



EFFECTIVE SALES CAMPAIGNS

How to Plan Your Sales & Marketing Campaigns

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SALES, THE PRIME OBJECT OF SALES MANAGEMENT

THE purpose of management in any field is to produce the best results in the quickest, easiest, and cheapest way. The object of Sales Management is to be able to produce the largest number and amount of profitable sales and satisfied customers.

Much unnecessary effort will be saved the Sales Manager if he keeps his mind concentrated on what he is supposed to do, and what he must do to be a credit to the firm employing him. If he will consider everything in relation to his work as Sales Manager, there is every reason why he will be able to work out his problems in a manner that will advance the interests of his house.

„Ask yourself when approaching a new subject what its relation is to your work. How does it affect your work? If you adopt a methodology in mind, will it increase the profits of your house? Will it at the same time bring out the enthusiasm in your salesmen?

Even if it will make a big temporary profit for the house, it may be undesirable from other viewpoints. It is up to you to consider your proposition from the salesman's and customer's standpoint, as well as your own.

You must be able to see your employer's point of view as well.

You must understand not only how the sale of certain goods, or the initiation of a certain policy you are contemplating will affect the business.

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the present condition of business with your house, but it is equally important that you look into the future, and do nothing that will in any way

hinder the possibilities of your house for re-orders or increased business from new customers.

Investigation Into Sales Possibilities

Few firms, even in the present development of business, have a clear idea of the concrete possibilities of their merchandise. They sell all they can; but an investigation into the sales possibilities might bring out new ways of using their goods, or might bring out the advantages that would come through an increased territory.

Today goods must be sold. In the old days much selling was order-taking, for, when distribution was haphazard, merchants and consumers needed more goods than they could usually buy.

Hence, any salesman who happened into the store of a merchant was likely to get an order, unless the merchant had just stocked up.

It is not sufficient that a business grow. It should grow through the initiative of those interested in it. It should forge ahead by better methods. It should not make its profits like the profits of a real estate dealer, on the increase in population. Because of VjC"

population has increased does not imply that a corresponding increase in the sales of a business is an evidence of progress.

If the population in a town has increased ten per cent, and the sales of a concern in that community have increased eight per cent, the firm has really lost to the extent of two per cent. It ought at least to get the natural growth. But, as you will see, Sales Management means something more than this natural increase; it means working out ways and means of getting new customers through finding more ways in which a line of goods or an invention or a PLANNING THE SALES CAMPAIGN 7

specialty can be Used. It means getting your goods or proposition into the hands of every firm or individual who is a prospective purchaser. . .

Increasing Your Per Capital Sales

In order to understand the market possibilities of your merchandise or proposition you will first of all want to know how many prospective purchasers there are and the per capital consumption of your own or similar merchandise. The business you want may include all business done by firms in your field, or that part of it which you can through superior service or selling methods induce to do business with you and your house.

Secondly, you ought to know just where your possible consumers or users are located. If you are now supplying a limited number of customers, where are these customers located? If you know your competitors are supplying another group of customers, where are these customers located? What do you know of them?

Do you believe it would be profitable if your present field is limited to endeavour to induce your competitor's customers to trade without? Are there any fields that are as yet untouched where you could get new business without entering into competition with other firms?

You should consider in the third instance the trade channels through which the market for your goods is supplied, and if there are not methods you can use which will be an improvement.

For instance, if you are a manufacturer, and at present selling to wholesale houses, would it be an advantage to sell direct to the retailer? If you are a jobber or wholesaler, would it be more profitable, as well as safer, to sell direct to the trade, either through salesmen or mail-order? A little intensive thought along these lines will give you a new point of view, which, when compared with what has already been done by others, will enable you to proceed with confidence.

Fourth, your success may depend on knowing the bad points your customers make about your goods, as well as the good ones.

You want to get at the facts. The ultimate consumer of your product is the individual who can give you facts that are fresh and that show you the

truth. If your product is not right, it must be made right. If it is right, you want to put your candle on a candlestick and give light to all possible users. Interview your past customers and find out if they like your goods, what particular points they believe have ordinary value, exceptional value, etc.

Then you will be prepared to enthuse your salesmen. You will be prepared to keep a positive frame of mind, and to keep sold yourself when you find the negative points; and, once you have the negative points jotted down, you will set about overcoming them with a desire to better serve your customers.

When there is a limited amount of your goods used in a territory, it is well to see how you can increase this. The typewriter companies have machines that may be used for addition and subtraction — as adding machines — as well as regular typewriters.

These machines thus fill an additional need and make it possible for the typewriter companies to broaden their field and increase their volume of business. Any way in which you can increase the usefulness of your product and at the same time maintain the proper margin of profit, if the amount spent to increase its usefulness is justified by the field that will be opened up, will tend to make your position safer in your field and your business a more uniformly successful one.

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Practical Methods of Distribution

In the handling of the sales department the management varies-when the merchandise is to be sold direct to the consumers by the salesmen, to the wholesaler or jobber or retailer, or to either of these classes by correspondence. The principles underlying sales management are the same, but the application of those principles changes with different kinds of merchandise, and with different classes of customers.

An appeal that is successful with the Wholesaler is not, as a rule, the proper appeal to make to the Retailer. An entirely different method of approach is required in selling direct to the consumer. By mail, it would be necessary that the sales appeals to the composite-customer become standardized in order that the best results be obtained.

While it may be unnecessary, in appealing to the individual customer with the salesman on the ground, to make an extensive study into the needs of that customer, it is not possible to get good results by correspondence unless an investigation into the habits of thought of a class of customers is made to offset the lack of the close personal contact possible with the individual salesman.

