SALESMAINSHIP

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Himalaya Publishing House
After having discussed the subject many times with the students, we felt there is a requirement for a customized book on the subject on ‘Salesmanship’ as the scope of the subject is very vast and it is very challenging in conceptualizing the ideas.

We are pleased to present this book in order to facilitate the students of MBA, BBA, M.Com. Programme of various Indian and Foreign Universities.

Every care has been taken to ensure ‘zero-effect’ in the book. But there is always a scope for improvement. And we would request teaching communities and students to suggest in further improvement of the book.

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Bengaluru
2011
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Chapter 1

Salesmanship

“In the modern world of business, it is useless to be a creative original thinker unless you can also sell what you create. Management cannot be expected to recognize a good idea unless it is presented to them by a good salesman.”

- David Ogilvy

OBJECTIVES

At the conclusion of this lesson you should be able to understand:

- The concept of Salesmanship
- Different features of Salesmanship
- Importance of Salesmanship
- Scope of Salesmanship
- Whether Salesmanship is Art or Science
- Concept of Salesmanship in Olden Days
- Concept of Salesmanship in Modern Days
- Attributes of Competitive Salesmanship
CAR SALESMAN : CASE STUDY - I

The Challenge

Selling automobiles is a highly competitive business but when you are a salesman working at just one of six Ford Dealerships, all within a 20-mile radius, the pressure is really on! Customers are increasingly savvy and with six dealerships from which to choose, just getting an opportunity to get in front of a potential buyer is an almost insurmountable challenge.

The Solution

With 80% of all car buyers doing their research and due diligence on the Internet prior to any purchase, it just makes sense that to be competitive a salesman needs to have an effective presence there. Video communications are proven to garner greater results than text or static pictures and the multiple, easy-to-use streaming video products available through helloWorld Studio, offers a cost-effective solution to meeting this need.

The Results

Anthony Williams, salesman at Freeway Ford in Minneapolis, Minnesota, was already actively pursuing potential customers who were searching the web for their ideal car. He realized that 90% of the time these online shoppers were receiving auto-responders from other sales people. Even when they did respond personally, the message was in traditional text format. By using the helloWorld Studio, Anthony was able to respond in a way that was both unique and extremely effective. He began sending video messages that included a few words of introduction and then a video of the car they had expressed interest in. The response was enthusiastic and immediate. He admits that it took him about two weeks to video tape every car they had in inventory but he was always prepared to fire off another video response when the inquiries came in. Sales went through the roof and in no time Anthony became the Number One Ford salesman in the entire region. Freeway Ford owners were so impressed with these results, they became an affiliate and continue to use this innovative way to reach online buyers.
INTRODUCTION

Sale is the pinnacle activity involved in selling products or services in return for money or other compensation. It is an act of completion of a commercial activity. The “deal is closed”, means the customer has consented to the proposed product or service by making full or partial payment (as in case of installments) to the seller. Sale is completed by the seller, the owner of the goods. It starts with consent (or agreement) to an acquisition or appropriation or request followed by the passing of title (property or ownership) in the item and the application and due settlement of a price, the obligation for which arises due to the seller’s requirement to pass ownership, being a price the seller is happy to part with ownership of or any claim upon the item. The purchaser, though a party to the sale, does not execute the sale, only the seller does that. To be precise the sale completes prior to the payment and gives rise to the obligation of payment. If the seller completes the first two above stages (consent and passing ownership) of the sale prior to settlement of the price the sale is still valid and gives rise to an obligation to pay.

Marketing and sales are very different, but have the same goal. Marketing improves the selling environment and plays a very important role in sales. If the marketing department generates a potential customers list, it can be beneficial for sales. The marketing department’s goal is to increase the number of interactions between potential customers and the sales team using promotional techniques such as advertising, sales promotion, publicity, and public relations, creating new sales channels, or creating new products (new product development), among other things.

In most large corporations, the marketing department is structured in a similar fashion to the sales department and the managers of these teams must coordinate efforts in order to drive profits and business success. For example, an “inbound” focused campaign seeks to drive more customers
“through the door” giving the sales department a better chance of selling their product to the consumer. A good marketing program would address any potential downsides as well.

The Sales department’s goal would be to improve the interaction between the customer and the sales facility or mechanism (example, web site) and/or salesperson. Sales management would break down the selling process and then increase the effectiveness of the discreet processes as well as the interaction between processes. For example, in many out-bound sales environments, the typical process is out bound calling, the sales pitch, handling objections, opportunity identification, and the close. Each step of the process has sales-related issues, skills, and training needs as well as marketing solutions to improve each discrete step, as well as the whole process.

One further common complication of marketing involves the inability to measure results for a great deal of marketing initiatives. In essence, many marketing and advertising executives often lose sight of the objective of sales/revenue/profit, as they focus on establishing a creative/innovative program, without concern for the top or bottom lines. Such is a fundamental pitfall of marketing for marketing’s sake.

Many companies find it challenging to get marketing and sales on the same page. Both departments are different in nature, but handle very similar concepts and have to work together for sales to be successful. Building a good relationship between the two that encourages communication can be the key to success even in a down economy.

Some sales authors and consultants contend that an expertly planned and executed marketing strategy may negate the need for outside sales entirely. They suggest that by effectively bringing more customers “through the door” and enticing them to contact you, sales organizations can dramatically improve their results, efficiency, profitability, and allow salespeople to provide a drastically higher level of customer service and satisfaction, instead of spending the majority of their working hours searching for someone to sell to.

While this theory is present in a few marketing consulting companies the practical and realistic application of this principle has not been widely proven in the market and sales forces worldwide continue to be responsible for developing business as well as closing it.

Some marketing consulting firms postulate that each selling opportunity at each enterprise lies on a continuum of numbers of people involved, necessary degree of face-to-face interaction, overhead, and through-put time, to name a few dimensions. The number of people involved in actual face-to-face selling at, say, a clothing store is probably vastly different than at an online book-seller.
Another key area of conversation that has arisen is the need for alignment and integration between corporate sales and marketing functions. According to a report from the Chief Marketing Officer (CMO) Council, only 40 per cent of companies have formal programs, systems or processes in place to align and integration between the two critical functions. Traditionally, these two functions, as referenced above, has been largely segmented and left in siloed areas of tactical responsibility. Internet applications, commonly referred to as Sales 2.0 tools, have also increasingly been created to help align the goals and responsibilities of marketing and sales departments.

To make effective sales, salesmen must have certain desirable attributes and drive, which is known as salesmanship. Basically, salesmanship is the knack of selling a product or service. Salesmanship is an important method of selling. It is the process of assisting and persuading a prospective buyer to buy a product in a face-to-face situation. It involves direct and personal contact between the seller and his representative with the prospective buyer. It provides feedback and performs the complete job of selling.

Salesmanship today covers a wide range of activities and constitutes an integral part of management. It also offers wide scope for development in future. In fact, modern salesmanship is growing on scientific lines, day by day. Time is not far when a salesman will be in a position to dictate to the producers of goods and services, what, when and how much to produce for sale in the market. This lesson will help you to understand meaning of salesmanship, its feature, importance and scope.

![Fig.1.2. Sales management hierarchy](image-url)
PERSONAL SELLING

Personal selling is a promotional method in which one party (e.g., salesperson) uses skills and techniques for building personal relationships with another party (e.g., those involved in a purchase decision) that results in both parties obtaining value. In most cases the “value” for the salesperson is realized through the financial rewards of the sale while the customer’s “value” is realized from the benefits obtained by consuming the product. However, getting a customer to purchase a product is not always the objective of personal selling. For instance, selling may be used for the purpose of simply delivering information.

Because selling involves personal contact, this promotional method often occurs through face-to-face meetings or via a telephone conversation, though newer technologies allow contact to take place over the Internet including using video conferencing or text messaging (e.g., online chat).

Concept

- It’s a part of product mix.
- It’s a personal (face-to-face, telephone, or internet chat) presentation for the purpose of making sales and building relationships.
- Oral presentation.
- Salesmanship.
- Perceive and persuade buyers.

The effort of sales people go far beyond simply making transactions, they also include following:

- Explaining product benefits.
- Demonstrating the proper operation of the product.
- Educating customers about the new product.
- Answering questions and responding to the objections.
- Organizing and implementing point of purchase promotion.
- Arranging the terms of purchase.
- Following up the purchase to ensure that customers are satisfied
- Developing the relationship with the buyers.
Collecting market and competitive information to improve marketing strategies.

Personal selling is mostly used when:

- The market is concentrated either geographically, in a few industries or a few large customers.
- The product has a high unit value, quite technical in nature or requires demonstration.
- The product must be fitted to the individual customer needs as in case of insurance or investments.
- The product is in the introductory stage of its life cycle.
- The organization does not have enough money for an adequate advertising.

Features

- More specific communication aimed at one or more persons.
- Effective at buyers’ preferences, convictions and actions.
- Cost per person is high and is the most expensive promotional tool.
- Greater impact on the consumers.
- Provides immediate feedback.
- Allow the marketer to adjust message quickly to improve communication.
- Buyer feels a great need to listen & respond.
- Long term commitments is needed to develop a sales force.
- Advantages of personal selling.
- Personal selling is a face-to-face activity; customers therefore obtain a relatively high degree of personal attention.
- The sales message can be customized to meet the needs of the customer.
- The two-way nature of the sales process allows the sales team to respond directly and promptly to the customers’ questions and concern.
- Personal selling is a good way of getting across large amounts of technical or other complex production information.
- Frequent meetings between the sales force and the customers provide an opportunity to build good long-term relationships.
Exhibit 1.1. Success factors in selling

<table>
<thead>
<tr>
<th>Sales managers importance ratings</th>
<th>Success Factors in Selling</th>
<th>Mean</th>
<th>S.D.</th>
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<tbody>
<tr>
<td>of success factors for professional salespeople</td>
<td>Highest level of importance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Listening skills</td>
<td>6.52</td>
<td>0.683</td>
<td></td>
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<tr>
<td>Follow-up skills</td>
<td>6.358</td>
<td>0.772</td>
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<tr>
<td>Ability to adapt sales style from situation to situation</td>
<td>6.321</td>
<td>0.687</td>
<td></td>
</tr>
<tr>
<td>Tenacity—sticking with a task</td>
<td>6.107</td>
<td>0.924</td>
<td></td>
</tr>
<tr>
<td>Well organized</td>
<td>6.084</td>
<td>0.889</td>
<td></td>
</tr>
<tr>
<td>Verbal communication skills</td>
<td>6.047</td>
<td>0.808</td>
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<tr>
<td>Proficiency in interacting with people at all levels of a customer’s organization</td>
<td>6.000</td>
<td>0.991</td>
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<tr>
<td>Demonstrated ability to overcome objections Closing skills</td>
<td>5.981</td>
<td>1.085</td>
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<tr>
<td>Personal planning and time management skills</td>
<td>5.944</td>
<td>1.109</td>
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</tr>
<tr>
<td>Proficiency in interacting with people at all levels of your organization</td>
<td>5.912</td>
<td>0.994</td>
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<tr>
<td>Negotiation skills</td>
<td>5.827</td>
<td>0.975</td>
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<tr>
<td>Dresses in appropriate attire</td>
<td>5.791</td>
<td>1.063</td>
<td></td>
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<tr>
<td>Empathy with the customer</td>
<td>5.723</td>
<td>1.074</td>
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<tr>
<td>Planning skills</td>
<td>5.685</td>
<td>0.966</td>
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<tr>
<td>Prospecting skills</td>
<td>5.673</td>
<td>1.209</td>
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<tr>
<td>Creativity</td>
<td>5.670</td>
<td>0.936</td>
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<tr>
<td>Ability to empathize with others</td>
<td>5.549</td>
<td>1.105</td>
<td></td>
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<tr>
<td>Skills in preparing for a sales call</td>
<td>5.526</td>
<td>1.219</td>
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<tr>
<td>Decision making ability</td>
<td>5.502</td>
<td>1.023</td>
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Note: All items were scaled as follows: 1 = of no importance at all in hiring decision, 7 = of the utmost importance in hiring decisions.

