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Cy Kology

SUPER SALESMAN



A · E · KULL



Cy Kology Supersalesman

A Treatise on
Cyentific Salesmanship

BY

A. E. KULL

Author of

Not yet written
(All Good Stuff)

But will be as soon as publisher
is found who will take a chance.

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FOREWORD

If your telephone has been "temporarily disconnected" or if your water supply has been cut off, or if any one of a thousand things have happened to you, you may be in a frame of mind where almost anything that offers a change would be welcome. If my analysis is sound, and if you are all "het" up over something, you will like this book.

Even though you are happy, especially if you are a good natured happy-go-lucky type, you may be able to absorb its contents without a change of mental attitude towards Russia or the crime wave.

That this book will fill a long felt need, if there has been such a need, there can be no doubt. That it contains food for thought, if you have a taste for knick-knacks, is also quite evident, or should be. In fact, the modest author would suggest that anyone who has the price, buy one. Or better still, buy two and get even with somebody who has "done you dirt."

A. E. K.

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INTRODUCTION OF THE SUPERSALESMAN

The first authentic record of a super-sale, is the story of Eve selling Adam on the apple idea. She wanted Adam to see her as she really was for up to that time Adam had taken but slight notice of her many charms. I am not so sure that there is anything to the story, but at any rate, the world is full of preachers who make their living by keeping their flocks sold on the idea that the world became very sinful about the time that Adam bit on the apple.

Personally, I think it was a shabby trick to place that apple tree in the garden, knowing that Adam would bite if properly approached, and knowing too that the approach would be made properly; but that is beside the question. The fact remains that a selling spree started at that time, and that the technique used by Eve is still quite effective. In fact I feel confident that if modern man—any modern man—were to find himself all alone on a South Sea island with just one woman, and she were fair to look upon, he would eat out of her hand almost anything that she suggested. The reason for telling, or rather for referring to the Eve sale, is that we might get started at the beginning of things. From Adam on, as it were.

By this simple statement the reader should be

thoroughly sold on the fundamental soundness of this undertaking. He should know that we know our stuff from A to Z and that A means Adam. He should realize the importance of reading this little volume several times and then reading it backwards. Reading it backwards is really necessary because not so long ago a modernistic painting was hung up-side down by mistake and it won first prize.

I

PREPARATION

If you have failed in other fields and still crave nourishment at regular intervals, you no doubt have decided to become a salesman through the simple formula of declaring yourself as such. So much so good, but there are ordeals in the offing that must be met and only by the most thorough preparation can this be accomplished. Preparation covers a multitude of sins and includes everything from being able to guess the gender of a vicious dog to rolling a cigarette with your left hand.

In order to give you the proper perspective, I am going to state a hypothetical case wherein you are one of the principal performers. You are a barber and you have just sold a shampoo by telling a fellow his head was dirty. You become intoxicated by your successive successes in selling shampoos and look for new worlds to conquer. You decide to become a salesman—a traveling man, the kind of a traveling man that stories are told about—and while in this high state of mind you apply for your first job. You have just entered the office of the high-powered sales manager and made known your desire to ride the trains, sleep in Pullmans and tuck napkins under your collar while eating a two-dollar dinner. The man at the desk has given you the up and



HOW DOES HE DO IT? I HAVEN'T SOLD A SHAMPOO ALL DAY—

OH, TONY'S GOT A WAY ABOUT HIM, HE HAS —

YESSIR, TONY, THAT'S WOT I CALL SALESMANSHIP. JUST AS I'VE SAID BEFORE, YOU OUGHTA GOON TH' ROAD —

THAT'S A FACT, TONY. A GUY WOT CAN SELL A BALD HEADED MAN A SHAMPOO SHOULD BE RIDIN' TH' PULLMANS—

SHALL I WASH OUT THE HAIR, SIR?

NO!

THE BIRTH OF A SALESMAN —

JOHN METCALF



down through the corner of his eye and then asks: "Young man, can you sell securities?" To which you reply something like this: "Can I sell securities? Say, old dear, I can sell without securities; I am the boy who taught Chic how to Sale." Then if the S. M. appears a little groggy, tell him that old one about selling ice to the Eskimos and blankets to the Hottentots. While he is trying to get his breath, roll a cigarette with your left hand, light it, take a few puffs and then lay it down on his mahogany desk, lighted end outwards. By the time it has burned to the edge and left its imprint, he will give your application consideration. At this point you may decide that he is the kind of man that you do not want to work for. There are sales managers who assist applicants out after an experience of this type. At any rate, you should be prepared to act promptly as it is more than likely that a crisis in your career has been reached. Survey the situation quickly and let your conscience be your guide.

II

PSYCHOLOGY

Very few men understand all that they know about psychology. To become a supersalesman you must master this subject and then apply it no matter what else happens. No matter how successful you have been in the past, how much money you have made, nor how many orders you have taken, you will never become really great until you break down and confess that you use psychology in the closing of every sale.

Psychology should not be confused with physiology, genealogy, or astrology, though it is closely akin to bogeyology. Once you master it, you can apply it regularly without losing *much* business. Psychology is that inborn something that tells you that the fellow you are talking to knows less than you do; that tells you when it is safer to jump out of a window than to try the door; that tells you that it is better to listen than to wear a black eye.

Aside from the favored few who have read this book, there are not many who know what it is all about. There is one other book (maybe two) written by a Dutchman named Freud that makes some attempts at unraveling this mystery. Freud handles the subject from a different angle entirely and ap-

