiness rarely finds it.

Happiness is the reaction which comes from doing things. Success is the supreme joy of life. Profits like Happiness spring from the same thing, "Action." This is a fundamental principle of life and of the whole commercial world.

As an illustration of this principle, a little history of one of the heads of a large tobacco chain store organization will suffice. In New York State there was a cigar clerk who was polite; being born so, he could be no other way. He became absorbed in satisfying a customer, whether a mill hand, who bought Stogies, or a customer buying a Havana. He did not wear his courtesy as a cloak, for special occasions, but was at all times courteous and eager to please. The result was, all classes

of men liked to trade with him because they knew he was interested in their tastes and desires regardless of how much they had to spend. Finally his business grew and he soon had to hire others to help him who were naturally courteous also, not mere form, but just as he was himself. Profits came, but the thing he cared most about was Friendship, keeping it bright and untarnished.

DON'T BE A "CAN'T" SALESMAN

Age has nothing to do with salesmanship, but your attitude of Mind is everything. If you think, "I can't sell that man," or "He has all he can use," you send these thoughts to your client before you even see him. This is absolutely a fact, and the why and how is a course by itself in Mental Building.

Say to yourself verbally as well as mentally, "I can and will sell him an order," and your customer will be ready to buy

when you reach him. Keep the following frame of Mind:

Guard your thoughts — they make or break you. Worry, fear, hate, discontent, with their awful depression is your tremendous thought power turned in the wrong direction.

Right and Constructive thought changes negative thought into Inspiration.

Think right and your business will be right.

Learn to charge your Sub-conscious mind with positive thoughts. "I will Sell."
"I can Succeed."

SELF-ANALYSIS

When you or I start to find employment, we try to secure a position.

First, one that pays a good salary.

Second, one that is congenial and not beyond our ability to perform satisfactorily.

Third, that has an opportunity for advancement.

In many instances the approach to a prospective employer is timid and apparently a terrible ordeal. Why? The answer is plain "Fear," sometimes of the man, but mostly of the "NO!" Fear enters because our thoughts entertain this awful guest, "Fear."

Before anyone takes the first step to seek employment he should study the position, the employer and self. This analyzing the three things, will enable you to overcome the "Fear" guest and by constantly thinking and repeating verbally when alone or where no one will hear you, this one assertion, "I can and will Succeed," will build up confidence in yourself and you are ready to move forward.

This affirmation repeated in a monotone will give you the foundation to succeed and by using others that will be given from time to time you will undertake things you would never have dreamed of doing previously.

To get the best results, manage to get somewhere by yourself when you arise in

the morning and in the evening before retiring where outside noise or interference will not disturb your repeated assertion. Do this fifteen minutes, both morning and night.

PART II

(Analysis of Goods)

I know, if you consider for a minute you will agree that the greatest thing in modern life is Salesmanship. Whether you are actually selling anything now or not, a study of the principles of Salesmanship will bring more DOLLARS into your pocket and make you an abler man or woman than any other knowledge you could acquire in the business world.

When you consider the matter, everybody has something to sell; if it is not goods, it is Service. You may already have a good position, but you want a better one. If you are making good money, you want to make more, and singularly enough if a man has a \$15,000 position he usually desires to double it or more. It is human nature.

The question arises then, how can each climb up as high in the earning scale as he wishes in order to realize his secret ambition? The obvious answer is, through knowing how to sell his goods or services to the best advantage. This knowledge is acquired by study of the science of Salesmanship, for it is a science as well as a profession.

No one gets advancement today unless he has a thorough working knowledge of the principles of Salesmanship, and this can be acquired in a short time by any intelligent man or woman who will devote a little attention and study to the subject. It is exceedingly interesting, too, because of its revelations of human nature. It shows how to influence people, make up their minds for them along the right lines; that is, if it benefits the customer, it also benefits you.

It makes no difference if a man is only a clerk, bookkeeper, or in some manual work, a knowledge of the principles of

Salesmanship will enable him to sell his services better and for more money.

The Goods you handle or sell must be looked at three ways before anyone can attempt to really sell them. Many men and women say, "I can sell anything as long as I can make some money." Some of them can, but they forget there is an absolute law, a Universal Law — **THE LAW OF COMPENSATION** or **BALANCE**, and anything sold that does not benefit the customer may benefit you for a time, but in the long run you must pay the price.

The three searchlights turned on the goods you sell are these — **KNOWLEDGE**, **CONFIDENCE**, and **FAITH**. Whatever you sell, Stocks, Bonds, Merchandise, or Industrial Products, begin at their inception and follow through to the marketable product. There are many avenues open to secure information and religiously utilize them, for it will broaden your education, intelligence and open undreamed-of range of vision, assisting

you to meet your competitor on his own grounds in any manner. You will find yourself with the utmost confidence, and your sub-conscious mind radiates this confidence so plainly that your customer and everyone you meet can see it, and you will never need feel the finger of scorn.

Unless we have this Knowledge we cannot have confidence, but with full KNOWLEDGE and CONFIDENCE, FAITH is begotten and you will readily see how lesson three is hinged on these three requisites also; so do not fail to learn the message in this lesson.

In concluding this lesson, I am giving a chart of analysis. There are three factors involved in all Selling. They are: The Salesman, The Article, and The Customer. Ask any Sales executive the most important element in Salesmanship and he will invariably say, "Personality." Nine-tenths of all sales is "Personality." This is the first thing every merchant or salesman should think about in the morning and recall many times during the day.

He must first sell his personality to his customer before he can expect to sell his goods. The man with a pleasing personality has the advantage at every turn.

The Salesman or Saleswoman should develop an attractive personality with just as much painstaking care as the actor or actress who poses for the screen or in spoken drama; for Salesmanship is now just as much a profession as the Stage. Think of your favorite actor or actress and recall how every word, gesture, pose and movement has been refined and cultivated so that it produces a magnetic effect and carries the audience on to the climax with unerring art and skill.

The salesman is confronted with the same problems. He must not only know his goods, but he must be an entertainer and explain them to the customer in an interesting way. The salesman must also be a teacher in the sense of educating his customers to use new and higher grade goods, and finally he must be an execu-

tive in his ability to lead the customer on to decision and action.