S.D = Standard deviation

FUNDAMENTALS OF SUCCESSFUL PERSONAL SELLING

- Sales people must have greater flexibility; he must tailor sales presentations to fit the needs and behavior of the individual customers.
- He must have the potential of explaining the product benefits, answer questions of his customers.
- He must be truthful.
- He must behave in a reliable manner.
- Must seek similarity of personality between you and the customer and the commodity interest and goals.
- Sales person must see whether the person or his prospect has the potential to pay for the product or not.
Two way form of communication

In selling situations the message sender (e.g., salesperson) can adjust the message as they gain feedback from message receivers (e.g., customer). So if a customer does not understand the initial message (e.g., doesn’t fully understand how the product works) the salesperson can make adjustments to address questions or concerns. Many non-personal forms of promotion, such as a radio advertisement, are inflexible, at least in the short-term, and cannot be easily adjusted to address audience questions.

The interactive nature of personal selling also makes it the most effective promotional method for building relationships with customers, particularly in the business-to-business market. This is especially important for companies that either sell expensive products or sell lower cost but high volume products (i.e., buyer must purchase in large quantities) that rely heavily on customers making repeat purchases. Because such purchases may take a considerable amount of time to complete and may involve the input of many people at the purchasing company (i.e., buying center), sales success often requires the marketer develop and maintain strong relationships with members of the purchasing company.

Finally, personal selling is the most practical promotional option for reaching customers who are not easily reached through other methods. The best example is in selling to the business market where, compared to the consumer market, advertising, public relations and sales promotions are often not well received.

Disadvantages of personal selling

Possibly the biggest disadvantage of selling is the degree to which this promotional method is misunderstood. Most people have had some bad experiences with salespeople who they perceived were overly aggressive or even downright annoying. While there are certainly many salespeople who fall into this category, the truth is salespeople are most successful when they focus their efforts on satisfying customers over the long-term and not focusing on their own selfish interests.

A second disadvantage of personal selling is the high cost in maintaining this type of promotional effort. Costs incurred in personal selling include:

High cost-per-action

Since personal selling involves person-to-person contact, the money spent to support a sales staff (i.e., sales force) can be steep. For instance, in some industries it costs well over (US) $300 each time a salesperson contacts a potential customer. This cost is incurred whether a sale is made or not!
These costs include compensation (e.g., salary, commission, and bonus), providing sales support materials, allowances for entertainment spending, office supplies, telecommunication and much more. With such high cost for maintaining a sales force, selling is often not a practical option for selling products that do not generate a large amount of revenue.

**Training Costs**

Most forms of personal selling require the sales staff be extensively trained on product knowledge, industry information and selling skills. For companies that require their salespeople to attend formal training programs, the cost of training can be quite high and include such expenses as travel, hotel, meals, and training equipment while also paying the trainees’ salaries while they attend.

A third disadvantage is that personal selling is not for everyone. Job turnover in sales is often much higher than other marketing positions. For companies that assign salespeople to handle certain customer groups (e.g., geographic territory), turnover may leave a company without representation in a customer group for an extended period of time while the company recruits and trains a replacement.

**OBJECTIVES**

Personal selling is used to meet the five objectives of promotion in the following ways:

**Building Product Awareness**

A common task of salespeople, especially when selling in business markets, is to educate customers on new product offerings. But building awareness using personal selling is also important in consumer markets. Word-of-mouth marketing is leading to personal selling — a useful mechanism for introducing consumers to new products.

**Creating Interest**

The fact that personal selling involves person-to-person communication makes it a natural method for getting customers to experience a product for the first time. In fact, creating interest goes hand-in-hand with building product awareness as sales professionals can often accomplish both objectives during the first encounter with a potential customer.
Providing Information

When salespeople engage customers a large part of the conversation focuses on product information. Marketing organizations provide their sales staff with large amounts of sales support including brochures, research reports, computer programs and many other forms of informational material.

Stimulating Demand

By far, the most important objective of personal selling is to convince customers to make a purchase. Salespeople accomplish this when they offer detailed coverage of the selling process used to gain customer orders.

Reinforcing the Brand

Most personal selling is intended to build long-term relationships with customers. A strong relationship can only be built over time and requires regular communication with a customer. Meeting with customers on a regular basis allows salespeople to repeatedly discuss their company’s products and by doing so helps strengthen customers’ knowledge of what the company has to offer.

SCOPE OF PERSONAL SELLING

In the business there are two types of personal selling activities

- Inside selling
- Outside selling

Inside selling

It involves retail stores. In this group we include the sales person in the stores and the sales people at the catalog retailers who take telephone orders. Also included are telephone order takers at manufacturers and wholesalers, most of whom take existing customers’ routine orders over the telephone.

Outside selling

Sales people go to the consumer. They make contact by telephone or in person. Most outside sales force usually represents producers or wholesalers, middleman, selling to the business users and not to the household consumers. In outside selling, we also include

1. Producers whose representatives sell directly to the household consumers (e.g.) insurance companies.
2. Representatives of retail organizations who go to the consumer's house to demonstrate a product, give advice, or provide an estimate such as sales people for some furniture stores, home heating and air-conditioning retailers.

3. Representative of non-profitable organizations (e.g.) charity fund raisers, workers for political candidate.

**DIFFERENT TYPES OF SALESMAN**

**ORDER GETTERS**

The role most synonymous with selling is a position in which the salesperson is actively engaged in using their skills to obtain orders from customers. Such roles can be further divided into :-

**New Business Development**

A highly challenging yet potentially lucrative sales position is one where the main objective is to find new customers. Sales jobs in this category are often in fields that are very competitive, but offer high rewards for those that are successful. The key distinguishing factor of these positions is that once a sale is made new business salespeople pass customers on to others in their organization who handle account maintenance. These positions include:

**Business Equipment Sales**

These salespeople are often found in industries where a company's main profits come from the sale of supplies and services that come after an initial equipment purchase. The key objective of business equipment salespeople is to get buyers to purchase the main piece of equipment for which supplies and service are needed in order for the equipment to function. For instance, in the photocopier industry certain salespeople only seek out new accounts and once a photocopier sale is made they pass along the account to other sales personnel who handle the sales of maintenance and supply products.

**Telemarketing**

This category includes product sales over the phone, whether aimed at business or consumer. While in the US, laws restrict unsolicited phone selling, the practice is still widely used in the business market.
Consumer Selling

Certain companies are very aggressive in their use of salespeople to build new consumer business. These include: retailers selling certain high priced consumer products including furniture, electronics and clothing; housing products including real estate, security services, building replacement products (e.g., windows); and in-home product sellers including those selling door-to-door and products sold at “home party” events such as cosmetics, kitchenware and decorative products.

ACCOUNT MANAGEMENT

Most people engaged in sales are not only involved in gaining the initial order, but work to build and maintain relationships with clients that are intended to last a long time. Salespeople involved in account management are found across a broad range of industries. Their responsibilities involve all aspects of building customer relationships from initial sale to follow-up account servicing. These include:

Business-to-Business Selling

These salespeople sell products for business use with an emphasis on follow-up sales. In many cases, business-to-business salespeople have many different items available for sale (i.e., broad and/or deep product line) rather than a single product. So while the initial sale may only result in the buyer purchasing a few products, the potential exists for the buyer to purchase many other products as the buyer-seller relationship grows.

Trade Selling

Sales professionals working for consumer product companies normally do not sell to the final user (i.e., consumer). Instead their role is focused on first getting distributors, such as wholesalers and retailers, to handle their products and once this is accomplished, helping distributors to sell their products by offering ideas for product advertising, in-store display and sales promotions.

ORDER TAKERS

Selling does not always require a salesperson use methods designed to encourage customers to make a purchase. In fact, the greatest number of people engaged in selling are not order getters, rather they are considered
order takers. In this role, salespeople primarily assist customers with a purchase in ways that are much less assertive than order getters. As might be expected, compensation for order takers is generally lower than that of order getters. Among those serving as an order taker roles are:

**Retail Clerks**

While some retail salespeople are involved in new business selling, the vast majority of retail employees handle order taking tasks, which range from directing customers to products to handling customer checkout.

**Industrial Distributor Clerks**

Industrial purchase situations, such as distributors of building products, will also have clerks to handle customer purchases.

**Customer Service**

Order taking is also handled in non-face-to-face ways through customer service personnel. Usually this occurs via phone conversations, though newer technologies are allowing for these tasks to be handled through electronic means such as online chat.

**ORDER INFLUENCERS**

Some salespeople are not engaged in direct selling activities at all. That is, they do not sell directly to the person who is the ultimate purchaser for their product. Instead these salespeople concentrate on selling activity that targets those who influence purchases made by the final customer. The primary example of an order influencer is the missionary salesperson:-

**Missionary**

These salespeople are used in industries where customers make purchases based on the advice or requirements of others. Two industries in which missionary selling is commonly found are pharmaceuticals, where salespeople, known as product detailers, discuss products with doctors (influencers) who then write prescriptions for their patients (final customer) and higher education, where salespeople call on college professors (influencers) who make requirements to students (final customer) for specific textbooks.
SALES SUPPORT

A final group involved in selling mostly assist with the selling activities of other sales professionals. These include:

Technical Specialists

When dealing with the sale of technical products, particularly in business markets, salespeople may need to draw on the expertise of others to assist with the process. This is particularly the case when the buying party consists of a buying center. In business selling many people from different functional areas may be involved in the purchase decision. If this buying center includes technical people, such as scientists and engineers, a salesperson may seek assistance from members of their own technical staff, who can help address specific questions.

