

*The Power of
Creative Selling*

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of
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by

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To
ALL SALESMEN
EVERYWHERE

I sincerely dedicate this book, with the fervent prayer and hope that you will read it well; that you will endeavor to understand its principles and thus come to a vital realization of your creative power and ability. Your success will be my reward.

Introduction

*HOW THIS BOOK CAN
HELP YOU*

AT THE BEGINNING of our thinking together on this most timely subject, *The Power of Creative Selling*, I only regret that it is impossible for me to be in your home or office, to discuss with you, face to face, what I have written. However, in preparing this book, I have taken you into my complete confidence. My purpose has been to visualize myself in your shoes.

I realize that many books on selling are dull and uninteresting. In fact, you grow tired and weary trying to read them. I have therefore asked myself many times: Is what I am writing interesting? Is it instructive? Is it inspiring? Is it getting over the right idea? Every idea advanced in this book has one objective in view: your interest. Will it stimulate you? Will it instruct you? Will it inspire you? Will it increase your understanding? Will it contribute to your growth? Will it help you to be a bigger man and a better salesman?

Creative selling is both a science and an art. The science teaches you what to do, and the art teaches you how to do it. Creative selling is the ability and art of increasing the satisfaction of the prospect by convincing him that the thing you want him to buy will best fulfill his needs and desires. In fact, it is creating a want that did not exist before.

Creative selling is an individual accomplishment. It embraces you and the power within you to think and to create. These qualities and attributes are individual, and no one but

you can develop them. Therefore, my purpose is to help you to develop them by drawing on the latent forces within you. During the past 42 years it has been my good fortune to talk to thousands of people in all kinds of business, in all walks of life, in all kinds of places, and under all conditions. In that time, I have sold both tangibles and intangibles by every conceivable selling method. I have been able to combine first-hand knowledge with experience and to make a first-hand study of the actions and reactions of people. I have studied their behavior, and this has given me an insight into their temperaments, dispositions, ambitions, aspirations, attitudes, likes, dislikes, wants, and desires. Combining all this information, I have incorporated the best parts of it in this book.

The Power of Creative Selling is more than a book. It is an entirely new plan of selling, setting forth proven methods for creating more sales, earning a larger income, and enjoying more peace of mind. It is not the work of a theorist in an Ivory Tower, but of a stern realist who has encountered all the problems and heartaches that you are encountering, and who has solved many of the situations that are perplexing you at this very moment. In my years of experience, combined with reading, analyzing, and researching, I have learned what is necessary to influence people to buy—plus what it takes to keep them as friends.

It is impossible to put in the Introduction the many things this book can do for you. To do so would be to incorporate the context itself, because every page has a message. If you will read what follows and apply to your own life the powerful principles set forth, you will have a workable plan of creative selling that will really get results and enable you to sell anything.

EARL PREVETTE

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ONE

I Stubbed My Toe

ONE MORNING in 1920, I left my office in the Commercial Trust Building in Philadelphia and walked down Chestnut Street, on my way to see a prospect. Suddenly I felt someone tapping me on the shoulder. I turned around and faced a gentleman whom I had never seen before. "Is your name Earl Prevette?" he inquired. "Yes," I replied. "Are you originally from North Carolina?" "That's right!" I said. At this juncture he extended his hand very graciously and introduced himself as George Peabody, Jr., an attorney-at-law from Boston, Massachusetts. Still this did not mean much to me. Then he told me that my uncle, Henry Slater of Providence, Rhode Island, and more recently of Boston, Massachusetts, had passed away and that his law firm Peabody, Peabody, and Peabody had been appointed the administrators of his estate. He also informed me that, in going over the will of the late Henry Slater, his firm had discovered that I had been named as one of the beneficiaries. He said that a sizable sum of money was waiting for me in Boston and that his firm was prepared to make a settlement with me.

Without further ado, he suggested that I should journey to Boston with him in order to claim my inheritance. Soon we were on the train, and, upon our arrival in Boston, I made an appointment to call on his law firm the following morning.

I arose early the next morning. It was one of those beautiful spring mornings in Boston. The sky was clear and flooded with bright sunshine. The air was crisp, fresh, and fragrant. It was a most invigorating day, and I was thrilled and exhilarated. I was walking on air, all aglow with the hope and expectation of what was soon to be realization.

Exactly at 9 o'clock I was in the Old Colony Bank and Trust Building, on my way to keep my appointment with the law firm of Peabody, Peabody, and Peabody and claim my legacy. The receptionist at the office of the law firm was very gracious and most accommodating. In a moment Mr. George Peabody, Jr., came forward and greeted me with a most cordial and pleasant, "Good morning."

Immediately he escorted me into the office of Mr. George Peabody, Sr., who was the titular head of the law firm. Of course he was very delighted to see me and to realize that I was the nephew of his old friend and colleague, the late Henry Slater. After a few remarks that established my identity securely in his mind, he said that my uncle, Henry Slater, had willed me quite a sizable sum of money, and that his firm was now ready to give it to me, after I had signed a few routine papers. Indeed, I was most happy to sign those papers as a token of my sincere gratitude. After I had signed all the necessary papers, Mr. Peabody called his secretary and asked her to draw a check to my order. This she did. Then he asked me if I would like to cash the check in Boston before returning to Philadelphia. This I thought a splendid idea. He called his son, George Jr., to take me down to the first floor, where the Old Colony Bank and Trust Company was located. There, George, Jr. introduced me to Mr. Jerome Knickerbocker, the cashier, who said he would be glad to give me the cash when I had endorsed the check.

I endorsed the check, and Mr. Knickerbocker asked me how I would like to have the money. I told him that I would like to have it in thousand-dollar bills. He walked over to

the vault and casually brought back 100 thousand-dollar bills. He counted them out one by one, deliberately and carefully. I put these 100 thousand-dollar bills into an envelope and thanked Mr. Peabody and Mr. Knickerbocker very graciously for their splendid courtsey and co-operation. I picked up the envelope containing the one hundred thousand dollars and placed it very carefully and securely in my inside coat pocket. Just as I turned to leave the bank, lo and behold, I stubbed my toe and woke up!

How My Hundred-Thousand-Dollar Dream Came True

As I pondered over this dream in 1920, the thought came to me that I did not need to inherit one hundred thousand dollars. All I needed was to stub my toe, wake up, shake off the state of lethargy, get out of the rut, and come to a conscious, vital realization of the power of creative selling that was hidden within me. I firmly believed that the development of this positive and creative power of thinking, applied to selling, would enable me to make many hundred thousands of dollars. However, in order to claim my heritage, to realize the full impetus of my latent power and ability, and to derive the full benefit from that creative selling, it was necessary for me to develop a definite and concrete plan of action.

At that time I was attempting to sell life insurance. In those days there was no scientific plan of action for selling life insurance. It was a hit-or-miss proposition—mostly miss. Creative selling was only a dream, like my inheritance. The general agent of a life insurance company was usually a pompous gentleman. He would put his hands on your shoulders, rear back with an air of great authority, and hand you a rate book and some application blanks with the remark, "Now, go out into the world and sell!" That was the extent of your training as a life insurance salesman.

It was sink or swim, so out into the world I went—and I floundered. I walked the streets, stood on the street corners, and watched the people go by. Prospects! prospects everywhere! But I had no definite plan of action to contact any of them. Now and then someone would grant me an interview for the sake of courtesy, but the inevitable answer was "not interested." Thus, with sore feet, a tired back, a sour disposition, a weary body, and with both hands empty, I would slowly trudge back to the office.

This procedure lagged on for many days. I began to question—what's the trouble? Is it me or the life insurance business? I decided to do something about it.

