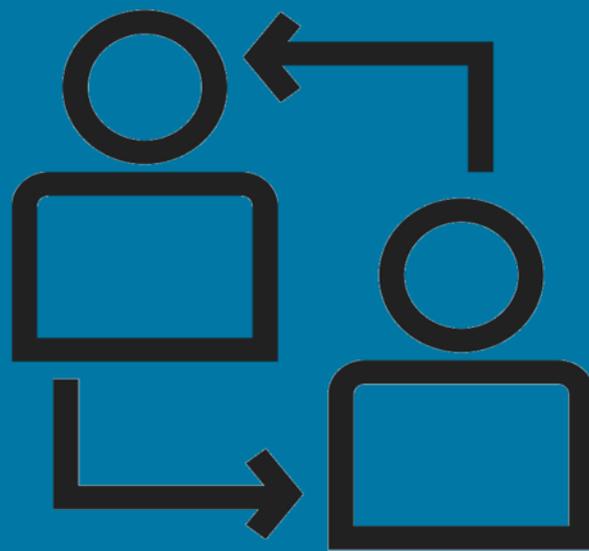


**BUSINESS REPORT**

# **MANAGE SALES TEAM**

**HOW TO BECOME  
SUCCESSFULL SALES & MARKETING MANAGER**



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# **What's Inside**

**1. Introduction**

**2. 15 Tangible Factors to check**

**3. 12 Intangible Factors to check**

Is there a Sales Manager who is ever satisfied with the results secured by his salesmen?

I think - NOT.

He may be pleased — but satisfied — never.

His dreams, his ambition, his life work is that of getting more business, then more business and then breaking all past records. After he has done that, he starts in again to break the record-breaking record.

Presuming he is successful, analysis will show that he gets results by following well-defined principles, or what might be called the fundamentals of successful Sales Management. The successful Sales Manager is a Super-

Salesman because he gets collectively what the salesman gets individually. He is a past-master in human engineering because he wins his prizes & medals sheer by his skill in dealing with the human element.

Successful Sales Management is not an accident. No man is born to the task. Luck leaves the business of selling severely alone. To trust to any other element than well-laid plans is not likely to be conducive to results. It is clearly recognized, today that there is just as much science to Sales Management as there is to salesmanship.

The purpose of special report on Sales Management, which constitute a complete resource on the subject, is to give every Sales Manager and every salesman who wants to become manager one day, a system of Sales Management that is in keeping with the best plans and practices of the most successful Sales Managers.

The amount of benefits you get from this report depends greatly on how much you put into the study of it. A cursory examination cannot possibly bring you the results that systematic study will.

If you just touch the high lights, you will be overlooking points, ideas or suggestions that may be just the thing you need to know and do, to get the most from your salesmen.

No Sales Manager can afford to overlook any possible point that may give him some advantage over his competitor or enable him to secure better results from his salesmen.

Competition in practically every line is so keen that nothing that tends to increased personal efficiency or efficiency of the selling force can be passed by with impunity.

Inasmuch as Sales Managers are to a great extent recruited from the ranks of Salesmen, this report will give the potential Sales Manager a clear and comprehensive view of the duties of a Sales Manager. Not only that, but it will teach him how to get results and get them quickly, It is a charted course that will steer him safely and surely to that ultimate goal of “maximum results.”INTRODUCTION

The individual Sales Manager will be able to obtain from this report the vital facts that will enable him to increase the efficiency of himself and the salesmen he directs. If the suggestions and principles outlined in this System are given the consideration they deserve, the result will be the elimination of all friction between the Sales Manager, his

Superior Officers and his Subordinates.

But a careful study & implementation

of these concepts will command respect,

and that the material therein has been so ably presented as to merit the consideration of Sales Managers and Salesmen who are on the lookout for progressive ideas and methods.

This small report contains hundreds of new, workable ideas and valuable suggestions for organizing the Sales Department,selecting and training salesmen, planning the sales campaign,stimulating the salesmen, sales office management, and gives methods that have been found efficacious in co-operating with the salesmen when in the field.

To the Sales Manager at his desk, this report brings a large number of refreshing viewpoints and intensely practical methods that he can turn into dollars of profit for his firm. It is our candid opinion, which is supported by those who are thoroughly conversant with the best ideas extant along Sales Management lines,that the material included in this Course is more complete than has thus far been available to Sales Managers, and to Salesmen who look forward to some day filling executive selling positions.