Office Support

Salespeople also may receive assistance from their company’s office staff in the form of creating promotional materials; setting up sales appointments, finding sales leads, arranging meeting space or organizing trade show exhibits.

PLACE OF PERSONAL SALESMANSHIP IN THE FIELD OF MARKETING

In the distribution of any product or service there are two coordinate and complementary sets of considerations; those of advertising which aims to influence sales in the masses; and those of personal salesmanship which seeks to influence the individual. Back of these is another more fundamental than either, having to do with Marketing, a term denoting the whole plan of distribution and inclusive of every phase of it.

It includes the selection of marketing channels, trademarking, packaging, pricing, discounts, credits and the many other considerations which must be gone into and decided upon before the first salesman can be employed or the first piece of advertising copy written.

Personal salesmanship takes its place and has its setting in this broader field of marketing. It carries the message of the product and the marketing campaign to the middlemen along the channel of distribution, or to the final consumer, or both. Ordinarily it is the activity which brings in the cash and makes effective, finally the aims and objects of the marketing campaign as a whole.
While at one time very much of an individualist, and selling in his own way and on his own plan, the salesman today finds himself becoming more and more an integral part of a broad marketing plan that involves the necessity of handling and understanding advertising, discounts, credit policies, dealer helps and the numerous other marketing considerations which now play a large part in making the product itself attractive to the customer.

Because a large part of the salesman's work deals with the uncertainties of human nature, he will always remain something of an individualist. He finds himself today compelled to assume the proportions of a broad-gauged businessman if he would continue to be an effective salesman.

It is with a statement of the principles and practices of personal salesmanship—with ways and means of developing and increasing personal selling ability—that this Text is concerned. Throughout, we keep constantly in mind this requirement of business knowledge running along with selling effectiveness.

**DEFINITION OF A SALE**

Legally, a sale is a transaction in which one person persuades another to purchase something at an agreed price. From a business point of view, the sale should result in a profit to the seller. As a legitimate phase of commerce, it should convey an advantage or a profit to the buyer.

As a practical matter, the salesman should keep the last two parts of this definition constantly in mind. He will want to gauge the effectiveness of his selling in terms of profit to his house. And recognition of benefit to the buyer kept constantly before him will prevent an apologetic attitude, not uncommon to salesmen, which, if allowed to develop, tends to lower sales morale.

As a practical matter also, it must be recognized that this mutual advantage may not always materialize. The price of sugar may go up or down and result in a loss either to the buyer or the seller. The price of a security, sincerely recommended, may go off, either temporarily or permanently, sometimes from causes quite aside from its intrinsic value.

Trends in a neighbourhood, changes in the plans of a municipality, or some existing condition, unknown to buyer or seller at the time of sale, may cause real estate to deteriorate in value. But these are ordinary risks to which all business is subjected. The salesman who has acted in good faith is not called upon to assume a personal responsibility for these occasional happenings.
Salesmanship has been defined by different people in different ways:
Some people say salesmanship is “Practice of investigating and satisfying customer needs through a process that is efficient, fair, sincere, mutually beneficial, and aimed at long-term productive relationship.”

“The art of successfully persuading prospects or customers to buy products or services from which they can derive suitable benefits, thereby increasing their total satisfaction.”

- I.J. Sapiro

Professor Stephenson defines salesmanship as: “a concise effort on the part of the seller to induce a prospective buyer to buy even if he had not thought of it favorably.”

Gauss, Weightman and Bates observe: “salesmanship consists of persuading people to buy what you have for sale, in making them want it, in helping to make their minds.”

E.F. Schumaker defined selling as “the process affecting the transfer with a profit to buyer and seller of goods and services that give them lasting satisfaction that the buyer is predisposed to come back to the seller for more of the same.”

According to American Marketing Association, “salesmanship is an oral presentation in a conversation with one or more prospective customers for the purpose of making sales.”

According to C.A. Paderson, “salesmanship is the process whereby a seller ascertains and activates the needs or wants of the buyer and satisfies these needs and wants to the mutual continuous advantage of both the buyer and seller.”

According to National Association of Marketing Teachers of America “Salesmanship is the ability to persuade people to buy goods or services at a profit to the seller and benefit to the buyers.”

Hence, salesmanship can be defined as an art of influencing another person for the object of persuading him to buy a specific product. It may be regarded as the process of winning the confidence of consumer. According to Whitehead “It is a method in regard to the desirability of some article, service or idea.” Salesmanship may also refer to convincing a customer by certain technique and he is really persuaded in buying the particular product.

If we closely observe the above definitions, we find certain essential features of salesmanship. They can be summarized as follows:-
Salesmanship is the ability to persuade.

Salesmanship benefits both the buyers and seller.

Salesmanship stands for commercial honesty.

Salesmanship aims at winning the buyers’ confidence.

Ideal salesmanship aims at serving the producer, distributor and consumer.

Salesman acts as a link between the seller and the consumer.

Salesmanship is an educative process.

Salesmanship creates satisfied customers.

NATURE OF SALESMANSHIP

The basic features of salesmanship are as follows:-

a. Salesmanship involves persuasion of customers

A salesman has the ability to convince the people to buy his product. It essentially involves the ability to influence or persuade people to buy a product or service. In fact, persuasion is the soul of modern salesmanship. Gone are the days when a sale was forced on the customers. Modern salesmanship does not rely on pressure tactics or compulsion to clinch a sale. The customer is led to a favourable buying decision through careful and imaginative handling. The salesman necessarily creates a favourable impression on the prospective buyer’s mind by presenting the benefits associated with the product or service being offered for sale.

b. Salesmanship involves winning buyer’s confidence

Modern salesmanship aims at educating the customer and providing a solution to his problems. This helps in winning his confidence. It aims at winning the confidence of the buyers by persuading and educating them about the availability of products and services, their special features and their utility in satisfying their respective needs.

c. Salesmanship involves providing information

Salesmanship is an educative process. It tells customer the ways in which they can satisfy their needs. Salesman provides information about products available, their broad features and their uses and utility to the customers.
d. Salesmanship aims at mutual benefit

Salesmanship is a two way process. It results in benefits not only to the sellers but also to the buyers. It helps in solving the problems of the buyers and satisfying their needs. Customer satisfaction leads to increase in profitable sales volume for the salesman.

e. Salesmanship creates satisfied customers

Salesmanship in modern days aims at creating satisfied customers, rather than just profit-generating sales. In any marketing transaction, a sale once made would indicate the end of the process. However, once there is a satisfied customer, it is the beginning of long lasting relationship which can create more sales in future. Therefore, modern salesmanship always aims at creating satisfied customers who will most likely purchase his goods and services as and when necessary.

IMPORTANCE OF SALESMANSHIP

Salesmanship is an indispensable technique of promotion. The importance of personal selling may be described under the following heads:

a. Benefits to consumers

A salesman acts as a friend and guide to consumers. He informs them of new products and new uses of existing products. He helps them in choosing products, which match their needs and incomes. A salesman guides the customers in buying products that will provide maximum satisfaction.

b. Benefits to businessman

They help in the creation of demand for new products and in the extension of markets for existing ones. Through personal selling, a businessman can not only inform customers of his products but can know their tastes, attitudes and behaviour. Such information is helpful in the design and development of products that match market demand. By creating large scale and regular demand, salesmanship makes planned and regular mass production possible. Salesmen help to build up a favourable corporate image necessary to secure repeat sales.

c. Benefits to society

Salesmanship helps to expand employment and income of a country through large and rapid sales turnover. Salesmen provide marketing information to producers so that consumers can get new and better products.
Salesmen perform several non-selling tasks, e.g., after sale service, meeting complaints, conducting marketing research, providing credit information, delivering goods, collecting payments, etc. Salesmen help minimize price fluctuations and trade cycles by matching demand and supply.

**Some of the importance can be summarized as follows**

1. Salesmanship helps to create demand for new products or new brands. It influences to change in patronage from one source of supply to another which results concentration of purchases of specific product.

2. As it wins the buyer’s confidence so it helps to make regular and permanent customers.

3. The person who is engaged in convincing the public about the desirability of a specific product is called a salesman. He informs the customers about the usefulness of commodity with a view to inducing him to buy the goods.

4. He establishes the goodwill of firm in the market. So the sales volume may easily be increased.

5. He constantly observes the fashion, taste, like and dislike of customers and informs the producer about their choice.

6. He helps to establish close relationship between the manufacturer and consumer.

**SCOPE OF SALESMANSHIP**

Salesmanship has become an indispensable part of business activity. Today everybody is a seller, selling something or the other. It has been rightly pointed out that sales are the life blood of business. The job of today’s salesman is not confined to selling consumer goods. He also has to sell industrial and agricultural goods and services like transport, repairing, teaching, painting, banking, legal consultancy, medicine, insurance, and so on. Thus, the scope of salesmanship is vast and varied with the advancement of science and technology, the scope of salesmanship has become unlimited. It is a skill which is essential in every sphere of human activity. Everyone of us, in one sense or the other is a salesman. The job of a lawyer pleading his case, a teacher teaching his ideas, an applicant applying for a job, resembles the job of a salesman. In each of these cases, skill and ability of a salesman is very much necessary in order to be successful. Thus, we observe that the skill of salesmanship is not restricted to selling goods and services but is applicable in several other fields.
A modern salesman occupies a pivotal position in the structure of an organisation. Modern sales managers take decisions about recruitment, selection, training and controlling of sales force. Similarly, the activities of production and sales are also considerably regulated by the sales manager of an organisation.

Salesmanship today covers a wide range of activities and constitutes an integral part of management. It also offers wide scope for development in future. In fact, modern salesmanship is going on scientific lines, day by day. Time is not far when salesmanship will be in a position to dictate to the producers of goods and services, what, when and how much to produce for sale in the market.

The scope of the salesman’s activities will, of course, depend to a considerable extent upon the line he is selling and the channels of distribution used. However, it is possible to present an outline, part or all of which will apply to the average salesman. First and foremost, his main activity is to sell an adequate volume at satisfactory profit.