How an Idea Gave Me Faith

First, I analyzed the principle of life insurance thoroughly to determine its value and to appreciate its worth. I concluded that it was a very excellent *idea*. I liked the idea of the protection it could provide. I liked the idea of the estate it could create. I liked the idea of the savings account it could establish. I liked the idea of the income it could guarantee for old age. In fact, I liked the idea of all the benefits that life insurance could provide for the individual and his family.

This analysis of life insurance gave me a comprehensive interpretation of its function and a clear picture of the benefits that it could provide for the prospect. I was thoroughly convinced that it was a good idea; a sound and practical proposition. I firmly believed that I could sell it. I had faith in it.

Faith is believing in something, and so it remains until you demonstrate your ability to fashion faith into reality. Now arose the question of how I could convert my faith into results by selling life insurance. How could I get the idea of life insurance and its many benefits over to the pros-

pect? How could I convince the prospect that it was a safe place for him to invest his capital? How could I make the prospect feel as I felt about life insurance?

How I Converted Faith into Results

I decided that the only scientific way for me to demonstrate my faith in selling life insurance was to create a sales plan that would carry the message of its benefits and values to the prospect and convince him that he would enjoy satisfaction and peace of mind by owning it. It was up to me to use my ability and draw on the hidden power within and create a sale that did not exist before.

In applying your ability to think and create a sale, it is wise to get the right attitude toward yourself as well as your product. You must realize that you are not merely a rag, a bone, and a hank of hair—you are greater than your body. Your power to think does not confine you to your own skin. You can project thought. You can organize and visualize the ideas and thoughts about the thing you sell with such power that it creates a sale. To do this scientifically and effectively, it is essential to build these thoughts and ideas into a plan.

What is a plan? A plan is a method of action, procedure, or arrangement. It is a program to be done. It is a design to carry into effect an idea, a thought, a project, or a development.

Therefore, a plan is a concrete means to help you fulfill your desires. In the field of selling, your desire is to create sales and render a useful service. To do this effectively, it is wise to have two plans:

First, a plan of operation to govern, guide, and control your general activities. To organize and arrange your activities each day is to save time, conserve energy, and eliminate chaos. The orderly arrangement of time will guide and direct you through the labyrinth of the most busy day.

Second, a Sales Plan to govern, guide, and direct your sales procedure.

Prospects are influenced and motivated to action by ideas, and the more quickly they receive ideas about the value of the product, the sooner they will react. I decided that life insurance was an idea guaranteeing many valuable benefits to the prospect and his family. I also decided that the quickest, the most practical, the most efficient, the most feasible, and the most scientific method of carrying that idea to the greatest number of prospects in the shortest period of time was by means of a Sales Plan.

The Essentials of a Good Sales Plan

I had plenty of prospects. What next? I needed a sales approach. It was only good sense on my part to create a Sales Plan that would set forth, in plain, understandable language, the many benefits and values of life insurance, and what they really meant to the prospect. The Sales Plan to present these important ideas had to be good, compelling, and concrete. It had to contain the power to attract the attention of the prospect. It had to possess the power to arouse the interest of the prospect. It had to create the power to stimulate the desire of the prospect. It had to generate the power to persuade and convince the prospect to act.

I spent many many hours of study and meditation in creating this Sales Plan. I checked, I double checked, I analyzed, I visualized. Was it interesting? Was it comprehensive? Was it stimulating? Was it concise? Was it persuasive? Was it convincing?

Every idea, every sentence, and every detail was attended with the strictest attention. Every word was studied for the correct pronunciation, for the proper enunciation, and for the right sound and inflection. Every thought in each sentence was studied for proper emphasis. Every particular was

weighed and balanced. Nothing was taken for granted, and no detail was overlooked. When I had this Sales Plan in good form, I memorized it. I read it out loud many times. I dramatized it. I felt it. I lived it. I perfected it. *Then I used it.* The Sales Plan presented a good proposition and a sound idea. What about the prospect? Was he attracted? Was he interested? Was he stimulated? Was he convinced? The results were beyond my fondest expectations. That Sales Plan sold millions of dollars worth of life insurance.

A Lesson from the Actor

In presenting a Sales Plan, I think that it would pay you to take a lesson from the actor. On the stage, on television, on the screen, and on radio, you must have been thoroughly impressed by the correct and precise way in which actors and performers present their lines. They seem to give every sentence, every word, and every gesture its proper place and time. They feel and live their parts right before your eyes, and the strange part is that you live the parts right along with them. Suppose they came on the stage without knowing their lines. Suppose they did not know what they were going to say or how they were going to say it. What do you think their sponsors would do? They would discontinue their services, and, of course, they would be justified. Performers know their lines because they want to please you. By pleasing you, they please their sponsors, and their sponsors are the ones who pay them—and pay them well.

If it pays these actors and performers to know their lines, it will certainly pay you and me as salesmen. This is the way I felt when I composed the Sales Plan.

A Sales Plan Gets Results

I felt that a Sales Plan was the means by which I could concentrate all my power and focus all my ability to arrest the attention of the prospect, kindle his interest, stimulate

his desire, and convince him to act. It would enable me to get results quickly. I also felt that it would mean money to me—and, believe me, it has! When I stubbed my toe, I woke up to the power of creative selling. It has been worth to me many times the inheritance in the dream. It can be worth the same to you, provided you stub your toe—because what am I that you are not?

TWO

Tour Place in Our Economy

SELLING is not a new art. It is as old as man himself. When man first began to exchange ideas he began to sell. Selling has always been employed as a means of influencing someone to do something. It has been demonstrated in the form of exchanging ideas, products, plans, or services. However, it was soon discovered that, in order to influence a man, it was necessary to please him. If the man was pleased, he would listen and pay attention to your story; otherwise, he paid no attention. Therefore, in order to sell him, it was necessary to know how to please him.

Thus opened up an entirely new field for selling. To be successful at this art it was necessary to know the characteristics of the prospect. A study had to be made of his wants, his needs, his hopes, his aspirations, and the many other hidden attributes that controlled his desire to buy. In order for the salesman to understand his prospect, he was compelled to turn the searchlight on himself. This was not all. It was necessary for the salesman to know everything possible about his product, its history, its background, and the part it played in the life of the prospect. It was essential to analyze the markets to comprehend the possibilities of the product, and the various uses in which it might be applied. The salesman had to uncover the unknown needs, and to supply those needs, and to create markets that did not

exist before. He had to be able to sense trends and to evaluate them in the light of reason and common sense.

The salesman is no longer an order taker with a worn-out valise, a bag of tricks, a bundle of sales cliches, and a stock of stale stories. The salesman of today is a psychologist, a scientist, an analyst, and an artist, all rolled up in one. He is dealing with the greatest thing in life: the mind and its ideas, as applied to the continued development of our economy and the distribution of its products.

The Need for Creative Selling

Creative selling holds a very definite place in our economy today, and it is the only power that can keep our economy strong, balanced, and capable of expanding to meet the new situations and new conditions that are developing with lightning rapidity. These new situations and new conditions will require new products and new services. Only the salesman can create the new markets necessary for their success.

The men and women who sell are not only faced with a responsibility, but with a definite challenge. They must have the daring and ability to create sales. They must stub their toes, wake up, shake off that state of lethargy, and arouse that sleeping giant of creative power and positive action hidden within themselves. They must dare to think for themselves. They must rely on their own creative power. With faith and confidence, engendered by positive thinking, they can draw on their latent ability and practice and demonstrate the power of creative selling to create sales that others may think impossible.

Salesmen who blaze new trails, open up new markets, pioneer new products, and create sales are salesmen who dare to sell things that have not been sold before. While others doubt, they go forward. They think, they seek, they ask, they search, and they find. They open new opportunities and help to furnish employment to millions of people.

They have the challenge to dare, the incentive to undertake, and the urge to begin, and soon their ability is turned into power that produces sales. They realize that "he who dares to think" stands secure in the majesty of his own might, and enjoys the blessings of his own efforts.