The best results are secured by first carefully considering all possible ways in which you can best distribute your goods, or service and by making an investigation which covers all essential details; that you may KNOW and not GUESS the manner in which your merchandise can be distributed in the easiest, quickest, and cheapest way. The scientific reason for sales management is that it will cut the cost of making sales, increase the volume of business and add to the service rendered.

Scientific Sales Management increases the earnings of the individual salesman and makes for a highly efficient sales force.

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It produces prospective customers for the salesmen to call on rather than misnamed "possibilities." When the correspondence method is used in conjunction with the personal salesman, the'

possibility becomes, in a real sense, a prospect; for he has received one or more well-written pieces of literature which make him feel that the house sending them is all the salesman claims it to be when the personal follow-up is made.

Potential Uses of the Product

Many manufacturers, and other firms employing Sales Managers, have found after years of selling service that they were reaching only a small percentage of the possible users or consumers of their merchandise, and that the reason for this was that no thorough investigation had been made in the beginning to ascertain the different classes of firms or individuals to whom they might profitably sell their goods or service. For instance, the use of a particular product may be appealing directly to one class of customers. A slight change in the advertising, without a change in the product, might make it evident to a still larger group of individuals that the product will serve certain needs they have. A change in the product might fit it to a larger field.

It is evident, - however, that a change in the product to fit a larger Number of users or an addition to the line should not be made until investigation shows that the entering of the larger field will be profitable. It may often be better, from the standpoint of profit making, to more intensively cultivate a present field, than to add to the line or to reach out into adjacent territory for business that is now being absorbed by others.

Cotton has in recent years become a competitor of the cheaper grades of silk. Fibre silk is taking the place of real silk in some
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manufactured goods. These would be instances of where a change in the method of manufacturing goods has increased its possible selling field. Mercerised cotton is sold today in increasing quantities and vegetable silks are being substituted for silk-worm silks.

The Sales Manager with the greatest inherent or developed foresight will recognize the opportunities he sees in the new field and will plan and execute accordingly.

Methods of Laying Out Territories

The Sales Manager must know his territory as a successful general knows the territory in which he campaigns. Every source of information that will bring facts to light must be considered. If he does not know the logical size of the territory to give each salesman, if he does not take into consideration the total and distribution of population, he will be inadequately equipped to reason correctly how the territory can best be handled.

Secure all local data possible before sending the salesman into the field. It is the duty of the Sales Manager to see that the salesmen working under him have the information essential to proper care of customers and prospects. If the salesman does not know the conditions he will meet in his territory he will waste much time and lose business that he would have secured with proper coaching.

The success or failure of the salesmen selling for you may rest entirely on you. Keep this in mind when studying and charting your territory as a whole, and in charting the individual territories of the salesmen. A per capital present and possible consumption of your merchandise should be made, and the salesmen should be stimulated to increase sales to the limit of consumption; but not above it, as permanent customers are more important than immediate business. This per capital consumption can only be determined by a local investigation, and the gathering of local data in many cases; but it can always be approximately ascertained by the Sales Manager who is determined to proceed along right lines.

Transportation conditions the salesman will meet must be given due importance in allotting territory to individual salesmen. Each one must be able to call on enough customers and prospects to keep him "on the go," but not to the extent that he has to work unduly hard to cover the territory or not cover it frequently enough or leave part uncovered. It is important that the territory be sufficient to pay the salesman a reasonable income, for good salesmen will not stay with a house unless they have a reasonable opportunity to earn good money. Territories for salesmen should be small

enough that they will be intensively cultivated, yet large enough that the salesman has ample scope for his energy and sales-getting ability.

Charting the Possible Sales Field

One of the most difficult problems of the Sales Manager is to ascertain the possibilities of his territory. He may have a sales field that has large possibilities before the “saturation point” will be reached. Again, he may have a sales territory in which he is close to the point of saturation. It would be unwise for a firm to manufacture more goods than it can possibly sell. The surest way to the bankruptcy court is to manufacture more goods in a year than can be sold in the same period. If, however, it is possible to increase the territory by proper methods, and thus create new markets for the products of his firm, the Sales Manager should endeavour to do so.

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Competition is one of the main factors to be considered when the field is analysed. If the Sales Manager is employed by a Manufacturer who has no settled distributing plan, he will have to consider whether he should distribute his product through jobbers, through branches, through retailers, or sell to the consumer direct. He should know the actual amount of goods now consumed in the territory to be covered — and what the possible consumption is before the saturation point is reached.

Some merchandise has “got in bad” with the trade. If the Sales Manager finds such conditions exist he must work out way sand means of overcoming opposition. He should, in a word, know the sentiment of the trade with regard to his class of merchandise, other similar merchandise, or his particular product.

After these factors have been investigated and considered, the Sales Manager must take the distribution statistics and from them determine just where there is the most need for his product. Last, but important to a permanently developing business, is the checking of the sales work of each individual salesman, of groups of salesmen such as are working for branches, or in definite sections, and of the total amount of sales made by the organization.

Taking Reasonable Chances After Investigation

When all investigations have been made, and all the facts are in, classified and worked into a plan, it is the Sales Manager's duty to put his plan into action. The Sales Manager must have initiative, or he will let the best opportunities slip by without attaching himself, his house, and his salesmen to them. Results are important. But, when there is every reason why a plan of campaign should succeed, the Sales Manager must have the individuality that will make him realize that he can get the results 14 N. S. T. A. SYSTEM OF SALES MANAGEMENT

he is after through the proper execution of the perfected plan. In other words, plan your work; then work your plan.

