

Help your Sales Executives to Sell More

# 15 WAYS TO TRAIN SALES EXECUTIVES

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# TRAINING THE SALESMEN

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## **THE IMPORTANCE OF TRAINING**

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IT SHOULD hardly be necessary to speak of the importance of training salesmen. Nobody questions the importance and necessity of training to a doctor or lawyer. Men seek to learn the details of their business before they branch out.

If a man has sound judgment and wants to become a retailer he usually enters a retail store and learns the business. If he neglects so simple a precaution, the chances of his becoming a successful retail merchant are very slim.

The old idea of Salesmanship was that any man who could talk could sell goods.

Then it became known that many salesmen talked themselves out of as many sales as they talked themselves into.

Naturally, such a condition caused employers to question the advantage of the loud, long, and fast talker over the man who could easily and logically present the points in the goods so the customer would see how he could use them and thus close the sale.

It has been proved by the history of most lines of business that few men are qualified to start out and sell goods without special training. The resourcefulness and adaptability of the average man is not sufficient. His knowledge of human nature may be weak.

True, there are some men who possess an exceedingly large amount of natural selling ability; they seem to have the selling instinct highly developed; but such salesmen are not born in sufficient numbers to fill the enormous demand for Wholesale, Specialty and Promotion Salesmen that has arisen in the last twenty years, and the selling ability of these men can be materially developed and increased through training.

Some new method of getting salesmen had to be devised. This new method determined that it was possible to train men to sell goods, just as a man with certain learning could master the principles and details of other lines.

So, today, we have, in constantly increasing numbers, the “made” or trained salesman. The made salesman competes with the untrained-experienced salesman, and, may it be said to his credit, overcomes the competition of the man who is a “natural” salesman, but who neglects to inform himself as he should on improved methods of selling.

It is highly important to train salesmen in this present commercial age when competition is so keen that there is little chance for the untrained man — the man who knows neither his goods nor his customer — against the man who is conversant with both.

# Training Salesmen to Sell Your Product

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Because a salesman can sell one product, it does not necessarily follow that he will succeed in selling another. A recognition of this condition of affairs in selling merchandise has made it customary on the part of progressive houses to train each new salesman in the technical points of their products. Regardless of the line a salesman has been selling, he is required to master the new line of merchandise, or specialty or service before he is given a territory.

He is taught the fundamental experiences that are common to salesmen who sell the product. He is shown how to demonstrate it and how to anticipate, avoid or answer objections. He is trained in positive Salesmanship. He is given a sales-talk, certain parts of which he must memorize.

With the best type of salesmen, to be sure, such a sales-talk is often but an array of points which maybe used as occasion requires; with the other class of inexperienced or untrained salesmen, such a sales-talk may be cut and dried, with different openings and closings to fit changing conditions and customers.

It is essential, however, that the salesman be trained in the specific points of value in the merchandise before attempting to sell it.

This is recognized as necessary by all Sales Managers of the new school. To be a salesman who secures the confidence of the customer, instead of a confidence salesman, requires a knowledge of the proposition to be sold.

This knowledge can best come from analytical study of the goods under the direction of a Sales Manager or technical man who knows the points wherein they differ or are superior to competing goods.

It is better that the groundwork for a successful campaign by each individual salesman be laid before that salesman leaves for his territory than it is for the salesman to be permitted to spend the money of the house for transportation and general expenses, as well as his own time, and then find out that he lacks the fundamental qualifications necessary for selling the goods.

A salesman must know his proposition, regardless of his general experience, and must know Salesmanship, or he will not be able to sell it with confidence and



render the service that is so essential a part of the completed sale; for the customer, if not satisfied, will not buy again.

Through a Salesmanship school or class it is possible to train each man so he will be able to do his best work. This will insure that a maximum number of salesmen make good the investment made by the house in salary or expenses. There is something radically wrong with an organization where more than twenty-five per cent of the salesmen sent out fail to make good.

The number can be materially lessened by the Sales Manager who is always looking for the cause of poor Salesmanship, rather than berating the individual who is doing all he can with his limited education, experience, or abilities.

# Salesmanship Training Programs

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Progressive firms are more and more coming to a realization of the value of a well-conducted sales training firm. A sales training firm, or Salesmanship class, as it is sometimes called, may be located at the headquarters of the firm, or conducted through a well-planned correspondence system, or by travelling trainers who personally meet the salesmen and give instruction as it would be given at headquarters. OR nowadays it can be conducted via online Delivery of training called as learning's or Online Training.

The practicability of a Salesmanship training conducted at the headquarters of the firm has been proven in many cases. In connection with this method of instruction it has been found advisable in many cases to have the student-salesmen in such a program spend a part of the day in study, and the rest in calling upon prospects or customers, thus getting practical experience in connection with the theoretical training of the Salesmanship classes.

Then there is the Correspondence School of Salesmanship, such as Rajesh Gurule Sales Training Institute. Firms often buy these Courses that have been prepared by Rajesh Gurule who have devoted years to the practical and theoretical end of Salesmanship. He has the broad experience that assures a common sense view of selling, and are thus able to make their courses practical for firms selling different lines of products & services.

Then, again, the sales trainer — who is usually a Salesmanship Instructor for the training of the salesmen in the home and branch offices — has become an important element in salesmanship training. Such a man often carries slides, projector and, with large concerns, may be accompanied by trained men from the advertising, accounting and manufacturing departments, who instruct the salesmen and show them how they can best cooperate with the different departments of the house.