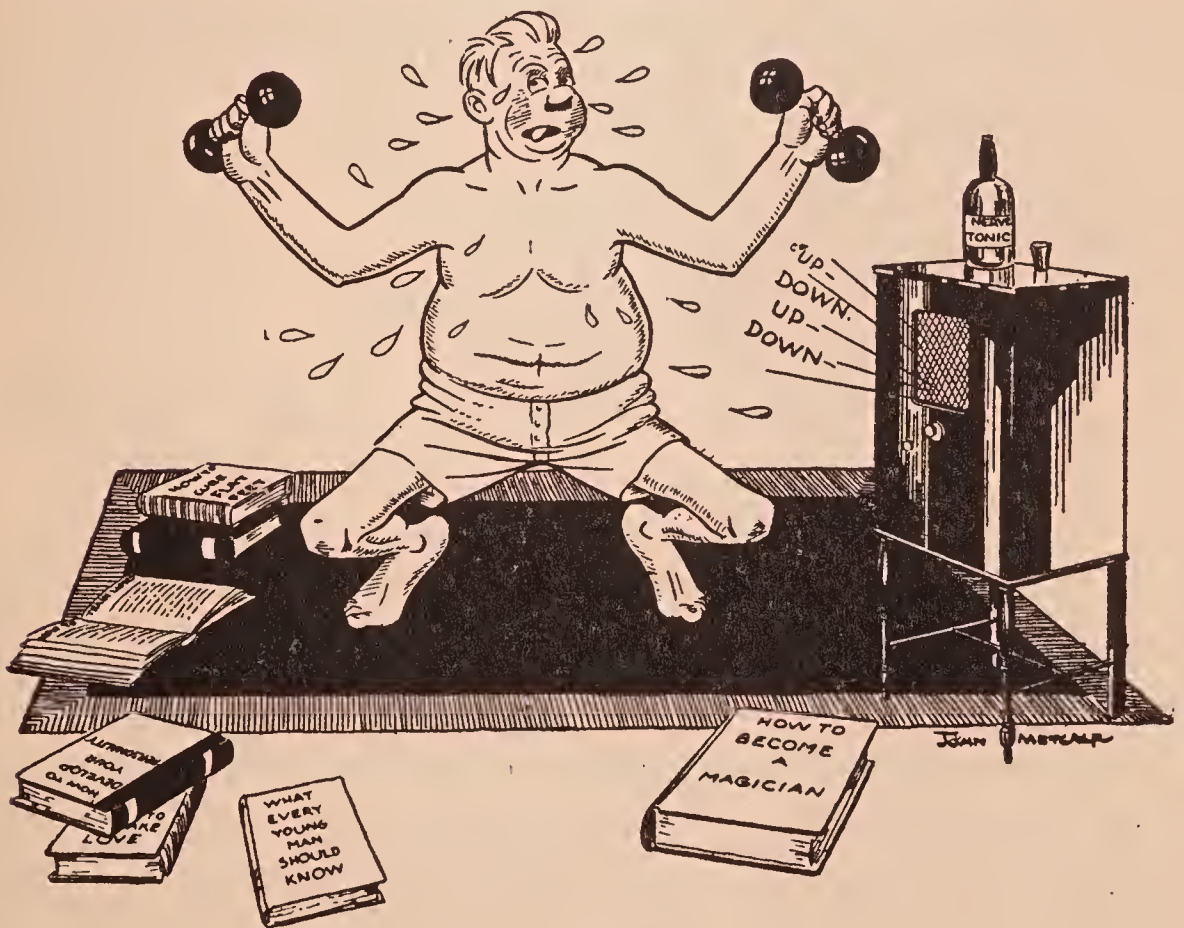
peals to sex instead of sales, making it necessary for traveling salesmen to buy a copy of each.

Radio is also closely akin to psychology. Or, putting it another way; it is good psychology to broadcast. Supersalesmen take full advantage of this fact and can always be found in the lobbies of county seat hotels exercising their loud speakers. They tell the cock-eyed world in no uncertain terms just how good they are; they settle matters of church and state and give you the lowdown on the latest faked fight. Now I ask you, gentle reader, that is, if you are still gentle, if all these things can be accomplished by psychology, isn't it worth while even though you never find out what it is all about?

III

PERSONAL DEVELOPMENT

The possibilities of personal development can best be illustrated by calling attention to Primo Carnera. He was once a small boy. Mussolini took castor oil long before he tried it on the wops. So I might go on scanning the pages of history, finding that where one man developed an artistic temperament, another developed an appetite for home brew. Personal development has been the order of the day ever since the cave man dragged his mate to his cave, to the





present superman who “drugged” her in his car. In Adam’s time, one could sin by eating an apple, while now we have to make it into hard cider.

Personal development is something that cannot be accomplished by hard work and application, it must be secured from mail-order courses or from some one who has taken such a course. How else would you learn that if you are short, you can wear

a long face, and that if you are short and fat you can wear a mustache, side burns, and a derby hat, and no one will ever notice your fat tummy? If you are tall, angling and ugly, you can go and split rails as Lincoln did, and if you have big teeth you can wield a big stick. If your nose is long, paint it red and folks will think you have money, and if you are bow-legged wear knickers. Eat yeast and play premature golf, drink Dr. Pepper; hunt deer but never shoot craps.

The purpose of this chapter is to give the reader a yearning for personal development and the better things of life, which yearning can be quenched by sending \$8.00 to your favorite boot-legger and inviting in your boy friends.

IV

ANALYZE YOUR PROSPECT

There are four distinct types of buyers—(There may be a lot more)—the Bismarck type; the Ben Franklin; the Woman Intuition; and the Weather Vane type. These different types can be detected at a glance, that is, after you have read this book and are smart enough to know what to look for after reading it.

We shall start with the Bismarck type. This bird is a stockily built fellow, or at least should be. He stomps his feet when he walks, has a deep bass voice and chews on an unlighted black cigar. If he wears a moustache it is like the bristles of a wild boar. Now of course, there are some Bismarck types who are small, sing tenor and have false teeth, but that is no fault of yours.

The next important type is the Ben Franklin. Boy, this Franklin type is something different again. No stomping of feet or beating of drums with him. He is a thinker, and will be found with his head in his hands or on the desk. He may have curly hair but is more apt to be baldheaded. He may have been the fullback on the varsity team, but is more apt to have been the drawback. But no matter what else he is or may have been you always find him in deep thought with his head in his hands or on the desk as already explained. But it is not safe to put



a man down as a Franklin type just because he holds his head in his hands or has it placed on his desk. The fellow you are analyzing may be a Bismarcker who has been on a drunk, or a Woman Intuitioner still groggy from a curtain lecture received the night before.

So, in order to clear up the whole question of types, we shall next consider this woman-thing that runs home to ask the wife before making up his mind and then she makes it up and he never comes back. This, like the two preceding types, has many exceptions. Take Jiggs for instance. When you meet him at Dinty Moore's place, you say to yourself: "There is one he-man, a sure enough Bismarcker." He is the big noise and the center of attraction until Maggie drops in and then he drops out. Andy Gump is a combination of Bismarck and the Weather Vane types, while Uncle Bim falls for the "widders" and so I might go on and on giving examples of types and of mongrels without type, but enough has been said to prove the absolute importance of knowing your adenoids. But it is also necessary to be able to sub-divide types. For instance, if a man is caught eating Kosher meat, chances are that he is not a Kluxer, while if a prize fighter wears a black eye, he has a rotten manager. If a man wears a leather vest, supports two women and a bird dog, put him down as an oil man. It is a very interesting study.

V

THE APPROACH

I dislike “Don’ts” but there comes a time when we must don’t do something, if you get what I mean. Not only do I dislike the word “don’t”, I dislike the way you have to shift gears in order to write it



properly. So in order to convey the thought uppermost in my mind at this particular moment, I am

going to use a more elegant form even though it will require a few more words.