As a matter of fact, all of the rest of the rather wide range of his activities should and does contribute in one way or another, directly or indirectly, to this main objective. This will be found to require a working knowledge of his industry, a fairly definite knowledge of his company, its history and its organization, an even more detailed acquaintance with his sales department and its every activity, and a most thorough knowledge of the product or offering to be sold and how best to sell it.

He must study his territory, analyse it and know it, thoroughly organize it, build a list of prospects in it on which he can keep profitably busy, and create in it a personal goodwill for himself and business goodwill toward his company.

His is the duty of cooperating with the credit manager through his intimate knowledge of local conditions and detailed knowledge of the individual customer. Many times, of course, he must lend personal assistance in the collection of accounts. He will also, whenever possible, cooperate with the production end of the business by reporting the reaction upon the trade and upon the consuming public of the company’s product and production policy and let the home office know of competing articles and the reception accorded them.

He will cooperate with the advertising manager by coordinating his activities with the general marketing and advertising plan, sell his company’s advertising policies to the customer, assist him in availing himself of advertising helps and encourage him in every way to tie in with the company’s advertising. It is not at all unusual today for a salesman actually to sell the customer the entire marketing and advertising plan rather than the goods alone.
Likewise, he is responsible for carrying out, so far as his territory is concerned, the instructions, policies and ideas of his sales manager. One of his most important duties frequently will be to assist his customer by constructive suggestion and assistance in stock display, improved merchandising methods, advertising, and window trim, as well as by instruction and suggestion to clerks, to move the goods he has sold.

For it is generally understood today that goods are not truly sold when they are placed upon the shelves of the dealer. They are not really sold until they have moved off the shelves of the dealer into the hands of the final consumer, for then and only then can a new order find its way back through the channels of trade.

In addition, the salesman must present a detailed report of his daily activities and any changes in trade conditions, and should take a personal pride in submitting any personal sales methods which have been effective with him and which he believes will be helpful to other men in the sales organization. He has a moral obligation constantly to improve his salesmanship by reading and study, consulting the latest books and keeping in close touch with his trade journals.

In the foregoing outline, we have assumed a salesman selling “to the trade.” Some of these activities will not apply to the speciality salesman who sells to users or consumers, but some of these duties devolve upon all salesmen; and the principle involved—thorough preparedness from every angle—applies to all. It will be seen that the scope of personal salesmanship is a broad one.

SELLING ABILITY IS NOT INHERENT

Business man had been arguing that “Salesmanship cannot be taught. It must be born in a man.” As he talked, he had been watching one of his men in the front part of his store demonstrate a mechanical device. When the customer had gone, he stepped quickly forward. “Bill,” said he, “I noticed that you did all the demonstrating and all the talking.

Why didn’t you let your prospect handle the machine—operate it? By doing that you would have held his interest and created in him a desire to own the machine. Instead of that, he walked out on you.”.

He had laid down a definite principle of salesmanship. He had endeavoured to do that which he had just finished stating could not be done—teach salesmanship. This illustrates how little thought a man is giving to the subject when he says that salesmen are born and not made.
It is undoubtedly true that some men are “born” salesmen in the sense that they have selling instinct more highly developed than most men. It is also true that many such men succeed in selling work without any special training other than that afforded by their personal experience.

It is also true, however, that probably a majority of men have latent in them real selling ability which requires nothing but sound instruction and training to bring it out and get it into action. There are “born” salesmen in the same sense that there are “born” musicians or “born” artists.

It cannot be gainsaid, however, that musical or artistic ability must be developed by training. Almost any man of ordinary intelligence, provided there is not present in him some obvious drawback of temperament or physical ability, can be developed into a sales producer satisfactory both to himself and to his house.

CAN SALESMANSHIP BE TAUGHT?

Not so long ago, it was not at all unusual for a sales executive to decry the necessity for any extended formal training for recruits to the selling organization. A man of more or less apparent selling ability was hired, given a day or so around the plant or office, handed a sample case and started for his territory with a few parting instructions—to sink or swim.

Only one out of ten breasted the tide. This method has long been recognized as inefficient and wasteful of the company’s money, of territory, and of good sales material. The leading organizations of the country have long since demonstrated conclusively that adequate sales training, both before the salesman actually enters upon his selling work and after he in the territory, greatly reduces the percentage of salesman mortality, makes satisfactory producers out of mediocre men who would otherwise inevitably fail, and gets good men into profitable production sooner than would otherwise be possible.

Furthermore, competition becomes constantly keener and the salesman must be more thoroughly prepared for the job than before. It is no longer enough that he be a genial mixer and a persuasive talker. He must have business instruction and business training. Business executives are giving more serious attention than ever today to the development of good salesmanship through adequate instruction and training.

It goes without saying that marketing, sales, and advertising executives should possess a detailed and thoroughgoing knowledge of every phase of personal salesmanship and every detail of the salesman’s work.

It is equally true that every other executive in business, no matter in what department his work may lie, should have a knowledge of this, one of his
company's most important activities. In determining the general business policies of the company—credit terms, discounts, brands, sizes, containers, advertising and distribution policies—a sympathetic knowledge of the salesman, his needs and his problems is necessary.

After all, the main purpose of the organization is to sell the product. The executive working in fields more or less removed from the keen competitive battle on the firing line of business is all too likely to lose sight of, or never to know, the details of the salesman's duties, activities and responsibilities. His intelligent and sympathetic cooperation is of vital importance.

Furthermore, selling in its broader sense consists in bringing another to your point of view and inducing him to take a desired action. This is a matter of personal influence and persuasion—in other words, of personal salesmanship. The highest type of executive is one who leads rather than drives his subordinates. He secures voluntary action rather than compulsory action. He sells ideas.

The principles and methods of personal salesmanship are inherent in his work. The financial executive, production manager, advertising manager, all must sell their plans to the general manager, president, or board of directors—and sell, too, the necessity of appropriations for carrying them out. The corporation treasurer, when he goes to borrow funds for the business, sells the banker on his proposition.

The general manager must sell his plans to his department heads if he is to secure whole-hearted cooperation. The great lawyer pleading for a life before a jury is in essence simply trying to sell that jury a point of view. Every man then has a vital interest in that knowledge of the human mind and that practice of persuasion in which lie the essence of salesmanship.

SALESMANSHIP: ART OR SCIENCE

The Art of Salesmanship

As Art is a science applied, it involves actual doing. It is the practical application of knowledge or natural ability. One might have a broad knowledge of the science of medicine and possess, or develop, but indifferent ability in applying it. It may be said, speaking generally, that knowledge of a science is gained by study; proficiency in an art by practice.

Knowledge of selling principles alone is not sufficient. Actual practice in their application is necessary. But knowledge of principles will enable one to get his selling ability into action more quickly and make of him a better salesman.
than he otherwise could hope to be. The art of salesmanship may be defined as the ‘ability to apply fundamental selling principles to the circumstances of the individual selling situation’.

The Science of Salesmanship

Selling is definitely an Art. But Art is an applied Science. It is the practical application of knowledge or natural ability. It is possible to make a study of the sales process and the experience and methods of successful salesmen. Because of the many immeasurable human elements involved, it will always remain, to some degree, an inexact science.

Mathematics, physics, chemistry are regarded as science. Salesmanship may also be considered as science on the basis that salesmanship is a specialised knowledge that has its own standards, principles and theories. It has already developed a systematized knowledge of its own like the other subjects of science. However, these rules and principles cannot be applied to each and every one in the world since all human beings are not equal. No doubt, although a majority of the customers can be convinced by a particular line of approach and behaviour of the salesman, the same cannot be applied to all customers and it may not be successful in each and every case. This is so because the process of handling customers can never be reduced to unchangeable laws and rigid principles. Thus, salesmanship is not exact science like physics or mathematics. It is science based on human psychology. It can be considered as science like sociology or economics.

Therefore, the term Salesmanship includes both knowledge of fundamental selling principles and the ability to apply them in the actual making of sales. It comprehends both the science and the art.

Salesmanship: A Profession

According to the Concise Oxford Dictionary, ‘a profession is a “vocation, especially one that involves any branch of learning or science”. Profession may be defined as an employment mechanical but requiring some degree of skill.

Most often the question is raised whether salesmanship is a profession or not. In order to ascertain the same, the basic characteristics of profession should be discussed in detail. A profession has the following characteristics:

- It is an organized body of knowledge.
- It must possess a formal structure of specialized knowledge.
- It must possess an organised plan of individual training for the people who prefer to enter the profession.
It must possess an established and accepted code of ethics.

It must possess a set of standards for admission and disqualification.

Service to others before self interest must be the prime motto. In other words, principle of service first and profit last, must exist.

If the above characteristics of profession are examined for salesmanship, it can be seen that it has yet to become a true profession like law, medicine, etc. Salesmanship, like other professions, is yet to have a ready-made knowledge for application in each and every situation. Skill and technique applied by a salesman to clinch a sale varies from person to person and with place and time. A particular selling method and technique cannot claim to have a command over all possible selling methods and techniques. Therefore, salesmanship cannot unhesitantly be called a profession. A great deal of effort and perfection is needed before salesmanship achieves the status of true profession. It is, however, capable of growing into a profession with substantial development of knowledge.

**IMPORTANCE AND UTILITY OF SALESMANSHIP**

In the modern day world, distribution system is a complex as well as difficult process. With the vast expansion of business and commerce and increasing competition, establishment of link between the manufacturer and the consumers has become very essential. Successful and profitable operations of business enterprises depend to a great extent on the creation of such a connection. In the process of maintaining the link between the manufacturer, seller and the consumers, salesmanship plays a vital and significant role.

In the earlier days, manufacturing activities were undertaken relatively on a small scale and accordingly distribution network was spread over a small area. Goods were produced either only after receiving the orders or for which sufficient demand existed. Such a high demand, less supply situation was quite convenient to the manufacturers to sell their goods and services. Further, there existed little or no competition in those days. Therefore, salesmanship during those days was of little use for the manufacturers and sellers.

After industrial revolution, production activities started being undertaken on a fairly large scale and mostly in anticipation of demand. Consequently, greater efforts became essential on the part of the sellers to create demand. With the substantial increase in the volume, the business territory also expanded and spread to national and international levels. Distribution also became quite complicated because of stiff competition among producers of similar and
identical products. Therefore, the producers and the distributors needed the skill and persuasive ability of efficient sales force in order to sell their products and services in the market. In fact, distribution of products and services in today’s competitive as well as ever expanding market is impossible without modern salesmanship and publicity.

Today salesmanship holds a key position in the business world of manufacturing and distribution. As facts stand today, salesmanship is universally accepted as an essential today, might not have been there but for the efforts of the salesman. One can easily examine the utility of salesmanship to producers, society, consumers, government and the salesmen himself.