We feel that a consideration of the different sections of this program will convince “the man on the job” that these handy brochures will be a reference work that possesses both practical utility and inspirational value

A quiz is also included.

Men of intellect, with either an intuitive or acquired knowledge of human nature, have always made use of questions to bring out vital points, and it is admitted that one of the best ways of impressing upon the mind the things we want to remember is to question ourselves concerning them.

A statement is often very "simplistic" to the mind. A question, on the other hand, is a "challenge" that quickens the flow of mental images; that brings up from the memory ideas and facts that have been stored there by previous observation, study and experience; and that stimulates creative imagination.

How to read this report & study ?

When a thinking man reads a book, he stops at the end of each paragraph, chapter, or at the end of the book, to think over what he has read. His thoughts assume a questioning form that enables him to get the real "meat" of the subject.

This is the common experience of those who have done much reading along practical lines. It is especially necessary, when one is reading for information or for knowledge. The student of this System of Sales Management will find these Self-Quizzes and Self-Analysis questions make it a comparatively easy matter to assimilate the thousands of ideas, facts, and suggestions that are contained in this report.

We believe this feature is one that will be especially appreciated by the busy manager who purchases this, and that it will add to its utility as a reference work for Sales Managers, Salesmen, and Business Executives. It will be found a most convenient and efficient way of reviewing the matter contained in the brochures, and will help the reader to refresh his mind on any particular phase of Sales Management he has before him for consideration.

This consists of carefully written viewpoints and suggestions, and a complete set of forty-eight Self-Analysis and Self-Quiz tests, is a store firm of useful knowledge that cannot be secured without great expense and exhaustive research by the Sales Manager on the job.

If this text-work on Sales Management accomplishes only a small part of what it is its purpose to accomplish, i. e., to raise the standard of Sales, Salesmen, and Sales Office Methods, we shall feel fully compensated for the hard work that

was necessary properly to compile the many valuable principles and practices that are presented herein.

We know that you will find these reports valuable in your daily work, and that they will aid you in selecting and inspiring your salesmen, and will lessen the amount of effort you as a Sales Manager must put forth to accomplish the best possible results in the easiest, quickest, and most economical way.

## CONTENTS

What a Sales Manager Should Know About His Work.

The Sales Manager's Attitude Toward His Men.

The Relation of the Sales Manager to His Firm.

Co-operation With Established Firm Policy.

Co-operation With General Manager and Staff.

Co-operation With Department Heads.

Co-operation With Advertising Department.

Co-operation With the Service Department.

Co-operation With Credit Department.

Co-operation With Collection Department.

Co-operation With Manufacturing Division.

Co-operation With Sales Office Employees.

Co-operation With Shipping and Traffic Department.

# 1. WHAT A SALES MANAGER SHOULD KNOW ABOUT HIS WORK.

THERE are eight prime divisions of the Sales Manager's work. Under these eight divisions come a large number of minor sub-divisions, which take up in detail the respective things that will be valuable in some degree to all Sales Managers, even though each Sales Manager who reads this course may not find it possible to fit all of them to his proposition.

The eight essential elements that a Sales Manager must know are:

- (1) Responsibilities of the Sales Manager;
- (2) How to Organize the Sales Department;
- (3) The Best Methods of Securing Salesmen;
- (4) Practical Methods of Training Salesmen;
- (5) How to Gather and Use Campaign Material ;
- (6) Methods of Stimulating the Sales Force;
- (7) Specific Facts about Office Management;
- (8) The Best Way to Insure Active Cooperation.

In a work of this size, it is obviously impossible to give all the methods used by all Sales Managers; nor is it necessary to do so; but an endeavor has been made to so thoroughly outline the facts needed that individual Sales Managers will profit to the extent to which the information given herein is studied with a discerning mind.

In compiling this information, the endeavor has been mainly made to put into the hands of Sales Managers suggestions that will help in getting and holding business.

Our efforts would be justified if this course on

Sales Management will help the thousands of Sales Managers to whom it will go to more perfectly understand their problems, and to apply the general principles

of Sales Management with a clearer understanding of what can be done when the right attitude of mind is taken, and when essential facts are found through investigation.

It is hardly necessary to say that the possibilities of success are unlimited when the Principles of Scientific Sales Management are applied correctly to specific problems.