We are assuming, of course, that the Sales Manager has taken advantage of the experiences of others as well as his own. At the same time he should realize that the success or failure of his work depends upon him, and he must courageously face the music of business battle with his information behind him, and win on his courage and ability to get others to cooperate with him as the campaign demands. He must be able to shoulder the responsibility for his plan. He must be willing to take the blame if it fails.

Often several plans will be tried out before the final plan, the successful one, is put into full operation.

Inasmuch as the Sales Manager is presumed to be a sales expert, he is an authority or specialist in his line of work; and, when he has added to his own ability the ideas and suggestions and experiences of others, he is able to push the plan of action staged out to completion. Once the plan is under way, put every ounce of enthusiasm, of initiative, of courage, of knowledge you have behind it, and MAKE it a success. The best laid plans amount to nothing when the proper man to push them is lacking, while some incomplete plans reach a reasonable degree of success with a thinker Sales Manager and his working and thinking salesmen on the job to get results.

Assuming Responsibility

The measure of a Sales Manager's ability is determined in large part by his willingness to shoulder responsibility for his good and bad ideas and actions. When there is something to be done, and you work out a plan of action, and it fails, it is your duty to assume responsibility for the bad results just as you would have taken PLANNING THE SALES CAMPAIGN 15

credit for good results if the plan had worked positively. This is necessary for the sake of continued improvement.

It is no easy task to plan and put into successful operation a campaign for new business. It is not an easy matter to control a number of salesmen. It is difficult in the extreme to get the "big" salesmen under control so they will work for you and the house instead of for themselves. It requires a man of more than average scope of vision and individuality to make good in the Sales Manager's job. Hence, it is no disgrace when even the best Sales Manager falls down on some particular plan in the tryout, or before he has had a real opportunity to show the stuff that is in him. In order to be honest with himself, however, the Sales Manager who falls down will find the real reason why and, if that reason lies with him, he will meet the negative condition, turnabout, correct the mistake, and turn the campaign into a success.

The man who cannot be honest with himself, who cannot face facts as they are, instead of being as he would like them to be, or as he imagines they should be, is not going to get very far as a Sales Manager. It takes logic, it takes judgment, it takes personality and character to make a success as a sales executive, and when these are lacking through a man's negative mentality dominating the situation, there is no success in store for that man in the sales field.

Shoulder responsibility for what you do, and you will find that sooner or later what you do will always be a credit, not a debit.

When and How to Use Authority

When the Sales Manager's position does not carry with it the authority to execute his plans it is usual for him to get the O. K.

of the executives in his firm who have the placing of responsibility,16 N. S. T. A. SYSTEM OF SALES MANAGEMENT

In some firms the General Manager has full authority, and it is from him that the Sales Manager must get his O. K. Others vest the authority in the President, Vice-President, or Board of Directors, to whom the Sales Manager is directly responsible. In some cases the Sales Manager is given full authority both to devise and execute sales plans.

If the Sales Manager endeavours to carry out a plan of campaign, no matter how good, and he has not the support of those higher up and with whom the final decision lays, the plan is likely to be doomed for failure; for, at an inopportune moment, he will find some important part of his plan which has not been approved by his superiors will have to await their approval before he can proceed.

Many executives who are the immediate or ultimate superiors of the Sales Manager, because of their experience in the business, know facts about the conditions he is facing which even the Sales Manager may not have learned. When he consults freely with them, he is doubly sure of himself as he proceeds. He also gets the hearty support of the other interested parties, and these things make for a united campaign against the enemy — ignorance of merchandise on the part of the public and strong competition in the territory.

It is embarrassing, to say the least, to have a well-worked out plan put in the discard because proper authority was not sought for it before it was put into action. If the Sales Manager wants to keep the respect of the executives over him and the salesmen under him, he is going to avoid putting himself in any position that he cannot get out of with honour to himself and with the respect of those with whom he works. He is going to see that he has the proper authority to proceed in his work with

confidence, and with the assurance that his decisions will be upheld and that his plans will be carried out.

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Drawing Plans From Your Organization

One of the surest ways to keep informed of the conditions in the territory is to ask questions of the salesmen who are actually in the field. It often happens that the Sales Manager seldom comes in direct contact with conditions as they are in the territory.

From time to time conditions change, and, while the Sales Manager will know about actual conditions in the territories of his men when he first takes his position — if he himself has been with the same house selling — in other cases he will have no first hand knowledge of actual conditions met by the men. The best way for the Sales Manager to get a comprehensive knowledge of prices, terms, quality of goods of competitors, etc., is to go to the salesmen who are meeting with objections day after day, and securing business.

When the Sales Manager gets information from a salesman, he can do it without in any way hurting his standing with that salesman. If he gives each man credit for the information he turns in he will get along better with his sales force. A square deal is appreciated by every salesman, and when an idea is advanced each man wants the salesman to receive the credit that is due him.

In case suggestions made for the improvement of the merchandise are adopted each salesman making such a suggestion should receive a personal letter from the management thanking him for the suggestion, and in some cases enclosing a check for the suggestion. In other cases rewards are given for suggestions, such as jewelry, vacations, money, etc., at banquets where most or all of the salesmen are present — and this acts as a spur to the men who do not receive such rewards for constructive thinking as well as stimulates the salesman who is thus honoured by his firm.

It is a short-sighted policy, to say the least, for the Sales Manager to take a suggestion from one of his salesmen and put it forth as the 18 N. S. T. A.