Salesmanship trainers & training have proved their value to some of the biggest concerns in the business world and are accepted today as an important part of the Sales Department. Inasmuch as it is possible to take the average salesman and make him a steady producer of business after he has graduated from such a school, and is well-versed in the broad principles of Salesmanship and the

specific details of his line of goods, they will probably be given much more consideration in the future than has been the case in the past.

# Salesmanship Training Programs

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Excellent results are obtained by training salesmen in house. When the salesman is trained with full opportunity to talk with other salesmen who have made good, when he is shown in detail the manufacture of the goods, when he has the use of his merchandise demonstrated to him by experienced salesmen from the field, and when he is taught the Principles of Scientific Salesmanship through the study of a complete text work on the subject while learning the details of his goods, he has ahead-start towards success in selling.

The salesman has to rub against actual customers in order to prove that he is truly efficient. He must know the Art as well as the Science of Selling. The Art of selling is developed by the right kind of experience; but, regardless of the amount of experience a salesman has, he may be deficient in the broad, general principles that underlie the work of other salesmen, and which would make his work easier if he but knew them. Better results are secured by training the salesmen at headquarters in conjunction with the study of a complete text work on Salesmanship than by personal training given by another salesman in the field.

There are cases where it is impractical to train a salesman except in the field. Under such circumstances the Sales Manager will adapt himself to conditions and train the salesman through the medium of a good correspondence course in Salesmanship; also through the use of a sales manual plus personal or circular letters and through lectures given to such salesmen at convenient places in the territory.

Salesmen are sometimes called to a centrally located city where what is sometimes called a convention is held by the Sales Manager.

They are given the name of the hotel at which the meeting is to take place, and arrangements are made in time for all the salesmen who are conveniently near to come in to hear what the Sales Manager or some lecturer he might have arranged for has to say.

Often the Sales Manager brings with him an expert from the house, who will explain technical points of the merchandise, and give the salesmen a personal talk on points of merit in the goods.

The Sales Manager in such cases as well as the lecturer, if one is arranged for, furnishes the inspirational and salesmanship talks, and the technical man explains points of value in the products that the salesmen need to know. Thus the salesmen are better fitted to answer all questions and overcome all objections that may be presented by prospective customers.

## Training by Senior Salesmen

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A man who is considered to possess salesmanship experience is often sent out with a more experienced salesman, and is trained by the experienced man. He watches how the experienced man handles the customers, how he makes his sales points, and how he handles his samples or demonstrates his product.

The experienced salesman, the man actually selling the customers, is known as the senior salesman; while the man in training is known as the junior salesman.

The junior salesman by this method is trained gradually, his confidence is carefully developed, he is not put on his own resources to swim or sink until he knows how others win. This method, of course, does not always give the broad general training that is given by a Salesmanship class or through meeting a large number of successful, experienced salesmen; but it is effective and particularly so if the junior salesman has studied or is studying a standard text work on Salesmanship.

The junior salesman will adopt such of the methods of the senior salesman as he can best apply, and develops rapidly in a gratifying percentage of cases.

Usually, however, the junior salesman is given aid by the house and encouragement by the Sales Manager as well. He may be given special Salesmanship training along with his practical work, or before he goes into the territory with his training senior. The junior salesman has often had experience with another line of goods.

The senior salesman may just give him the finishing touches.

It will be seen that thus the salesman beginning to sell a line is given the benefit of exact methods by watching the work of an older salesman, yet has to depend on himself to an extent that develops his confidence and sales-making ability.

Another phase of training salesmen is this: The senior sales man often has as high as several salesmen working under him, with whom he shares the commissions on sales made. While they are earning a part of the senior's commissions, they are being coached by the experienced man, until such time as they are capable of striking out for themselves.

The junior salesman, in such a case, is really working under his Sales Manager's senior salesman, and holds about the same relation to the senior as the senior does to the house.

# House Policy and History

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A strong appeal is often made to the salesmen by outlining in detail the growth of the firm. This is usually taken up in the Salesmanship classes before the salesman is sent on the road.

The policy of the house is to a large extent determined by the character of its founders and managing executives. During the training period an outline of the house history is presented to each salesman.

Through this knowledge of the history of the house the salesman can give many little details of its policy that otherwise would be quite outside his understanding. In many cases, the history of the house showing the broad principles of business on which the house was founded is sufficiently interesting to be a determining factor in influencing the trade.

It is a big help to a salesman to be able to point with pride to the history of his house. It gives him enthusiasm to work for a house that has a reputation for good service. When the Sales Manager gives his sales force a reason to be enthusiastic, he is preparing the way for increased sales.

The Sales Manager must cultivate a “house spirit” among his salesmen, just as the manager of a baseball team must cultivate a “team spirit” among his players. Encourage the salesmen by showing them those things that make for the reliability and worth of your proposition.

Then they will feel it incumbent on themselves to work for the interests of the house that has nobly sustained itself against adverse conditions — discouragement, competition and market conditions.

Prove to the average salesman that his house stands for something besides making money, and he will do his work so well that satisfaction will be sure to follow.

House spirit is cultivated in much the same manner as national spirit — by showing the salesmen the history of the house they serve and its heroes, in the same way that histories of a country present the deeds of heroes for the cultivation and stimulation of national patriotism.

## Technical Points of the Goods

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Every salesman working for a house should have a clear-cut idea of the merchandise sold by that house. Where the firm manufactures or distributes a specialty, the Sales Manager often has within himself all the information needed to teach the sales man the goods. The Sales Manager, or his assistant, is the natural coach of the sales force, however, and he should not subordinate his major responsibilities to master the intricate details of the merchandise. He is expected to know his line so he can explain the details to his salesmen, but not to the extent of interfering with his work as a leader of men.