## 2. The Sales Manager's Attitude Toward His Men

It would not be necessary to call attention to the value of the "You and I" element in dealing with salesmen, were it not for the fact that many salesmen, as soon as they become Sales Managers, forget that a fundamental precept of managing men is to recognize their real worth, and address them with a courteous regard for their selling ability.

Salesmen are keener and brighter than ordinary employees.

Their work as salesmen makes them more discerning, and gives them a deeper insight into the guiding motives of those with whom they come in contact. The better salesman a man is, the more closely he can be expected to judge your motives.

This being so, and self-interest being the guiding motive with most of mankind, it follows that it is seldom that a good salesman will be satisfied under a Sales Manager who is interested only in himself and who is unable or unwilling to interest himself in the salesman.

Service and Satisfaction is the modern slogan in dealing with the trade and is the keynote of success in dealing with salesmen.

Show him that his interests are important to you and he will do likewise by you. Show only a half-hearted interest in him and you can be sure that he will serve your interests in a like manner.

When you can talk with your salesmen and feel in your heart that you are putting them before you in the getting of results, you are going to get real cooperation, and will generate a degree of enthusiasm that will exceed your most sanguine expectations.

Sales Managers have found that it is easier to handle salesmen efficiently and pleasantly by putting the "you" element into their talks with the salesmen. The closer a Sales Manager can come to talking the salesman's needs and wants, the surer it is that he is going to get that salesman working to the limit for the firm.

It is not, of course, necessary to do away with the "I" element, but it has been found better to subordinate it as far as possible in dealing with salesmen, for salesmen are particularly awake to their own needs and wants; and it takes a

strong personal appeal to fire their imagination to the possibilities of a proposition, even though it has undoubted merit.

A safe policy to follow when talking with salesmen is to make the “you” element so strong that the salesmen will think they have suggested all the things you want them to do.

Then they do the things suggested because they feel they are doing exactly what they want to do.

### 3. The Relation of the Sales Manager to His Firm

Inasmuch as the Sales Manager is employed for the purpose of getting the best possible results in both quantity and quality of selling, his attitude toward his firm should be an attitude of wanting to cooperate in all ways that will advance its interests. He should not be jealous of other departments. He should be willing to aid the executives in the way they require; yet he should not submerge his individuality to the extent that improper methods of procedure may be forced upon him.

He should make a stand for his plans and methods, which are based on his desire to serve the firm, whenever he feels that the firm is pursuing a policy that will lessen its success, or that will cause either a loss of profit or prestige. He should believe in the business for which he works as though he owned it. He does, in a real sense, own the right to advance its interests as long as he is with it; and for this reason he should tactfully take a firm stand

against anybody and any conditions which might tend to breakdown the sales force he is so carefully developing and enthusing for the best possible sales work.

It is seldom that a Sales Manager who is himself an apostle of Practical, Scientific Salesmanship will have trouble with his firm.

The employers want results; and to the Sales Manager who can show these results they offer almost unlimited power in his field of work. He can get anything he asks for, if he proves his ability to use it to the firm's interests. He is, in every sense, an executive of the business; and so important a one that without him, or a capable substitute, the business of the firm would be lost in a maze of competition.

An efficient Sales Manager can "make" a firm; an inefficient one can ruin even the best kind of a firm if permitted to continue his inefficient methods. Good salesmen are good judges of Sales Managers and take pride in working for efficient ones. The individual salesman, unless he is an unusual man, is benefited by the enthusiasm of his Sales Manager. He does his best work for the right kind of a leader; and falls back when he is working under a Sales Manager who cannot make him speed up.

## 4. Cooperation with Established firm Policy

The Sales Manager should respect the policy of the firm for which he works. He should take great care not to go contrary to the wishes of the owners or chief executive. For, it is evident, if the Sales Manager does not respect the executives for whom he works, or does not respect the policy of his firm, he cannot well ask the salesmen working under him to do so and give the firm the consideration it deserves.

To induce others to follow a certain line of action, it is necessary that the teacher believe in it. In a real sense, the Sales Managers a teacher of his salesmen, and he can best induce them to give the policy of the firm the consideration it should have in their work if he himself practices what he preaches and if he takes a personal

interest in advancing the sales of his firm in the manner worked out as practical and consistent.