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product of his own mind. When it once becomes noised about that such and such a salesman made the suggestion, and the Sales Manager advanced it as his own, the respect for the Sales Manager goes down; and the salesmen refuse to give him their confidence, and he begins to lose much information and many suggestions that would definitely improve the quality of work he is doing for his firm. Good ideas and plans can be developed into profits. The Sales Manager who has the interests of his employer at heart will be careful to the last degree to prove to his salesmen that they can always be assured of a square deal.

Knowing Extent and Nature of Competition

In Scientific Sales Management it is customary for the house to establish a policy on which it will meet competition, and which it demands its individual salesmen live up to in principle and often in detail. Often a firm can hold old customers on a sales policy that is in some important essential different from its competitors.

The policy of giving regular customers preference on limited fines, or rush orders, on special bargains, is enough to hold many customers that might be influenced by another house to buy its goods which are of a similar quality and sell at about the same price.

Customers want prompt deliveries and often prefer to trade with firms who are the most conveniently located. This is one reason for the establishment of branch agencies in various sections of the country by many of our largest Manufacturers and Wholesalers and the scattering of a number of cigar stores, all under the same control, in well selected spots in a community. If the Sales Manager can use an argument that it is easier to get his goods, the customer may be influenced by this fact against other merchandise.

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If the competitor's prices are lower it does not follow that good results will be achieved by the Sales Manager putting a still lower price on his goods. It may be that he will have to add an outstanding feature, a talking-point that is based on value to his proposition and charge a larger price than the competitor to overcome competition. Price influences the customer more when there is no apparent difference between the goods. When there is a difference, even though small, the skilful salesman can be taught to overcome the price argument.

Competition in the territory in which the Sales Manager intends to send his salesmen must be considered from the price, quality, delivery, service, and satisfaction angles. When this is done, and the Sales Manager is alert to make his product fit the needs of the trade, to give them the lowest possible price consistent with the best service and prompt deliveries, he is going to get the business in spite of competition with a trained force of salesmen in the field. The salesmen are supposed to, but cannot always be relied on to, fully investigate competitive methods, products, and prices. This becomes necessary where the Sales Manager finds it impossible to get this information in other ways; but, as far as possible the Sales Manager should turn his salesmen into the field grained to close orders and not to spend half of their time in gathering information.

Building the Campaign on Proved Experience

Before coming into a Sales Manager's position of responsibility you have probably had a considerable amount of experience as a salesman which can be utilized for the up building of your plans and for the development of your ideas. This experience is valuable. Some of it may not be applicable to your present line, but the fundamental principles of Scientific Salesmanship apply to 20 N. S. T. A. SYSTEM OF SALES MANAGEMENT

Sales Management as well. The salesman, in a word, is an embryo Sales Manager. The Sales Manager is an arrived salesman. It will thus be seen that you can make use of the experience you have had in the past, and make it pay you dividends in your present work.

When it is considered that the salesmen in your organization are embryo Sales Managers — the stronger men possibly approaching as equals to yourself, and the weaker men as Sales Managers of themselves — you will realize the importance of learning from them. A good force of salesmen can make a weak Sales Manager, while a poor force can so harass a strong Sales Manager as to dissipate his efforts for their improvement and advancement in character, personality, mind-power, and will power. Learn from the salesmen you employ — especially from the strong men. When you have found a method that will apply to your work, make use of it, if it is better than one now in use.

It is not sufficient to learn from your own experience and the experience of the men under you. You have to meet competition.

To meet it courageously, which presumes your knowledge of the competitive merchandise, you will have to know much of your competitors' methods. It is a difficult matter for a competitor to keep information away from a Sales Manager who wants to learn how that competitor is getting results, in order that he may profit by or overcome such competition. Get at the gist of the other man's ideas. When there are several strong competitor^in the field, learn all you can about the strongest, and then take up the rest in the order of their importance. Your firm must do business. It

trusts you to get it. (You can get it if you know more than the competitors in the territory in which you sell.

That is the answer in a nutshell.

While we have taken up your own experience, the salesmen's experience, and shown the importance of the competitors' experience **PLANNING THE SALES CAMPAIGN 21**

ence, this does not mean that you cannot profit by the experience of other firms not selling your line of merchandise. A firm that sells a product that is as different from yours as earth is from water may have a plan of campaign that will suggest improvements in your methods; it may be getting business by standardized sales talk that will suggest how you can standardize answers to the big objections met by your salesmen, and so on. Regardless of where information is obtained, the Sales Manager who is on his way to Scientific Sales Management will investigate for information, and then make use of such part of it as will advance the profits of his house, and the satisfaction of his salesmen and their customers.

Backing Up the Sales Campaign

Plan the campaign with such care for the details that it will almost run itself. It should be as near fool-proof as it is possible to make it. When a campaign gets started, nothing should depend on an individual pushing it through. If a salesman leaves the concern, his place should be immediately supplied. If one of their important men takes sick, this should not interrupt the organized steam-roller the Sales Manager has put into operation. Proper planning, interest in the smallest details, checks to see that each part of the campaign is being carried out on time, having literature ready for mailing or for distribution to salesmen — everything should be right at hand.

It is hardly needful to say that all possible emergencies that may arise should be guarded against. In making the investigation, and then working out the plan, the salesmen and Sales Manager must see the negative side of the plan as well as the positive.

Everything that would hinder the progress of the campaign when once it is under way should be given a thorough airing, and ways 22 N. S. T. A.