The salesman must also have certain social qualities, for every business day is a reception day, and every customer is a guest. The "Smile that won't come off" should be on his face. Poise and serenity to a high degree must be cultivated, permitting nothing to ruffle the disposition or fluster him. The successful salesman is the diplomat of the business world.

New standards have been set for Salesmanship the past few years and those who would be highly successful must meet this challenge and measure up to the standard.

Salesmanship Qualifications	Knowledge	Self
		Goods
		House
	Confidence	Self
		Goods
		House
	Faith	Self
		Goods
		House
		Sales Method

PERSONALITY	Personal Appearance
	Ambitions
	Honesty
	Initiative
	Imagination
	Industry
	Selling Spirit
	Confidential Bearing

ASSERT:

I can and will succeed.

I cannot fail.

(Make these assertions in a plain, even monotone.)

PART III

(Analysis of House or Firm)

In forming a connection or accepting employment from any firm or house, it is your right and absolute necessity that you know all there is to be known regarding this connection. You become one of the firm once you are placed on their payroll, and as they will want to know all about you, you in turn should know and have a legitimate right to know all about them.

The first thing you want to know is the Personnel of the officers or members and something about each man's fitness for the position he fills. You do not need to know their personal affairs, so do not try to pry into affairs that have no bearing on the business. Your Salesmanager is the important individual to you, as all your dealings will be through him.

You can rest assured that more than he alone will be interested in you and

your results, however, as a graphic chart is maintained by every large firm and a glance tells the executives just what you are doing.

You will need to know the policy, scope and any special features of the business, its growth and standing, both financial and morally, and the length of time in the business field. You can readily see if you are to have confidence and faith in the goods you must also have the same regarding the firm.

Your work in the field, or wherever you are placed requires, first: Your selling yourself to your customers through your personality, then your knowledge of your goods and firm completes the sale, after you have learned to close, and know when to use your order book and stop selling. These things will be shown you as we progress with our journey.

There is another point to bear in mind. Salesmanship is divided as follows: The Traveling man, the City man, and the Local man. The first is sent to other cities

outside of his own, the second covers the city where the firm is located, and the Local man covers the small towns and agricultural centers. There is another division standing out prominently: The Promoting Field Salesman, the man having the initiative to promote and firmly establish a business.

We have also the Mail Order Salesman who never leaves his office, using absolutely the same principles that are used in personal selling, only using the mail to express his Personality. Many Mail Order Salesmen forget they are writing letters and just talk the same as the personal salesman talks, putting it in black and white.

This is a short lesson, but before closing it I wish you to impress the following indelibly on your brain: Anyone with the intelligence of a school boy can become a salesman. SALESMEN are *NOT* ALL BORN.

Just a few figures to show you the standing of salesmanship in the business

world, taking the payroll of a typical manufacturing concern, proving conclusively the salesman's earnings two to three times the average employee's income in any other department:

Administration Department—

58 employees (accountants, bookkeepers, auditors, creditmen, correspondents and clerks).

Average monthly salary, \$136.80.

Production Department—

212 employees (Superintendents, foreman, mechanics, shop workers).

Average monthly salary, \$152.62.

Sales Department—

44 employees (Salesmanager, assistants, house, city and traveling men).

Average monthly salary, \$366.48.

(This does not include traveling expenses, which would make the average still higher.)

PART IV

(The Sales Talk)

Sales talks are furnished by every Salesmanager and to write talks for you would take from now till Doomsday. They are endless. But we will analyze the salient points as well as minor ones. The embodiment of the Talk is shown in chart.

	1. Introductory and approach.
	2. Clearness of Expression.
SALES TALK	3. Conformity to customer's understanding.
	4. Reasonable brevity.

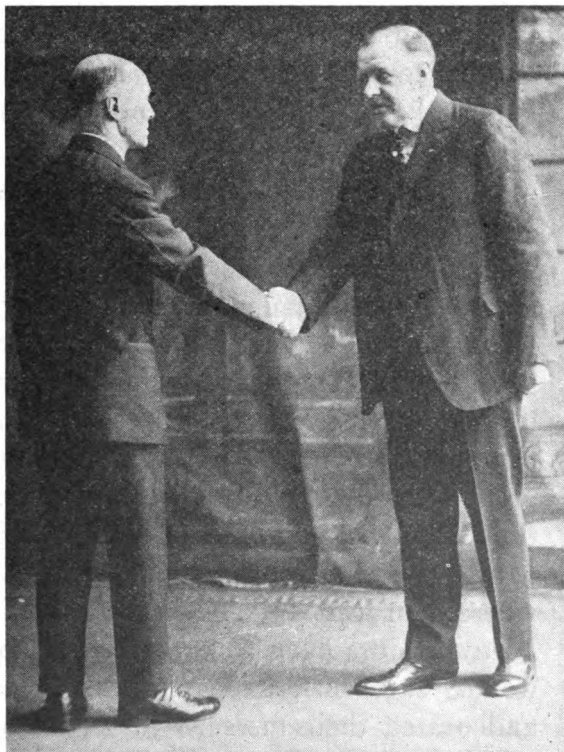
The introduction is generally arranged by the Salesmanager by letter, but if not, then it is entirely up to your initiative, and I want to tell you most emphatically, your handshake gives you either a satisfactory introduction, or a negative one. Learn to shake hands properly and magnetically, as this manner of meeting another is predominating. I will take up this subject fully and exhaustively.

You send in your card, or present it

personally, but don't wait for Prospect to read your name if you present the card personally, but say, "Mr. Blank, my name is John Thomas," and at the same time reach your hand forward to clasp the prospect's hand and make sure your right foot is advanced ahead of the left foot, and grasping his hand, incline slightly forward with the body from hips up, and rise slightly on the ball of the foot, so that the heel of either foot is just barely off the floor. In grasping the hand, take all of his hand and curl your fingers around, touching the back of his hand with all four finger tips. Do not exert undue pressure, but just give the hand a slow shake two or three times and do not think you have hold of a pump-handle.

In finishing the handshake do not let go by opening out the fingers, but keep fingers in same position as during the clasp, but just relax the grip enough so you can slip your hand clasp the whole length of his fingers, allowing him to withdraw his hand, and while doing this think

LESSON IV



PHOTOGRAPH OF SCIENTIFIC HANDSHAKE

Study the Lesson carefully and practice this exercise until it becomes "second nature" with you.

mentally with all the force you can, looking straight into his eyes, "You will like me and buy from me." All this takes but a few seconds, and he will notice your handshake sub-consciously and will think, "I like this man."