Furthermore, your firm is known by its policy of service almost as much as by the merchandise it carries, and it is the first duty of the Sales Manager to see that he in no way changes the established method of doing business, if he has not full authority to do so, without first consulting those who have the interests of the business at heart, and who have been instrumental in establishing the policy being followed.

If he has a substitute for the present firm policy, which he may have in many instances; if he knows that his method will make bigger profits for the firm, or make sales easier; if he is sure that his thought-out policy is better in some way than the one now used, he can get attention from his employers, and will be able to influence them to see conditions and things as he sees them.

It should not be thought from this that the Sales Manager should be indifferent to the weak points in the firm policy.

Neither should it be assumed that it is his duty to keep his “hands off” of existing conditions. The contrary is true.

The Sales Manager should make any changes that may be necessary to aid him in making sales, and which will not have a deterrent effect on those members of

his firm whose cooperation he needs. If he has reasons back of his changes, if he consults with those who will be affected, if he wants to advance the interests of the firm, and has proved his ability to get results, there is little chance that he will meet with great opposition when he advances better means of getting results.

## 5. Cooperation with General Manager and Staff

One of the chief reasons why any Sales Manager holds his position is that the executives who hired him feel that he is a man who can be depended on to cooperate with them to the last degree of loyalty. He is employed to increase the earnings of the company he serves. He is expected to have initiative in doing this; but, in many cases, it would be impossible for him to do it alone, without the cooperation of those to whom he is responsible.

The Scientific Sales Manager, first of all, treats the interests of the company for which he works as if they were his own. They are, in a sense, his interests; for his success is bound up in that of his company. He therefore serves his employers to the best of his ability. He is in loyalty bound to support the management, if he in turn would have the salesmen under him give him loyal support. He cannot discredit those above him in any way, and then expect the salesmen working with him to give their wholehearted respect and loyalty.

It often happens that the Sales Manager has to reason things out with his superiors. Many a big man is set against doing things in a radical or different way, and the new way may be the efficient and best way in many cases. In such instances, however, if the Sales Manager will apply his knowledge of Salesmanship to “sell” those above him on his progressive ideas and plans, he will be more successful than will be the case if he follows another policy.

If he cannot sell his ideas or plans to the management right at the start, a continuation of good work in his department will tend in time to give him full recognition.

## 6. Cooperation with Department Heads

Close cooperation with the various departmental managers brings results. If a Sales Manager does not cooperate with the Advertising, the Service, the Credit, the Collection, the Manufacturing, Sales Office Employees, and the Shipping Departments — with whom he is doing business as much as with individual customers — he will not be able to get the best results for the salesmen working for him or for the customers sold by his salesmen.

It takes a closely-knit organization to make a success under modern competitive conditions. “One for all and all for one” is a motto that may well be followed by firm employees that want their firm to make good with its customers, and increase the good-will of the public with whom that firm deals through its employees.

The Sales Manager, because of his long training in Salesmanship, his knowledge of human nature, his knowledge of conditions in the territory, his appreciation of the needs and wants of customers, should be the one man above all others who is able to stimulate his fellow executives to a point where they will want to cooperate with him “for the good of the business,” and because they personally want to see his department make good.

If he cannot stimulate his fellow executives, as well as the salesmen working with him, he has failed in one of the most essentials of his position. There is nothing of more importance than cooperation in making a success of a business, unless the actual getting of a profitable business in the field might be put first.

The Sales Manager will quickly be able to determine to what extent the other departments are cooperating with him.

He can then induce further cooperation as the occasion seems to demand.

If he is getting along in an all-right manner without specific attention from individual departments, he may be turned down when he makes a request for more consideration; but as a general rule he can depend on it that all his reasonable demands will be met, if not at once, as soon as he has proved the necessity for his request.

A firm is in business to make money, and it is going to support the Sales Manager who endeavors to help it make money in the best and quickest way.

## 7. Cooperation with Advertising Department

There should be no friction between the advertising and sales department, for these two departments are in no sense competitors.

If the sales department makes good, it is in many cases partly due to the excellence of the advertising matter prepared by the advertising department. In case the sales department fails to do its part, the best advertising will not pay. Cooperation should be the watchword — for the good of the firm.

It is only possible to cooperate when the advertising manager realizes that he cannot do his best without the cooperation of the Sales Manager, and when the Sales Manager feels that the advertising department can lessen the work of the individual salesman, and thereby make it easier for him to convince each prospect of the standing of the firm, of the sincerity of its policy, of its intention to serve him, and of the quality of its goods for the prices it quotes.