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and means of preventing a slip-up worked out. If the plan is sound, the campaign will go along like a railroad engine on reliable, well made tracks — with a solid foundation of big and little facts beneath it, even as the railroad bed is well ballasted.

Especially is it necessary to call attention to the making ready of literature that is to prepare the way for the salesman. If a big campaign is in order, it often becomes impossible even to handle inquiries with the office force employed, and at times it may be impossible to get additional help; and it is not always an easy matter to get the right kind of help to step in and bear a share of the burden. If proper circulars are prepared to give the inquirers the information asked for, if catalogues are ready to be mailed upon request, if circular letters or correspondence paragraphs have been worked out, the Sales Manager can proceed with confidence that if the campaign is bigger than he has anticipated, he will not be snowed under by too many inquiries.

We are assuming here, as will be seen, that the Sales Manager is cooperating with the salesmen in every possible way — through advertising, through catalogues, circulars, letters, etc. The only way to apply the principles of Scientific Management in the fullest sense is to adopt as many of them as are consistent with the size of the organization, the product to be sold, and which it may seem, after due consideration, will add to the profits of the house for which the Sales Manager works, and will bring surer and more permanent business. Any principle that does not bring these results has been applied under the wrong circumstances, without due consideration of its value to the house.

Scientific Sales Management means, first of all, Efficiency in Salesmanship, and when a principle applied does not bring this result, either the understanding or operation of that principle is incomplete or it has been accepted as fitting certain conditions that it does not fit.

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Planning Practical Equipment for Salesmen

You would not consider going hunting for game without a gun; neither should you send a salesman into the field to hunt business without being prepared. As a Sales Manager it is your duty to have every essential thing ready for the individual salesmen. All samples should have been made ready, prices put on them, literature handed to salesmen for study, proofs of advertisements about goods, catalogues, and other printed matter given to the salesmen with instruction how it can best be used, and so on.

The salesmen must be provisioned. Each salesman, in a word, must have everything that will help him make sales. He should be told what has been done in previous campaigns. He should know that he is expected to exceed his own record, or the record of the last man in his territory. He should know what the firm is doing to cooperate with him. He should feel that the house is behind him, and that anything he needs for making sales that the house can do will be done cheerfully. The house is his friend — his best friend — and it wants him to make a big success. He should be impressed with such facts, that he may have the stimulation they give, and an inspiration to forge ahead in sales.

The Sales Manager will find that it is an excellent idea to have a definite time set by which time the amount of sales is to be so much in volume. If a definite part of this complete quota is allotted to individual salesmen, each salesman will feel that it must be reached. Enough responsibility should rest on each man to force his best efforts. Individual salesmen will do their parts if the house supports them with encouraging letters, and stimulates them through systematic methods of giving them a just share of the profits that will accrue to it when the quota is reached. When a salesman works extra hard he wants to be rewarded, and when work brings a just reward there is a strong incentive for doing his best.

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Again, the fixed period can be divided into sections of time, and the salesmen can be shown whether they are succeeding or falling down by what has been done in these minor parts. For instance, if there are twenty salesmen, and the quota is \$50,000, to be made in ten days, each salesman can be checked up once a day, and told whether he is or is not making good on his share.

It is a fact that the \$250 worth of business he has to do each day to uphold his share does not seem as hard as if he were told he had to get \$2,500 in ten days, or if he was told that there is \$50,000 worth of business to be secured, and he had to bear one-twentieth of the load.

Outlining Successive Steps in a Campaign

It is reasonable for a Sales Manager to tell his salesmen what is expected of the sales force as a whole, of each division of the force, of each individual salesman in each division. By doing this he conveys in no uncertain language the responsibility of the sales organization to the firm, and the responsibility of each individual salesman for the success of the sales organization.

Give a boy a set task, and a reward, and he will work to reach it.

Salesmen, as a class, have all the qualities that boys have, and when they have been shown what is expected, and what the incentive is, they will work to reach a set goal — if it does not seem unattainable. The Sales Manager will often find it necessary to further encourage his salesmen by cutting his campaign into shorter definite intervals. For instance, if the sales plan contemplates four months of hard work, this would be divided into months, and each month the Sales Manager would endeavour to stimulate his men to clean up all possible sales — but at least not fall short of the quota for that month, which would in such a case be about one-fourth.

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Scheduling the Trenches to Be Taken

When a charge is to be made by Infantry, a definite task is set before a definite regiment. In dealing with workmen or salesmen, the same element must be considered. Figure out what you want the salesman to do, show him that he can do it, and then set him about his work. As far as possible, the method of selling should be worked out, and the remuneration definitely stated, for a day, a week, or a month. Rewards do not appeal unless it is possible to attain them quickly.

Why is it that so few men study to prepare themselves for a future that is bigger than the present? Simply because human nature is not so constituted that men and women are willing to work month after month or year after year in the hope of ultimately attaining a goal through struggle and sacrifice. It is true that there are individuals who will pay the price for success, but the average salesman if he does not see something directly ahead often becomes discouraged with the length of the journey he must make before he reaches the goal.

The Barrage Fire of Advance Literature

Well-written advertising matter, such as circulars, catalogues, letters, etc., pave the way for the salesman and help him to overcome the objections of his prospect in much the same way that a barrage fire overcomes the opposition of an enemy. Advance literature, when it bears directly on the goods that a salesman has for the attention of the customer, opens the way for the salesman to sell his goods. If the literature is strong the salesman has an entre into practically every store that has received such printed matter.