So here we go: Never approach a prospect on all fours. But why worry about the approach just yet? You may be lucky and find the buyer out, in which event you can leave your card and report to the house that Mr. Hardboil was out of the city. But you must take the bitter with the sweet and there will come a time when you will have to face the big stiff, so you must prepare yourself for the worst. For instance, you have learned that the big buyer is in, that he is seated at his desk and that you are at liberty to take a chance. Here is where the real skill comes in, here is where you show your class and the benefit of having devoured this classic. Of course, if the buyer should spy you hanging around the lobby, and should walk out and suggest to you that he is not quite ready to place his big annual order, but will be in a day or two, then you simply apologize to him for having been noticed and sneak out causing as little disturbance as possible.

Now getting to the bitter doses that one must take. We will suppose that he did not spy you; that he is at his desk with ink bottles of convenient size within easy reach; that he has motioned you to come in as you stand in the door with your knees knocking. Boy, how you need me now! Read carefully because on your next few moves will depend much of your



future success. First of all, note carefully all outside openings and whether or not they are screened. Take into consideration the number of floors up, because the distance down equals about the same thing. After you have made this survey, and surveys are very necessary, you take one step forward, then stop and drop your sample cases and other belongings in the doorway so that no one else can get in to disturb your interview. This detail taken care of, you stand erect, brush your hair, fix your tie and make sure your pants are buttoned so that the man at the desk will or can see for himself that you are tidy and neat. This little chore attended to, you are ready to make your next advance.

Keeping in mind always that no truly great general ever advanced without plans for a successful retreat—orderly if possible, you walk right up to the desk, and ask the fellow what his name is. It always makes a big hit with buyers to have some yap come in and ask him what his name is. He may tell you what his name is, some buyers are very considerate. If successful in getting his name, you might try to pump him a little more. Ask him if he really is the big boss, or whether he has to have his orders okehed by some one higher up. Such questions are for the purpose of analyzing his character so that you will know what type of buyer he really is. If you can ask such questions for an hour or

more without having an inkwell sent in your direction, chances are that you can wool him around all day and that his order will be turned down by the credit department even if you get it. Of course you are not to blame for bad credits.

If it so happened that this bird was a Bismarck type; then it is more than likely that your preliminary survey of openings, distances, etc., stood you well in hand.

VI THE FOLLOW UP

Always follow up your leads, no matter where it leads you to. Sometimes it is smart to follow down as well as up. Not long ago I followed a fellow into his cellar and was well rewarded for my effort. But what we are talking about is the follow-up and not down, method.



I like to be specific, to give concrete cases, as it were, in order to give the student something definite. Boot-legging has of recent years become a highly specialized calling, and the brethren of this fraternity, (Greek) have developed a follow-up sys-

tem that is a knock-out, or at least it was in my case. (I am all right now.) Case No. 1. Not long ago a bootlegger followed me up to the seventeenth floor, and while I was hanging up my coat and hat, he had locked the office door and was pouring pre-war. Hard times vanished like a morning dew, and while in a prosperous condition, I purchased to the extent of my available collateral.

Hi-jackers follow up illicit lovers, and very few report their losses because of the explanations that become so necessary, and that are so hard to make the wife understand. Case No. 2. On second thought, I have decided not to give the details of this case. I dislike explanations, and you can't tell, my wife might read this book, even though she professes not to be interested in salesmanship.

The point that I want to make clear, is that in all of my experience, the two cases of follow-up just related, were the most successful. The details of Case No. 2, can be had by calling on the author in person.

VII

SELLING THE BOSS

Selling the boss and keeping him sold, is an achievement that any salesman can well be proud of. But keeping him sold on yourself while failing to sell his merchandise, boy, that is something to write home about. Advanced students of salesmanship will appreciate the difficulty of the task; they will understand also, that only by the use of psychology in large doses can the thing be put over.

As in all cases of advanced selling, the first step is to analyze the boss. This detail out of the way, you proceed as follows regardless of the result of your analysis: Write him long letters every day marked "Personal" and write on both sides of the hotel stationery. This is done for the purpose of impressing him with the idea that you are trying to save money for the house.

Write at considerable length about new prospects that you have dug out, what a wonderful impression you are making and that you will knock 'em cold on your next trip. And by all means don't forget the weather. Weather reports are something that most sales managers dote on. Too hot, or too cold; too wet or too dry; rain, sleet, snow and blow, are words that add much to the luxury of reading daily reports. Never deny the boss the privilege of learn-



ing from you rather than from the weather bureau just what the weather has been.

Another sure way of *cementing the boss to you, is to tell him how you sing his praises on all occasions, and how you tell all the customers that you and he are just like brothers; you know how brothers are. Another thing. You want to impress him with the idea that you are a clean young man, so always charge up room with bath, no matter what sort of a tank town you stop at. Besides I have always contended that it is worth whatever you can knock-down if you have to stop over night in a bowl and pitcher house.

Footnote: *Cementing, as used in this chapter, means hardening.

VIII

THE SALES MANAGER

The principal job of a sales manager, is to keep the big boss sold on the S. M. He should keep the B. B. well supplied with complimentary clippings, clippings that mention the aforesaid S. M. as being a live wire, business builder and go-getter.

There are, of course, a few other duties, such as sticking tacks in a map showing where you have dealers. If you have no dealers, there should at least be tacks stuck in a map, showing the towns your traveling man or men have worked. These tacks can be arranged in various color schemes, which makes the map ornamental as well as useful, if any. A sales manager without tacks is what you would call a tactless sales manager.

The S. M. should also write some very stinging letters to the salesmen, calling attention to the fact that the big boss was very much disappointed in the business, both as to volume, and quality of customers. (A carbon copy of all such letters should be sent to the Big Boss' desk.) In other words, a truly great sales manager is one who rides his men, and who rides 'em rough shod, and who keeps 'em in hot water all the time.

The truly remarkable thing about sales managers, is that they score very high along the lines above



suggested, and need very little training. Of course, there are those whose letters are blunt, rather than stinging; crude rather than cruel. But on the whole their intentions are good, and besides they have a hard time of it. Just think of the banquets they have to attend and the speeches they have to listen to.