It is quite true that without advertising many business firms have made good through the use of strong personal salesmen; but it has become so well established at the present time that advertising has a direct value to each salesman calling on the trade, that to get the best results progressive business firms mix advertising with personal salesmanship just as the individual salesman is expected to mix brain-energy with foot-energy.

The Sales Manager who is progressive will give his best ideas to the advertising manager and help the advertising manager find out the different points of interest to the trade and the consumers in the goods and show how his salesmen make their appeals to different types of customers.

From this material the advertising department will be better able to classify the customers in such a way that it can make direct appeals to the individuals, or so it can form a composite-customer, to whom it can appeal through the printed word.

In either case, the success of the advertising campaign may depend on the degree of cooperation of the Sales Manager, and the manner in which the salesmen gather the information necessary to insure the success of the newspaper, magazine, billboard, electric sign, circulars, letters, or other

advertising that may be used to bring to the trade the public's favorable attention.

## 8. Cooperation with the Service Department

The importance of the Sales Manager's cooperation with the Service Department is evident, for any way in which the Sales Manager can help out those individuals insuring satisfaction to customers helps to increase the sales. The Service Department, in a real sense, is a sales maker, and very closely allied with the Sales Department, if not a part of it.

It should be treated with the same consideration as the Credit Department, for while the Credit Department saves the Sales Department from losing money on unprofitable sales, the Service Department insures satisfied customers—customers who will directly or indirectly bring new customers into the sales list.

Inasmuch as the salesmen are constantly referring to the service their company gives, it is the duty of the Sales Manager to see that this service is made as advantageous to the customer as possible, without unduly cutting into the profits of the firm for which he works. The customer appreciates good service. While it is true that in some lines of business the customer often gets more service than he is entitled to, as a rule the reverse is true.

As long as service increases the sales, and does not cut too deeply into the profits, it can be charged to the selling expense, and made to pay. Before a price is put on an article, in fact, the amount of service to be given with it should be considered; then the price ought to be fixed to cover the average amount of service it is intended to give customers.

Some customers, to be sure, will demand more than their rightful share; but, such customers are often the best word-of-mouth advertisers a company has. The customers who do not use so much of the company time and who do not demand so much attention may advertise you less, and may really not be so valuable from the standpoint of making re-sales and getting new business as the customer who demands a lot of attention even after his bill is paid.

Give each customer all the service you possibly can. When the limit is reached, tell him so, explaining why the limit has been reached.

The more a customer comes to you for something he wants in the way of information, repairs, or service of any nature, the of tenner you have a chance

to show him the sound policy of your company, resell him, and to send him away feeling better than before.

If you can get a customer to believing that he is indebted to you, without actually telling him so, he will at times endeavour to turn enough business over to you, which you would not otherwise get, to offset his debt. Men are honest and they will repay their debts of service as well as of money.

It is necessary, however, that they be made to realize in a tactful and reasonable way that they are really indebted for extra service, and that unless your business with them is profitable you will not be able to render service.

## 9. Cooperation with Credit Department

Salesmen are inclined to sell any customer who they assume from outward circumstances will be likely to pay. This condition must be carefully watched for a customer who would pay cash if approached right in the first place will often refuse to do business with a firm whose salesman has granted him a line of credit which is in turn rejected by the Credit Man.

This makes it necessary that there be close cooperation between the Sales Manager and the Credit Man.

The Sales Manager should know the inner workings of the Credit Department. He should know the why of each rejection of credit so he can explain matters to his salesmen, and either give the salesmen a number of rules which they can follow in judging the customer's credit standing, or teach them how to handle a customer so he can be induced to pay cash if the Credit Man finds he cannot at the time grant the credit that would otherwise be asked for.

Because he is anxious to make a good showing in volume of business, the Sales Manager often gives less attention to the work of the Credit Department than its importance to the firm would justify. He does not always see its importance to his department, as well as to the firm as a whole.

He may not appreciate that without a careful Credit Department some of his salesmen would lose more money through bad accounts than they make through profitable sales that are paid in full.

If the profit on an account is ten percent, and the salesman sells one bad account out of every ten sales, there will hardly be a profit for the firm.