Your conversation starts immediately after you have expressed your pleasure in meeting him, once the handshake is finished. Use good language and make your words ring clear in a pleasing, ordinary tone. Your voice can be cultivated till it has a magnetic quality and clear softness, by repeating the affirmations already given you, aloud, in a voice of conversational timber or tone that sounds pleasing to your own ears. Simply find some place where you can be alone and practice. Many orators have gone to the seashore, woods, sagebrush and in vacant places and orated their message just to secure voice control and to make their memory sure of doing its work.

We do not become proficient without practice, and unless we are willing to pay

the price — that is, put forth effort and practice will power—we cannot achieve or do. Clearness of expression means that each word as it is spoken must have a meaning to the man spoken to, and they must all be distinctly heard. There must be no repeating, stammering or hesitating.

Another thing that assists your giving clear expression, and also in the introduction, is the ability to look straight into a man's *eyes* unblinkingly. This will also require a little practice. Stand in front of a full length mirror and gaze at your own eyes, just as though you were looking through them to that which is reflected behind your image, without blinking. Once your eyelids blink, stop till the next time. Your lids may feel slightly irritated after a day or two, but soon will pass away. Once you can control the eyelids, practice this till you can look without blinking at any object for at least five minutes.

Conformity to customer's understanding is the third step of a sales talk, and

as a rule all sales talks are based on ordinary conversation that is understandable and not filled with highly technical terms that would be understood only by scientists or ultra professional men. All sales talks embody four proofs, namely: Quality, utility, salability, and cost in the commercial world. If in the finance world, Safety, substantial profit, management and need in the business world.

These four steps of a sale must be established by facts—facts that are sufficient, conclusive, and facts that create desire and conviction. Argument must never come into play, as it sets up opposing forces and makes it impossible to sell.

The open-minded man accepts real proof, the “doubting Thomas” sort, and the man who takes things for granted should have proof. There is one thing salesmen must be careful of, giving too much proof, too much demonstration, overfeeding the prospect, which becomes wearisome and the sale is lost. Use your wits and eyes, after going through the four

steps of a sale in a reserved manner; watch the posture of your client. If at any stage of your talk his feet are uncrossed and his hands far apart, stop talking and use your order book, for his physical reaction shows his mental satisfaction and he is ready to close the deal; but if he keeps his arms folded and legs crossed for five minutes after you start your selling, ease off and say, "Well, Mr. Blank, I see your mind is busily occupied now. You would have no objections to my calling this p. m. or tomorrow morning, would you?" And leave in as courteous a manner as possible.

Many salesmen are afflicted with a mental trend that they hesitate to try a closing talk, and keep on and on and do not make a strong close. It is well, as you progress with your talk, to inject an affirmative statement ended by a question, such as follows:

"Now you would like to have these goods on your shelves, would you not?" or "This is just what you have been looking for, is it not?" All verbal impulsions

and you will invariably get "Yes" to your questions. If a man says, "Well, I don't know," or "I am not sure," then put another proving fact or two and come back with another verbal impulsion and every time you get a "Yes," your proving facts are going home. After a series of three or four "Yeses," stop just long enough to think mentally, not verbally, "All right, I'll give you my order." Think this three times with all the mental power you can concentrate, and his legs, feet and hands will be apart and he is ready to sign your order if you start making it out as soon as you have used your "Mental Broadcasting Power."

The chart with this lesson will assist you to understand and visualize the foregoing. Never leave your client abruptly after closing the order, but be affable. Show him you also are interested in how he is moving his goods, and offer a few good suggestions that your firm recommends.

SALES TALK'S FOUR STEPS—

1. Introduction and approach.
2. Clearness of expression.
3. Conformity to customer's understanding.
4. Reasonable brevity.

PROVING GOODS—

- | | | |
|-------|----------------|---|
| | | 1. Do not argue. |
| | | 2. Let customer argue himself into buying. |
| | | 3. Watch client's posture. |
| | | 4. Use verbal impulsion. |
| | | 5. Client's reaction mentally evidenced physically. |
| | | 6. Mental impulsion. |
| | | 7. Order blank. |
| | | 8. Diplomatic leave taking. |
| GOODS | 1. Quality. | |
| | 2. Utility. | |
| | 3. Salability. | |
| | 4. Cost. | |

TYPES REQUIRING PROOF—

1. The open-minded logical man.
2. The incredulous man.
3. The credulous man.
4. The practical man.

PART V

(Recapitulating Sales)

Besides knowing his goods the salesman should be able to impart this knowledge to the customer in an interesting and entertaining manner. The ability to explain and entertain at the same time is a fine art, but it is an art that every intelligent salesman or saleswoman can acquire.

It is something that is never fully learned, but a person can attain it in an increasing degree by study or practice. That is what gives the greatest zest and interest to salesmanship — the constant practice of how to make the sales talk as fine an art as that of the actor on the stage.

I have heard some selling talks on specialties that were as interesting as a scene from a drama, or a vaudeville act. In such cases the selling talk and tactics are

the result of years of study and experience by the ablest Salesmanagers.

In this lesson we wish to present to you a clear-cut way of making the sales talk, based on certain logical steps. The chart which follows will enable you to visualize these steps very clearly. They are: (1) Opening Talk, (2) Recapitulation, and (3) Closing Appeal. By bearing these points in mind it becomes easier for the salesman to launch into his talk and at the same time he always has in view the obstacles which he must overcome, a way of meeting them and his final objective. He is thus enabled to slide gracefully into his talk, to keep up his momentum, as the automobile driver would say, and to make a strong finish or closing.

The opening talk is the means by which the salesman gets the customer's attention, and it then becomes easy to give the information which is necessary to arouse interest. The opening talk should begin with a few introductory words, such as a hearty "Good morning, Mr. Smith," giv-

ing the handshake described before, and some pleasant generalities to break the ice and establish a fellow feeling. Then as quickly as possible the salesman should plunge into his selling talk, beginning with the raw materials and stressing the particular points in its production which enhance the wearing quality, beauty, or efficiency in use, of the article to be sold. The talk should then continue through the manufacturing processes. In retail selling of small articles this must sometimes be done very briefly, covering only one or two minutes.