IX

MEETING THE BIG BUYER

After making tank towns for a year or two, stopping at bowl and pitcher hotels, you finally get your big chance—a chance to call on the big boys who play golf. From now on, instead of having the country grocer falling on your neck, you take your place at the end of a hard bench in the outer office and wait your turn. About the time those who were ahead of you have had their turn, some cronie calls the big buyer over the phone and this is what he says: “That you Jim, Whythell ain’t ya out here to complete the foursome? Busy my foot, just tell them tender little things asetting’ on the bench that ya got a big ‘confluence’ on and be on your way. A’rite, we’ll wait for you in the locker room. Ya, got everything, my favorite man from the creek was in an’ left a gallon. A’rite, we’ll wait.” The first week or two of this will be the worst. Soon you will work up an acquaintance with the blonde at the information desk. You may find that she knows one of your boy friends or that she went to school, if any, with your sister or something. Well, you are making progress. Within another week, she may get you an appointment with the big boy himself in person, and then you may be sorry that you ever

left the sticks. But be that as it may, the fact remains that you have bearded the lion in his den, even if you did get kicked out. On your next call, provided you have the courage to tackle him again, use psychology, keep in mind that he is a golf nut, and if you can't sell him maybe he will go out and play you eighteen holes for a dollar a hole or something. If he can trim you too easily, you will have to lay off selling for a while and brush up on your golf. In order to apply your psychology you generally have to be a good golf player, because such a large percentage of buyers are golf nuts. Should you develop into a good player yourself, you may get a job as a buyer and then all your troubles will be over and you won't have to worry about Bismarck buyers any more. You can forget your psychology and live a normal life.

X

APPEARING BEFORE THE BOARD

Appearing before the board of directors, the school board, or the county commissioners, is something every salesman should look forward to. The first thing necessary is to find out when they are going to meet. Arrange to come in just a little bit late so as to be noticed. If you get a chance to present your case, whatever it may be, and you may, talk long and loud and use your psychology. If there are five members on the board and you have found out from your survey, and you must always make a survey, that one is a golfer, another a fisherman, another a baseball fan, another a fight fan, and the last a checker player, you should challenge each to a game of his own choice, and discourse at length on the merits of each. That is what is known as applied psychology and you have "did" your part.

If it so happens, as is often the case, that some ignorant salesman who knows nothing about psychology, and who could not make a speech, nor even appreciate the one you made, a man who knows nothing about the various games mentioned, yes it often happens that such an ignoramus sneaks out the night before the meeting and gets the various



TOM
METCALF

members of the board on the dotted line, and if that has happened to you, it's just too bad. Of course, you did deliver—your speech, and the other fellow did do you dirty, but what else could he do? He knew nothing of the finer points of salesmanship, nothing of psychology and its many ramifications. So after all, what could the poor fellow do but go

out and get the business while the more informed were preparing their line of attack. Had he waited for the meeting he too would have been a blowed-up sucker.

From the foregoing you must not conclude that culture is the bunk and the ways of the crude get better results. On the other hand, you should thank your lucky stars that you are a man of parts, that you know your stuff, even though you did lose the sale.

XI

STOOL SITTERS

Endurance flights, marathon dancers, and tree sitters, have nothing on the boys and girls behind the counters. These poor creatures have to sit on their stools, chewing their wads, while wild women paw and claw their respective ways through piles of pink pajamas and other "week" end bargains. In their present untrained condition, these behind the counter folks, are required to make many jumps up or down from their stools, that would be wholly unnecessary if properly schooled.

With an understanding of sales psychology, and a mail order course in personal analysis, under their respective belts, they would rarely have to leave their stools or miss a chaw. They could tell at a glance whether the woman looking at the Pinks was really hot or just luke warm. In case the latter was indicated they could ooze her on her way by simply saying that a big nigger woman bought a pair just like 'em.

There would be times of course, when women would insist on buying something, or in having some article from the shelf brought out for their inspection. Such instances would be rare, and the gum chewing stool sitters, could catch up on their True



Story reading and go home at night not all "tarred" and worn out.

The science of selling from a stool, has been much neglected. It is not enough to suggest pinks to the puffy, and baby blues to the blondes, it is the manner of making the suggestion. If a woman is large and ugly, call her "honey" because she may be starving for a little affection. If she is thirty and still a Miss (Personal analysis stuff) call her "Kid" and if she has a man clinging to her, call him "Daddy." Of course much depends on the grace and ease with which you handle such situations, as to how big it goes over. So in order to acquire a lot of practice and poise in the shortest possible time, I would suggest that you call all women who come to your counter, either "honey" or "Kid" and all men "daddy." Boys can be called "Sugar" or "Sweetie" depending on age and whether or not they own, or have the use of a car.*

Foot note: *This chapter has been directed largely at the female of the species.

XII

LIFE INSURANCE

Weeping with the widows, is by no means all there is to life insurance. To be a first class insurance man, you must first of all be an explorer of parts—an investigator, as it were—one who can discover the Way of Least Resistance. Instead of tying into some hard-headed business man who might want to buy a \$50,000 business policy, and who would ask a lot of fool questions about net cost and a lot of other bunk that really makes no difference to a dead man; look for a weak sister that you can roll for \$1,000 contract, somebody that you can write by wearing him out. Another thing, the less the fellow has, the easier he is to sell, and volume is what you want—that is, a lot of applications. Still another angle. Fix it so that you will have a lot of big losses to talk about—applicants turned down. I know a fellow who really looks for candy kids, that is, Sugar Daddies who have too much sugar. You know, so much too much that even a sub-standard rate is rejected by the medical department. This fellow can always talk about his big losses, and if we accept the theory that a fellow must have a lot before he can lose it, he is a great success; or has been.

Another plan used by many life insurance com-



panies is to encourage their agents to write "one a week." The point that the agent should keep in mind is not to write more than one a week. One policy per week will pay room rent and eats and who should care for more? At least one room is enough. Besides if you would get in the habit of writing two or three a week, the sales manager, or sales director, would soon get the idea that business is coming too easy and that you are trying to make too much

money, and he might want to cut down commissions or something. The big thing is to look for weaklings, lungers and sugar daddies. They are easy to write, and every once in a while you are apt to slip one by. It's worth something to show up the M. D. Getting fellows by who have been turned down by other companies should be your main stock in trade.

There is so much to this life insurance racket that I hardly know what to leave out. But this I do know, never overlook an opportunity to argue the merits of your company with other life insurance men. Some men spend half of their time arguing with other life insurance men. That is what you call sticking up for your company. But remember, you must win your arguments, no matter how many sales you miss. Winning an argument and losing a sale is at least something accomplished.

In order to more completely prove my points, I want to make a few comparisons that are as the lawyers say, "in point." Look for "push overs," fellows who fall easy, if not hard. Primo Carnera was made a near champion by being fed on easy marks. So you can become a great producer by hunting "push overs." Let the men who have to work all day, every day, tackle the hard ones. You know there are some men who become slaves to their business, men who get more kick out of writing a big policy than they do out of fading a crap shoot-

er. Such men should be put down as "single track minds" because after all, we only get out of life what we put into it, and who wants to be a slave?