**Producers and manufacturers**

In the earlier days, goods were mostly manufactured whenever orders were placed for them. Manufacturing in anticipation of demand was a rare phenomenon during those days. As a result, the process of selling was quite easy and never considered as an important function. When mass production became the order of the day, production of goods started being undertaken on a large scale in anticipation of demand. Consequently, the essentials of selling efforts were keenly felt by the manufacturers. As a matter of fact, efficient salesmen are able to sell whatever the producers produce, in a competitive market. Thus, they help the manufacturer to continue and expand production, thereby, expanding the overall capacity of the industry. Therefore, producers of manufacturers are significantly benefited by salesmanship in an economy.

**Society**

Salesmanship is also of considerable importance to the society. Besides helping the producers to produce more, sell the same and earn high profits, salesmanship also benefits the shareholders by way of higher dividends and the middlemen to make more profits and the benefits arising out of salesmanship. The sales force of an organisation always contributes to increased sales as well as profits. A portion of such profits is distributed among shareholders and employees in the form of dividends and wages respectively, thereby, increasing the per capita income and also the living standard of the people. The remaining balance is further invested in the business which is popularly known as ‘ploughing back of profit’. Such activities contribute to the growth and development of an economy. Further, salesmanship enriches the life of society. It is through persuasive techniques of salesmanship which enriches the life of society. It is through persuasive techniques of salesmen that we have started using many items like refrigerators, vacuum-cleaners, washing machines, etc. These products, once considered luxuries, have become necessities in our
daily lives gradually. Thus, salesmanship has helped in raising the standard of living of people in the society.

Salesman

Salesmanship also benefits the Salesmen considerably. It is now viewed as a lucrative career and an attractive source of employment for many people. Salesmanship as a career is highly remunerative. Generally a salesman is paid monthly salary and commission which is linked with sales volume. Any increase in sales ultimately increases the commission of the salesman. A sincere and hardworking salesman therefore can increase his commission by incremental sales. The salesman has the opportunity of learning business methods and practices from close quarters. Later, if he wishes, he can set up a business of his own on the basis of his experience in selling and knowledge of the business. A travelling salesman enjoys the opportunity of the outside world, resulting in developing one’s personality. It makes an individual dynamic, resourceful, self-confident, social, cheerful and broadens his outlook. Salesmanship is a skill which is in continuous demand throughout the world. Thus, salesmanship skills are universally acceptable.

SALESMAshIP IN OLDEN DAYS

Earlier days, selling was not regarded as noble profession by the general public. Seller faced very tough time during those days. Nobody was ready to listen to a salesperson. But over the period of time, salesman has become highly educated professional and gained lot of respect in the society. The concept of selling has undergone a lot of change over the years. It is quite different from the earlier concept. In the past, the salesman, used to take orders in his job which was more or less routine and mechanical. But, modern selling, on the other hand is more creative.

The Roman equivalent of salesman meant cheat. It was true that many of the commercial adventurers were pirates who would attack a merchant vessel, kill the crew, seize the cargo and scuttle the vessel to remove the traces of their crime.

It was the responsibility of the buyers to satisfy themselves whether the goods they purchased were up to the mark or not. The seller neither disclosed the defects nor gave any assurance about the quality of the goods they were selling. The main idea of the salesman was to sell goods by any means. Different prices were charged from different customers. High prices were charged invariably for all the goods.
Further, selling was not regarded as an honorable profession by the general public. During those days, the society looked at selling with contempt and disrespect. Sellers hardly expected repeat orders from the customers, since most of them cheated and deceived customers in the selling transaction. Societal status of the salesman was the lowest; both in terms of earnings as well as mobility and people took up sales jobs only as the last resort.

Most of the commodities in those days were sold in small general stores. There were also a few travelling salesman. Advertising and publicity was rare.

**SALESMANSHIP IN MODERN DAYS**

The industrial revolution of the 18th century gradually swept off the earlier concept of production and distribution. Manufacturing activities started in a big way. This time transportation system like railways, roadways, sea routes also expanded rapidly. This development boosted the commercial activities. Mass production started and competition also became intense. This led to the emergence and development of modern day salesmanship which aimed at winning the confidence of the prospective consumers through persuasion.

Gradually, producers started improving the quality of products and providing guarantee and warranty against defective products so as to win the confidence of potentials consumers. The theory of ‘caveat emptor’ gradually lost its significance. Sellers started offering several freebies, benefits, concessions to attract the customers in order to sell in the competitive market.

Sellers gradually realised that in the long run honesty proved to be the best policy. As a result, they followed the principle of commercial honesty, creating permanent and satisfied customers by selling genuine goods and offering dependable services at reasonable prices through honest means.

With the passage of time, travelling salesman was appointed by the manufacturers for canvassing their products and services. These travelling salesmen were given the responsibility of contacting prospective buyers and dealers, explaining the merits and usefulness of goods and services, terms of sale etc. At present, manufacturers and distributors of medicine, stationery, luxury goods, books and journals engage such travelling salesmen who travel from place to place canvassing their products and services to the prospective buyers and dealers.

The stigma of sales profession being dishonest has changed long since. The career of a salesman is no longer considered to be the job of last resort. In fact today, salesman is a very sought after career. Modern selling is very
creative. The salesman always attempts to create needs, makes the prospective buyers aware of such needs and uses his resourcefulness and imagination to persuade them to buy products and services in order to satisfy their needs. Modern day salesmanship is a skill set to persuade the customers and make a sale which fulfills their requirement.

Another significant aspect of modern day salesmanship is the emergence and growth of selling services. They are basically intangible or impersonal activities which are offered for sale or in connection with sale of goods. Services may be either consumer related or industry related. Consumer services include hotel, personal care like beauty parlour, hair care, entertainment, transport, warehousing, insurance, banking, advertising, engineering, sales promotion, consultancy like legal, health etc. Thus as we see, individuals as well as industries and business houses require these services. Professionals rendering these services require high level of knowledge and skill of salesmanship since they have to sell intangibles or impersonal activities. These service salesmen usually form firms and companies for enlarging their scope of selling.

Thus, the concept of selling has undergone a lot of change over the years. It is quite different from the earlier concept. In the past, salesman, used to take orders and his job was more or less routine and mechanical. He used to show goods, wait for an order and receive payment. He made little attempt to guide, help or persuade the customer in the process of selling.

<table>
<thead>
<tr>
<th>Exhibit 1.2</th>
<th>B.J. Hughes’ Checklist of Dos and Don’ts Help It to be a Customer-oriented Company</th>
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<tbody>
<tr>
<td><strong>Salesperson’s Checklist of Dos</strong></td>
<td><strong>Salesperson’s Checklist of Don’ts</strong></td>
</tr>
<tr>
<td>1. Known the current products/services and their applications in your area. Look for the new techniques/services your customers want.</td>
<td>1. Never bluff: If you don’t know, find out.</td>
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<tr>
<td>2. Maintain an up to date personal call list.</td>
<td>2. Never compromise your’s or anyone else’s, morals or principles.</td>
</tr>
<tr>
<td>3. Listen attentively to the customers.</td>
<td>3. Don’t be presumptuous—never with friends.</td>
</tr>
<tr>
<td>4. Seek out specific problems and the improvements your customers want.</td>
<td>4. Never criticise a competitor—especially to a customer.</td>
</tr>
<tr>
<td>5. Keep calls under five minutes unless invited to stay.</td>
<td>5. Do not take criticisms or turndowns personally—they’re seldom meant that way</td>
</tr>
<tr>
<td>6. Leave a calling card if the customer is not in.</td>
<td>6. Do not worry or agonize over what you cannot control or influence. Be concerned about what you can affect.</td>
</tr>
<tr>
<td>7. Identify the individual who makes or influences decisions and concentrate on that person.</td>
<td>7. Do not offend others with profanity.</td>
</tr>
</tbody>
</table>
8. Entertain selectively; your time and your expense account are investments.

9. Make written notes as reminders.

10. Plan work by the week, not by the clock. Plan use of available time, Plan sales presentation. Have a purpose.

11. Ask for business on every sales call.

12. Follow through with appropriate action.

8. Do not allow idle conversation to dominate your sales call. Concentrate on your purpose.

9. Don’t try to match the customer drink-for-drink when entertaining. Drink only if you want to and in moderation.

10. Don’t be so gung ho that you use high-pressure tactics.

11. Never talk your company down—especially to customers. Be proud of it and yourself.

12. If you smoke, never do so in the customer’s office unless invited to smoke.

COMPETITIVE SALESMANSHIP

A distinction should also be made between creative salesmanship and competitive salesmanship. The selling of fountain pens and typewriters in earlier days when they were newly introduced in the market was an example of creative salesmanship. Here the pioneer salesman had to sell the “idea” that the use of fountain pens or typewriters was a better method of conducting business correspondence than the earlier ones. However, these articles are today considered a matter of course and bought automatically. Yesterday’s novelty thus become today’s necessity and the salesmanship involved which was once “creative” has become “competitive” in this type of products.

Competitive salesmanship aims at increasing the sales of the existing products or services, no matter how the sales have increased. Here, the main motive is to clear the stocks of the manufacturer in the competitive market. In order to increase the sales, the salesman must make all possible efforts. Most often credit is offered to the prospective customers to boost sales. Sometimes, goods are offered at a cheaper price by the salesman.

The main motive of the competitive salesman is to outwit the competitors in the market by increased sales volume. Competitive salesmanship aims chiefly at increasing the sales of the existing product or services, by adopting traditional methods and rarely uses new and innovative methods in the selling process.

CREATIVE SALESMANSHIP

Creative salesmanship hardly aims to increase sales. Rather, his job is to motivate customers and make them satisfied with the sale. Basically, creative salesmanship aims at creating sales for new and novel products or services.
Even in specific cases, producers or sellers resort to creative salesmanship aims chiefly at increasing the sales of the existing product or services, by adopting traditional methods and rarely uses new and innovative methods in the selling process.

Creative salesman generally provides more emphasis on the utility and services of the products offered for sale. Such salesmen do not aim at cheap sales and rarely adopt pressure tactics in selling. Instead, emphasis is given to the ultimate satisfaction that the product or service would provide. A close look at the history of marketing clearly indicates that it is only through creative salesmanship that most of the products or services we see today have been introduced successfully in the market. Many of the products or services might not have seen the light of the day but for the creative salesmanship.