The salesman should emphasize any particular operations which give this article a superiority over others, and finally describe the expert finishing processes which it undergoes, bringing the talk to a climax at this point.

APPEAL TO CHARACTERISTICS

After you have made this general talk it is usually advisable to come directly to the closing appeal. At this step you must make up your mind to appeal to one of three primary characteristics in the customer's makeup. If the customer impresses you as one that is easily influenced and defers to public opinion, you should appeal to the characteristic of possession, emphasize the service he will get from the article, its wearing qualities, the ways in which its use will save money, and other points of this kind. If you are selling an article for the family or for a child, appeal to the maternal or paternal characteristic or intuition.

In addition to the three primary characteristics there are other secondary characteristics. You must bear in mind that, no matter what his education or station in life, every man or woman responds more readily to intuition than to reason.

Of course, the salesman has to appeal at first to reason and the customer's intelligence in his general talk, but he must contrive at the same time to work in a subtle appeal to the following desires: The desire for Comfort, Curiosity, Style, Fondness for Activity or Life, Rest, Companionship, Sex, Pride, Color, Approbation.

Character analysis comes into play here and this will be treated in detail in Lesson Eight (8), but at this time just try to keep the above instincts in mind and think of ways you can bring out points about them in connection with your article in your customer's mind all through your talk and then lay stress on these points at the critical moment. If you do this you will find your customer, in most cases, ready to do as you say at the final suggestion or word of command. (Mental Impulsion.)

If the sale cannot be closed at this point back away gracefully and swing into your Recapitulation talk as outlined in the chart accompanying this lesson. The Recapitulation talk should be a summarizing

of the strongest points of your article or service, perhaps repeating some of the arguments you have already used in bringing in some new points in logical order under such general heads as Quality, Durability, Appearance, Style, Economy, Service and Price.

MAKE A STRONG CLOSING

Before charting your Recapitulation talk find out the special qualities of your article which the manufacturer emphasizes and use them in the most effective manner. Continue this recapitulation talk just long enough to regain and increase the interest of your customer sufficiently to justify you in again making a final closing. (Verbal Impulsion.)

If you make a mistake the first time by not pressing on the right button of his mental anatomy, correct it now. If you have appealed to his instinct of imitation and find that he is a hard-headed customer, bear down only on this desire of possession.

The value of having a well-thought-out sales plan in your mind is this: It enables you to open your sales talk with confidence, to be studying your customer from the very start and planning when you can make the closing appeal. If you cannot sell him at this point gracefully drop into your recapitulation talk and come back by another avenue to your closing appeal.

THE SELLING TALK (CHART)

Opening talk	Introductory remarks	Brief Courteous Tactful
	Raw materials	Why selected Where from Basis of value
	Manufac- ture	Hand work or Fine machinery
		Made under most sani- tary or best human conditions
	Finishing Processes	Careful inspection Extra Labor Trade mark

Recapitulation	Quality	
	Appearance	
	Style	Make summary of
	Economy	strongest points of
	Service	article or service
	Price	
Closing appeal	Character- istic of	Others buying
	Imitation	It is the style
		Favorable public opinion
	Desire of	Saves money
	Possession	Length of wear or service
		Good investment
		Good for child
	Parental	Welfare of family
	Character- istic or	Healthful for children
	Intuition	Educational
	Secondary Character- istics	Appeal to comfort, curi- osity, activity, life, rest, companionship, sex, combat, pride

PART VI

(Meeting Objections)

Meeting objections is one of the most fascinating branches of sales diplomacy, and a salesman must remember that he can only meet those things for which he is prepared. You hear many times the expression, "Oh, if my foresight were only as good as my hindsight!" There is a method for developing your foresight, and believing you wish to know this method, I will outline it for you.

1. In looking back, we see our past experiences.
2. In looking ahead, we must depend largely for guidance upon the record left by others who have gone over the same road we wish to travel.

From the foregoing we have the following principle:

We lift the veil of the future when we combine our past experiences with the past experience of others who have traveled the same route we would follow.

The effect of this principle is quickly

discerned upon our own lives. For example, take your present position. You are now entering on a new work, but if, at this moment, you were "looking back" with a year's experience, you would see many things you would do differently, many things you would avoid, and others of which you would take far more advantage of.

However, looking back at such a time and regretting would be "crying over spilt milk." Therefore, taking the experience of many men who have gone over this road successfully, you can look into the future and arrive at the amount of success that will be yours. Prepare for the difficulties you are going to meet and remember the only difficulties you **WILL** meet that you cannot overcome are those for which you are not prepared.

The following are some of the objections you will meet and I will endeavor to answer them for you so you will be prepared to meet them and will light the way to answer any objection.

COMMON OBJECTIONS TO BE MET

1. "Our line is different."
2. "We prefer to deal with the house we have been dealing with for years."
3. "Your line is too general."
4. "I haven't the time."

In number one, the first step I will call your attention to is, eliminating wrong ideas in the minds of others by first eliminating them from our own minds. Isn't it the client's duty as a business man to serve his customers with the best there is obtainable when it means good business and profit to him? If he is handling, say, cotton goods, sells plenty, but by handling woolens also he could triple his profits and business, wouldn't it be well to widen his business to take on woolens too?

Remember a sale is made when the product answers one or more of four desires. They are: necessity, utility, comfort, and luxury. At the outset we find that the fundamental principles under-

lying the sale of, say, typewriters are the same as real estate, or selling anything. The principles governing the awakening of interest are identical in each case. The salesman of the house they had been dealing with for years used these principles to arouse interest, and you know these same principles and can use them by intensifying the customer's interest and swaying him to your house and goods. Your INFORMATION, plus INSPIRATION, plus PERSONALITY, plus SALESMANSHIP showed him the benefits, profits or advantages that come through buying your goods from the house you represent.

Because your client believed that a concern manufacturing a few things could supply him with better goods than the concern manufacturing many lines, you can see how readily a demonstration of your lines in comparison to those he was buying not only for quality alone, but salability and profit, that you would have him opening his eyes and asking questions

that would help you put the sale over. Remember, Information, plus Inspiration, plus Persuasion are needed to sell successfully.