You will see that it is to your advantage to make only those sales that are profitable. You can only be sure that a sale made on credit will be profitable when it is closely checked up by the Credit Man to fit the financial standing and character of the individual customer, as he finds it through special reports, through reference to his files, through rating books, through bank references, etc.

Then keep in touch with your Credit Department. Realize that you are the initiative and profit producing part of the concern, while the credit department

has an important place in seeing that the motors of the sales department do not get out of commission through a lack of fuel.

## 10. Cooperation with Collection Department

What has just been said regarding the cooperation of the Sales Department with the Credit Department applies with equal force to the Collection Department.

The Sales Manager should impress upon his men that it is their duty to cooperate with the Collection Department in every possible way, even to the extent of collecting accounts themselves. No salesman is worthy of the name if he would rather see his firm lose money than to collect it himself.

If a salesman really wants to be successful he must serve his firm well. He must be willing to do the tasks that are necessary, even though they seem to be outside of his particular field. It certainly is fair to ask a salesman to collect an account for a bill of goods he has sold, and for which he himself has asked credit, if it cannot be collected through the regular sources.

Profits are based, not on sales so much as on the amount of money that comes in through such sales. It is a recognized fact that a salesman who gives his goods away without demanding reliable credit statements from his customers is not an asset to the firm.

As a rule, the salesmen must be extra careful to see that a new customer has the assets that will make it extremely probable that he will be able as well as willing to pay the firm for its goods.

Whenever a bill remains unpaid the salesman should be penalized to the extent of having to cooperate in its collection. Even though some salesmen object to doing collecting work, if the attitude of the Sales Manager is positive, and he shows them the reasons why it is a part of their duty to the firm, and how his success and the success of the firm may depend on quick collections, he will usually be able to influence such self-interested salesmen to fall in line with the more firm-interested salesmen.

The salesman should have firm-interest as well as self-interest to class as a first-grade man, and when this is shown him, little trouble will be experienced in getting him to make collections that will insure greater profits for the firm. The policy of the firm, of course, will determine to what extent the salesmen are to make collections.

Keep your hand on the throttle. Keep your salesmen in line.

Convince them of the value of doing what you want them to do.

Put it up to them. Get them to take on responsibility — as much as each man can carry; then, through their realization of the importance of doing things, get them to build for the future of the business as well as for their own individual incomes.

## 11. Cooperation with Manufacturing Division

It is from the Sales Manager in many cases that suggestions for the improvement in manufacturing goods must come. The salesmen in the field of active selling get many ideas from the customers they meet.

These ideas are in turn communicated to the Sales Manager, and when he receives a sufficient number of them that show the merchandise lacks in certain essential qualities necessary to increase the amount sold, he takes up the points he has learned with the Manufacturing Division of his firm; and new plans are made, or old plans added to, that the merchandise may better fit the needs and wants of the consumers.

The chief purpose of making goods is to sell them. Men are in business to make money. If an article will sell better made one way than it will if made in another, the Manufacturing Department should be in such close cooperation with the Sales Manager and his salesmen that the change is made as soon as possible.

In this way there will be constant improvement in merchandise for the general public, and a corresponding improvement in sales and profits.

The customer is the best judge of what he wants, and the Sales Manager who has induced his salesmen to be on the watch for better methods of satisfying the demands of the trade will, other things being equal, have the largest volume of sales to the credit of his firm each year. It is not always possible to get full information on the best way of manufacturing goods before they are put on the market.

A new way of producing goods for consumption is devised, tried out, proved as better than the old method; and then the new merchandise is sold to the public. As a general rule, improvement would stop right here; but, in actual experience, when the article once gets on the market it is tried and tested by the great consumer jury; and the individuals who compose this great jury have ideas that are often of profit to the firm manufacturing the article, and which ideas can be had, often without asking.

Your goods may be excellent, but if it is possible to make them fit the demands of the trade better than they now do, and you do not discover and work out the

way in which this can be done, a competitor will; and then you will see the field which you have worked up so carefully and intensively disappear into the possession of your progressive competitor. Eternal vigilance in improving merchandise is the price of having a superior product. It is the firm that has the superior product that can afford to hire the superior class of salesmen, and which will in the end be the biggest success.

## 12. Cooperation with Sales Office/Back Office Employees

It is to be expected by outsiders that the employees of a Sales Department will exhibit in their dealings with salesmen and customers and among themselves a knowledge of and an application of the Principles of Salesmanship that are being used in the general selling scheme.