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Among the advantages of preparing the way for the salesman is that he has definite prospects on whom to call and often those who have inquired about the goods. Another advantage is that the salesman becomes a closer, and not a missionary. This makes it possible for one salesman to handle more prospects, and thus it is that more goods are sold. Printed matter, when prepared so that it will be read, convinces the prospect to a degree of the value of the merchandise soon to be offered him by the personal salesman.

He learns to know the house the salesman represents by name and what it stands for in goods and service.

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SELF-QUIZ OR SELF ANALYSIS PERSONAL EFFICIENCY TESTS

1. — DO I CONSIDER EVERYTHING IN RELATION TO MY WORK AS SALES MANAGER, TO THE END THAT I WILL BE ABLE TO WORK OUT MY PROBLEMS IN A MANNER THAT WILL ADVANCE THE INTERESTS OF MY HOUSE
2. — DO I CONSIDER ANY PROPOSITION I MUST HANDLE FROM THE SALESMEN'S AND CUSTOMER'S STANDPOINT , AS WELL AS FROM MY OWN AND MY FIRM'S STANDPOINT?
- 3 . — DO I ASCERTAIN , NOT ONLY HOW THE INITIATION OF A CERTAIN POLICY AM CONTEMPLATING WILL AFFECT THE SALE OF PARTICULAR GOODS ,THE PRESENT CONDITION OF BUSINESS WITH MY HOUSE , AND DO NOTHING THAT WILL IN ANY WAY INJURE FUTURE RE-ORDERS OR BUSINESS FROM NEW CUSTOMERS?
4. — DO I INVESTIGATE INTO SALES POSSIBILITIES TO BRING OUT NEW WAYS OF USING MY FIRM'S GOODS, OR TO BRING OUT ADVANTAGES THAT WOULD COME THROUGH INCREASED TERRITORY , OR MORE INTENSIVE CULTIVATION OF PRESENT TERRITORY?
- 5 . —DO I CONSIDER IT A PART OF MY DUTY AS A SALES MANAGER TO GET A DEFINITE INCREASE OF BUSINESS EACH YEAR, OVER THAT WHICH NATURALLY COMES AS THE RESULT OF INCREASED POPULATION?
- 6 .—DO I FIRST OF ALL ASCERTAIN HOW MANY PROSPECTIVE PURCHASES THERE ARE FOR MY GOODS AND THE PER CAPITAL CONSUMPTION OF MY OWN OR SIMILAR MERCHANDISE?
- 7 .—DO I CAREFULLY CONSIDER WHETHER I SHOULD GO AFTER ALL BUSINESS DONE BY FIRMS IN MY LINE, OR ONLY THAT PART OF IT WITH WHICH I CAN, THROUGH SUPER SERVICE OR SELLING METHODS, INDUCE TO DO BUSINESS WITH MY HOUSE?

8.—DO I ASCERTAIN WHERE ALL POSSIBLE CONSUMERS OR USERS ARE LOCAL.

8.—DO I PARTICULARLY ASCERTAIN WHERE THE CUSTOMERS WE ARE NOW SUPPLYING ARE LOCATED?

9 - — DO I ASCERTAIN WHERE CUSTOMERS SUPPLIED BY MY FIRM'S COMPETITORS ARE LOCATED?

10 . — DO I FIND OUT THE FACTS AND GET FIGURES THAT WILL GIVE ME MATERIAL FOR PLANNING, REGARDING CUSTOMERS NOW BEING SOLD BY COMPETING FIRMS?

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11. — DO I CONSIDER THE TRADE CHANNELS THROUGH WHICH THE MARKET FOR MY FIRM'S GOODS IS SUPPLIED AND ASCERTAIN IF THERE ARE NOT METHODS I CAN USE WHICH WILL BE AN IMPROVEMENT?

12. — DO I SEEK TO KNOW THE BAD POINTS MY CUSTOMERS KNOW ABOUT MY GOODS , AS WELL AS THE GOOD ONES, TO THE END THAT MY PRODUCT MAYBE MADE RIGHT, IF IT IS NOT RIGHT?

13. — DO I RECOMMEND SUCH CHANGES IN MY FIRM'S GOODS, AS WILL ENABLE THE SALESMEN I DIRECT TO SELL A LARGER NUMBER OF CUSTOMERS IN THEIR TERRITORY?

14. — DO I KNOW THAT THE PRINCIPLES UNDERLYING SALES MANAGEMENT ARE THE SAME, BUT THAT THE APPLICATION OF THOSE PRINCIPLES CHANGES WITH DIFFERENT KINDS OF MERCHANDISE, AND WITH DIFFERENT CLASSES OF CUSTOMERS?

15.— DO I KNOW THAT THE SCIENTIFIC REASON FOR SALES MANAGEMENT IS THAT IT WILL CUT THE COST OF MAKING SALES, INCREASE THE VOLUME OF BUSINESS AND ADD TO THE SERVICE RENDERED?

16.— DO I ALWAYS MAKE AN INVESTIGATION BEFORE CHANGING THE PRODUCT TO FIT A LARGER NUMBER OF USERS OR BEFORE MAKING AN ADDITION TO A LINE, TO ASCERTAIN WHETHER OR NOT IT WILL BE PROFITABLE TO ENTER A LARGER FIELD?

17.— DO I AVOID ENTERING LARGER FIELDS, UNTIL THE TIME THAT I HAVE EXHAUSTED THE POSSIBILITIES OF THE PRESENT FIELD?