When a man says, "I haven't the time," agree with him, not that he is correct in his contention, but that you realize he feels that way about it. Agreeing that a prospect is really stating his feelings, is an attitude which invites an impartial discussion, wins his confidence and enables you to explain the situation to him in such a way that his viewpoint will be changed, and that is what you are striving for. Do not resent his statement, for he is placing in your hands a key to whatever is necessary to secure action. Never, in any statements the prospect makes, take a combative course, but just remember to use the "Yes but" statement and try to find out just why he makes combative statements, and remember you are the only man present he can get first-hand information from regarding your goods.

PART VII

(Verbal and Mental Impulsion)

After you have launched into your sales talk do not hesitate to put an affirmative statement ending in a question. For example, "This is just what you want, isn't it?" and as you come closer to a definite decision it should be your purpose and it is good strategy to get your prospect thinking about a decision before you ask for it.

You can use two leading questions towards this end, as for example, "Of course you have often thought you would use this line, some time," and "Frankly, Mr. Blank, how long has it been since you first thought you would like to carry this line?"

The idea is to sell your prospect the idea of rendering a decision when you have finished your demonstration. It is also good sales strategy, in closing or getting a decision, to do three things:

1. Ask for his order.
2. If he refuses, ask him courteously, "Why?"
3. If his reason does not give you the WHY for delaying, make a complete recounting of all the points of value to which you both agreed, throughout your sales talk.

You should ask for his order, for the simple fact that more sales are lost by too much talk than not enough.

If his "WHY" gives you your reason, you can meet it.

If it does not tell you "WHY" he delays his decision, then sum up all the points he agreed with as you progressed with your sales talk.

Each point you bring up, illuminate it, so that his mind remains clear on each one when you are through. This procedure enables him to think over your proposition and accomplish in a few moments what he may have believed it would require hours to decide.

Do not overlook the proper manner of applying verbal impulsion. After you have stated a certain fact or proof, hesitate for a moment's reaction on your

client's part; then say aloud, "This is the line you want, isn't it?"

Mental impulsion was explained previously, but to make sure you understand the difference, it is well to bring it forward here. Instead of saying aloud the words, after you pause for reaction, simply say to yourself, MENTALLY, "All right, this is the line *I want*. I'll take it."

Always remember to use the "I" and not "YOU" in mental impulsion.

MENTAL IMPULSION

Mental impulsion, like verbal impulsion, is simply suggesting mentally to your customer at the proper time that he do the thing you want him to do. When he is at the point where he is ready to decide one way or the other, you decide for him by saying mentally to yourself, "All right, I'll give you my order."

Mental impulsion, like verbal impulsion, is simply making up the mind of

your customer for him (without his actually knowing it). In describing the handshake in a previous lesson you have the beginning of mental impulsion, and on that you build up the balance of the mental impulsion required to close your sale successfully. It is always good policy to form in black and white some of these mental impulsions that you wish to use, so that you will have them in your memory and can draw on them for any occasion that may arise.

PART VIII

(Influencing Customers)

One of the oldest "saws" we know, one of the little jokes that our fathers and mothers used to tell us when we were very young and innocent, was that the way to catch a bird was to put salt on his tail. This seemed logical till we came to think of how to get near enough to the bird to do it.

The "salt" that a salesman needs to use comes under different labels, such as diplomacy, courtesy, suggestion — coolness, poise, persuasiveness—and the whole gamut of salesmanship tactics that we have already mentioned in this course. Just what particular kind of salt to use in each case depends on the sort of bird we wish to catch. So let us do a little thinking on these points right now.

Influencing customers sometimes seems to be a hard thing to do, but it should not

be so. Salesmanship is the art of influencing people. If a person cannot do this he is no salesman, and better be keeping books, working in the shipping department or doing some other kind of work where he does not meet people at all. Some salespeople become very proficient in handling customers. But the best salespeople are the ones who can profit most from a careful study of character analysis of customers.

There is a way that every salesperson can become skilful in handling all kinds of customers, and that is, by classifying them according to their characteristics and then using certain tactics, and by methods that are set forth herewith.

HANDLING THE CONSERVATIVE PERSON

For instance, if a person is conservative, cautious and slow, just consider that there is some reason for his doubt and hesitation. He may have been unfairly

treated in some other store. For that reason explain the goods carefully. Be sure that he understands what you are offering him. Go into details, but understate rather than overstate the merits of the article. Appeal to his reason and tell him the truth without exaggeration. Above all, associate the new article with the old article that he has been in the habit of buying. That will appeal to him more than the newest and nobbiest thing in the store. He is by nature suspicious of new things.

Don't try to use too much suggestion with this customer till you have made a full explanation of your goods and convinced him of their value and merits. Suggestion at first would only make him suspicious of you. He would think you were trying to "put something over" on him. Show by your attitude and speech that you are not overanxious. You must gain his confidence before you can do any business with him. He is naturally slow, so give him time to let his desire harden

into decision. Be patient and quietly persistent. Those are his characteristics and he will intuitively rebound to them when he recognizes them in you. When you once get in the habit of handling this class of customer it will come easy for you. It will be a great victory for you because they are the kind of customers that most salespeople give up—because they are so slow and difficult. They are usually the raw-boned osseous type. There is a reason why they are so cautious and conservative, and when you understand that, it will be all the easier to recognize them and influence them.

DEMONSTRATE TO THE ARGUMENTATIVE MAN

Now consider the argumentative customer who seems difficult to sell. In his case show him the goods, do as little talking as possible. Lead in the line of thought, without combating him. Refrain from all argument and merely make sug-

gestions. Confine your talk to facts instead of expressing opinions. No man can argue long against facts.

With the argumentative customer there is one way that is almost sure to sell him. That is, to get him to take hold of the article, to feel of it, look at it carefully and try it out or test it in some way. If it is a mechanical contrivance like a vibrator, let him try it on himself, his arm or hand or head. He likes to use his muscles. When he is doing that he has a tendency to stop using his tongue and arguing against you. There is a reason why this kind of customer likes to combat you with argument.