A well rounded character, that is what we should strive for.

XIII

THE REALTOR

A few years ago there were no REALTORS. We had real estate dealers and real estate salesmen. But along comes the war, jazz and smoking women, and as a by-product of these we have realtors. The difference between a real estate dealer and a realtor, is that to become a realtor, and to remain in good standing in the national organization, you must be able to collect commissions from both ends of a deal without getting caught; whereas the real estate dealer doesn't give a damn. The real estate dealer is not responsible to any national organization with high sounding code of ethics, so he simply takes his commissions where he finds them and lets it go at that, while the realtor must be able to cover his tracks. I felt that this explanation is due the young man who contemplates becoming a real estate salesman.

I would suggest too, that the aforementioned y. m. tackle a job with some plain, ordinary real estate firm first. After he gets onto the ropes and learns how to tie up a piece of property without buying it, after he learns how to get a low net price from the owner, and after he has learned how to sell it at twice the net price, he has but one other test to pass



before graduating into the realtor class—he must be able to go back to the original owner and work him for five per cent. Getting this last five per cent is the real test.

There are so many brands of real estate and so many methods that seem to work, that it is needless to attempt to cover all of the various ramifications. The Dollar Down sub-divider has a nice little game, easy to work and quite profitable. While subdivisions never have been sold by the gallon, that may be the next important step. The dollar down fellow only needs a very few lots, and since the payment

is so very moderate, all he needs in the way of transportation, is a wall map showing the distance from the post office or the city hall. The same lots can be sold over and over again because sooner or later the buyer goes out to look at his future home-site.

All that seems necessary is just a few suggestions to young men who are about to embark into this field. If you are showing a corner lot, never mention paving taxes. If you are asked as to the amount of taxes, simply say: "I can't tell you the exact amount, but taxes are considered very low in this addition."

XIV

THE AUTOMOBILE SALESMAN

If you are to succeed in this highly competitive field, there are a few fundamentals absolutely essential. First of all you must make it known to your girl friends that you are driving a new car, with gas and oil furnished and that demonstrations will be in order. Then demonstrate your sales ability by selling the boss on the idea that you are a hard worker, that you do your best work at night, and that it will be necessary for you to take your demonstrator home with you. This accomplished you are all set for a good time the first week.

Mingling with manicurists, wrinkle removers, and rounders, you are going to find many in need of better transportation. Most of them will own an equity (?) in a prehistoric chariot of some sort. All of which brings to you, your second big chance—a chance of selling the boss on the idea of paying off the balance due on the old wreck, and then taking it as a down payment on a new car.

This accomplished, another opportunity for strutting your stuff awaits you. When the finance company has turned down the credit because of the moral hazard and the lack of cash down payment, your first real opportunity for displaying your sales



ability has arrived. At this point you call the big boss to one side and tell him confidentially that the handsome hasher is going to marry an oil man who has just brought in a big gusher, or a barber whose rich uncle has died and left him a fortune, or some other equally interesting tale. Tell him that the whole thing will be paid just as soon as your clinging vine can drape herself around her soon to be husband's bank roll. This accomplished you have proven yourself at least an average automobile

salesman, and by careful manipulation you can keep your demonstrator and drawing account for several weeks longer.

For instance, when the first note comes due and the bride to be does not show up with the Jack, tell the boss that the wedding has been postponed but that you will personally see to it that the money is collected. This will get you by for another week or two. By that time you will have had time to visit all competitors and have told them what a whale of a business you are doing, but that the car is not standing up and that you are thinking of making a change. Tell every dealer that you talk to that you have a lot of good prospects that will buy whatever car you recommend. If you are reasonably clever with your line, some dealer will grab it, hook, bait, sinker and all. This accomplished you are all set for another six weeks or two months. The experience you gained on your first job should stand you well in hand and make it comparatively easy for you to maintain yourself in a manner befitting your station in life.

After you have exhausted the dealer supply in the town in which you are located, you can get a fine letter from any of your former employers if you make it known that you are leaving for greener fields.

XV

THE GROCERY SALESMAN

Grocery salesmen, known to science as "Prune Peddlers" are divided into two distinct classes, those who have read this book, and those who have not. The former, or educated class, contains those who have ancestors, and who have had their adenoids removed, while to the parties of the second part, belong that vast throng who do not know why "Gentlemen Prefer Blondes." It is for the benefit of this second class that this chapter is written. Yes, for those hard working, misguided mortals who use their Fords for transportation, and who go home on Saturday nights.

While Darwin never exactly came right out and claimed that the Prune Peddler supplied the missing link, he did stress Natural Selection, which may, or may not be the reason for some men selling groceries. But recent research does confirm the theory that so long as women seek alimony (and get it) there is going to be some demand for Vitamine D.

Now then, since Darwin and Alfalfa Bill have agreed that eating is a habit likely to continue, and since groceries are supplied for that purpose, the prune peddler becomes a necessary evil that we must take into account. He becomes an institution as

regular as the tide only more so. As already intimated, it is for the uneducated, that this chapter is written, and chances are that those who cannot even read will profit most.

In the year of 1776, or maybe it was 1896, Freud discovered sex and its relation to selling groceries and bad dreams. He discovered that unless a man had sex, he had no appeal, and consequently couldn't sell either prunes or peanuts. Adler and Jung made a lot of discoveries along about the same time, but they rather hold to the theory that bad dreams have nothing to do with the stock market or the price of prunes. But by combining the two theories, and since this is an age of great combinations, we find that dreams or no dreams, folks have to eat.

With these finer points definitely out of the way, we now come to the point where it is desirable to do some psychoanalyzing, which also includes some fine points. Follow closely as we "psycho" our first subject. Behind the counters of most grocery stores there is a little secret book, into which the proprietor writes down from day to day, the innermost secrets of his life. The book is marked "Want Book."

As soon as you get into a store where such a book is kept, keep your eyes peeled for its whereabouts. As soon as you get it located, watch for your chance.

Sooner or later you can catch the boss off his guard and then you can slip behind the counter and take a peek into the book. Getting the contents of this book is the first and most necessary step in order to psychoanalyze your victim.

Example: For instance you found that the book contained the following words: "Sugar, Yeast, Jars, Corn," you are then ready to write down the test words and start a process of deductions. By following the simple rules, which will be supplied in my next book, you will come to the conclusion that the fellow is about to start on a fishing trip. The next steps are simple, so simple in fact that a college degree is hardly necessary. You simply walk up to the proprietor and say: "When are you going on that fishing trip, how long are you going to stay, and are you afraid of snakes?"