A good mechanic may be able to tell more about some parts of mechanical construction than the Sales Manager. A department head, who has risen from the ranks, can explain the operations of his department, or the methods of handling particular classes of merchandise that go through his hands, much better than the Sales Manager.

The duty of the Sales Manager, then, is evident. He should seek the technical expert's opinion when he is not sure of himself. He should seek to know his product to the extent that technical knowledge will not interfere with his broad grasp of the general principles of selling.

He must have a broad grasp of selling— and this may mean that he is broad-minded along management and salesmanship lines, yet weak in the finer technical points of the article or articles manufactured or distributed by his house.

Especially should the Sales Manager seek the interest of the technical men in the business when he is training salesmen. The salesmen cannot get too thorough a knowledge of the goods from the lectures given them by technical men.

They will forget the minor points, but gradually there can be raised in the mind of each salesman an overcoming confidence in the merchandise he is selling, or about to sell.

This belief, which is often the result of many talks given by technical men concerning the goods, enables the salesman to drive through opposition and come out with order in his pocket, and a feeling of “well done” in his heart.



# Methods for Selling the Goods

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The four main divisions into which methods of selling manufactured goods may be divided are:

FIRST — Selling direct to the consumer by representatives of the house. The computer industry did this in initial stages. This is followed still in large number of industries. Salesmen, whether working for salary or commission, if employed and paid by the company, are included under this first method when they sell direct to the consumer. It requires a large amount of capital to take care of a business of this kind, and a heavy stock is usually kept on hand at all times.

The chief advantage of this method is, of course, that the results achieved by the salesmen are directly under the supervision of the company; that it can spur them on to greater achievement through careful training and esprit de corps, and better plan, control and increase their production and sales.

SECOND — Selling only to Agencies who in turn employ salesmen to sell the consumer. This is generally Dealer/Distributor/Franchisee type of selling. The weakness of this plan is that it is hard to stimulate the agency heads to cultivate the territory intensively in behalf of the manufacturer's goods. Selling direct to agencies has merit. But this merit does not always offset its disadvantages. It is difficult for the management of a manufacturing house to control salesmen, or to inspire them to handle its merchandise as it knows best, when it has no control over either the training or compensation basis arrangement with the salesman.

When there is a connecting link between the manufacturer and the agency salesmen, or the agency itself realizes the importance of selling the manufacturer's goods with due regard for the manufacturer's experience in producing and handling them, there is every reason why this second method should be a success.

THIRD — Selling to Wholesalers or Freelancers or Independent Sellers. Some of the most important manufacturing concerns in the country are selling their products to wholesalers who in turn sell it to other wholesalers or to retailers.

The demand for the product is often stimulated by local or national advertising, which is paid for by the manufacturer. The wholesaler or mediator does not, as a rule, find it profitable to do such advertising himself, as he is interested in large number of articles of merchandise, and does not find it desirable to concentrate on pushing one brand to the neglect of the others.

If the manufacturer neglects to keep in close touch with the wholesaler or the seller, and often with the retail trade, he is not likely to receive adequate consideration for his merchandise.

FOURTH — Direct-to-customer advertising to the trade, including selling by catalogues, company website, social media or e-commerce platforms such as Amazon or eBay or Flipkart. .

Fortunes have grown almost overnight by this method. It is necessary, in order to make it profitable, that great care be given to the demand for the goods to be sold, and that each new campaign be tested out on a few thousand prospects before much money is sunk in the entire campaign.

It is only through energetically pushing sales for quick return and being saving in material, in time, in space, and in collections that direct-to-customer selling can reach the zenith of its possibilities.

All articles cannot be sold in this way, but many lines of business lend themselves readily to this fourth method of distribution.

# Sizing-Up Prospective Customers

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Few salesmen are natural character analysts, and for this reason they must be taught how to judge customers. The endeavour should be to get the salesmen thinking about the likenesses and differences in customers, to classify them according to some definite workable plan. It might be that the individual salesman does not believe in Character Analysis as a Science.

He might not believe in prejudging or character analysis as a method of judging men. Again, he may have scant regard for the use of intuition. But, according to the sixteen types we have selected, and those others which will naturally suggest themselves, a customer can be “tagged” and methods of handling him studied and applied.

The sixteen types of customers outlined herein will give interesting food for thought. It is entirely up to the salesmen and the Sales Manager to analyse the types. This is not hard, for the names almost tell how each customer should be handled. This list is not complete.

But almost every customer falls under the sixteen types given below. Any salesman who makes it a point to analyse his customers will find it an easy matter to adjust himself to the characteristics of the individual customer once he knows the best methods of appealing to the following types :

## Types of Customers

- The Reasoning Customer;
- The Suggestive Customer;
- The Progressive Customer;
- The Conservative Customer;
- The Dominating Customer;
- The Mild-Mannered Customer;
- The Emotional Customer;
- The Calculating Customer;

- The Hospitable Customer;
- The Changeable Customer;
- The Outspoken Customer;
- The Reticent Customer;
- The Theoretical Customer;
- The Practical Customer;
- The Independent Customer;
- The Argumentative Customer.

In class work, if the salesmen are encouraged to give their opinions on how to handle these various types, much valuable information can be gathered together, which can be “boiled down” and used as working basis in judging and handling these various types of customers.

# How to Appeal to Buying Motives

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Mere technical knowledge of the manufacturing process and the raw materials in goods is not sufficient to enable a salesman to sell them to an objecting customer. Goods must be sold on a knowledge of human nature, rather than upon knowledge of the merchandise alone.