Creative selling is a science and also an art. The science teaches you what to do, and the art teaches you how to do it. Creative selling is the ability and art of increasing the satisfaction of the prospect by convincing him that the thing he buys will best fulfill his needs and desires. In fact, it is creating a market that did not exist before.

How to Overcome Negative Thinking

Creative selling is an individual accomplishment. It embraces you and the power within you to think and create. These qualities and attributes are individual, and no one but you can develop them. Cut loose and free yourself from all negative thinking, from all petty restrictions and all pygmy notions and all corroded resistance. Negative thinking retards you and holds you back. Open up the channel to positive thinking, and let the creative power flow through. Cast out all your doubts and uncertainties. They are of no value. Turn the power and dominion of positive thoughts on all your doubts, worries, and dreads. Start to develop the power of creative selling, and expect nothing but results. Rejoice and be glad that you have the ability as well as the opportunity to sell. It will be a thrilling experience to sell and serve. You will find that you feel like a new person. You will feel like starting anew every morning. What seemed a burden and a task will become an interesting and profitable adventure.

In the attributes of latent ability and creative power the men and women who sell have undeveloped resources to make the economy of this nation hum with unlimited prosperity, spin with increasing activity, and furnish more of

the good things of life to a greater number of people for many, many years to come. With new and better products coming into the market every day, and with new wants and new needs being uncovered almost hourly, everyone who sells or who prepares himself to sell has an unparalleled opportunity to partake of all the good things of life and share in an inexhaustible abundance. Opportunity is not only knocking on your door, but it is ringing the door bell, urging you to avail yourself of the greatest aggregation of untapped wealth and prosperity that this nation or any nation has ever known. The potentialities of selling are greater today than ever before. Greater, too, are the rewards of selling.

How Courage Gives You Power

However, you have your own row to hoe; you have your own life to live, and you have your own sales procedure to follow. You have your own living to make, and I hope some of the ideas expressed in this book will help you. Be courageous and put your creative power into action, and you cannot fail to be successful. Courage, you know, is a spark from heaven. It fills you with the faith to act, and this gives you the dynamic power to perform and to go ahead.

Man does not know how good he is until he begins to use his courage. Courage is that quality that enables you to encounter any situation with firmness. It makes you daring and bold. It fills you with valor and the dauntless spirit to conquer all adversities, overcome all obstacles, surmount all conditions, solve all problems, hurdle all hindrances, and make you the master of your affairs. Courage will arouse within you the very essence of creative power, and enable you to make sales you never thought possible. You can increase your sales production a hundredfold and keep our economy prosperous and expanding. You can demonstrate the power of creative selling as a vibrant reality.

How to Make Your Effort Pay Off

Invested effort in selling is rewarded with success. "He that loses his life shall find it." Therefore, harness your forces, discipline your effort, measure your time, marshal your energies, and concentrate your ability on selling. Lose yourself in the needs and wants of the prospect. Make his interests your cause, and do not worry about results. Before you know it you will be cashing commission checks.

"Procrastination is the thief of time." Indecision and postponement bring many delays and rob you of many valuable sales. Are you bold? Are you determined? Are you really in earnest? Take hold of yourself. Believe that you can sell and you will have the power to sell. Courage has genius, power, and magic in it. Once you begin to use the positive power of creative selling you will have all the vim, vigor, vitality, force, and power you need. You will get results. Your success and progress will not only be fascinating and stimulating, but they will be beyond your own comprehension. Therefore, learn to be bold and courageous, but always remain humble and know that every ounce of effort you invest in selling will be justly rewarded and fully compensated.

The days ahead demand strong minds and understanding hearts, fortified with unfailing integrity, enlivened with creative ability, sustained with great tenacity, buttressed with courageous action, and embedded with true faith and with ready hands.

As we travel along our way we take a lesson from an inscription written in letters of gold on one of the pillars of the main court of the great Wanamaker Store in Philadelphia. It was written by John Wanamaker, the founder.

"Let those who follow me build with the plumb of Honor, the level of Truth, and the square of Integrity, Education, Courtesy, and Mutuality."

THREE

How to Attract the Prospect

INSPIRED by her Bible reading, Hazel McCann, a saleslady of Akron, Ohio, wrote a letter early one autumn morning in 1940 to the famous minister and author, Lloyd C. Douglas. In that letter she wrote: "As I was reading, in John of the Crucifixion, how the soldiers had cast their lots for the seamless coat of Jesus, this was my thought: 'What might have been the reaction of the Roman soldier who won the coat? Did he wear it? Is there any legend about that man?' "

Just a week later she received a reply from Dr. Douglas. "Almost every day I hear from someone who thinks he or she has found a good idea for a story," he wrote, "but only once before have I had an idea handed to me which seemed to have large possibilities.

"It was very kind and thoughtful of you to give me the benefit of your luminous idea, and I shall try to do a story on it that will fulfill your expectations."

As the result of Mrs. McCann's idea, Dr. Douglas wrote a book which has sold more than two million copies. It has been translated into 17 languages and is now a film production that cost in excess of four million dollars. That book was *The Robe*.

Millions of people had read many times the Bible's account of the Crucifixion, and how the soldiers cast lots for the seamless coat that Jesus wore, but they never questioned

the reaction of the Roman soldiers. They never questioned who won the coat, they never questioned who wore it, and they never questioned the legend of the man who won it. Hazel McCann did. She was inquisitive. She had an idea. She gave this idea to Dr. Douglas. It seized his attention. It attracted his interest. It stimulated his desire. He was convinced that the idea had the seeds of a wonderful story. He was sold on the idea. He acted upon his decision. As a result of that idea given to him by Hazel McCann, a storehouse of valuable knowledge and interesting entertainment was furnished to a host of people.

How to Attract the Prospect's Interest

The highway to the interest of all men lies on the fertile plain of ideas. Hazel McCann used this highway to attract Dr. Douglas, and as a result she was highly rewarded. As a salesman, you have access to this highway from a choice field of selling ideas. Your ability and power as a salesman must be expressed through ideas. You must be able to present these ideas by creating a Sales Plan to merchandise your proposition. You must turn over what you have in order to get something else; in short, you must sell.

You must keep on the move, and consider the ups and downs in your activities as a stepping stone to greater achievements. Has it ever occurred to you why the ocean's waves constantly roll and break against each other with clocklike regularity? Without this persistent motion the ocean would become stagnant. Everything in and around it would perish. These movements keep the water teeming with wholesomeness and vitality.

Ups and downs in selling act as a tonic to provoke thought and stimulate action. The world is a proving ground. The prospects you call on furnish you with material for your laboratory of human relations. Your salesmanship is the head chemist who compounds formulas, and, if these formulas are

scientifically compounded, you can attract the prospect and sell whatever you desire. In this chapter there are formulas compounded in the laboratory of human relations, tested in the field of experience, and proved on the proving grounds of hard knocks.

How to Use the Law of Attraction to Make Sales

The laws of the universe are abstract until we begin to understand their principles and discover that these scientific laws are as close to us as our elbows. According to scientific theories, the universe is held together by the Law of Attraction. In physics you were taught that the Law of Attraction is a force acting mutually between particles of matter, tending to draw them together.

A Law of Attraction also operates in selling. It is the formula, the process, the method, the plan, and the act you employ to attract the prospect. The more you know about the prospect and the situations that control his acts, the more quickly you can attract him. Attracting the prospect calls for a combination of science and art. Science instructs us what to do. Art teaches us how to do it. Through observation, experience, reflection, and reasoning you can analyze the prospect. You can uncover the reasons that influence and motivate him to act.

Prospects are governed and motivated to action by ideas. Compounding ideas into a scientific Sales Plan and presenting them in logical sequence stimulates reaction and leads to quick results. Human nature is fundamental. You can be fairly certain what reaction you will get from people when you present them with a certain definite idea. A positive idea in action always produces a reaction. This reaction will be favorable if the plan to convey the idea is scientifically prepared.