If you happen to hit it right, which has been known to happen, you can spend the rest of the day swapping fish stories. What I mean is that if the fellow is a nut on fishing, he will talk fish till the cows come home. By staying right in there and pitching, you accomplish what is known in psychology, as "Riding his hobby." You become great cronies, and as such you must be careful not to press business. Of course, it will be perfectly ethical for you to quote an "inside" on sugar or "Standard" corn, but lay off of "Fancy" brands in which the house

might have a profit. Always remember that you are buddies and that your "psycho" proved correct, and that nothing else matters.

XVI

THE BARBER SUPPLY SALESMAN

If you would succeed in this field, chances are that you should take up barbering first, so that you can learn the lingo first hand and get it right. By being a barber first, shooting craps, and attending so-called prize fights you can get your picture in the Police Gazette as one of the leading sports of the profession. This accomplished you are sitting on top of the world. You can then dress up like a barber pole, get yourself a kit of samples and hit the highway. When you walk into a shop, show the man on the head chair who you really are, that you step high, wide and handsome, know all the latest stories about the traveling man. Be in no rush to leave the place, because if you stick around long enough they may run out of some concoction that is highly touted as a hair restorer. Of course, you haven't got the same brand, but you do have a new one that will grow hair on a billiard ball, but you cannot guarantee results on harder substances. And don't forget the "Farmer's daughter."



XVII

THE PSYCHOLOGY SALESMAN

When business is dull, when you have failed in legitimate fields, when you have reached a point where you would pawn your watch for a bottle of booze, don't do it. There is always a fertile field if you can act queer, carry a cane, and make yourself known as Doctor Iodiform, business builder extraordinary. If, at the start, you cannot afford an advance agent to sell your services, consisting of four lectures at \$250.00 each, on "Advanced Psychology," put on a Prince Albert and sell yourself. But before you start out, read a few mail order advertisements on how the office boy became general manager in six months so as to familiarize yourself with the lingo.

After you have made a contract for your lectures, send to some mail order house for four of their very best lectures. If you are not adept at committing long lectures to memory, at least read them often enough to get the general drift. Then go out behind the barn, or down in the basement or some place where you can be alone with your God and practise until you can put plenty of guts and gusto into your lectures. Do not linger longer than necessary after you have delivered yourself of one of



these masterpieces, but be on your way to the leading hotel and refuse to see anybody. If one of your victims wants to see you, have the clerk inform the duped one that you are in a "confluence" with the president of the railroad or something. Be aloof, as it were, if you would succeed as a psychologist.

The thing that will surprise you most is how easy it is to get by. Managers of big institutions will fall for your fables, and after you have taken their money away from them, the only thing that they can do is to give you a letter telling of the wonderful results, resulting from your lectures. Boy, it's a cinch, and they all fall. But remember, you have to act queer and you have to learn a few words that you have not been in the habit of using.

Now I want to explain the necessity for beating it for the hotel the minute you have finished your lecture. If you stick around and mingle with the mob, some sucker is apt to walk up and ask you: "What do you mean by the reaction of the subconscious mind to psychic influences?" It's better to be gone when such a thing happens or a fellow is apt to find himself in the middle of a helluva fix.

XVIII

STEPPING ON THE GAS

Speed is the great thing in modern selling. A few hints on covering territory should not come amiss. If the company provides you with a car, the way to get a new one soon, is to step on the gas. For instance, if you have a fifty mile trip to make, make it in an hour flat, instead of two hours, and then spend that extra hour telling the boys in the hotel lobby what a speed demon you are. If your com-



pany carries firm name or line of merchandise handled painted on the doors or side of your car, it may cause you some trouble if you are not careful. Should you, for instance, go out with the farmer's daughter, or the manicurist from the hotel barber shop, and have car trouble, or run out of gas temporarily, or any one of the other things that so often happen to a car when out with a blonde, a name on the side of a car is not so hot. The company may object to the removal of the sign, as such things are supposed to have advertising value. So about the only safe and sane procedure, is to allow the car to get so dirty that no one can read the sign. Because as you well know, or at least should know, that is if you are any kind of a traveling man, there are times when you do not care to advertise.

Now getting back to speed. The more speed the more cars you can wear out, and the more cars you wear out, the easier it will be for Henry to pay his income tax. But aside from all that, the element of time should never be overlooked. I knew a man, a traveling man, who was driving a new car and while nursing it along, as most factories say you should, that is "Don't drive above 35 MPH during the first 5000 miles," yes, while he was trying to observe that fool rule, he forgot all about a "date" in his overnight town, and had to go to the show, or wherever he went, alone.

XIX

A PROMISING YOUNG MAN

Once a young man who had just secured a road job, overheard the boss telling a friend that he had just hired a promising young man. Having thus been informed as to the estimate the boss put on him, he was determined to live up to his every expect-



tation. He made good in a big way. He promised matrimony to the hashers, more time to the merchants, money back to the customers, and plenty of business to the house. He promised reductions in price, extra weight, free samples, full page ads and factory assistance. He promised to pay, to collect, to refund and refinance. And finally he promised to leave the country, commit suicide or marry the girl. Again he made good, and is now playing a harp or something.

XX

THE SALESMAN AS A SOCIAL LION

When and if a salesman is invited to the home of a customer, for an evening of bridge, or perchance to trip the tango, he should by all means be the center of attraction—the life of the party as it were. He should flash his flask with a flourish that bespeaks skill of a high order. He should outbid everybody,



double and redouble with reckless abandon, if bridge is the order of the evening. If the dance has been adopted as entertainment, he should strut his stuff in a manner befitting a traveling man.

But aside from his dancing and bidding, and now and then a drink, his really important function would be that of a conversationalist. No matter what interesting experience anyone else relates, he should be prepared to go him one better. The same general conduct recommended in another chapter, as proper for hotel lobbies, holds good with equal force for social gatherings.

I may be somewhat critical, but be that as it may, I always have contended, and still do, that salesmen who are invited out to social gatherings, should observe the following rules to the letter: 1—Never leave until the last dog is dead. 2—Never leave without first telling of some more brilliant party that you have attended. 3—Never try to order your own cab. The host or hostess will look after that detail. It is also quite unnecessary to tell your host that you had a good time. In fact it might be much more appropriate for them to call on you the next morning for the purpose of making known to you what a wonderful time you did have.

It is quite possible that this chapter is wholly unnecessary, for as I review in my mind the many social functions that I have attended, and which

were attended by traveling men, I am reminded that they have functioned very much along the lines outlined above. In fact, they have been the lions of most such occasions; at least they have roared.