18.— DO I ASCERTAIN THE LOGICAL SIZE OF THE TERRITORY TO GIVE EACH SALESMAN, TAKE INTO CONSIDERATION THE TOTAL AND DISTRIBUTION OF POPULATION, TO THE END THAT I MAY BE ADEQUATELY EQUIPPED TO REASON CORRECTLY AS TO HOW THE TERRITORY CAN BEST BE HANDLED?

19.— DO I SECURE ALL THE ESSENTIAL DATA AVAILABLE BEFORE SENDING A SALESMAN I DIRECT INTO THE FIELD, TO THE END THAT HE MAY HAVE THE INFORMATION NECESSARY PROPERLY TO CARE FOR CUSTOMERS AND PROSPECTS?

20.— DO I ASCERTAIN THE PER CAPITAL PRESENT AND POSSIBLE CONSUMPTION OF MY FIRM'S MERCHANDISE, STIMULATE SALESMEN TO INCREASE SALES TO THE LIMIT OF CONSUMPTION— BUT NOT ABOVE IT, AS PERMANENT CUSTOMERS ARE MORE IMPORTANT THAN IMMEDIATE BUSINESS?

21.— DO I TAKE INTO CONSIDERATION THE TRANSPORTATION CONDITIONS OF A TERRITORY IN ALLOTING TERRITORY TO INDIVIDUAL SALESMEN?

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22.— DO I GIVE EACH SALESMAN ENOUGH TERRITORY TO KEEP, HIM “ON THE GO,” AND GUARD AGAINST MAKING IT UNDULY LARGE, TO THE END THAT HE MAY INTENSIVELY CULTIVATE THE FIELD I HAVE CHOSEN FOR HIM

23.— DO I ASCERTAIN HOW CLOSE TO THE “SATURATION POINT” EACH TERRITORY IS, TO THE END THAT I MAY ADVISE MY FIRM REGARDING THE QUANTITY OF MERCHANDISE IT CAN SAFELY MANUFACTURE THE COMING SEASON OR YEAR ?

24.— IF I AM EMPLOYED BY A MANUFACTURER WHO HAS NO SETTLED DISTRIBUTING PLAN, DO I CONSIDER WHETHER OR NOT I SHOULD DISTRIBUTE THE PRODUCT THROUGH JOBBERS, THROUGH BRANCHES, THROUGH RETAILERS, OR SELL DIRECT TO THE CONSUMER— ASCERTAINING THE ACTUAL AMOUNT OF GOODS NOW CONSUMED IN THE TERRITORY, AND WHAT THE “SATURATION POINT” WILL BE?

25.— WHEN ALL INVESTIGATIONS HAVE BEEN MADE, AND ALL FACTS IN, CLASSIFIED AND WORKED INTO MY PLAN, DO I PUT MY PLAN INTO ACTION?

26 . —DO I MAKE MY PLAN SUFFICIENTLY ELASTIC THAT IT CAN BE CHANGED FROM TIME TO TIME AS NECESSITY DEMANDS, TO THE END THAT I CAN SHOULDER FULL RESPONSIBILITY FOR THE SUCCESS OR FAILURE OF ANY CAMPAIGN I PUT INTO OPERATION?

27 . — WHEN I FAIL TO MAKE MY PLAN WORK , DO I GO OVER EACH PART OF THE PLAN, TO DETERMINE WHAT PARTICULAR PHASE OR PHASES OF IT IS CAUSING TROUBLE?

28 .—DO I REALIZE THAT, WITHOUT THE SUPPORT OF MY SUPERIOR OFFICERS,MY BEST PLANS ARE LIKELY TO BE DOOMED TO FAILURE, BECAUSE AT AN INOPPORTUNE MOMENT, I WILL NEED AUTHORITY TO CARRY OUT MY PLAN SUCCESSFULLY, AND THAT DELAY OR OPPOSITION AT A CRITICAL TIME IS OFTEN SUFFICIENT TO CAUSE FAILURE?

29 .— DO I APPRECIATE THAT I CAN ONLY KEEP THE RESPECT OF THE EXECUTIVES OVER ME AND THE SALESMEN I DIRECT WHEN I AVOID PUTTING* MYSELF IN ANY POSITION FROM WHICH I CANNOT EXTRICATE MYSELF WITH HONOUR TO MYSELF AND THE RESPECT OF THOSE WITH WHOM I WORK?

30 . — DO I SEE THAT ONE OF THE BEST WAYS TO GET A COMPREHENSIVE KNOWLEDGE OF COMPETITORS' PRICES, TERMS, QUALITY OF GOODS, ETC., IS TO GET THIS INFORMATION FROM THE SALESMEN WHO ARE SECURING BUSINESS BY MEETING OBJECTIONS DAY AFTER DAY?

31 . — DO I AVOID TURNING IN SUGGESTIONS MADE BY THE SALESMEN I DIRECT AS MY ORIGINAL IDEAS, GIVING CREDIT WHERE CREDIT IS DUE, EVEN AS I EXPECT TO RECEIVE THE CREDIT DUE ME?

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32 .— DO I ASCERTAIN WHAT OUTSTANDING FEATURES CAN BE ADDED TO MY FIRM'S GOODS, TO THE END THAT IT WILL NOT BE NECESSARY TO LOWER PRICES TO GET BUSINESS

33 .— AM I ALERT TO MAKE MY FIRM'S PRODUCT MEET THE NEEDS OF THE TRADE,TO GIVE THE LOWEST POSSIBLE PRICES CONSISTENT WITH THE BEST SERVICE AND PROMPT DELIVERIES, SO THAT MY SALESMEN WILL BE PREPARED TO MEET COMPETITION ON AN EQUAL BASIS ?