SELF-ASSURED CUSTOMER

Sometimes your customer will be a man or woman who is filled with self-assurance and self-esteem. We have classified this man as the conceited buyer. He loves to be praised, he is of the highly emotional type; therefore you may safely play on

his emotions. Cater to his whims, give him credit for what he says, even if you know it is wrong. Don't go into details to any extent. He is too impatient. Show the best points of your goods quickly. In closing, proceed cautiously, use discreetly your supply of flattery. Praise him, laud his ideas. If you can meet this customer in a social way it will give you an advantage with him. This customer is a combination of several body types.

IRRITABLE CUSTOMER

The next type dealt with is the irritable buyer. He cannot be handled as you do the average customer. You must adjust your tactics to his temperament. He expects every man to cater to his whims. His greatest joy is in dominating others. He will even be rude and impolite at times. Your attitude will determine to a large extent your success in handling him. Be courteous, but firm and cool. If he is in

a particularly bad humor, say as little as possible, but take especial pains to show him your goods.

TACTICS IN DEALING WITH IRRITABLE PEOPLE

Your success in dealing with this type of man depends to a large extent on your manner. Your manner must indicate your ability. He admires cleverness and knowledge, providing you are modest and unassuming. You will have no fear of him if you have faith in your goods. This brings us back to our fundamental principle. Know your goods. Then make your appeal to his reason, his judgment and his vanity. Such men generally love to be commended for their judgment.

THE ALIMENTIVE TYPE

The fat man thinks more through his flesh than through his brains. In other words, he feels more than he thinks. The

fat man or woman is the best kind of customer that a drug store has.

They are always overeating, so they are always buying medicines for their digestions. Grocers naturally find fat customers their very best customers and can sell them all sorts of delicacies by suggesting their taste and flavor.

The alimentive woman is very pretty up to 25 years of age. Her round face, plump arms and doll-like hands make her quite attractive when young. At that time her complexion is usually good. She is keenly aware of her attractiveness and buys face creams, powders and all beauty accessories very generously.

Practice in handling different types of customers in special ways in accordance with their types and temperaments will be very interesting and will result in a high degree of skill and proficiency.

Lookers are a problem in every store, but this is not such a hard problem after all. Lookers are really part of a store's greatest assets.

A looker is a buyer in the shell. "It's up to you" to hatch out a customer.

Some stores make a business of hatching them out, others handle them in a way which spoils most of these precious eggs.

The wise salesperson uses the warmth of courteous treatment and sets his incubator gauge just right to bring his lookers out of their shells and turn them into perfectly satisfied customers.

Some call this Salesmanship, but it is only an earnest desire to render service and to please.

It is estimated that 25 per cent of the people who walk through the big department stores on pleasant days are just lookers. But fully half of these could be turned into buyers with proper salesmanship, and the other half hatched into customers at their next visit. It's just a matter of tact, courtesy and helpfulness, as shown in the following instance.

A modishly dressed woman walked up to the show case in a toilet goods department and looked carelessly over the assort-

ment displayed, while the saleswoman inquired with equal carelessness, "Something, madam?" "No," said the woman, "I am just looking around."

With a bored air the saleswoman retreated to the other end of the counter and resumed her conversation with a chum with a sarcastic remark, "Just a looker."

Who knows but that might have been the biggest sale of the day. Trade was light. The saleswoman had plenty of time and the woman was in no hurry. How easy it would have been to have really entertained the customer by stimulating her jaded interest with some remark as:

"Have you noticed these pretty little traveling sets? They are new and very popular." This or any other remark that would lead the customer into conversation and give an opportunity to focus her wandering gaze on something that would catch her fancy.

She was "just looking," of course, but why not help her look?

This is a time when the salesperson should not throw the customer into irritability by seeming to be anxious to sell. It is so easy for the salesperson with real social sense to show the goods in a spirit of entertainment. Then as soon as interest is aroused and the price is asked, the salesperson intuitively changes her manner into salesmanship tactics while the customer is prepared for it and expects it.

All of us are lookers at times and there is a good reason for it.

Some years ago when salespeople were still "clerks," before the idea of service to customers came into vogue, people were practically obliged to look around for themselves. They had to make comparisons with other stores, in order to get the best values, and so looking around, or shopping, has become a fixed habit with many people.

Women seem to be by nature born shoppers. This does not mean men are not also given to this, the greatest of all indoor

sports. A woman is frankly and unblushingly a "shopper."

Men usually shop differently. If a man intends shopping for, say, a lounging robe he will go in and buy two collars or a pocket handkerchief, and pretend only a passing interest in lounging robes. He has paved the way for a dignified retreat, for he may be a bit shy; so you must try to find out just the quality of garment he really wants. So study the customer well and suggest other styles to him, and he very shortly will ask to see them. Be very careful right at this stage, as your customer may have grown impatient at your slowness in grasping the idea as to his requirements. Then, too, you must not be too fast or rush him. Judge by his manner as to the attitude to assume.

Complete lack of attention paid to "lookers" is certainly allowing many dollars to walk out and find their way into some other firm's cash register. Just because you would not study out the individuals that come to your counter.

The tactful handling of these customers who are just "looking around" is displaying salesmanship of the highest order. Specialists I think they should be known by.

"She is just one of those lookers—goes rubbering around to see where she can get 'em cheapest." This remark was overheard in one of the large stores in San Francisco. The saleswoman who made the remark had no idea it would come to the ears of the writer of this paper or she would have been more careful.

Why should she feel any contempt for the person who was trying to get the best value for her money? Are we not all shoppers in that sense that we all want to get the fullest value for money spent? And I'll venture to say the saleswoman quoted above is no exception to the rule.

There are, of course, "shoppers" who have no intention of buying and probably could not buy if they would. However, salespeople should always treat this class courteously, for they may be, and in most

cases will be, buyers some day, and shoppers and lookers will be very apt to do their buying in those stores where they were accorded courteous treatment when only "looking."

Do not annoy a looker with too much attention. After the first approach and you discover she does not want to be bothered, let her wander around alone, keeping, however, in close enough touch to serve her if she desires it. If your attitude is friendly she will feel it and repay it in some way.

PART IX

(Easy Study Methods)

We have adopted the chart method of analysis of all problems in salesmanship in this series of lessons because it is the graphic method of presentation. This system conforms to the new idea of making charts and graphs to aid in all business planning as well as in personal development.