The Importance of Knowing Yourself

A knowledge of ourselves, and what appeals to us, often gives us a definite clue to what appeals to and attracts others. We discover an appeal that makes them act. Most prospects are fundamentally alike. What will appeal to one will appeal to all. Most of us are constantly and eternally trying to persuade and even convince ourselves that we are different from everyone else. With 42 years experience in selling and experimenting in the laboratory of human relations, I know differently. We all have a lot in common with each other. The sooner we realize this, the sooner will we generate the power to attract. We must realize and appreciate one great fact about the prospect: he is a rational human being. He has desires, problems and needs, and he will listen to a reasonable and common-sense appeal on how to meet and fulfill them.

The attributes, characteristics, and qualities of the prospect can usually be determined by an understanding of our own. Your purpose should be to understand what the prospect thinks and to express your power to him through a well-formulated Sales Plan. Therefore, with this understanding, using the prospect and his needs as a center of interest, you can build and create thoughts into a Sales Plan that will impel him to act. You can attract and inspire him to have full confidence in your proposition.

The Three Sources of Sales

In analyzing the prospect, we find his acts to buy are controlled by three sources. So important are these three sources that I again enumerate them. By all means, initiate them into your activities and appropriate them to your use.

First: The prospect has a desire, and a desire is an unfilled want, seeking satisfaction.

Second: The prospect has a urge, and the urge stimulates and incites him to buy;

Third: The prospect has a reason, and the reason is based on definite knowledge of an established need.

Your Prospect Has Three Main Interests

After distinguishing the nature of the sources that control the prospect's acts to buy, you must uncover the situations that prompt them. The first source that motivates a man to buy is interest. Man has many interests, but sift them all down and you find that he has three main interests in life. On these three interests are based most of his reasons for buying:

First: The first interest in a prospect's life is his family. He buys things to aid them and to give them comfort and good living.

Second: The second interest in a prospect's life is his vocation or business. He buys things to resell, things to use in his own operations, or things that help him to be more efficient in his activities.

Third: The third interest of a prospect is to add comfort and pleasure to himself and to satisfy his own personal wants.

The Three Advantages Your Prospect Desires

In making an analysis of these causes and interests, we discover that they may be influenced by certain advantages and the effect they have on the life of the prospect:

First: The first advantage that the prospect desires is happiness or peace of mind. The prospect derives great satisfaction from what he buys. His purchases buoy him up. He feels that he is really doing something worth while.

Second: The second advantage the prospect desires is the gain of health. He places a great value on this because it is

his greatest and most important asset, and he will buy almost anything if he is convinced that it will improve and safeguard his own health or his family's.

Third: The third advantage he desires is a gain of money or wealth. The prospect realizes that it is necessary to spend money to earn money. Therefore, he will buy those things on which he can make money or those that he can resell and make a profit.

Thus you have a direct road to the prospect's interest, a direct road to the sources of his decision to buy, and a road map of the advantages by which you can attract him. You have a psychological background. This is the foundation on which to create a scientific sales presentation. With this scientific knowledge and information about the prospect, you can create thoughts and ideas from within that will attract him, and, by gaining his confidence, you can sell him your particular product. Thoughts about the thing you want to sell, built around his interests, his needs, and his wants, and believed in by you, will convince him to buy.

You Have to Give in Order to Get

The Law of Attraction is very plainly expressed in the Bible. It reads: "To him that hath shall be given, and from him that hath not shall be taken away, even that which he hath." As applied to attracting the prospect, this simply means that if you have the thoughts and ideas to attract him, and give them out, then you attract other things to you, and therefore more things shall be given unto you. On the other hand, if you do not make use of the thoughts and ideas you now have, then even that which you already have shall be taken away. It merely expresses the inexorable and immutable law that you have to give in order to get.

In selling you have only one thing to give, and that is your ability, intelligently reviewed and appraised, and con-

veyed to others through a system or a plan of action. Your ability can be expressed through a Sales Plan. You can create this plan in a haphazard, hit-or-miss way, or you can create it in a scientifically planned way. To attract a prospect and to create a sale, the latter is imperative. The perfection of selling starts with you. How high do you register in the scale of perfection? What are you doing to improve your efficiency? Have you learned to harness all your forces and concentrate them on the job of selling? Have you acquired the knowledge and skill to do the greatest amount of work with the least possible amount of effort in the shortest period of time? Can you get maximum results with minimum effort? Are your thoughts liquid? Can you adjust yourself quickly? Have you the power of adaptability? Can you apply common sense? Do you assume the role of self-importance when shouldered with the responsibility of serving others? Does your expert knowledge and keen sales ability lose its charm and savor at the expense of impudence and arrogance? Do you use your head for other things as well as a place to hang your hat? Always remember that if the product or service could talk and reveal its qualities, services, merits, usefulness, and its benefits and advantages to the prospect, the power of creative selling would be unessential and your services as a salesman would no longer be needed. However, since the product or service cannot do this, it is your job to do it effectively. This requires positive thinking, creative planning, and dynamic action.

The Power of Creative Selling Lies in You

The power of creative selling lies not in the product, not in the service, and not in the prospect—it lies in you. It lies in your ability to apply the Law of Attraction to draw the prospect to you. As a salesman, you want results; you want to make a sale, and you want to be of service to the prospect. The most scientific and practical way to do this is to give

the prospect all the knowledge and information possible about your product. Make an effort to give him a complete and comprehensive picture of what the product is, what it can do for him, and the pleasure and satisfaction he will derive from owning it. In doing this, you give the prospect an idea of what you can really do for him. He feels the impact of your impelling presentation. You stimulate and incite his consciousness with a genuine reason for buying. You feelingly persuade him to act. The prospect says to himself: "This is an appeal to my reason and to my interest, and according to my judgment it is a sound presentation. It makes sense. This salesman is telling me the truth. He believes what he says. Therefore, I am going to act on his advice and counsel." Prove and demonstrate that the product that you are selling has merit, that it is faithfully meeting the needs and satisfying the wants of others, and that it will therefore serve and benefit your prospect.

How to Turn Your Creative Power into Cash

To gain attention and get interest is not enough. With a feeling of confidence and earnestness you must arouse the desire, incite that inward, invisible intensity of being and make others want to do what you propose. You have the power to intensify your thoughts. Concentrate this power on a sale, and you will attract all the forces necessary to accomplish it. You will attract that which you want to accomplish by putting a lot of thought into it. When you proceed along this line, you are in a position to draw on all the necessary elements and entities and make full use of them. The sale will build itself if you center your thoughts on it. Thoughts turn into realities. Your great creative power is within you now, right where you are, ready to go to work for you. You can apply the Law of Attraction as a means to help you put this power of creative selling into action. It will turn your sales ability into cash.

FOUR

How to Create a Sale

SOME YEARS AGO, a man hired the Opera House in a small Pennsylvania town for one night, but engaged no ushers or other staff. About a month before the date for which he had rented the hall, he put a large sign on the most prominent billboard in town, stating in huge letters: "HE IS COMING!"

A week before the fateful night this was replaced by: "HE WILL BE AT THE OPERA HOUSE THURSDAY NIGHT, OCTOBER 15th, AT 8:30!"

That night, the man himself sat in the box office and sold tickets at \$1 a head to a capacity audience. When the lights went up inside, however, all that the crowd could see was a huge sign reading: "HE IS GONE!"

All the principles of selling are wrapped up in this story. Attention was gained. Interest was developed. Desire was stimulated. The prospect was convinced to act, and to "close the deal" by buying a ticket. I do not recommend this procedure, but the principles applied contain the basic elements necessary to create a sale. In this chapter, let us unfold and develop these principles and endeavor to learn how to apply them to create a sale or to improve our present Sales Plan.