34 . — DO I AVOID TURNING MY SALESMEN INTO INVESTIGATORS— EXCEPT WHEN INVESTIGATIONS OF COMPETITIVE METHODS OR PRODUCTS AND PRICES ARE ABSOLUTELY NECESSARY, TO THE END THAT THEY MAY SPEND THEIR TIME IN THE FIELD CLOSING ORDERS?

35. — DO I LEARN FROM THE SALESMEN I DIRECT— ESPECIALLY FROM THE STRONG MEN, SO THAT I MAY CONSTANTLY INCREASE MY FUND OF INFORMATION AND ENTHUSIASM REGARDING MY FIRM'S GOODS?

36 . — DO I STUDY MY COMPETITORS' PROPOSITIONS, BEGINNING WITH THE STRONGEST AND GRADUALLY TAKING UP THE REST IN THE ORDER OF THEIR IMPORTANCE, SO THAT I WILL HAVE THE FACTS AT HAND TO OVERCOME COMPETITION?

37.— AFTER I HAVE STUDIED THE SALESMEN'S EXPERIENCE, AND AM FAMILIAR WITH MY COMPETITORS' EXPERIENCE, DO I STUDY THE SELLING METHODS USED BY HIGH GRADE FIRMS IN OTHER LINES?

38 .—DO I PLAN MY SALES CAMPAIGNS WITH SUCH CARE FOR DETAILS THAT THEY ALMOST RUN THEMSELVES, MAKING EACH AS NEAR FOOL-PROOF AS IT IS POSSIBLE TO MAKE IT, TO THE END THAT THE SUCCESS OF THE CAMPAIGN WILL NOT REST UPON ANY SINGLE INDIVIDUAL?

39 .— DO I PLAN PROPERLY, TAKE CARE OF THE SMALLEST DETAILS, CHECK EACH PART OF THE CAMPAIGN TO BE CARRIED OUT, HAVE LITERATURE READY FOR MAILING OR FOR DISTRIBUTION TO SALESMEN, AND DO THOSE OTHER THINGS THAT ARE NECESSARY SUCCESSFULLY TO CARRY OUT ANY SALES CAMPAIGN I HAVE INITIATED?

40 . — IN MAKING THE INVESTIGATION FOR A CAMPAIGN , DO I SEE THE NEGATIVE SIDE OF THE PLAN AS WELL AS THE POSITIVE, AND PREPARE FOR ALL POSSIBLE EMERGENCIES THAT MAY ARISE?

41.— BEFORE SENDING THE SALESMEN I DIRECT INTO THE FIELD, DO I HAVE ALL SAMPLES READY AND MARKED, HAVE LITERATURE , ADVERTISEMENTS, AND CATALOGUES, IN SALESMEN'S HANDS, AND INSTRUCT THE SALESMEN HOW TO PROCEED TO STUDY LITERATURE, MERCHANDISE, TERRITORIES, AND CUSTOMERS?

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42. — DO I HOLD UP BEFORE EACH SALESMAN HIS OWN RECORD OR THE RECORD OF THE LAST MAN IN THE TERRITORY , TO THE END THAT HE MAY BE STIMULATED TO DO HIS BEST IN PRODUCING BUSINESS?

43. — DO I SUPPORT THE SALESMEN I DIRECT WITH ENCOURAGING LETTERS AND STIMULATE THEM IN A SYSTEMATIC MANNER BY GIVING THEM A JUST SHARE OF THE PROFITS THAT ACCRUE TO THE FIRM WHEN A QUOTA I HAVE SET IS REACHED f

* 44.— DO I DIVIDE A FIXED PERIOD OF TIME INTO SECTIONS , SO THAT SALESMEN CAN BE SHOWN FROM TIME TO TIME WHETHER THEY ARE SUCCEEDING OR FALLING DOWN , IN ORDER THAT EACH SALESMAN THAT FALLS DOWN MAY HAVE AMPLE OPPORTUNITY TO OVERTAKE THOSE WHO ARE DOING BETTER THAN HE IS?

45.— DO I TELL THE SALESMEN I DIRECT WHAT IS EXPECTED FROM THE SALES FORCE AS A WHOLE , FROM EACH DIVISION OF THE FORCE , AND FROM EACH INDIVIDUAL SALESMAN , SO THAT EACH MAN WILL FEEL THE RESPONSIBILITY OF THE SALES ORGANIZATION , AND HIS PERSONAL RESPOND.

VISIBILITY FOR THE SUCCESS OF THE SALES CAMPAIGN ?

46.— DO I ESTIMATE WHAT EACH SALESMAN SHOULD ACCOMPLISH , SO THAT HE WILL FEEL HE SHOULD DO IT , THEN TELL HIM ABOUT HIS WORK , ARRANGING IT SO THAT HIS REWARD WILL COME QUICKLY ENOUGH TO HAVE STIMULATING VALUE?

47.— DO I USE WELL-WRITTEN ADVERTISING MATTER TO PAVE THE WAY FOR THE SALESMAN AND HELP HIM OVERCOME THE OBJECTIONS OF HIS PROSPECT, TO THE END THAT HE MAY BE A "CLOSER" RATHER THAN A "MISSIONARY"?

48.— DO I USE THIS BOOKLET , “PLANNING THE SALES CAMPAIGN,” TO GIVE ME SUGGESTIONS THAT I CAN USE IN MAKING MY SALES CAMPAIGN GET THE RESULTS THAT ARE POSSIBLE THROUGH SCIENTIFIC MANAGEMENT?

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