Creative salesmanship requires adequate technical knowledge of the product. The more he knows about the product, the more appeals or benefits for the customer will the salesman be able to think up creatively. This means that the salesman who works harder will make more appeals and sell more creatively. The quality of his salesmanship will determine to a large extent how creatively he can sell. More important perhaps than how much the salesman knows. How well he has organised such knowledge in his sales talk on presentation. Basically the salesman has to sell the “need” for his product to the customer. Creative selling is not “high pressure” selling or “trick” it is the result of creative thinking on the salesman’s part and requires imagination and resourcefulness. It consists of making customer realize the need through dramatizing it where required, arousing his curiosity, making him buy more in his own interest and above all making him buy now.

Whether you sell a product, provide a service or are a politician - your success depends on how well you understand and implement the dynamics of Creative Selling. There are basically three types of selling . . . charismatic, classical and creative.

In charismatic selling, you become part of the value along with the product or service. A person buys because he/she likes you. The exact same product or service may be had from many sources but because the individual connects with you, they will purchase from you. You become an important part of the sale as you add worth and assurance.

Classical selling is selling benefits, value, uniqueness, product or service as a problem solver. The buyer sees the product or service as filling a need and buys that resolve. They will hardly remember the salesperson. The buyers objective is in fulfilling their need no matter who the sales person is.
Creative selling is simply the art of allowing the prospect to sell himself/herself. You just act as a guide in the process. Pointing out those things that the prospect finds most stimulating. You help the prospect build a mental picture so he/she can see himself/herself using, and enjoying its benefits. Help the prospect to focus on the product so he/she may experience the feeling of ownership. Give the prospect an awareness of the relationship between your product and the "good life" that he/she longs for. Turn the product into a living, breathing vital thing.

Creative selling is more than a few words. It’s a continuous process of letting the prospect know that his/her welfare is very important to you. No matter what you sell, you must be less concerned with the product than you are with the prospect. Forget about how much you are going to make on the sale, that’s a result of you doing your job right. The only thing of importance is the prospect — and the filling of his/her desires.

A few simple rules can guide you toward the goal of creative salesmanship and do wonders for your pocket book.

1. Know the product – the better you know the product the better you can relay its benefits and engage the prospect in it.
2. Know your market – where can you find new markets for your product? Are there any new uses for it? Are you selling to the right demographics?
3. Know your prospects – are you filling the prospects needs? Are you addressing his/her concerns?
4. Know what you are going to say – before you talk to the prospect, prepare your presentation and know just how you’re going to present it. Know the answers for every stall or objection the prospect will bring up. Great athletes practice and practice and practice, until they master the game. You must commit yourself to be a master of salesmanship.
5. Know you’re going to close the sale – feel in your mind that the prospect needs what you are offering and that he/she will buy it. See yourself fulfilling the customer’s needs. Embrace the customer and his/her desires as your own. Be thankful and happy you are part of their buying experience.

ATTRIBUTES OF A CREATIVE SALESPERSON

In addition to having a person who understand and apply the creative selling process, an organization should try to have salespeople who possess certain attributes that can make them more effective in their jobs. These attributes, which can be grouped into mental and physical categories, merit further discussion.
Judgment, common sense, maturity, intelligence—these and other terms are used interchangeably with judgment. A salesperson knows that it does not pay to argue with a customer. The salesperson also knows that the firm should never be “cut” in front of customers. These situations reflect the use of good judgment on the part of the employee. Please note that the term maturity is sometimes used in place of judgment but that it is not necessarily a function of age. Many older people do not use good judgment while some young employees will have a high level of commonsense.

**Be Tactful**

If an employee has a keen sense of what to say and do, many problems can be overcome before they are created. Many employees give little thought to the impact of their actions. A child playing with toys in the toy store is told in a blunt manner to “quit playing with the toys and go find your mother.” While all this is going on, the mother is standing behind the salesperson. Was a confrontation with the child necessary? No. Could it have been handled differently? Yes. How does the child and mother feel about the store? The feeling is not good. This salesperson lacked the ability to know what to do and say in order to maintain good customer relations.

**Attitude:**

A good salesperson will have a positive attitude toward customers, merchandise, services, and the business. A good attitude means that an employee is willing to accept suggestions, to learn and to apply the steps in the creative selling process, and to not be afraid of work. A salesperson with a bad attitude can create unnecessary problems. A bad attitude is contagious. If any employee is otherwise competent, management should work with the employee to develop a positive attitude. Positive attitudes can result in sales.

**Selected Physical Attributes**

To be a success, the salesperson must physically belong in the firm’s particular environment. Personal appearance and personal hygiene are important in the selling environment. In terms of personal appearance, a slim salesperson would be more appropriate than a larger person in a sales position at a health spa. Equally important in terms of personal appearance is a clothing salesman who wears last years clothing. He will have difficulty in selling the latest fashions to his customers. Personal appearance does count in the selling equation.

As for personal hygiene—body odor, bad breath, dirty hair, soiled clothes, scruffed shoes, and unkempt hands are all reasons why a sale may be lost.
Obviously, be tactful when handling the problem of personal hygiene. An observant owner manager should keep a watchful eye out for hygiene problems among the staff when necessary, counsel the offending employee in private about improving his or her appearance. If you do not feel physical attributes are important, ask yourself if you would buy low-calorie health foods from an overweight salesperson with body odor. Sounds funny? It is not! Your customers will usually react unfavourably to this and similar inappropriate selling situations.

Word of caution, mental and physical attributes of salespersons are important. Management must continue to observe sales personnel in regard to the desired traits. Either mental or physical attributes of individuals may change over time relative to desired attributes. Management must be aware of this possibility and attempt to correct any deviations from desired norms before problems are created. A business can greatly enhance its probability of success by stressing the creative selling process, giving special attention to the desired mental and physical attributes of a creative salesperson. Good creative selling can provide the competitive edge

**Creative Selling Process**

The creative selling process consists of eight steps, none of which is less important than any other if the process is to be effective. It should be emphasized to all employees that all steps are vital to the achievement of effective selling.

**1. Pre-Customer Contact**

A smart builder would not attempt to build a house without a good foundation. Likewise, a businessperson should not place people on the sales floor or telephone until these people know the business, merchandise, services, and customers. Before any contact is made with the customer, every salesperson should know:

1. Policies, Procedures and Rules: Have these in writing for all employees to see and know.

2. Operation of Equipment: No matter whether the register is electronic or mechanical, the time to learn how to work it is not after a sale while the customer waits for change.

3. Target Market Knowledge: The better salesperson knows something of the likes and dislikes of the firm’s primary customers. The business operator should tell all sales personnel about the business’s customers and their lifestyles. Tell the salespeople about customer’s interests and ability to buy.
4. **Product Knowledge:** A salesperson gains confidence by knowing about the products and services he or she is selling. If a person sells shoes, it helps to know the merchandise as well as how to fit them. If a person sells building materials, the selling job is probably more effective if the salesperson can also help answer questions about home repairs. It helps the person who sells clothes to know something about fabrics and current fashions. If the person is in the lawn service business, that person should know about lawn care. Most sales personnel will not take the initiative to acquire product knowledge on their own. It is management’s responsibility to encourage employees to gain product and service knowledge. Management should make such knowledge available to them.

2. **Prospecting**

Although not appropriate to every selling situation, prospecting should be used whenever possible. Essentially, prospecting involves not waiting for the customer to show up at a store or phone about a service. It is concerned with taking the initiative by going to the customer with a product or service idea. Prospecting may be of two types: new or regular customer prospecting.

**New Customer Prospecting**

A salesperson sees that a person is getting married. Action is taken on this knowledge by contacting the person and telling her about appropriate items (or services) that might be of assistance to a new bride. By using newspapers and personal contacts, a salesperson can take the initiative to contact and create new customers.

**Regular Customer Prospecting**

A firm’s best prospects are its current customers. A salesperson should make a practice of calling regular customers on a periodic basis to tell them about products or services. “Hello, Mrs. Anderson, I just wanted to tell you about the new shipment of dresses we received today. As I unpacked them I saw several that made me think of you.” Prospecting with regular customers works! All salespeople should be encouraged to prospect by phone and in-person whenever they see regular customers. A word of caution must be emphasized. Do not go to the well too often. Prospecting with the same regular customer on a frequent basis can make prospecting lose the special feeling that it can create in customers. Do not overuse it.
3. Initial Contact

The most effective way to close a sale is to open it on a positive note.

Unfortunately, most sales do not open this way. The typical initial store contact begins in this manner:

Clerk: “May I help You?”

Customer: “No thank you, I’m just looking.”

This ritual leaves much to be desired. Why? It is an automatic statement that shows no creativity on part of the salesperson. Also, because the customer has heard the statement many times, his or her response is usually given without thinking what was said. Every salesperson should be challenged to treat each customer as an individual by responding differently to each customer.

Initial contact also means responding to customers when they enter the sales areas even when they cannot be waited on immediately. Salespeople should be instructed to tell waiting customers that, “I’ll be with you in a moment.” Such actions will reduce the number of customers who leave without being served. When the employee is free to help the waiting customer, the initial comment should be, “Thank you for waiting.” A courteous, creative initial contact with the customer can go a long way to promote sales.

3. Presentation of Merchandise

In presenting merchandise (or services) to the customer, the salesperson should use product knowledge to best advantage. How? Although it is good to talk about the lawnmower’s 3.5 horsepower mower, customers may be more interested in hearing about how fast the lawnmower will cut the grass. Product knowledge is important but the salesperson must remember what makes the customer buy. Clothes may be made of durable fabrics but it is also important to stress the implied benefits that they will also appeal to the opposite sex. Sell benefits!

4. Customer Involvement

Product knowledge can be used to get customer involvement. Show the customer several features of the digital watch and then have the customer put it on and work it. If the interest is there, it will be hard for the customer to take off the watch so that the salesperson can put it back into the case. The best way to present many products is to get involvement. Want to sell dance lessons? Get the customer on the dance floor and let the fun of dancing do some of the selling. The same is true with clothes, perfume, sports equipment, and almost anything else. Limit the choices if during the sales presentation more than
three items are in front of the customer, the chances of a sale is reduced while
the possibility of shoplifting is increased. If, for example, the salesperson
continues to carry dresses into the fitting room for the customer to try without
removing any for consideration, the customer will likely not buy any because
of the inability to decide among so many choices.

Also, with so many items under study, the clerk may lose track of how
many items are in the fitting room. It is possible that some may be put on under
customer’s clothing while the clerk is not present, thereby resulting in an
expensive experience for the store. Likewise, if a travel agency attempts to
sell a customer a Caribbean cruise, the chances of making the sale will diminish
if too many trip options are presented.

