

ears. The latter's imagination follows step by step. His self-interest is stirred, and he sells himself by suggestion as he is carried along by his own imagination.

Let us contrast this method with the usual way and note the important differences. Usually the salesman states his proposition and then piles on one argument after another. By the newer method, the salesman reverses the process. He starts with the buyer's self-interest and tells a human news story. He shows the direct connection between some strong desire in the buyer's mind and the product he is selling. As he unfolds his story, he plans to cancel 90 per cent of the ordinary objections before they are ever raised.

Ordinarily the salesman must combat objections and often may win the argument but lose the order. Much of this can be avoided when the buyer's mind and the salesman's mind proceed step by step from the buyer's self-interest to the purchase.

This plan of selling does not require the salesman to memorize a standardized or "canned" sales talk. On the contrary, the training of men by this method recognizes the individuality of each man, and the individual salesman is expected and taught to use the words which come to him naturally.

Objections may be raised that the best salesmen succeed because they can analyze each individual buyer. Many good salesmen say that when they meet a buyer they judge by the size or shape of his head, or the color of his eyes what type of a man he is, and decide how to handle him; that each is different and must be sold in a different way. We find, however, that results run on the law of the average. Part of the time they call the turn right and part of the time, wrong. Naturally they are pleased by their successful attempts and remember them, and forget unsuccessful ones.

Extensive experiences show that on the average human nature is much the same, and the difference between individuals is not nearly as great as the degree of likeness. But differences are striking and interesting. They call attention to themselves and cause discussion. Similarity, on the other hand, does not stir up interest and does not provoke comment.

It has been proved in working with hundreds of salesmen that the likeness between buyers can be regarded as a fundamental law and applied in the training of salesmen. If the progressive sales manager, after careful experiment and sustained effort, will develop that chain of ideas which represents an ideal sales story and then train his men to follow that plan

—each man, of course, in his own individual way—results should far exceed the orders booked when each salesman tries to analyze each buyer and change his story to fit.

In passing I might mention one more striking fact. In a large manufacturing plant in the Middle West doing a volume of about seven and a half million dollars, twenty-two men devote their entire time to the management of production (analysis, planning, preparation, scheduling, control)—whereas only seven men, including minor executives, are engaged in the corresponding management functions for the sales department. Generally speaking, management of sales seems to be undermanned as compared with the management of production. There appears to be a trend among executives to recognize this unsound condition and take steps to correct it.

G. Selection of Salesmen

Adequate consideration of the selection and training of salesmen would make a complete paper; therefore in the few minutes remaining I can make only a passing reference to this important topic. Is it not evident that the developments cited give a new meaning to the selection and training of salesmen? The "one best sales story" is a result of research and experiment, and it involves planning a basic method of sales. The salesmen, therefore, must be selected with respect to their ability to comprehend the basic method, and their ability to utilize it in personal contact with buyers. It is no longer a matter of selecting a salesman because he has had sales experience—which may mean many different things—but because he has an ability to drop or modify old sales habits and adopt new ones suitable for the particular campaign.

III. Executive Responsibility

It is evident also that the newer methods of distribution call for sales executives who have a combination of imagination, go-getter ability and engineering ability. The working out of a sales story with respect to each item requires research ability inspired and directed by imagination. The selection and training of salesmen require scientific methods, imagination and power of inspiration. The direction of salesmen in the field from a central office requires leadership in the fullest sense of the word, for the sales manager must lead from a distance; his personal contacts and control are less continuous and intimate than those of other executives.

We should recognize also the responsibility of the president and general manager for the sales activities of his company. Many instances might be cited of enterprises which have failed during the recent depression for one or more of these three reasons:

1. Because the chief executive did not understand and was not particularly interested in the selling problem.

2. Because he did not appreciate that a strong overhead sales organization, though it might involve considerable expense, would be an excellent investment; that high-priced men of unquestioned ability, when judged by results, represent a true economy.

3. Because he did not take advantage of competent counsel or did not cooperate with the recommendations submitted by his advisers.

This paper has attempted to consider certain aspects of the newer sales management which indicate a tendency on the part of those responsible for distribution to approach their problems with the mental atti-

tude of scientific management. The extent of this tendency may be indicated by a specific reference to principles enunciated by Taylor. Is there not shown a tendency toward:

1. The conduct of sales operations on the basis of facts determined by research, analysis and experiment—the substitution of scientifically determined and relatively certain plans and methods for relatively uncertain "rule-of-thumb" methods?

2. The selection and progressive training of salesmen on the basis of ability to comprehend the fundamental sales strategy and methods which express it—to comprehend and carry out specific plans?

3. The assumption by the sales manager of a larger share of the responsibility for selling through such means as analyzing markets, planning campaigns, discovering primary sales ideas, devising suitable methods of personal salesmanship in accordance with them, and trying out and proving these methods in advance of a campaign.

Student Branches

ORGANIZATION of a student branch at the Wharton School was perfected for the present year at a meeting, January 23. Forty-one members were enrolled. Percy S. Brown of the Corona Typewriter Co., Vice-President of the Society, addressed the meeting.

After mid-year examinations, activities were resumed with the following speakers at meetings:

March 20, Walter D. Fuller, Secretary, Curtis Publishing Co.

March 26, Grover Cleveland Fox, of the Farm Journal.

Other speakers scheduled include Morris L. Cooke, Edward W. Clark 3rd, Dr. Theodore J. Grayson, and H. S. Person.

The Industrial Management Club of Ohio State University reorganized in January on a basis similar to the organization of a business concern.

The elective officers of the Club consist of a President, First Vice-President and a Secretary-Treasurer, elected for one year. These officers appoint three more

Vice-Presidents. The duties of the officers are as follows: President, General Executive Duties; Secretary-Treasurer, Secretarial and Financial Work; First Vice-President, in charge of periodical and publications; Second Vice-President, in charge of membership; Third Vice-President, in charge of speakers and programs; Fourth Vice-President, in charge of luncheons and dinners.

The offices are now held by C. S. Pearce, President; R. K. Brown, Secretary-Treasurer; M. J. Stanley, First Vice-President; H. B. Teter, Second Vice-President; R. F. Knipfer, Third Vice-President; G. D. Gray, Fourth Vice-President.

The club holds monthly dinner meetings at the Ohio Union with an address and discussion. Recent speakers have included Mr. Craiglow, General Manager of the D. A. Ebinger Sanitary Manufacturing Co., Columbus, Ohio, on January 31, on "Mistakes of Business in Relation to Labor," and Franklin J. Kunze, Production Manager, American Multigraph Company, Cleveland, on March 7 on general business problems.

News of other student branches will appear in later issues.