When I was sixteen years old, which was over 42 years ago, I began to sell. I am still at it. In fact, I get more real pleasure and enjoyment out of it today than ever before.

Selling furnishes me with a modern school and a complete laboratory that is made up of living people, and affords me the opportunity to study every phase of human behavior and to understand the relations that exist in the varying aspects of selling. When you analyze selling, and especially creative selling, you find that you are dealing with the greatest and most interesting thing in the world. You are dealing with ideas and thoughts. By the application of ideas and thoughts, man has the ability to create. He creates by the power of an invisible idea. It is an invisible idea before it is a visible thing. It must be a thought before it can be a product or service. Therefore, if man has the capacity and ability to create a product or service by the means of an invisible idea, it must stand to reason that he has the power to create a sale, and to establish a market for that product or service. This is the line of reasoning that I have always followed, and it has never failed. I know from my experience that a man can create a demand and a market for anything, even for a product that never existed before.

A Good Sales Plan Can Create a Market

In my experience I have sold many different things. I have sold advertising, paint, cement roofing, oil, varnish, directories, patent churns, electrical appliances, washing machines, books, entertainment, billboard advertising, tooth paste, shoes, tailor-made suits, and all kinds of insurance, including life insurance.

Strange as it may seem, it has always been necessary for me to create a market, or a demand, for everything that I sold. It entailed the power of creative selling. It was either create a sale or starve.

In selling, it was never a question of prospects—I always had more prospects than I possibly could see. My problem was to cover the available prospects effectively and efficiently. To do this, it was necessary to have a good sales

approach. Therefore, I spent many hours in preparing and creating a good, concrete Sales Plan, around the product or service that I was endeavoring to sell. This Sales Plan needed the qualities and attributes to attract the attention of the prospect, to arouse his interest, and to stimulate his desire. It also had to have the dynamic power to convince, and to motivate and impel the prospect to act. This Sales Plan had to center the prospect's thought on my proposition to the exclusion of all others.

Gain Your Prospect's Interest by Showing Interest in Him

In selling, I try to remember that the prospect is in his office or place of business, has never seen or heard of me, and naturally is not interested in me. Therefore, the only possible way for him to become interested in me is for me to become interested in him. The only way I can interest him is to call his attention, in no uncertain terms, to something that will add to his happiness, his health, or his wealth.

After all, there are only three important things connected with a sale: You, the product, and the prospect. In geometry you are taught that a straight line is the shortest distance between two points. In selling, the shortest distance between you and the prospect is a sale. A Sales Plan shortens this distance.

It is easy to get an audience with the prospect, but your mission as a creative salesman is to do business with him and have him as a customer. To achieve this objective, you must hit the bulls-eye. Your gun may be the best and your powder the finest, but if your gun doesn't have a bullet, then it is certain that you are not going to hit the bulls-eye. The bulls-eye in selling is the sale, and your bullet is a prepared Sales Plan. It is absolutely impossible for you to give the prospect all the knowledge and information you possess about your product. He would not be able to grasp your meaning or to understand what you were trying to do for

him. You would confuse him, and instead of making a sale you would possibly encounter an ignominious defeat. Therefore, the most common-sense thing for you to do is to take the best parts of the knowledge and information about your product and shape it into a prepared Sales Plan. In this way you avoid giving him the knowledge and information in a haphazard, hit-or-miss way, but you give it to him in a scientifically planned way.

I had prepared and successfully used many different Sales Plans to sell many different products before entering the life insurance business. However, I wondered how in the world I could sell a life insurance proposition with only a rate book to show to my prospects. To me, this rate book was the key to a large safe deposit box, containing millions of dollars in cash assets that could instantly be shared in many different plans of life insurance. But my problem was to convince my prospects of this. Because I had been successful in gaining the attention of prospects about many other products that I had sold, I firmly believed that they would listen to me about a life insurance proposition. After all, the prospects who buy all the other products are the same prospects who buy life insurance.

You Must Plant Ideas to Harvest Sales

Selling is a good deal like farming. In farming, the farmer must plant the seed. He knows that he must sow before he can reap. The farmer and the salesman are alike. The farmer plants seeds. The salesman plants ideas. Your ideas, like seeds, will never grow a crop unless they are planted. The salesman reaps as he sows. The more ideas he sows, the more sales he will reap.

Therefore, I realized that in order to reap a harvest of life insurance sales I must sow a crop of life insurance ideas. I also realized that these ideas must convey to the prospect the real value of life insurance and the advantages that it

meant to him and his family. They must satisfy the prospect's sense of caution, security, and safety. Therefore, it was necessary to create a Sales Plan around the needs of the prospect, conveying the idea that life insurance would satisfy those needs.

In building and creating this Sales Plan, I studied life insurance from every angle. Not a phase was overlooked. I sought every available source for knowledge and information. I read every book that I could find on the subject. I compared all major companies. I analyzed all important types of policies, including term insurance, ordinary insurance, 20-payment life insurance, all kinds of endowment life insurance, all forms of annuities, and all forms of retirement income plans. I reckoned with mortality tables, compound interest tables, life expectancy tables, cash reserves, disability clauses, and tables and clauses for optional settlements. I studied the protection that life insurance affords to partnerships, executives of corporations, and the interests of individual proprietors. I searched tax laws relating to estates, wills, and trusts. I familiarized myself with inheritance tax laws, both state and Federal. The social, economic, and financial aspects of life insurance were carefully weighed, analyzed, and considered.

Get the Facts, Then Study Your Prospect

I found that the institution of life insurance was one of the sustaining pillars of our American economy, and it was worthy of the attention of any prospect. After getting thoroughly saturated with all the knowledge pertaining to life insurance, I began to study the prospect. Where does he fit in? Where is his place in this great network of economic, social, and financial relations? I found that the whole system of life insurance was set up for one purpose only, and that was to serve the needs of the prospect. A life insurance pol-

icy was a declaration of financial independence, embodying guarantees that would solve the prospect's family problems, help him to solve his estate problems, help him to solve his retirement problems, and help him to realize his hopes, ambitions, and needs. The prospect was not aware of all the wonderful things that life insurance could do for him. I must tell him.

In creating this Sales Plan for life insurance, I felt I had a lot in common with the prospect. I knew he had a family, a home, a job, and, in all probability, a lot of unfulfilled desires. I appreciated one great fact about the prospect: he was a rational human being with problems and needs and would listen to an appeal on how to meet them, based on common sense and reason.

Therefore, with a good understanding of life insurance, and with the prospect as the center of interest, I fitted a life insurance policy about his shoulders. I made it talk. I made it reveal its benefits and what they meant to him and his family. This is the Sales Plan I created. In this Sales Plan I refer to the prospect as "Mr. Doe" and the insurance company as "Every Man's Life Insurance Company/"

How to Present Your Sales Plan

I call on Mr. Doe and say in a friendly and positive way, "Mr. Doe, my name is Earl Prevette." I pronounce my name very distinctly, then proceed: "Every Man's Life Insurance Company is offering a combination life insurance and investment plan to business and professional men. Mr. Doe, this plan does four definite things for you."

Then I enumerate these things as follows:

"First: This plan immediately creates for you and your family an estate. This estate, Mr. Doe, is unlike most estates. It never depreciates in value, and is always worth 100 cents on the dollar. It is free from all liens, mortgages, and liabil-

ities. This estate can be administered for your family so as to be exempt from certain taxation.

"Second: This plan establishes a savings account for you after the second year. A very valuable feature of this savings account, Mr. Doe, is that it is always available. It stands at your elbow ready at a moment's notice to furnish you with ready cash to cover any unforeseen contingencies, or to meet any emergencies that might arise.

"Third: This plan pays all future deposits for you, in the event that you should become totally disabled through any kind of disease or accident. This guarantees your estate and keeps your savings intact.