Unless there is a definite reason for an exception, the rule of three (never
show more than three choices at one time) should be followed whenever
merchandise is presented. Limited choices have been found to promote sales

(a) Use of Showmanship

In presenting merchandise to the customer, encourage all personnel to
be creative. Be enthusiastic about the merchandise. Hold the necklace up for
the customer to see it. Make the portable baby crib “look” easy to work. Lay
the different pieces of the cookware set before the customer in an attractive,
easy to-see everything manner. Ask your salespeople to think like a customer.
If I were a customer, what would I like to see?

(b) Message Adaption

A knowledgeable salesperson should know about the products being sold.
Message adaptation involves deciding what information is needed to sell to a
particular customer and how that information should be presented to that
customer. Canned sales presentations do not allow for adaptation. The effective
salesperson will make an effort to adjust the presentation to the customer. If
the customer knows about gardens and lawns, the person selling a lawn service
should adapt the sales presentation to the level of the customer’s expertise.
Do not bore the customer with known facts. It could lose a sale.

5. Handling Objections

Remember, if objections are present, progress is probably being made
on the sale. Most salespeople are afraid of objections. Stress to all employees
that objections are a natural part of the selling process. That does not mean
that the sale is lost. In most cases, all that is required to overcome an objection
is more selling on the part of the salesperson.
Common types of customer objections that are faced by a salesperson are:

Product: “That dress looks out of date.”
Store: “You never have the right merchandise.”
Service: “If I believe what I hear, I cannot get good service from you.”
Price: “It is just too expensive.”
Salesperson: “Are you sure these shoes fit right?”

These and other objections can be met by the salesperson in several ways. Using the above product objection as an example, these methods include:

Yes-But “Yes, it does look out-of-date, but it is the latest.” This approach begins on a positive note by agreeing with the customer and then moves on to answer the objection.

Counter question “Why do you feel it’s out-of-date?” The counter question puts the ball back in the customer’s court. By asking “Why?” the real reason for the objection may become known.

Restate Question “You feel that the dress looks out-of-date.” By restating the objection, the customer may respond by saying, “No, I mean it just does not look good on me,” or something of a similar nature. This approach tends to reduce the magnitude of the objection in the eyes of the customer.

Direct Response “The dress you have on was first shown at the market this season. It is the latest thing.” Although offensive to some, this approach may be necessary if the customer is not going to buy unless the lie is corrected. Tact is important when using this approach.

These four approaches for handling objections are not meant to be all-inclusive. These and other approaches do point out, however, those objections should and can be answered by the salesperson. Unless objections are overcome to the satisfaction of the customer, it is questionable that the sale will be made.

6. Closing the Sale

In various ways, the salesperson can assist the customer by helping him or her to make the buying decision. Closing techniques that can aid in this effort include:

1. Offer a Service “Let us deliver it to you this afternoon.” A “yes” implies purchase.
2. Give a Choice “Do you want the five-piece or eight-piece cooking set?” Either choice implies purchase. Note that “No” was not one of the choices.
3. Offer an Incentive “If you buy now, you can get 10% off the already low price.” If you wait, you don’t get the 10% discount.
4. Better Not Wait “If you want this refrigerator, better get it now. It’s the last in stock.”
5. Note, it pays to be honest. If the customer buys and then comes by the store the next day and sees that the store did have another one, this closing technique may have made the sale but it could lose the customer.

7. Suggestion

Selling the customer has made a purchase. Now what? Encourage your sales personnel to make a definite suggestion for a possible additional sale. For many businesses, sales can be increased by 25 percent through positive suggestion selling. Please note that statements such as: “Will there be something else?” or “Can I get you something else?” are not suggestion selling. They do not make a positive suggestion. When a customer buys a lamp, what about a light bulb to go with it? If a picture is purchased, what about the necessary hardware to hang it? If a suit is bought, what about a new blouse or shirt that goes well with the color?

Where appropriate, the creative salesperson will actually get the suggested item and show it to the customer. Or if a person brings in a watch to be repaired, why not clean it while it is taken apart? This type of initiative usually results in more sales. It should be emphasized that most customers like to receive a valid suggestion. In some cases, suggestions may even permit the customer to avoid another shopping trip to pick up the needed item that they had not thought about. Good suggestion selling makes sales and builds confidence in the firm’s business.

8. Sales follow-Up

Although not apparent to many salespeople, follow-up is a part of every sale. The closing statement, “Thank you for shopping at (name of store),” is a form of sales follow-up if done with enthusiasm. Unfortunately, just making the statement in an automatic manner is about as effective as that other “worn out phrase, “may I help you?” If done correctly, however, it allows the customer to leave on a positive note.

SALESMAINSHP

Selling is a vital function of business. The purpose of all marketing activities is to sell the products of the business enterprise. Selling enables the business to achieve its objectives by satisfying the needs of the customers. To perform selling activities efficiently, certain qualifications among salesman is desirable.

Good Salesmanship is not about never loosing a sale. It’s about learning from every lost sale and never letting history repeat itself in that arena! Everyone cannot be a good salesman. It requires a great deal of competence or excellence. Following are a few qualities that a master salesman must develop.
Deliver more than you promise

For instance, if your customer is promised a good quality product on a particular date but the product reaches him before time and the quality too is better than expected, you have acquired a loyal customer for life! This is how a super-salesman works! He pursues the practice of rendering service that is greater in quantity and finer in quality than he is expected to deliver, thereby bringing profit not just for himself.

Make mistakes, but learn to profit from them

For a good salesman, no effort is ever lost. A good salesman not only never repeats his sales blunders, but learns from them. A good observation is a plus point. Learning from others mistakes helps prevent business gaffes too! Also, any mistake made is thoroughly analyzed to look for a solution. Good is sure to come out of it!

A Good salesman understands that the coordination of different minds for the attainment of a single purpose is sure to produce positive results.

Have an aim

Another attribute of a good salesman or quality he must aim at the attainment of a particular goal or quota, within delineated time. A good salesman never goes with an intention of selling all he can. There has to be a specific objective to be attained.

A good salesman before making his sales pitch always tries to put himself in the customer’s shoes. This provides a much better understanding of the customers’ needs and how those requirements can be amply fulfilled.

The most important attribute of a salesman is his passion and his keenness to complete a sale. This infectious enthusiasm is immediately picked up by the prospective clients, which makes it easier to build a relationship of mutual trust. Good Salesmanship is a combination of the elements of persuasion, creativity, education and the ideal of mutual benefits.

This section will deal with the essential elements and qualification required for successful selling.
ESSENTIAL ELEMENTS OF A SUCCESSFUL SALESMAN

(i) Element of persuasion

Personal selling is the art of winning the confidence of the customers and thereby convincing them to accept the proposal. It is through powerful suggestions and tactful handling of situation that the salesmen are able to make the people agree to the sales proposals.

(ii) Element of creativity

It is the creative thinking of the salesmen that arouses interest for the product. It creates and maintains demands for the product. It tends to satisfy the individual needs of the customer.

(iii) Element of education

Personal selling helps the customers to increase their satisfaction by educating them about the uses of new products and new uses of old products. It educates people about the availability of products, their features, uses, etc.

(iv) Element of mutual benefits

The main aim of personal selling is not to make high profits. It is beneficial both to consumers and sellers. It not only increases the profit of the businessman but also provides full satisfaction to the consumers.

Fig. 1.3. Personal Characteristics Needed to Sell for Building Long-term Relationships
QUALITIES OF A GOOD SALESMAN

In order to become a successful salesman, a person should possess some qualities. These qualities may be:

(i) Knowledge about the products.
(ii) Knowledge about the customers.
(iii) Knowledge about the techniques of selling.
(iv) Personal qualities
    - Personality
    - Mental qualities
    - Social qualities
    - Character qualities
We shall learn about these qualities in some detail:

1. Knowledge about the products

Most of the customers are ignorant about the features and utility of a product as to how many varieties, types and design, are available in the market. Without the help of salesman, it is difficult for the customers to decide about their products. A salesman has to convince the customers about the utility of the product by removing their doubts. The salesman, therefore, must have complete knowledge about the product – its special features and uses. In order that the salesman could answer the questions of the customers, he should know the whole process of production – raw materials used, place of production, sources of supply, etc. He must also know the terms and conditions of sale, delivery, prices, packing, credit facilities available etc., and the distribution channels used. Suppose, if a salesman sells a technical product (vacuum cleaner), then he must know in detail about the operation and functionalities of that product.

2. Knowledge about the customers

Salesmanship is the art of persuasion. In order to be successful a salesman must have sufficient knowledge about the customers to whom he is going to sell. He must try to understand their nature, types, habits and buying motives (considerations that compel a customer to buy). It is only then that he wins permanent customers. Salesman selling vacuum cleaner must identify the target customers for their product. Like for this product customers generally will be high income group urbanites.

3. Knowledge about the selling techniques

All the above knowledge is of no use unless salesman learns some techniques of selling and uses them. For example, firstly, he should see that the prospect line customer is well attended to. Secondly, he should try to understand his requirements. Thirdly, he should always be prepared to help him in order to win his confidence. Fourthly, he should ensure that the need of the customer is suitably met. If salesman follows these steps then selling vacuum cleaner won’t be a problem to target customers (potential customers)

4. Personal qualities

Some of the personal qualities are:

a. Personality

A successful salesman must have sound health and pleasing personality, good appearance, good tastes, good habits, impressive voice, etc. First
impression is the last impression. A pleasing and charming personality boosts self-confidence. It plays an important role in selling. The good appearance has a far reaching impact on the customers.

b. Mental qualities

An effective successful salesman must possess certain mental qualities - intelligence, presence of mind, imagination, confidence, observation, sharp memory, foresightedness and above all the power to take quick decisions, etc.

c. Social qualities

A successful salesman should be co-operative, courteous, well mannered, have a liking for people, etc. He should always be ready to help his customers, remove their grievances and give new suggestions. He should be friendly and ready to mix with his customers. He must have the power to lead the people.

d. Character qualities

A successful salesman should have moral qualities like honesty, integrity, loyalty, etc. A salesman should be such that his tasks, promises, gestures and behaviours can be trusted, respected and honoured. He should be honest in his dealings. He should be loyal both to the customers and business.

ATTRIBUTES OF A GOOD SALESMAN!

Good Salesmanship is not about never loosing a sale. It’s about learning from every lost sale and never letting history repeat itself in that arena! Everyone can’t be a good salesman. It requires a great deal of competence or excellence. Following are a few qualities that a master salesman must develop.

Deliver more than you promise

For instance, if your customer is promised a good quality product on a particular date but the product reaches him before time and the quality too is better than expected, you have acquired a loyal customer for life! This is how a super-salesman works! He pursues the practice of rendering service that is greater in quantity and finer in quality than he is expected to deliver, thereby bringing profit not just for himself.