As soon as a salesman gets out among customers, he finds that many of them cannot be sold upon his knowledge of the goods, or upon his belief in his own line. There is something else, quite as important as knowing his line, and that is knowledge of how to appeal to the motives that will induce a customer to buy.

A number of different methods of classification may be used in training salesmen to appeal to the buying motives. The following classification will prove of interest to sales managers who are looking for a complete, practical list of the possible motives which may induce a customer to buy, and who want this list small enough to be remembered by the salesmen, yet large enough to give the salesman an opportunity to get at each customer from the proper angle.

The difficulty with the average list is that it either gives a large number of motives — more than the average salesman can remember — or it gives so few that he does not have suggestive material which helps him to think of the appeals he should make to the motives of a particular customer.

## Eleven Buying Motives

The following eleven buying motives can be used to good advantage when training salesmen, and can at the same time give them new ideas that will teach the importance of a specific appeal to the buying motives of a particular customer:

- Self-Gratification Motive (Physical, Mental, Social, Aesthetic);
- Profit Motive
- Pleasure Motive
- Pride Motive
- Affection Motive

- Service Motive
- Instinct Motive;
- Curiosity Motive;
- Tastes Motive;
- Caution Motive;
- Weakness Motive.

# Planning the Sales-Talk

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No salesman cares to be made a talking machine, to be started when he approaches a customer and turned off when the customer turns him down or signs the order blank. But, it has been found advantageous to train each salesman to use a standard selling talk.

If there is one best way to say anything, it ought to be said in that way, especially as the time saved and the money made will be to the advantage of the salesman as well as to the profit of the house.

In recent years the most progressive concerns have standardized their sales talks. This does not mean that the same talk is used on entirely different types of customers. It simply means that the essentials of selling a certain line of merchandise are so evident that these have been incorporated into a standard sales talk.

This standard sales talk is used by the salesman either verbatim or to the extent that circumstances seem to warrant, according to the line of goods, the policy of the house, the type of customer, the nature of the objections, etc.

The salesman has no right to criticize the methods of a house if he does not know its standard methods. Neither has a salesman any right to depreciate the standard selling talk until he has mastered that talk, and has applied it, according to the Sales Manager's directions, in getting business.

No attempt is made to standardize the selling talk to a point where it may not be changed.

Standards are changed as often as there is reason for such change.

If the sales talk can be improved, suggestions should be accepted, but no great change should be made if the sales talk is getting the business, until all suggestions are in, and have been passed upon by the executives and salesmen in a body.

The salesmen in the field selling merchandise may be induced to give their best idea and furnish the material for the standard sales talk. This talk is mastered by the salesmen before they are sent out after orders.

A sales talk should be so constructed that a salesman will never lose his bearings. The approach for Interested-Attention should be strong; in fact, several approaches are often worked out for different types or classes of customers.

Then the Explanation for Understanding is written in a standard manner, which each salesman learns by heart, or learns in logical sequence.

Each salesman is shown how to make his Demonstration forgetting Belief and Desire, and to get the customer to assent to his statements of the value and utility of the goods. The common objections are taken up, as well as the less common ones, and the talk is made so the salesman, without embarrassment to himself, can answer any objection that may be raised.

Then "Closes" are worked out to get action from different types and temperaments of customers.

It will be seen that the standard sales talk remains the same in practically three out of five parts, but that the sales talk may require a number of beginnings and endings to fit different types and classes of customers.



# The Sale Itself

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There are a number of possible outlines for the sale itself. The following is practical, suggestive, and will appeal to salesmen as being applicable under the most exacting conditions :

FIRST — The salesman should be educated to the importance of a pre-approach or investigation, so he will know something about the customer upon whom he is to call.

SECOND — He should be trained to make an approach that will secure interested-attention; he should be definitely shown how other salesmen get the prospective customer interested in the merchandise, or the house, or the salesman.

THIRD — He should be taught how to make his explanation to get understanding on the part of the customer. If the customer knows the goods, he should be taught how to eliminate any part of the explanation not needed.

FOURTH — He should be shown the one' best way of demonstrating his samples, his service, his product, his merchandise, to get absolute and unqualified belief in his goods, and to awaken the desire of the customer.

FIFTH — He should be trained to answer all possible objections that are not answered by the talk itself in the one best way — the way that will convince the customer that there is nothing so important as taking advantage of the opportunity now before him.

SIXTH — The salesman should be taught how to close. Time is money, and much time will be wasted, as well as profit lost, if the salesman does not close at the psychological moment — which is the moment the customer is ready to buy.

SEVENTH — In some cases it is quite important that the salesman know how to make his Get-away so the customer will feel satisfied his purchase, and really get out of the goods what there is i:them for him. I

## ***The Presentation***

When considering the sale, a logical and reasonable presentation can follow these lines :

- The Pre-Approach or Investigation
- Approach for Interested- Attention;
- Explanation to get Understanding;
- Demonstration for Belief and Desire;
- Answering Objections for Decision;
- Closing — to get favourable action;
- The Get-away — for Satisfying the Customer.

Then the salesman should be given points on which he can check up his selling ability. If he learns to check himself, to reason out why he does not make sales, he will be more careful in the future, and will constantly increase the number of sales he will make in a given number of calls.

This outline is only suggestive. It has been tried out and use;with excellent results by Rajesh Gurule himself & hundreds of salesmen he trained and we offer it to you as a basis for training salesmen to sell in a logical and efficient manner.