"Fourth: This plan makes it possible for you, Mr. Doe, to retire with an income for life at any age between fifty and sixty-five. This income will be guaranteed to you as long as you live, with absolute assurance that every dollar invested in the plan will be returned, either to you or to your beneficiaries."

This Sales Plan contains approximately 200 words and requires about one and one-half minutes to deliver. It gives an idea of the benefits of life insurance. It is a true and concise statement of fact. It does not attempt to define life insurance, with its many technical terms. On the other hand, it presents a very comprehensive picture of what life insurance will do for the prospect and his family, and does it in a very understandable way. It is spoken in his language, and he understands it immediately. He quickly senses that this plan is an opportunity to do some real things for himself and family. By taking on the plan, he feels he will be adding to his family's welfare and to his own happiness and peace of mind.

The prospect says to himself, "An estate for the family—a savings account for an emergency—an income for the breadwinner. What more does a man want?"

The Importance of the Right Word in the Right Place

Plain everyday words are the most effective. Words spoken in the prospect's own language are subtle and indestructible forces that get under his skin. They make him feel the idea is his own. They penetrate his intellect. They persuade and convince him to buy your product.

Every word in the Sales Plan should be studied, weighed, and analyzed from every standpoint. Has it the proper meaning? Will it get over to the prospect the right idea? Has it carrying qualities? By analyzing and considering words in this fashion, you can select the right word for the right place. The words in your Sales Plan that convey the value of the product are the impelling and motivating forces that create a sale. Spoken in a cheerful and optimistic tone, they make it easy for the prospect to say yes.

It is surprising how the little things count in selling. The old saying goes, "Anyone can see the boulders, but it's the little pebbles that throw you." The little things—like using the right word in the right place, cultivating a friendly attitude, a pleasant voice, an agreeable disposition, and a high regard for the prospect—will make the sales approach much smoother and easier.

I never try to display how smart I am. I always approach my prospects in a spirit of humility, as one who comes to serve. As long as I give this Sales Plan humbly, it has power and punch, and it gets results.

It is all right to be wise, but do not tell the prospect. Always give the prospect credit for knowing as much as you do. It does not pay to try to bluff him. He can usually tell brass from gold. Answer all of his objections, and hand them back to him in the form of suggestions. Let him have his own way. Practice what the Bible says: "Agree with thine adversary quickly." Remember: "He who treads softly goes far."

How to Build Your Sales Plan Scientifically

It is a very simple process to build a Sales Plan scientifically. It is like building a house. It must be planned. A mass of material thrown together will not build a house. Every brick, every plank, and every nail must have its place. The same is true in building a Sales Plan. Every word, every thought, and every sentence must have its place. A Sales Plan is organized knowledge, which states the reasons why the prospect should buy your product.

The most scientific way to create a Sales Plan is to get all your material together, get all the facts, and find out everything you possibly can about your product. Investigate its history, background, economic relation, and the part it plays in life. Analyze these data, catalogue them, classify them, organize them, define them, and refine them. Then take the best parts and translate them into the needs of the prospect. Include in this Sales Plan anything that will improve the prospect's business, anything that will increase his wealth, anything that will contribute to his welfare, anything that will add to his peace of mind, or anything that will enrich his happiness. Present your Sales Plan in sequence, enumerate each point step by step, and try to use meaty words which evoke pictures. Speak in concrete terms, not in abstract phrases. Make your Sales Plan brief, concise, direct, definite, forceful, and understandable. Season it with the savor of personal interest, flavor it with the spice of enthusiasm, and sweeten it with the sugar of kindness.

The Power of Thought Forces

Thought forces in your Sales Plan that reveal the merits of your product, its qualities, its values, and what it means to the prospect are not mere indefinite abstractions. On the contrary, thought forces are vital, living forces, the most vital, subtle, and irresistible forces in selling. These thought

forces give your sales approach color, form, essence, substance, and the spirit of power and dynamic force. They clarify and define the product with simplicity. They give the product a meaning. They make the prospect feel that he will gain by buying and lose by not buying. This Sales Plan makes the prospect feel about the product the same way you feel. It carries a message of fact. It persuades and convinces. It is the bullet in your "gun." It puts the sale "in the bag."

A Sales Plan should not be over one and a half minutes long, and should contain about 200 words.

A scientifically prepared Sales Plan will increase and improve your ability to attract. It will increase your knowledge and give you a more comprehensive understanding of your product. It will revolutionize your sales procedure. It will revitalize you. It will rekindle your enthusiasm. It will inspire confidence. It will give you greater courage and a keener zest to go after business. It will distinguish you. It will mark you as one that knows his business. It will register you in the Blue Book of Salesmen.

FIVE

Why the Prospect Buys

SEVERAL WEEKS prior to July 4th, 1776, a tall, powerfully built man in his early thirties took up his residence in Philadelphia. He obtained a room on the second floor of a lodging house at Seventh and Market Streets. All day and late into the night he worked and planned. Almost every day, two very distinguished visitors came to call upon him. They were acting as consultants. These three men fully realized that they had a tremendous job on their hands. On July 4, 1776, they had to sell the idea of independence to the delegates of the thirteen colonies who were convened at a Continental Congress in Independence Hall. This young man was wise, prudent, and sagacious. He had a great vision, and he was incorporating that vision into a Sales Plan that would give the delegates to the Convention a new thought, a new idea, a new slant, a new conception, a new reason, and a new meaning of government.

On July 4th, 1776, this Sales Plan was presented to the delegates assembled at the Continental Congress. Its power, its force, and its impact were heard around the world; even today, its reverberations are still felt. That Sales Plan, as you know, was the Declaration of Independence, one of the greatest documents of all times. The author who created that great Sales Plan was Thomas Jefferson, and his two consultants were Benjamin Franklin and John Adams. In my

opinion, the one great idea that sold independence to the delegates at the Convention is found in the second paragraph of that great Sales Plan: "We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty, and the pursuit of Happiness. That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed." In those two sentences, Thomas Jefferson scientifically, skillfully, and feelingly persuaded and convinced the delegates to act. They understood his vision and comprehended his meaning in the light of their own intelligence. They felt and believed what he said, and they were convinced.

Thomas Jefferson gave us a great lesson on how to apply the power of creative selling. He reasoned out in advance what the delegates desired, he interpreted their wants, and he made his appeal conform to this line of reasoning. He knew and felt that they wanted to enjoy the inalienable rights of life, liberty, and the pursuit of happiness endowed to them by God. They also wanted to have the right to set up a government of their own that would guarantee these rights. In heeding and adopting his plan, the delegates felt that they would be able to enjoy a new freedom that would enable them to think, act, and worship according to the dictates of their own conscience, and to enjoy the fruits of their own efforts with peace of mind. Thomas Jefferson had sold and persuaded them to adopt the idea of independence!

Anticipate Your Prospect's Questions

The man who sells must study the thing he wants to sell. A complete and comprehensive survey must be made of industry. A careful analysis of the product and what it means to the prospect must be conducted. Ask yourself: Where does this thing fit in? How can the prospect make use of it?

What need will it satisfy? What chief reason will convince the prospect to own it? You must anticipate these questions in creating a Sales Plan that will convince the prospect that this particular thing will satisfy a particular want or desire.

After all, what makes people do anything? They have persuaded themselves, or they have been persuaded by someone else. In selling, you want to know the particular reason that persuades the prospect to buy. The prospect buys for many reasons, but the major reason is that he is sold. A sale is made because the salesman is able to put his finger on a particular reason that a particular thing will satisfy a particular need for a particular prospect at a particular time.