Such is not, however, always the case. The employees of the Sales Office, on the contrary, in many cases show a negligence and lack of interest in business etiquette and salesmanship that can only be explained by saying that the Sales Manager has not been equal to his position.

If the Sales Manager will indicate that he has a personal interest in each employee, and will try to show the individual employee the importance of cooperation, and will prove its value to them by showing a spirit of cooperation himself, conditions will adjust themselves to a high degree of efficiency as the organization worked out by Sales Manager, Sales Office Employees and Salesmen begins to run smoothly.

It can only be assumed that the employees will cooperate to the advantage of the Sales Manager and his employer if they think that such cooperation is in some way an advantage to them, and in no way hurtful. Each employee can be made a distinct sales builder, even though he or she is not actively engaged in selling.

At times it may be quite as important to get a salesman's orders through as it was for the salesman to take the particular order in the first place.

And here it is, through the stimulation and management of the Sales Manager, that the sales office employees can be enthused to a point where they will want to do everything in their power to make the department for which they work a success.

A Sales Manager who can get the personal interest of his employees cantered in their work, and make them feel their responsibilities, will be along way toward that freedom from detail that will make it possible for him to extensively plan for bigger business.

If you will consider the sales office employees as human beings who are not only interested in making money, but who can also be enthused with a team spirit and a desire to help you in your work, you will be able to get the cooperation you want, and which may be so essential to making the sales organization under your control stand head and shoulders over what it has in the past, or what similar organizations are doing in other firms.

Then you can feel that you are justifying your managerial ability, as well as your inspirational sales work.

## 13. Cooperation with Shipping Department

A great many delays in shipping goods are avoided when the Sales Manager keeps in touch with the Traffic Department.

It should be the aim of the Sales Manager to see that all goods are shipped on time. His salesmen are obliged, in many cases, to promise definite delivery of merchandise in order to close orders.

Thus it is necessary, in view of the service the firm wants to render a customer, and in view of the fact that the honesty of the salesman should not suffer, that the Sales Manager uphold the promises of the salesman at the firm. He can do this in one way by seeing that each order is shipped on time, or that it is split into divisions, or that it is handled in any way that may be most convenient to the customer.

It is manifestly impossible for the firm to make itself a storeroom for an overstocked customer. The Sales Manager, when he has the room, will often hold an order even months after it has been put in by the salesman, rather than risk a cancellation; but there is a limit to the time an order can be held, and when this limit is reached it should be disposed of or go forward without delay.

If a customer wants an order of goods shipped to him on a certain date, and it is found that this order cannot be shipped until some time later, through traffic congestion, or through a lack of materials, etc., the Sales Manager must take this matter up both with the salesman and the customer, in order to avoid any complaint.

If a customer finds that he will not lose by waiting for all or part of his order, the conditions can be arranged to suit the firm.

The customer's consent, however, is necessary to avoid any friction over the delivery of the goods. A sale is only a sale when the firm can ship the goods exactly as ordered and on time. If the firm falls down on its end of the agreement the customer does not feel obliged to hold up his end of it.

Close cooperation between the Sales Department and the Traffic Department will go a long way toward avoiding delays in shipments. In fact, the sales force will be greatly helped, and will not have cause for a slump in confidence in the

firm if it finds it can always depend on customers receiving goods in due season for re-sale or general utility.

## 14. SELF-QUIZ OR SELF-ANALYSIS PERSONAL EFFICIENCY TESTS

1.—Do i remember that a fundamental precept of managing salesmen is to recognize their real worth , give consideration to each man's individuality , and talk with him in terms of “you” instead of “I”?

2.— do i realize that the salesmen i direct have a deep insight into my guiding methods and will only be satisfied with me if i take a personal interest in each man t

3.— do i treat the salesmen i direct with the same consideration , as to giving them my best service and insuring their satisfaction with my work, as i would the firm's best customers?

4.— do i consider that it takes a strong personal appeal to fire a salesman's imagination to the possibilities of a proposition even though it has unusual merit?

5.— do i perceive the safest policy to follow when dealing with the salesmen i direct is to make the “you” element so strong that the individual salesman will follow my instructions because he feels that such instructions were , in part at least, suggested by himself?