## Demonstration Sales by Salesmen

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A demonstration sale can be given by an experienced salesman, or it can be given by a member of the class. If it is given by an experienced salesman, it may be used as an inspiration for the stimulating of the salesmen in training. However, more benefit is gained if the rule is to have the men in the class buy and sell to one another.

A number of these sales can be staged each period, when there is sufficient time. Immediately after each sale the salesman is criticized by the members of the class, and the weak points in his sales talk pointed out to him, first by the class, and then by the instructor.

It often happens that the buyer in the class gets similar criticisms.

If the buyer does not think of the objections that occur to different members of the class, the class brings up such objections after the buyer has either indicated that he is convinced and signed the order, or after the buyer has refused to buy the goods of the salesman. It is evident that the buyer has to be fully sold by the salesman, and not allow the order on superficial statements. It is necessary for the success of these demonstrations that the salesman be forced to go up against all possible objections that an actual customer might advance.

Much enthusiasm can be developed in a meeting of salesmen, whether they be beginners or experienced men learning how to sell a new product or learning how to better sell their regular line.

It is only necessary to make the meeting serious to the point where each buyer realizes it is his responsibility to sell and not give away his money, so to speak, and where the salesman realizes that he is to sell his personality, his merchandise, his service or the service of his house, to the buyer. Ideas are torn to pieces in demonstration sales. When there are a number of men in the class, one man thinks of objections that are neglected by another; and the third has still another angle on the situation.

Nothing should be done during the demonstration to interrupt the salesman. He should be given an opportunity to sell the buyer without too much distraction, as it is the purpose of these sales to give the salesman confidence, and to

stimulate the thinking capacity of the members of the class as well as of the men actually doing the demonstrating.

## Talks by Department Heads

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A salesman cannot know too much about the business for which he works. There are numerous ways in which information can be given to salesmen, but there is no way quite so effective as to give the salesman information through personal talks by the department heads and the executives of the business.

There are any number of subjects that can be profitably discussed. It is a responsibility of the Sales Manager to see that these subjects are taken up, one at a time, and that the individual in a department who is most competent to convey such information to his sales force be utilized.

Usually the most competent man to give out information is the department head, but when the department head does not have the personality to impress the salesmen, it is evidently better to get a strong man in that particular department to take his place.

As a rule, the salesmen get only “tips” from lectures, but there is a personal element that makes such lectures worth while.

The Sales Manager, in order that the salesmen get the most out of such talks, should diplomatically suggest to the department head the particular subject on which he is to talk. He should show that the purpose is to educate the salesmen as to the relation of that manager’s department to the business as a whole and particularly to the sales department.

By these talks the salesmen are to be stimulated, so they can go out and in an original way apply the knowledge they have gained.

A salesman without originality is not as capable as the man who is able to think out and apply new ways of doing things. And, even though the sales department has standardized the sales talk, there are better ways of doing things— and the suggestions that come from the salesmen are a most prolific source of exact information that adds to the success of the manufacturing as well as the distributing end of the business.

# Developing Courage and Confidence

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Among the important qualities a salesman should have in order that he may be a success is courage. The salesman who\* has a plentiful supply of courage, may yet lack confidence; as he does not know the ropes. It is true that the salesman with “nerve” does not lack self-confidence, but there is a difference between “nerve” and “courage.”

Courage is that quality that will make a man look the world in the eye with the assurance that it cannot beat him.

A man may have a plentiful supply of courage in some other line, and yet, because he does not “know the ropes,” find himself lacking the confidence necessary to approach and sell a customer. This lack of confidence can be overcome by the Sales Manager who is dealing with Salesmanship material. A man may off-hand admit that he has not the confidence to face a customer, and yet in time become a star salesman of the first magnitude.

The measure of a man’s courage is his confidence, and this is something that the Sales Manager keeps in mind. He develops his salesmen’s confidence in the merchandise by explaining its advantages in detail, by showing that there is a demand for it, how it fits that specific demand, and, further, where the salesman must go to sell it.

He is a confidence-developer because confidence results from knowledge, and once a man who is a potential salesman is shown that the goods are “right,” and that the Sales Manager believes he is the logical man to sell them in a particular territory, that man will come to believe that the goods ARE right, and that he himself IS the individual capable of making a success in the territory he covers.

The belief of the Sales Manager in each salesman is reflected in the success of that salesman. It is not true that a salesman always lives up to the faith the Sales Manager has in him, and it often happens that the Sales Manager does not convey his confidence in a salesman to the man himself.

It is necessary for the Sales Manager to get the friendship of the men under him, and then show his confidence in them. They may not all be successes, but they

will all try hard to reach the standard set before them by their superior officer, who is also their friend and teacher.

# SELF -QUIZ OR SELF ANALYSIS PERSONAL

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1. — DO I PERCEIVE THAT IT IS JUST AS IMPORTANT FOR A SALESMAN TO BE TRAINED AS IT IS FOR A DOCTOR OR A LAWYER f

2.— DO I REALIZE THAT FEW MEN ARE QUALIFIED TO START OUT AND SELL GOODS WITHOUT SPECIAL TRAINING ?

8— DO I APPRECIATE THAT A “MADE” OR TRAINED SALESMAN CAN COMPETE SUCCESSFULLY WITH THE “NATURAL BORN” AND EXPERIENCED SALESMAN, AND IN MOST CASES OVERCOME THE COMPETITION HE MEETS?