In this chapter we will discuss five scientific reasons why the prospect buys. However, you must understand that the prospect is like yourself. You exercise your reason for buying—so does he. This must be so, or the prospect would find himself buying the same thing most of the time. He does not buy a tube of tooth paste for the same reason that he buys a ton of coal, and neither does he buy a house for the same reason that buys a life insurance policy. He has a reason for what he buys, and this reason varies according to the product and according to the satisfaction he derives from owning it. When you realize this, you sense the reason that the prospect exercises in buying any particular thing. You know the particular appeal to make in order to get him to act. You conserve his time and increase your sales efficiency. You do not grope around in the dark. It is not necessary to spend half an hour with the prospect before he discovers what you are trying to do for him.

The Five Scientific Reasons Why a Prospect Buys

As I have said before, the only reason the prospect buys anything is because he would rather have the thing that he buys than the money he pays for it. He must have a reason, and his reason varies according to the product, Your busi-

ness as salesman is to uncover the reason why the prospect buys a particular product. When you make this discovery, you can create a Sales Plan around the product based on the reason. A little reasoning and planning in advance makes the advance toward a sale easier and quicker.

In developing the five scientific reasons why the prospect buys, I will first enumerate these reasons and pick out a particular thing that illustrates each one. I will then create a Sales Plan built around it, to demonstrate the efficacy of knowing your sales approach.

Here are the five scientific reasons:

1. The prospect buys it because he needs it.
2. The prospect buys it because he can use it.
3. The prospect buys it because it adds to his wealth by owning it.
4. The prospect buys it because it will satisfy his pride.
5. The prospect buys it because it will satisfy his caution.

At this point let us discuss each reason and illustrate it with a Sales Plan.

1. The Prospect Buys It Because He Needs It

In this category there are many things the prospect buys; food, clothing, and shelter are examples. However, even though the prospect needs these things, he has a choice among many different products. Let us take a house as an illustration.

In creating a Sales Plan to convince the prospect to buy a particular house, here are a few suggestions:

1. Description of the house. Make your prospect visualize the large, spacious, comfortable rooms, with lots of fresh air and plenty of sunshine. Direct his attention to the beautiful tile bathroom with the spacious tub. Let him know that the dining room overlooks the terrace and that the kitchen and the pantry make cooking a joy. Picture for him the beautiful

grounds, dotted here and there with shade trees and trim hedges.

2. Neighborhood. Point out that the house is located among friendly neighbors and good schools.

3. Transportation. Explain to him that the house is near unexcelled transportation facilities, making it easy to reach. It has the best possible police and fire protection.

4. Construction. Point out that the workmanship is unexcelled, the finest quality material has been used, and every minor detail of the house has been inspected.

5. Carrying charges. Explain that the low assessment value eliminates heavy taxes, and the low interest rates make it possible for the prospect to enjoy the comforts of the house without feeling it financially. Make the house and its conveniences tell the prospect of the comfort and happiness he will enjoy by owning it. Make the prospect feel that he can no longer do without the house. This will make him feel an urge to own it while it is available.

2. The Prospect Buys It Because He Can Use It

In buying things he can use he is adding to his enjoyment, health, and happiness, as well as to the enjoyment, health, and happiness of his family.

Television sets, automobiles, radios, pianos, books, coal, washing machines, vacuum cleaners, electrical refrigerators, and many other things are bought for this reason.

Out of this group let us take a television set. To sell a television set, or to qualify the prospect to buy it, it is necessary to build your sales approach around his finer sensibilities. His aesthetic taste must be aroused. You must make him feel that he is adding culture to his home, refinement and charm to his family. You must bring forcefully to his attention the wonderful enjoyment that television provides, and at very little cost. You must make him feel that the

music, the comedy, the information, the baseball and football games, the wrestling matches, the panel and quiz shows, the news reports, and all the other programs will give him and his family many more hours of relaxation, happiness, and true enjoyment. These will help him to forget the cares of the day. He must be inspired to realize that television will create and rekindle the home spirit in the young people and entice them to stay at home, which is so essential to character building. Point out, also, that the beautiful mahogany finish and graceful lines of the television set will add beauty and dignity to his home.

You must inform him in a very casual way that the new improvements and scientific developments in the manufacture of television sets make it possible for the manufacturer of this particular set to sell it at a price at which no home can afford to be without one.

A Sales Plan woven around these ideas will help you sell more television sets and increase your income. You will be agreeably surprised.

Under this category, the automobile is also an illustration. In creating a Sales Plan to sell or qualify the prospect to buy an automobile, a salesman must take into consideration the reason why the prospect buys an automobile: because he can make use of it. Therefore, he buys it for the gain of utility. He can use it in his business, or he can use it to add enjoyment, comfort, and happiness to himself and to his family. With this information, the salesman can make an economy appeal or health appeal in preparing his Sales Plan.

With the economy appeal, the salesman can develop his Sales Plan along these lines:

1. "Mr. Prospect, this car is very economical to run. It is built like a swan, and the new streamlined body cuts air resistance and makes it possible for you to get five to seven more miles per gallon."

2. "Mr. Prospect, our car is much lighter this year. This prolongs the life of these new cord tires and makes them last twice as long. It means money in your pocket and safety on your journey."

3. "Mr. Prospect, the springs on this car are made like a velvet cushion to absorb the shock and avoid wear and tear on the car. This prolongs the life of the car. The depreciation on this car is very small, which saves you money and makes the trade-in value of this car far above that of the average car."

For the comfort and health appeal, the salesman can appeal to the prospect along these lines:

1. "Mr. Prospect, this car is large and roomy, with lots of space for baggage. These seats, which move into position with the touch of a button, give you a change and add to your comfort while driving. With this car, you and your family can look forward to many perfectly enjoyable weekends and delightful picnics."

2. "Mr. Prospect, when you and your family get in this car, you can be certain that you will reach your destination in perfect comfort, thus adding many more hours of real pleasure and enjoyment to that weekend outing to the mountains or to the seashore."

3. "Mr. Prospect, the brakes on this car are the last word in precision and safety. In fact, you can stop almost instantly. This means added protection to you and your family on the highway, especially when you must contend with 'hot rods' and the carelessness of other drivers."

4. "Mr. Prospect, this car will take you and your family out into the country, where you will enjoy plenty of fresh air and sunshine. This will do you good and give you a new lease on life. The beautiful scenery, the beautiful flowers and trees, with each leaf turned to the sky, along the road

side, will take your thoughts off the cares that infest the day. It will help you to cast worry to the wind. It will help you to relax and to keep in good health."

*3. The Prospect Buys It Because It Adds To His Wealth
By Owning It*

In this category, the prospect's reason for buying is predicated on his desire to add to his wealth. The gain of money, stocks, bonds, and mortgages are examples of this reason.

In building a Sales Plan to sell stocks, bonds, and mortgages, you want to center the prospect's mind on the five important advantages concerning the investment. Organize and arrange these advantages in the following manner:

1. Safety of principal. Furnish the prospect with the name of the corporation back of the investment. Relate its assets, liabilities, and surplus. Reveal its history, showing financial standing, operations, average earnings, and progress for the last 10 years. This tells him that the corporation is a seasoned concern and the investment a good one.

2. Guaranteed income. The income is reasonable. It has been maintained for 10 years, and the corporation has never passed its dividends and never failed to honor its coupons. With this past record, it is only reasonable to assume that its future income will be assured.

3. The investment may enjoy certain tax exemptions. If it does, tell the prospect.

4. The investment may increase in value, provided certain changes take place in the economy.

5. Marketability. The securities are listed on the exchange and can be converted into cash at a moment's notice.

A Sales Plan built around these five advantages will put additional securities in the prospect's strongbox and commission checks in your bank account.

4. The Prospect Buys It Because It Will Satisfy His Pride

In this category, the prospect buys things to satisfy his personal wants; a new suit of clothes is a typical example. In selling a suit of clothes, use the following Sales Plan:

1. Make an appeal to the dignity of the prospect. Flatter the prospect, tickle his fancy, stir up his vanity, but do it with tact and diplomacy. Some prospects say you can not flatter them, but you can always "flatter" them by saying, "Mr. Prospect, no one can flatter you, not even me."