XXI

HOTEL CONDUCT

Making proper "imprint" on lobby lizards in county seat hotels, is by no means a small matter. Pitch, for many years a prime requisite on the territory, has become more or less passe. Contract requires brains and there is really no need of exerting oneself mentally, so that the next best bet is that of vocal exercise. By picking out a good location in the lobby (best chair if possible) then pitching in a high tenor, you are ready to go. You can open up by making a sweeping statement as to present business conditions and then follow that up by making a few positive statements as to what the future has in store. Never waver when it comes to the future. On present conditions, or past history, you are always in danger of more or less successful contradictions of your statements. But when it comes to predicting what the future will bring, you need not take a back seat for anybody. You can tell 'em who is going to be president and why.

Shaking dice with the cigar girl and showing her all of your lodge emblems and lodge receipts is hot stuff. As long as you will shake dice and pay off, she will listen to your lingo and pretend that she likes it. Of course you care nothing about the cigar



GLORIA, TURN OFF THAT LOUD SPEAKER, WILL YA, I CAN'T HEAR MESELF EAT

— SO I TOOK THE \$50,000.00

HEY! SIGN OFF OUT THERE SO I CAN TUNE IN ON MY EXPENSE ACCOUNT

OH, I THINK YOU'RE MAH-VE-LOUS!!
(APPLE SAUCE)

SHE AINT NOTICED ME SINCE THAT WINDBAG ARRIVED — DRAT HIM!

WRITING ROOM

JOHN METCALF

girl, it is the aforementioned lobby lizards that you want your message to reach. The careful pitching of your high tenor, therefore, becomes of the utmost importance. In other words, follow through. Occasionally some one who has been seated at a writing desk writing up his daily report, may look up and suggest that you hire a hall. To such you simply give a dirty look, or invite them out in the alley. Should they take kindly to the proposition, just keep right on shaking dice and let them do the broadcasting for a while. Sort of a fifty-fifty break, you know. Personally, I'd rather listen than wear a black eye, but of course I'm experienced—you do as you please.

XXII

RIDING THE PULLMANS

Sooner or later you are going to ride the Pullmans and eat in the diner. In order to appear fully sophisticated and all smarted up, do not yell at the porter if you catch him carrying off your shoes during the night—if they don't fit he will bring 'em back before you get up. Your really big chance for display comes in the wash room of a morning. Get up early (chances are that you won't sleep anyway)



and spread all of your toilet articles, taking as much space as possible. After you have impressed all with your layout, try three or four razor blades before you finish shaving. Talk about your beard being tough, and that it takes three or four blades for one shave. You should also brush your teeth when riding the Pullmans, comb your hair for at least thirty minutes. Then unpack your grip, and take a good look at each of your three shirts, and then while no one is watching, slip on the dirty one you wore the day before.

Crashing the diner door will be your next adventure, and will be an experience worth while. Much depends on your first diner breakfast. If you charge up less than two dollars, the boss will worry about you, fearing that you were not feeling well, and if you charge up more, he will keep you off the fast trains. So my advise, is: charge up two dollars for your first diner breakfast and try to get even some other way. Also, I might mention that you should never try to do your own ordering, not for quite a while. Just tell "George" to bring in a breakfast for a he-man with all trimmings.

One great trouble with spreading your stuff on a train is that competition is generally very keen. If the cargo happens to be made up of New York Hebrews, you just as well check out, because you haven't got a chance in the world. They will outdo

you for finery, take more time shaving, talk in terms of stocks, bonds, and ladies ready-to-wear, until you will be covered with goose flesh.

XXIII

CLOSING

There are some authorities who contend that the buyer should blow a whistle or something when he is ready to sign, so as to save the salesman the physical exertion of completing his highly polished oration. Personally, I have always contended that it is bad form and shows ill breeding on the part of the buyer, to interfere in any way with a salesman in full eruption. He should wait patiently until the salesman has fired both barrels and caught in the act of reloading and then he should say: "Pardon me, Mr. Hipower, please do not play the other side of that record, as I am getting a little nervous and prefer to sign now."

But as above intimated, there are buyers who are not so considerate. There are those who will stop a man in his tracks, so to speak, and ask for a pencil with which to sign the order. Disconcerting as that is, I never refuse outright to loan a man a pencil who really wants to sign, but I do try to work a compromise. As, for instance, if I have pencils to sell, I stop my spiel and show him some samples and quote prices. In this manner I can usually make him forget that he was ready to sign, and pretty soon he settles back in his chair and allows me to



finish. Sometime they go to sleep, in which event you can finish up and slip out before they wake up.

Of course, there are those who really get ugly and insist on signing right now. In such cases there is only one thing to do and that is to allow them to sign and suffer the consequences of not hearing all you know. Then there are those who listen patiently for an hour or two and then intimate that they are not interested in your wares. They often use a little pet expression that runs something like this: "I have told you for the last time that I am not in the

market for your merchandise, now get-to-hell-outahere before I crown you with this cuspidor.” In a case of this kind, closing the door behind you is considered a “Successful closing.”

XXIV

THE EXPENSE ACCOUNT

It's really too bad that the day of the horse and buggy is a thing of the past. In "them good old daze" when we traveled by caboose and hired a livery team to take us to the next town, padding expense accounts was a comparatively easy matter. Some houses required their travelers to send in receipts for livery hire and other items that could not be listed under hotel or railroad fare. Having to take a receipt made it easy for us to catch up on our pitch losses, because we could always get a liveryman to sign a blank receipt and then we could fill in whatever we were short. The price of a game of pitch was "A hair cut and a shave" which in those days represented an outlay of 35c.

With modern transportation, and with most concerns furnishing a car and allowing a certain price per mile, a traveler does well to break even. But there are still a few wrinkles that can be worked. A man can still ride the day coach and charge for a Pullman, and he can still get up too late for breakfast and charge up seventy-five cents. But as a whole it is a very difficult matter to lay up a cent. With boot-leg whisky setting a fellow back eight dollars per quart, whereas we used to get it for a

dollar and a half, and since one can no longer mingle in good society without a monogrammed flask on his hip, I say that the bird who breaks even has to Scotch it a lot. Besides, in the good old days we wore a celluloid collar and a trick front shirt that helped a heap in keeping down the laundry bills, if any.

About the only suggestion that I can give you that will be of help in these hectic days of close checks and efficiency experts is to be collegiate and travel light. Just one more thought. I almost forget to mention tips. Your house will stand for about fifty cents per day in tips and there is really no need for tipping at all unless you want a date.

XXV

WINE, WOMEN & SINGIN'

Above all things, a salesman should be a regular "heller" when it comes to the wooing of women, guzzling of hootch and of taking his regular place in the barbershop quartette. He should be able to take a drink and then let it alone, and then another and let it alone, and so on down the line. He should never get drunk in the first place. But if he gets slightly looped legged in the third or fourth place, he will still pass muster as one who handles his hootch as a salesman should.