4— DO I BRING TO THE ATTENTION OF THE SALESMEN I DIRECT THE IMPORTANCE OF TRAINING UNDER PRESENT COMPETITIVE CONDITIONS, TO THE END THAT THEY MAY TAKE ADVANTAGE OF ALL OPPORTUNITIES FOR LEARNING ABOUT THE GOODS AND THE TRADE?

6.— BEFORE I GIVE TO A NEW SALESMAN HIS TERRITORY , DO I TRAIN HIM IN THE TECHNICAL POINTS OF MY FIRM'S PRODUCTS TO MINIMIZE CHANCES OF FAILURE?

6.— DO I TEACH THE SALESMEN I DIRECT THE FUNDAMENTAL EXPERIENCES 4 THAT ARE COMMON TO OTHER SALESMEN SELLING OUR PRODUCT?

7— DO I MAKE AN ANALYTICAL STUDY OF THE GOODS WITH THE SALESMEN DIRECT, OR HAVE THE TECHNICAL MAN OF THE FIRM TO DO SO, TO THE END THAT THE SALESMAN MAY KNOW THE POINTS WHEREIN OUR GOODS DIFFER FROM, OR ARE SUPERIOR TO, COMPETING GOODS?



8. — DO I CONDUCT A SALESMANSHIP CLASS, TO THE END THAT THE MAXIMUM NUMBER OF SALESMEN WILL MAKE GOOD THE INVESTMENT MADE BY THE HOUSE IN SALARIES OR EXPENSES?

9.— DO I CONSIDER THE ADVANTAGES OF HAVING MY “BEGINNER” SALESMEN SPEND A PART OF EACH DAY, OR WEEK, IN STUDY, LEARNING THE PRINCIPLES OF SALESMANSHIP AS THEY APPLY TO OUR LINE; AND THE BALANCE OF THE TIME CALLING UPON PROSPECTS OR CUSTOMERS

10.— DO I TAKE ADVANTAGE OF COURSES THAT HAVE BEEN PREPARED BY AND UNDER THE DIRECTION OF MEN WHO HAVE DEVOTED YEARS TO THE PRACTICAL AND THEORETICAL SIDES OF SALESMANSHIP, SUCH AS THEN. Rajesh Gurule's R.E.S.T. COURSE, AND URGE MY MEN TO ENROLL OR TAKE ADVANTAGE OF THE GROUP ENROLLMENT PLAN FOR THE ENTIRE SALES FORCE ?

11.— DO I CONSIDER THE POTENTIALITIES OF A hiring sales trainer For THE PURPOSE OF INSTRUCTING THE SALESMEN AND CUSTOMERS, TO THE END THAT THEY MAY BETTER CO-OPERATE WITH THE DIFFERENT DEPARTMENTS OF THE HOUSE ? 1

12.— DO I REALIZE THAT WHEN THE SALESMAN IS TRAINED, WITH FULL OPPORTUNITY TO TALK TO OTHER SALESMEN WHO HAVE MADE GOOD, WHEN HE IS SHOWN IN DETAIL THE MANUFACTURE OF THE GOODS, WHEN HE HAS THE ADVANTAGES OF MERCHANDISE DEMONSTRATED TO HIM BY EXPERIENCED SALESMEN, AND WHEN HE IS TAUGHT THE PRINCIPLES OF SCIENTIFIC SALESMANSHIP THROUGH THE STUDY OF A COMPLETE COURSE OR MANUAL, HE HAS A “HEAD START” TOWARDS SUCCESS IN SELLING

13.— DO I PERCEIVE WHY BETTER RESULTS ARE SECURED BY TRAINING SALESMEN AT HEADQUARTERS IN CONJUNCTION WITH THE STUDY OF A COMPLETE TEXT WORK ON SALESMANSHIP, THAN BY PERSONAL TRAINING GIVEN BY AN EXPERIENCED SALESMAN IN THE FIELD t

14. — IN THOSE CASES WHERE IT IS IMPRACTICAL TO TRAIN A SALESMAN EXCEPT IN THE FIELD, DO I ADAPT MYSELF TO CONDITIONS AND TRAIN THE SALESMAN THROUGH A GOOD CORRESPONDENCE COURSE OR A MANUAL OF SALESMANSHIP?

15.— DO I CONSIDER THE ADVANTAGES OF CALLING MY SALESMEN TO A CENTRALLY LOCATED CITY, FOR THE PURPOSE OF TAKING UP WITH THE SALES- 'MEN I DIRECT A STUDY OF THE GOODS, HOW TO ANSWER OBJECTIONS ,AND FOR THE PURPOSE OF ENTHUSING AND INSPIRING THEM?

16— DO I ASCERTAIN WHETHER OR NOT A JUNIOR SALESMAN IN MY LINE WILL BENEFIT BY BEING TRAINED BY A SENIOR SALESMAN, AFTER HE HAS RECEIVED THE FUNDAMENTAL PRINCIPLES FROM MYSELF OR THE HOUSE?

17— DO I PERCEIVE THAT THE ADVANTAGE OF TRAINING A JUNIOR SALESMAN UNDER A SENIOR SALESMAN IS THAT THE JUNIOR DOES NOT STRIKEOUT FOR HIMSELF TO “ SINK OR SWIM”— BUT DEVELOPS HIS CONFIDENCE GRADUALLY AND LEARNS HOW TO SELL BEFORE HE TAKES UNNECESSARY CHANCES ?

18.— DO I TEACH THE HISTORY OF THE HOUSE TO THE SALESMEN I DIRECT \*TO THE END THAT THEY WILL BE ABLE TO UNDERSTAND ITS POLICY;AND CAN GIVE THE CUSTOMER , WHEN OCCASION DEMANDS, A CLEAR UNDERSTANDING OF THE BROAD PRINCIPLES ON WHICH THE HOUSE WAS FOUNDED ?