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too! Also, any mistake made is thoroughly analyzed to look for a solution.
Good is sure to come out of it!

A Good salesman understands that a coordination of different minds for
the attainment of a single purpose is sure to produce positive results.

**Have an aim**

Another attribute of a good salesman or quality he must develop is his
working towards the attainment of a particular goal or quota, within delineated
time. A good salesman never goes with an intention of selling all he can. There
has to be a specific objective to be attained.

A good sales man before making his sales pitch always tries to put himself
in the customer’s shoes. This provides a much better understanding of the
customers? Needs and how those requirements can be amply fulfilled.

The most important attribute of a salesman is his passion and his keenness
to complete a sale. This infectious enthusiasm is immediately picked up by the
prospective clients, which makes it easier to build a relationship of mutual trust.
Good Salesmanship is a combination of the elements of persuasion, creativity,
education and the ideal of mutual benefits.

A quality salesman must have a good knowledge of products (special
features and uses), knowledge about customers (nature, types, habits and
buying motives),

- The technique of selling and terms and conditions of the sale - delivery,
  prices, packing, credit facilities available etc.
- Also, he must have ample familiarity with sales promotion activities such
  as distribution of samples, coupons, premiums, exhibitions and
  clearance sales.
- At the same time the objectives must remain to properly introduce new
  products, win new customers, and to improve public image of the company.
- Besides, personal and moral qualities of honesty, integrity, loyalty are a
  must! A successful salesman should be co-operative, courteous, well
  mannered, and outgoing. He should be intelligent with a presence of mind,
  imagination, confidence, observation, sharp memory, foresightedness and
  above all the power to take quick decisions. A pleasing personality only
  adds to the selling process. A good appearance, good tastes, good habits
  and impressive voice are sure to make a lasting impression.
- A good salesman is one who proves beneficial to both the sellers and
  the buyers. While ensuring that the need of the customer is suitably
  met, a good salesman ascertains a profit!
The ability to quickly develop rapport with their prospective customers. Without rapport, your prospects won’t trust you enough to feel comfortable doing business with you. What makes a good salesman is either an innate ability to bond with people, or more likely, working hard to study and acquire this ability.

A desire to truly help their customers. People can sense when the only thing you care about is your commission. What makes a good salesman is putting the customer’s needs and desires first.

The habit of asking questions to gather information before making a pitch. The average salesman will just start right in with every reason they can think of why someone might want their product and hope that the customer will pick up on something and decide to buy. What makes a good salesman is their knack for finding out what is most important to each individual customer and showing them a product that gives them exactly what they said they wanted.

Sticking to a consistent, proven sales process. Good sales people don’t just show up and “wing it”. They know that even though they make some sales that way, in the long run their closing ration is much higher when they follow a step-by-step process that consistently results in more sales. What makes a good salesman is his discipline in sticking to that process every time.

A never ending desire to learn more about how to sell more effectively. Most salespeople never take it upon themselves to further their own education in the profession of selling. What makes a good salesman is his drive to keep learning, keep improving even when he is already at the top of his game.

STARTING DELL COMPUTERS: CASE STUDY - II STUDY

The creation of Dell Computers by Michael Dell is a good case study of entrepreneurship.

Dell showed skills in salesmanship early on in his youth. While in college, he built a desktop computer by buying parts from local dealers. He then started making and selling computers to his college classmates. Business was so good that he quit school to start up his computer business.

Interests and skills

When Michael Dell was 15, he showed a fascination of the inner workings of a computer by breaking down his brand new Apple II computer and then rebuilding it.
Dell did not excel academically while attending Memorial High School in Houston, Texas. However, he exhibited great business instincts while selling subscriptions for the Houston Post. He was able to sell $18,000 in subscriptions by focusing on selling to newlyweds, thus earning himself a BMW automobile.

**Part-time business**

Dell realized that the IBM and IBM-compatible personal computers were not made of IBM parts, but rather stock parts from various vendors.

In 1984, while a student at the University of Texas at Austin, Dell got the great idea of making IBM-compatible computers to sell to fellow students at a price much lower than they would have to pay in a computer store.

With capital of only $1000, Dell started a part-time business, working out of his off-campus dorm room.

**Started Dell Computers**

By 1985, the demand for his computers motivated Dell to focus full-time on his business.

**Funding**

He dropped out of school. His grandparents had enough faith in his idea and determination that they provided him with $300,000 so that he could expand his business into a full-scale company.

**Marketing**

He advertised his computers—which were custom-made according to a selection of options—through popular computer magazines. His prices were lower than retail stores and were sold and shipped directly to the customers.

**Business model**

This business model—which was the first of its kind in the computer business—and his reputation for quality and customer service resulted in an astounding $73 million gross in the company's first year.

**Questions**

(i) How did he get the idea for his business?

(ii) How did he start Dell Computers?
CHECK YOUR PROGRESS

(A) True or False

(i) Personal selling and salesmanship are the same.

(ii) Salesmanship is the ability to persuade customers.

(iii) Salesmanship is an art and not science.

(B) Fill in the blanks

(i) The Roman equivalent of salesman meant …………………..

(ii) The industrial revolution occurred in the ……………..century

(iii) Creative salesmanship aims at creating sales for………………..

(C) True/False

(i) Personal selling helps manufacturers to improve their products based on suggestions made by sellers.

(ii) Customers do not have immediate solution of their problems regarding a product from the salesman.

(iii) Personal selling leads to creation of new customers only for the existing products.

LET US SUM UP

Salesmanship is the skill and the ability of a person in convincing the other about the proposition of goods or services so that the latter is automatically induced to desire and buy them at a price which is profitable to both. Salesmanship is the skill of creating an attitude in the mind of the buyer to buy a product of service. As a matter of fact, it is not an effort to sell; it is the effort to make the buyer buy a product or service. Salesmanship is the skill of creating an attitude in the mind of the buyer to buy a product or services.

The salesman always attempts to create needs, makes the prospective buyers aware of such needs and uses his resourcefulness and imagination to persuade them to buy products and services in order to satisfy their needs. A modern day sale does not simply mean getting rid of a product or a service. Salesmanship is not an effort to sell; it is making the customer buy a product or service. In fact, it is a service that is serving the cause of human civilization better.
Earlier days, selling was not regarded as a noble profession by the general public. Seller faced very tough time during those days. Nobody was ready to listen a sale person. But over the period of time, sales man become highly educated, professional and gained lot of respects in the society. The career progression of a salesman is also very high and regarded as very prestigious. Salesman today can earn huge amount of commission apart from their regular salary.

In order to become a successful salesman, a person should possess some qualities. These qualities may be:

(i) Knowledge about the products.
(ii) Knowledge about the customers.
(iii) Knowledge about the techniques of selling.
(iv) Personal qualities
   - Personality
   - Mental qualities
   - Social qualities
   - Character qualities

Good Salesmanship is not about never losing a sale. It’s about learning from every lost sale and never letting history repeat itself in that arena! Everyone cannot be a good salesman. It requires a great deal of competence or excellence. A salesman must possess the above mentioned attributes and qualities to become successful.

LESSON END ACTIVITY

1. We said that today’s professional sales representative is a marketing consultant and a manager of a market – his or her territory. Explain how a sales representative can be a marketing consultant and a manager.

2. Interview a marketing or product manager. Ask him or her to identify the primary sales objective for one of the company’s products. Ask a sales manager and a sales representative at that company the same question for the same product. Compare and contrast the three viewpoints.

3. While buying any goods and services, carefully notice the behaviour of the salespersons and note down the various qualities he/she possess.
KEY WORDS

Salesmanship:
A concise effort on the part of the seller to induce a prospective buyer to buy even if he had not thought of it favorably.

Personal Selling:
It refers to oral presentation in conversation (by a sales rep) with one or more prospective customers for the purpose of making sales.

Sales Management:
The planning, direction and control of personal selling, including recruiting, selecting, equipping, assigning, routing, supervising, paying and motivating as these tasks apply to the personal sales force.

Salesmanship:
A concise effort on the part of the seller to induce a prospective buyer to buy even if he had not thought of it favourably.

Competitive Salesmanship:
S/he aims at increasing the sales of the existing products or services, no matter how the sales are increased.

Creative Salesmanship:
S/he aims to increase sales. Rather, his job is to motivate customers and make them satisfied with the sale.

Advertising:
Paid for communication to increase the saleability of the product.

Publicity:
Unpaid communication.

Product:
Anything that can be sold in the market place including services, ideas, brand ambassador etc.

Services:
An act or performances that does not result into ownership of anything.
Personal Qualities:

It includes personality, mental qualities, social qualities and character qualities.

Personality:

Psychological traits and attributes.

Mental Qualities:

Intelligence, presence of mind, imagination, confidence, observation, sharp memory, foresightedness.

REVIEW QUESTIONS

1. Explain the concept of salesmanship?
2. Is there any difference between personal selling and salesmanship? Explain.
3. Define salesmanship?
4. Explain the nature and scope of salesmanship?
5. Salesmanship is an art or science? Explain.
6. Explain the importance of salesmanship.
7. “Salesmanship” is an educative process- Explain.
8. How society is benefited from salesmanship? Explain in your own words.
9. Define sales management.
10. What do you understand by personal selling? Mention its characteristics.
11. Explain the different types of salespeople briefly.
12. Explain the concept of salesmanship in olden days.
13. Explain the concept of salesmanship in modern days.
14. Write short notes on (i) Competitive salesmanship (ii) Creative salesmanship.
15. Compare the concept of salesmanship in modern days with respect to olden days.
16. “Job of a salesman is very prestigious now” – explain in your own words.
17. How 18th century industrial revolution had changed the business scenario across the world- write briefly.
18. Describe the importance of personal selling from the point of customers.

19. Explain the importance of personal selling from the point of view of manufacturers.

20. State the physical and mental qualities of sales persons engaged in personal selling.

21. State the social qualities of sales persons engaged in personal selling.

22. What are the occupational qualities of salespersons engaged in personal selling?

23. Do you think that to be a successful salesperson only personal and mental qualities are sufficient? Give reasons in support of your answer.

24. Describe the different qualities of sales persons engaged in personal selling.

25. A salesman need not possess any quality if the product is good. Do you agree with the Statement? Give reason.

CHECK YOUR PROGRESS: MODEL ANSWER

(A)
(i) False
(ii) True
(iii) False

(B)
(i) Cheat
(ii) 18th
(iii) New and novel products or services

(C)
(i) True
(ii) False
(iii) False

SUGGESTED READINGS