In selecting his women he should use the utmost care. Dishwashers and chamber maids should be well down on the list, giving places or preference to wrinkle removers and hashers. When starting for the country with a frill in his flivver, he should be low on gasoline and high on hootch. He should take all his spare change with him, so that in case he is hi-jacked he will not be beat up for being broke.

The only thing left to consider now is that of music. Some one has said something about music soothing the breast of the beast. This being true, there should be a lot of music—songs. Songs of sentiment, such as "After the Ball is Over," "She May Have Seen Better Days," "Her Mother Was a



Lady," and "What the Hell do we Care." If the hootch holds out, "Sweet Adeline" would of course be added to the repertoire. Care should be given the selection of a room or place for the holding of such concerts. On second thought, I am of the opinion that any hotel room is good enough, as there are guests on every floor who want to sleep.

XXVI

YOUR ASSOCIATIONS

Every salesman needs an outlet for his surplus vocabulary. There are some things that a modern business man does not have time to listen to; so in order to provide an outlet that will absorb week-end accumulations, one should select a select coterie of congenial souls who will applaud a recount of your wild escapades while out on your territory. It requires tact and some money, as well as time, to acquire a hand-picked group that will meet all the demands of a supersalesman.

No one can pick out your cronies for you, so the best that can be done is to outline a general plan that has been successful over a long period of years. Dance halls, pool halls, and barber shops are all fertile fields for exploration. There you will meet men and women who have less at stake than you have and who will look with favor on the fellow who carries corn and cigarettes. A moderate display of wealth, such as buying cokes for the crowd and tipping the soda jerk two-bits, makes a big hit. Two or three week-ends thus spent will bring hearty greetings when you enter.

Soon you will be able to select from among the habitues a group that would go to hell for you or



with you, that is, so long as you have expense money in your pocket and a carefree attitude. They will listen in wide-eyed wonderment to your every tale of adventure, and most of them will believe that you actually got the big orders you say you did. The thrill of having a faithful few on whom to unload after a hectic week in the sticks cannot be overstated. The fact of feeling that they believe what you say and seem to enjoy it—Oh Boy!

Never pick your week-end associates from among the well-to-do or so-called cultured class. They will

expect too much of you, would not laugh at your jokes nor believe your tales of adventure. They would lift their eyebrows when you wrapped your index finger around the spoon in your teacup and they never would get used to hearing you say "haven't saw." So stick to the gang that does not cramp your style; the gang that would divide your last nickel with you.

XXVII

PERSONAL APPEARANCE

You should be tall and handsome, (I am going to write a book on how to grow tall) so handsome that the hash slingers on your territory, if you get one, would heave a sigh and gasp for breath and exclaim in ecstasy as you hit their tank town; "My Gawd, ain't he the berries!" You should be dressed up like a "stud hoss" at the county fair, with your mane curled and your trick mustache trimmed a la Charlie. Your suit should be selected because of color rather than quality. Color is the thing and you can get a lot of it for \$22.00. Your cigarette case should look like silver and your pocket flask should be of ample size. In other words, equip yourself like a Ford roadster, with windshield wiper, red tail lights, spare tires, rich mixture and your cut-out wide open.

To cause commotion in a county seat nowadays requires a lot of IT, whatever that is, and you can't make the grade in a seersucker suit. Stripes and checks are hot this year, at least the checks are. You should have both. It really requires a lot of thought and effort to become the kind of a salesman that stories are told about, and nothing less should satisfy.

BY GOLLA! IN THAT SUIT, I TELL YOU — YOU LOOK SO MUCH LIKE THE PRINCE OF WALES TO BE HIS OWN TWIN BROTHER — IF HE HAD ONE.



The value of such preparation cannot be overestimated. It gives you independence, poise, and power. Power to tell the salesmanager to go to hell if he stops your pay. Should such a thing happen, that is your pay stopped, resign. After having resigned, open up your loud speaker and tell the cock-eyed world what a rotten concern you have been with, and elaborate on the fact that you quit 'em cold—left 'em flat on their back, or backs, so to speak, and that you are now considering four or five big offers.

Here is a thought that should have appeared under "Preparation" but I didn't think of it in time, so rather than deprive you of this really important bit of training, I mention it now: You should be able to play Kelly pool like nobody's business. Poker is no longer a standard requirement, but don't neglect your craps. Craps develop a very picturesque language, and one should always lengthen and strengthen his vocabulary. For mouth exercise, craps is really and truly a wonderful thing. Come to think of it, I am glad that I forgot to slip this crap business into the chapter on preparation. The fact of the matter is that a red hot crap game does more to change a fellow's appearance than a week's preparation. Of course good crap shooters are born not made. Psychologists are agreed on that point.

XXVIII

ONE MORE THOUGHT— A SERIOUS THOUGHT

This little volume was written after thirty-five years of struggle with sales and sales problems, salesmen and sales managers. It was written for the purpose of pointing out some of the slippery spots on which we all slip at times and now in this final chapter, I want to draw a little picture of the master salesman as he really is.

HE IS HONEST. He is honest with himself, he gives the firm a full day of honest effort, and his customers swear by him because of that same characteristic.

HE HAS COURAGE. He has courage to carry on. Not the kind of courage that carries a man over the top at the command of a superior officer, but the courage to go over without a command. The courage to carry on in the face of difficulties, and to carry on with a smile.

HE IS A GENTLEMAN. The master salesman is a well informed, well behaved gentleman. Well dressed, clean shaven and wholesome in appearance.

HE HAS INITIATIVE. He does not sit around waiting for something to turn up, he is busy turning



things up. If his first attempt fails, he thinks out a new attack and follows through.

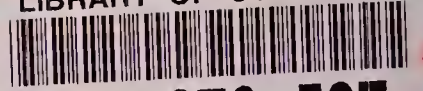
CAREFUL OF HIS ASSOCIATION. He is willing to be judged by his associates and they are proud of him.

HE HAS ENTHUSIASM. His enthusiasm is not of the hot air variety that might be likened unto a toy balloon that flattens out when pricked by a

pointed question. His enthusiasm is based on definite information and builds up as each obstacle is overcome.

NOTHING MYSTERIOUS. And finally, there is nothing at all strange or mysterious about him. He has no psychic powers, or supernatural ability. He is very human, has all the trials and tribulations to contend with that you and I have. He has bought bunk courses in character analysis and sales psychology looking for short cuts to success. But he finally has learned that there is no substitute for honest effort intelligently directed. He has applied horse sense and more horse power, fought his way to the front ranks, while the seekers for psychic assistance were pussy-footing around trying to locate the buyer's blind side.

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