19.— DO I CULTIVATE A “ HOUSE SPIRIT" UNDER THE SALESMEN I DIRECT IN MUCH THE SAME WAY AS THE MANAGER OF A BASEBALL TEAM CULTIVATES A “ TEAM SPIRIT " AMONG HIS PLAYERS f

SO.— DO I PROVE TO THE SALESMEN I DIRECT THAT “THEIR" FIRM STANDS FOR SOMETHING BESIDES THE MERE MAKING OF MONEY, BRING TO THEIR ATTENTION THE “HEROES" OF THE BUSINESS, TO THE END THAT THEY WILL SERVE INTELLIGENTLY AND WELL?

1 —DO I AVOID BECOMING SO IMMERSED IN DETAILS THAT I DO NOT HAVE THE PROPER CONCEPTION OF, OR TIME TO HANDLE, MY MAJOR RESPONSIBILITIES ?

22.— DO I SEEK THE TECHNICAL EXPERT'S OPINION WHEN I AM NOT SURE OF MYSELF; AT THE SAME TIME SEEKING TO KNOW AS MUCH OF MY PRODUCT AS POSSIBLE, WITHOUT INTERFERING WITH MY BROAD GRASP OF SELLING PRACTICES AND PRINCIPLES?

23.—DO I UTILIZE THE TECHNICAL MAN IN MY BUSINESS, TO TALK OR WRITE TO THE SALESMEN I DIRECT, TO THE END THAT EACH SALESMAN WILL HAVE AN OVERCOMING CONFIDENCE IN THE FIRM'S MERCHANDISE

24. — DO I CONSIDER WHETHER MY FIRM'S GOODS WILL SELL BEST-(1) THROUGH REPRESENTATIVES DIRECT TO THE CONSUMER; (2) THROUGH AGENCIES WHO IN TURN EMPLOY SALESMEN TO SELL TO THE CONSUMER; ( 3 ) THROUGH WHOLESALERS OR JOBBERS; (4) THROUGH DIRECT-BY-MAIL ADVERTISING TO THE TRADE— TO THE END THAT I MAY HAVE A CLEAR IDEA OF THE METHODS OF DISTRIBUTION THAT WILL HELP DISPOSE OF MY FIRM'S MERCHANDISE ?

25.— DO I APPRECIATE THAT FEW SALESMEN ARE CHARACTER ANALYSTS ,ENDEAVORING TO GET THEM THINKING ABOUT THE LIKENESSES AND DIFFERENCES IN CUSTOMERS, TO THE END THAT EACH SALESMAN WILL CLASSIFY HIS CUSTOMERS ACCORDING TO SOME DEFINITE, WORKABLE PLAN?

26— DO I UNDERSTAND THAT ANY SALESMAN WHO MAKES IT A POINT TO ANALYZE HIS CUSTOMERS WILL FIND IT AN EASY MATTER TO ADJUST HIMSELF TO THE CHARACTERISTICS OF AN INDIVIDUAL CUSTOMER, ONCE HE KNOWS THE BEST METHODS OF APPEALING TO THE SIXTEEN TYPES GIVEN IN THIS BROCHURE ?

27. — DO I ENCOURAGE SALESMEN IN THE CLASS ROOM TO GIVE THEIR OPINIONS ON HOW TO HANDLE VARIOUS TYPES OF

CUSTOMERS , “ BOIL DOWN ”THIS INFORMATION, AND USE IT AS A WORKING BASIS IN JUDGING AND HANDLING THESE VARIOUS TYPES OF CUSTOMERS ?

88.— DO I TRAIN MY SALESMEN TO UNDERSTAND HUMAN NATURE, TO THE END THAT IT WILL BE AN EASY MATTER FOR THEM TO APPEAL TO THE MOTIVES THAT WILL INFLUENCE A CUSTOMER TO BUY?

89.— DO I USE THE ELEVEN BUYING MOTIVES OUTLINED IN THIS report,TO THE END THAT THE SALESMEN I DIRECT WILL HAVE SUGGESTIVE MATERIAL THAT WILL HELP THEM THINK OF APPEALS FOR CLOSING CUSTOMERS?

30.— DO I CONSIDER THE ADVANTAGES OF TRAINING EACH SALESMAN TO USE A STANDARD SALES TALK, TO THE END THAT THE TIME, ENERGY AND MONEY THUS MADE OR SAVED WILL BENEFIT THE SALESMAN AS WELL AS THE HOUSE?

81.— DO I FULLY UNDERSTAND THAT A“STANDARD” SALES TALK DOES NOT NECESSARILY NEED TO BE USED VERBATIM, BUT THAT IT MAY MEAN THAT “THE ESSENTIALS OF SELLING A CERTAIN LINE OF MERCHANDISE ARE LINED UP IN A LOGICAL MANNER THAT WORKS?

82.— DO I CONSTANTLY KEEP IMPROVING MY STANDARD SALES TALK, TO THE END THAT THE SUGGESTIONS RECEIVED FROM SALESMEN MAY BE INCORPORATED AS A PART OF IT — WHEN SUCH SUGGESTIONS WILL BRING ABOUT MORE OR BETTER SALES?

88.— DO I AVOID MAKING ANY GREAT CHANGES WHEN A STANDARD SALES TALK IS “GETTING THE BUSINESS”— WITHOUT HAVING EXECUTIVES AND SALESMEN IN A BODY APPROVE SUCH CHANGES?