The charts presented in this series are intended as a suggestion to any merchant or salesmanager in planning his selling policy, as well as a guide and stimulus to each individual in developing his salesmanship ability to the highest degree.

Our desire is that each individual in studying this course shall eventually modify these charts to suit his own ideas and policy, working up his personal charts with the greatest care, with original thoughts and ideas gathered from many sources.

A chart of this kind will not only enable the salesman to plan his talk properly, but it will show him the points where he is weakest and what he should seek to inform himself about.

Charts have another value. They act as reminders, bringing back to you things in your past experience which are related to the problem at hand.

By charting these ideas as they occur to you, you can keep them before you long enough to make some practical application of them in your daily work or in your plans for the future.

The goods analysis chart presented in a previous lesson has the further advantage of showing how to read and observe for the purpose of getting concrete selling points. You will see many long articles in trade journals and books on fabrics, drugs, shoes, automobiles, securities, or whatever you are handling.

The skilful reader goes through such literature quickly, pencil in hand, glean- ing and marking information under a few

distinct heads, raw materials, manufacturing processes, and finishing methods, utility, profit, security. He classifies his knowledge in this way and is able to remember it and talk it easily. When a person has learned the secret of easy reading and making notes, it is then a pleasure to pick up a trade journal and glean out of it just the points that you need and can use.

You now see that the salesman who takes this larger view of his work really becomes a close ally of the manufacturer, the jobber or the merchant that he is directly connected with. The salesman must assume that he is a partner of the concern. He must feel this himself and he must make the customer feel it. This has a strengthening effect. As soon as the salesman gets this idea he becomes a growing man. He will unconsciously become a better salesman all the time and he will be merging himself into the distribution and management ends of the business.

GROWING INTO HIGHER POSITIONS

The salesman who is interested only in the number of dollars which he can make for himself each day, regardless of his service to his firm or the public, will not remain long in the selling game. He will not make as high a record as he should and he will not enjoy his work as he might.

But the man or woman who makes a thorough study of the principles which make salesmanship a science will begin to take more enjoyment from that very day. This enjoyment will grow from week to week and from month to month. It will build him up mentally, physically, and financially, and give him a place of leadership in his home community or in the great commercial world.

AUTOMOBILE CHART

	Graceful stream lines
	Good style and finish
Body	Adapted for easy running
lines	Tailored curtains
	Show upholstery
	Open and close doors

Appearance	Top	Bow top Show strength Racy looking and elegant
	Fenders and lamps	Reinforced Elimination of vibration of head lights Tubular bar—jump on fenders
	Springs	Suspension and rebound leaf Marshall springs Great resiliency
Comfort	Upholstery	Real leather and Laidlaw mohair
	Seats	Have prospect feel of seat springs and comment on comfort and roominess
Simplicity	Motor	Removable head valve stems, water-cooled and rocker arms Lubricated from a positive vapor or mist. No working part exposed; easy to grind valves
	Clutch	Easy tension and locking transmission. Borg and Beck multiple disc clutch. Have prospect try it. Needs no attention, is fool-proof. Used by the finest cars built today

Perform- ance	Demon- stration	Ten minutes over regular course. Dropping down hill backwards. Pick up load and start up hill. Low gear compression. Demonstrate brake at finish. Efficiency. Saves money to customers
	Service	Adds life to car Show through building

PERFUMES CHART

Raw Materials	Floral extracts	Vegetable life—Flowers, oil, fixers, colors, alcohol, water. Animal life— Musk, ambergris	
	Synthetic extracts	Chemicals Fixers, Colors	
Manu- facture	Expression	Finished product	Essences
	Distillation		Extracts
	Maceration		Lotions
	Enfleurage		Vegetals
	Mixing		Container
	Selling Aids	Demonstration; Display Knowledge of stock	

SECURITY SELLING CHART

Character	Kind of Enterprise
	Location
	Shipping Facilities
	Tributary Territory

Value	Produces a Necessity Growing Demand Good Profits National Advertising
Safety	Good Management Valuable Patents Established Business
Motive for Investment	Dividends Earning Investment Convertibility Protection of Family

PART X

(The Sales Manager)

The most important position in any concern, with the possible exception of the general manager, is the sales manager. In many instances, because their duties are so closely interwoven, these two positions are combined in one with varying names such as regional director or district manager. This is a position to which every salesman may rightfully aspire.

The paramount position held by the sales manager is evidenced by the fact that he is responsible for the distribution of the output of his organization, whether manufactured products, financial securities, or any service, such as public utilities, commercial agencies, and the like. From this point of view it is clearly seen that every other part of an organization is dependent upon the sales or distribution end of the business for its very existence.

In some cases the actual head of a concern, who has a complete working knowledge of the various departments of his establishment, assumes the role of sales manager, is a former salesman whose record and ambition have gained for him the larger opportunity, both for an increased service as well as an increased compensation. The sales manager must be a versatile man. He must know a good salesman when he sees one; this involves a knowledge of character analysis. He must be a constant student of ways and means to increase the efficiency of his sales force, and thus make for larger distribution of output.

The sales manager must combine the knowledge of the advertising manager with the work of his selling staff, and be constantly on the alert for new avenues for exploitation of his products. He must know his own lines to the last detail, and should know almost as much about his competitor's products. But probably his greatest asset is his ability to impart his

knowledge and enthusiasm to his assistants. No small part of his duties is the task of securing the co-operation of his subordinates in carrying out his deep-laid, well-thought-out plans for business growth.

COACHING THE SALES FORCE

The problem of the sales manager, in the last analysis, is one of utilizing to the utmost the capacity of each one of his business-getting mediums, whether it be advertising matter or the individual salesman. To solve his problem necessitates the development of a definite, systematic plan for increasing the producing power, the knowledge and general efficiency of each salesman or saleswoman on the selling force. As the most effective aid in instruction, attested to by the most successful sales managers and manufacturers in the country, the graphic or chart method of presentation and solution of a problem is suggested.

In this connection it is desirable for the sales manager to assemble all the literature which the firm has concerning their goods or business. This may consist of the trade journals, all the dusty catalogues that are hidden away in desk drawers and files, the technical books, dictionaries and encyclopedias. The trade journals, no matter how old, should be assembled and kept for reference, perhaps bound. They may be laid out in an orderly manner on a table. The books should be placed in some convenient and inviting form for reference, some on shelves, and the special reference books on tables handy for use.