6.— is my attitude toward my firm one of cooperation so as to avoid being jealous of other department heads; yet do i keep my individuality intact to the extent that improper methods of procedure may not be forced upon me?

7.— when my firm is pursuing a policy that will lessen its success, profits , or prestige, do i tactfully take a firm stand against anybody and anything which might tend to breakdown the sales force, and prove that my plans and methods are based on facts and principles that will stand the tests of business

8.—do i appreciate that, once i have proved my ability to use authority for the firm’s best interests, it will give me almost unlimited power in my field of work f

9.—do i perceive that my position offers me opportunities to “make” my firm, or “break” it through inefficient methods, that my enthusiasm will be reflected in the salesmen direct; and that if i am the right kind of leader, i can speedup even good salesmen?

10 —do i respect the policy of my house and follow the wishes of its owner or chief executive , so that i may, in turn, demand of the salesmen i direct the fullest consideration for the house policy , and such regulations that i find necessary?

11. — do i avoid changing the established method of doing business,if i have not full authority, without first consulting those who have been instrumental in establishing my firm’s business reputation and prestige?

12. — do i recommend changes in weak points in the house policy;changes that will help the salesmen under me to make sales;changes that will render greater service and better satisfaction to the customer, when such changes do not conflict with the rights of other department heads?

13 —do i realize that i cannot discredit my superior officers without casting discredit upon myself, and that i can only expect the salesmen i direct to give me their whole-hearted respect and loyalty if i myself am loyal to the firm?

14.— do i apply my knowledge of salesmanship to “sell” my superior executives on radical or different ways of doing things which i propose, knowing that if i cannot sell my ideas or plans to the management at the start, good work on my part will in time bring my ideas and plans full recognition?

15— do i cooperate with the advertising manager; the service,the credit, the collection, the manufacturing, the shipping and the traffic departments; with sales office employees and thus obtain the best results for the salesmen i direct and for their customers?

16 . —do i realize that my own training in salesmanship, my knowledge of human nature, my knowledge of conditions in the territory, my appreciation of the needs and wants of customers, make me the one man in my firm who is able, above all others, to stimulate my fellow executives to the point where they will want to cooperate with one another “for these? Good of the business”?

17. — do i ascertain to what extent other departments are co- operating with me, and induce further cooperation as occasion demands, meeting opposition with facts that prove the necessity for my request?

18 . —do i avoid friction with the advertising manager, realizing that the sales and advertising departments are in no sense competitors, but that we must work hand in hand in serving our firm?

19 . —do i see that the advertising department lessens the work of the personal salesman and makes it easier for him to convince each prospect of the standing

of the house, of the sincerity of its policy, of its intention to serve him, of the quality of its goods, and the fairness of the prices he quotes t

### Responsibilities of the sales manager 31

20. — do i fully appreciate that advertising must be "mixed" with personal salesmanship, for the success of the business, in the same way that a personal salesman mixes brain energy and foot energy?

21. — do i help the advertising manager ascertain the different points of interest, to trade and consumers, in the firm's goods, and how the salesmen under me make their appeals to different types of customers?

22. — do i appreciate that the success of an advertising campaign may depend upon my cooperation and the zeal with which the salesmen i direct gather necessary information?

23. — do i realize that the service department is a sales maker, inasmuch as it insures satisfied customers who will directly or indirectly help my firm to make sales?

24 . — do i deliver the stipulated amount of service promised by my firm or the salesmen i direct, giving extra service as long as it increases the sales and does not cut too deeply into the profits? \*

25— do i tactfully explain to a salesman or customer the reasons why the limit of service has been reached, when such is the case, in order to avoid unwarranted drains upon the profits of my house?

26 . — do i warn the salesmen i direct against selling a customer on credit, when he might be induced to buy for cash, if there is any danger that the credit department may turn the order down and thus antagonize the customer?

27— do i ascertain the "why" of each rejection of credit, explain matters to the salesman interested, giving such rules, regulations or advice as will help the salesmen to handle customers so that they can be induced to pay cash if the credit man refuses them credit ?

28 —do i appreciate that without a careful credit department, some of the salesmen i direct might lose more money through bad accounts than they would make through profitable sales that are paid for in full?

29 —do i impress upon the salesmen i direct that it is their duty to cooperate with the collection department in every possible way, even to the extent of collecting accounts themselves when it is advisable and within the house policy

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