Si. — DO I TEACH MY SALESMEN HOW TO MAKE A PRE-APPROACH OR INVESTIGATION; HOW TO OBTAIN INTERESTED ATTENTION THROUGH THE APPROACH; HOW TO GET AN

UNDERSTANDING THROUGH EXPLANATION;HOW TO GET BELIEF AND DESIRE THROUGH DEMONSTRATION; HOW TO OBTAIN DECISION THROUGH ANSWERING OBJECTIONS; HOW TO GET FAVORABLE ACTION OR "CLOSE" THE SALE; AND HOW TO LEAVE THE CUSTOMER IN A SATISFIED STATE THROUGH A GOOD GETAWAY?

8 5— DO I WORK OUT A SELF-CHECKING PLAN THAT WILL ENABLE EACH SALESMAN I DIRECT TO CHECK HIMSELF, TO REASON OUT WHY HE DOES NOT MAKE SALES , AND TO ASCERTAIN THE GOOD POINTS WHEN A SALE IS MADE?

36.— DO I MAKE USE OF DEMONSTRATION SALES TO THE END THAT SALESMEN MAY BE STIMULATED TO ACCEPT SUGGESTIONS ON THEIR OWN SALES FAULTS AND TO MAKE TACTFUL CRITICISM ON THE SALES FAULTS OF OTHER MEMBERS OF THE FORCE?

37.— DO I GIVE THE SALESMAN AND BUYER IN A DEMONSTRATION SALE EVERY OPPORTUNITY TO CONDUCT THIS SALE , SO THAT THEY PERSONALLY WILL RECEIVE THE MOST BENEFIT FROM IT?

38— DO I UTILIZE THE SERVICE OF DEPARTMENT HEADS, WHEN SUCH MEN ARE OF GOOD PERSONALITY, TO THE END THAT SUBJECTS WHICH CAN BE HANDLED BY SUCH EXECUTIVES TO ADVANTAGE ARE BROUGHT BEFORE THE SALESMEN I DIRECT, THROUGH LECTURES?

39— DO I CONSIDER THE ADVANTAGES OF TAKING DOWN IN SHORTHAND LECTURES GIVEN BY MYSELF AND FELLOW EXECUTIVES, TO THE END THAT I MAY HAVE THEM TRANSCRIBED AND PASS THEM ON TO SALES MEN IN THE FIELD?

40.— DO I TACTFULLY SUGGEST TO A DEPARTMENT HEAD OR TECHNICAL MAN HOW HE SHALL HANDLE HIS SUBJECT, WHEN TALKING TO MY SALESMEN,TO THE END THAT THE SALESMEN MAY PROFIT THE MOST FROM HIS TALK?

41.— DO I TAKE INTO CONSIDERATION THAT THE SUGGESTIONS WHICH COME FROM EXPERIENCED SALESMEN ARE THE SOURCE OF EXACT INFORMATION THAT ADDS TO THE SUCCESS OF THE MANUFACTURING AS WELL AS THE DISTRIBUTING END OF THE BUSINESS?

42.— DO I PARTICULARLY BRING OUT THE “ COURAGE ” QUALITIES IN THE SALESMEN I TRAIN , SO THAT MY MEN MAY NOT LACK CONFIDENCE WHEN THEY GET INTO ACTUAL SELLING?

43.— DO I REALIZE THAT A MAN MAY HAVE A PLENTIFUL SUPPLY OF COURAGE IN SOME OTHER LINE, YET LACK IT WITH MY LINE, UNTIL I HAVE TAUGHT HIM TO “ KNOW THE ROPES?”

44.— DO I IGNORE A BEGINNER'S ADMISSION THAT HE LACKS COURAGE, AND ENTHUSE HIM ON THE POSSIBILITY OF BUILDING UP HIS WILL POWER TO THE POINT WHERE IT WILL BE AN EASY MATTER FOR HIM TO DEAL WITH OTHERS?

45.— DO I KNOW THAT ONCE A POTENTIAL SALESMAN IS SHOWN THAT THE GOODS ARE “RIGHT,” AND THAT I THINK HIM A LOGICAL MAN TO SELL THEM IN A PARTICULAR TERRITORY, HE WILL DEVELOP CONFIDENCE IN PROPORTION TO MY ENTHUSIASM AND FAITH IN HIM?

46. — DO I OBTAIN THE FRIENDSHIP OF THE SALESMEN I DIRECT AND SHOW THEM THAT I HAVE CONFIDENCE IN THEIR ABILITIES , TO THE END THAT ALL WILL TRY HARD TO REACH THE STANDARD SET BEFORE THEM BY THEIR SUPERIOR OFFICER, WHO IS ALSO THEIR FRIEND AND TEACHER?

47. — DO I AT ALL TIMES CONDUCT MYSELF AS A “ MASTER ” SALESMAN, SO THAT I MAY HAVE THE INCREASING RESPECT OF THE SALESMEN I TRAIN, TO THE END THAT EACH MAN WILL ENDEAVOR TO BECOME AS PROFICIENT AS I MYSELF AM?

48. — WHEN I AM TRAINING SALESMEN, DO I MAKE USE OF THE MATERIAL CONTAINED IN THIS BROCHURE, AND OF THE

QUIZZES , SO THAT I MAY HAVE CLEARLY IN MIND VARIOUS POINTS OF VIEW WHICH WILL ENABLE ME TO GET THE BEST RESULTS FROM THE SALESMEN I TRAIN?



## Contact

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