It is also desirable that a list of books in the local library bearing on the subjects pertaining to the firm's business and on salesmanship be looked up and a list posted for the whole salesforce to see. Where possible it is advisable for a special reading-room to be provided, or the book shelves and tables may be placed in a corner of the general conference room,

or in any available nook of the premises. But the more inviting and convenient this display of literature is made the greater will be the interest taken by the salesforce.

In many large firms this is a regular department. It does not need to be expensive. It is mainly a matter of using materials and talent in the organization that is not now utilized to the best advantage. This method shows daily progress of the salesforce.

USE THE CHART METHOD

Having gone so far the sales manager or some one especially fitted for such work should give the salesforce a series of weekly talks on salesmanship principles and methods extending over at least three months' time. The element of time must be considered in building up a salesforce. Some will respond quickly and others slowly, but in the end there will be a surprising and very gratifying development of the whole staff. Teaching a salesforce

from charts is the easiest and most effective way of getting ideas into the minds of a salesforce. The lectures should be supplemented by demonstration sales.

If you attempt merely to talk to a group of salesmen the chances are that during your talk they will be thinking about many other things besides what you are trying to convey to them, unless they possess unusual powers of concentration; but if you have a chart for them to look at, you have a concrete object to focus their attention on and you are going to make a definite and lasting impression upon your hearers.

For the sales manager I would suggest the use of three distinct kinds of charts in training his force. The first of these might be a chart of goods analysis as presented in this course. This chart should show the source and nature of the raw materials out of which any given article is made—the process of manufacture in detail, with special emphasis upon points that determine superiority and value, the

finishing processes that are employed to bring the product to the customer in the most advantageous form. These points covering analysis should be so arranged that the salesman can present them in a logical and convincing manner.

A Goods Analysis chart usually shows the salesman first of all how much he does not know about his goods, and the first step toward knowing is cognizance of one's ignorance on a subject. So the thorough salesman will start to read the trade journals, the catalogues, and even the general and trade encyclopedias. Often a concern will send its salesman on a tour of its factory under the tutelage of one of its most experienced men, and thus give a salesman a first-hand knowledge that makes him a master in his line. This information, for the greater part, has been lying within his grasp all the time, but his deeper interest has never before been aroused. Or he has been allowed to get into a rut, instead of being spurred to secure this most desirable knowledge and

making it a part of his mental equipment, toward the end of developing his ability and increasing the volume of his sales. When a salesman has been thoroughly aroused to the value of knowing all there is to know about his goods, he becomes a new man for his firm from then on. Whole salesforces have been transformed by getting this big idea into an organization through the means of proper charts.

STANDARDIZING THE SALES TALK

The chart method almost invariably shows the sales manager some points upon which he himself really needs more information, because in teaching others he must of necessity teach himself in order to keep a step ahead of them. Thus he strengthens his own hold on his men and largely augments his influence over them. By following the method outlined the sales manager can standardize the sales talk of his whole force on any particular

article that his firm handles or is preparing to put on the market. Such a plan makes it possible to talk any article with a degree of uniformity and effectiveness that experience has shown to be productive of the best results. Moreover, it will be done easily and with no apparent effort by each individual. This is how large manufacturers drill their salesmen, so that a man selling their products in New York tells the same story that their man in California is telling his customers.

Without a well-defined plan there would be very little control over sales, and it would be difficult, if not impossible, to ascertain the weakest points in the distributing end of a business. The necessity for a close, well-knit organization is apparent to even the casual observer.

When the idea that the greatest possible knowledge of his goods is the prime asset of a salesman is thoroughly instilled into a selling force, he should be made cognizant of two other basic principles of salesmanship; first, the consideration of

the salesman's personality, which, by the way, is 90 per cent of selling; and second, the analysis and handling of the different types of customers.

BUILDING UP PERSONALITY

When it comes to drilling the salesforce to handling the different types of customers the sales manager can use the type analysis, Part VIII, adding whatever ideas of his own that may occur to him. These type analyses have been built up from the experience and observations of a great many sales managers, as well as students and writers on this subject.

The store system should also be charted and posted where it can be seen constantly. This has a good effect in stimulating the salesforce to live up to the firm's system and to devise new methods for saving time and money. The salesforce should be encouraged and rewarded for such effort. The idea that this lesson has tried to convey is that a thorough knowledge of goods is the first or basic principle

of real salesmanship, that this knowledge can be easily acquired, and a certain formula or chart can be made to throw new light on the sales talk so that a whole organization will be vitalized. This is something worthy of the attention of every sales manager.

IMPORTANCE OF KNOWLEDGE OF GOODS

If your salesforce is scattered, the ideas in this article can be communicated through the use of the charts with supplementary instruction by means of letters and printed matter from the sales manager, sent out weekly. Salesmen in distant territories will respond to this method almost as well as those you gather in a group before you at the home office.

No up-to-date sales manager can afford to overlook this phase of training his salesforce. Within a short period of time he should be able to see a very substantial increase in sales, and the quotas of his

men exceeded to such a degree that the entire force will see that the sales manager merits their support because he knows his business. Other problems in sales management we shall be pleased to discuss with our patrons and students.

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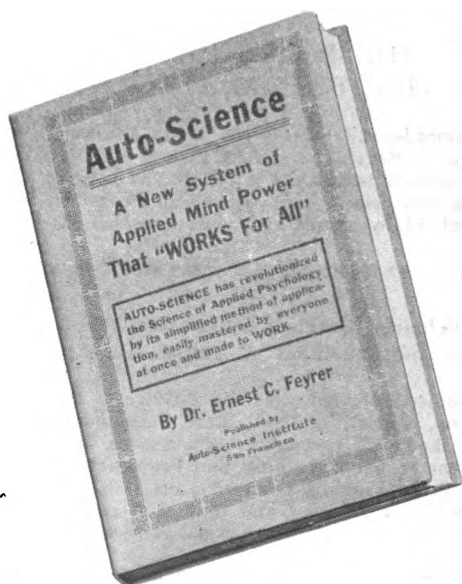
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