2. Put the prospect in the center of the picture, build the suit around him and tell him that the graceful lines of the suit will make him look like a "million dollars."

3. Direct his attention to the lovely new fabrics of the finest quality and to the wide range of colors, including the light blues, the dark blues, the browns, the tweeds, the pin stripes, and the grays. These all sound good to the prospect. Sometimes they sound better than they look.

4. Expert workmanship guarantees the prospect a perfect garment, with every minute detail attended to.

5. Delivery of suit can be made any time the prospect wants it.

This Sales Plan makes the prospect feel that this suit is made exclusively for him. It is personal, and he likes it. These little things impress him with your interest in his welfare. They impel and stimulate him to buy. A Sales Plan to suit the prospect to a suit will put a suit in his wardrobe, and a check in your pocket.

5. The Prospect Buys It Because It Will Satisfy His Caution

In this category the prospect wants to assure himself, as far as possible, of the security of his family. He wants to make certain that his own wants in time of need will be pro-

vided for. Old age is looming up; when it comes he wants to be financially independent. The things he buys, predicated on this principle, contribute to his peace of mind and add substantially to the welfare, happiness, and comfort of himself and his family.

The satisfaction of caution is the chief reason why the prospect buys life insurance.

In creative selling you do not talk so much about the thing you are selling as you do about the thing it will do for the prospect. The thing you are selling is merely the means you employ to bring about the real things of interest to him. You constantly want to remind him that the thing you are selling will add to his health, his wealth, his happiness, and his peace of mind.

Take the Sales Plan on life insurance. Read it over and analyze it, and you will find I do not use the word "I" a single time in that Sales Plan. But, I use the word "you" and "yours" many times. I visualize to the prospect what life insurance will do for him. I center his attention on an estate for himself and his family. I call his attention to the fact that this estate has many advantages.

I bring home to him the fact that this plan would set up a savings account and that this savings account is always standing at his elbow, ready at a moment's notice to furnish cash in case of unemployment, for sickness, or for any other emergencies that might arise. I point out to him that this plan will take care of the premiums if he should become totally incapacitated by any kind of sickness or accident, and that his estate and savings would remain intact. I further tell him that, if he lives to an old age, all of his worries will be absorbed by the assurance that he will have an income for life.

Nothing is said about term insurance, ordinary life insurance, limited payment life insurance, endowment insurance, or any other particular form of insurance. No mention is

made of the laws of probability or of mortality tables. No mention is made of cash reserves or any of the other technicalities connected with life insurance.

I do not try to tell the prospect all I know about life insurance. That would take up too much of his time. Besides, he is not interested in what I know about life insurance. He is interested to know what life insurance will do for him. He wants to hear what I told him. He wants to hear about something that will give him one of those big things known as an "estate." Creating an estate is his motivating and impelling idea, and life insurance is the only means of creating one easily and quickly.

An estate! What a word! It may mean a plantation in Louisiana ... an oil field in Texas ... a ranch in California ... an orange grove in Florida ... a million-dollar home overlooking the Hudson River—or it may mean a life insurance policy. The word is dynamic. It is potent. It sounds like wealth and affluence. Every man wants one. The very word gives the prospect a sense of importance, raises his dignity, and buoys his self-respect.

A savings account at his elbow adds to his comfort and peace of mind. The payment of future premiums in case of disability enhances the value of the plan. He feels that he can carry insurance as long as he is on his feet, but ouch! "What if I got knocked off my feet?" he asks. The disability clause takes the "sting" out of that.

The plan affords the prospect an opportunity to invest money where it will compound and grow and be there when he gets there. It sets up an income for him when he retires, at any age between fifty and sixty-five. This idea brings to his mind a definite, fixed, guaranteed income for life. This guarantees food, shelter, clothing, and comfort for his declining years. He will not have to worry about whether or not his money will last as long as he lasts. This income for life will relieve him of the strain, worry and anxiety con-

nected with other forms of investments. No ticker tape worries—no depreciation—no ups and downs. No loss of income or principal—and no regrets. This means genuine comfort and real happiness. It means his sunset days will be happy days. It means peace of mind.

How to Use These Motives to Make Sales

Thus I have revealed to you the psychological attributes of the prospect and have offered five scientific reasons why he buys. These reasons apply to all prospects. With a change of words, you can create a Sales Plan to sell any number of products. With this knowledge you can gain his attention and impel him to listen to your sales story. You can create and build a Sales Plan around your product that will arrest his attention, arouse his imagination, wake up his slumbering want, stir up his latent desire, incite his feeling, and move him to action. Your ability to sell the prospect lies in you. Use it, and sales will follow as night follows day.

How to Turn Objections into Sales

BEFORE WORLD WAR I, I was selling paint, cement roofing, and other allied products in Louisiana. The prospects on whom I called had never heard of the particular line I was selling. It was necessary for me to create my own sales, and, of course, I encountered a variety of objections.

When is a prospect a prospect? When will he listen to your story. Therefore, he must listen to your story before he can offer a reasonable objection. You can always rest assured that he is interested the minute he objects. He is challenging your ability. He is testing your knowledge about that which you are trying to sell. He is tendering you a definite clue to proceed. He is saying: "Go to work, big boy, I'm listening, but I'm still from Missouri. You have to show me."

Many objections are based on prejudice. When they are, the prospect is judging and sizing up the situation or proposition prematurely. He is failing to give due consideration. He is being unfair to himself and also to the true spirit of live and let live.

Some objections are merely excuses. The prospect does not disapprove of your product, but he poses an objection as an excuse to relieve him of something he really thinks he should do, but that he wants to postpone.

In selling you will encounter numerous objections, but never give the prospect the slightest opportunity to doubt or distrust you. Never tell him anything you can't prove and back up with facts. In place of *caveat emptor* (let the buyer beware) as a working motto, substitute *caveat vendor* (let the seller beware).

In the past 42 years I have sold many different products and many different services to many different people. In that time, I have frequently encountered objections, which I have turned into sales. The principle on which I operate is to make full use of my ability. Ability is the capacity to act. It is the power to perform and to think. The application of thought can turn a reasonable objection into a sale. The trick, therefore, is to discipline yourself to think before calling on the prospect, while you are in the presence of the prospect, and after you leave the prospect. Always remember you can change your product, you can change your sales technique, you can change your prospect, but you can never change human nature. However, by thinking you can adjust yourself to human nature, and it will yield anything you desire.

I want to relate a few actual experiences, showing how I have turned objections into sales. These experiences give the gist of the conversation that took place between me and the prospect, the objections encountered, and the results obtained. I could fill a book with these experiences, but the ones related are typical and serve to illustrate the value of using your ability to turn objections into sales.

How to Prove an Objection Is Groundless

In reviewing my experience down in Louisiana, selling paint, cement roofing, and other allied products, I recall that I had on my calling list a very large concern, located in a small town. This company was rated at over a million dollars. I decided that it would be a good prospect for my

line, since it supplied all the adjoining territory with roofing and paint products. When I arrived at this concern's place of business, I found the proprietor, Mr. Whittall, sitting on the steps, shaving a pine board with a large pocket knife. This form of entertainment is better known in the south as whittling.

After receiving a cordial greeting from Mr. Whittall, I presented the facts about the value and benefit of the cement roofing in a Sales Plan that I thought was most illuminating and most convincing. He listened intently and hardly batted an eye. One outstanding claim I made for the cement roofing was that it was absolutely fireproof. This claim inflamed Mr. Whittall, and he vehemently proclaimed: "I don't believe a gosh dern word you say." At this juncture he took a sample jar of cement roofing from my case, removed the lid and sunk the long blade of his knife into the thick fluid. He lifted the knife from the jar and brandished it over his head, then smeared its load of cement over the surface of the pine board that he had been whittling. At this point he put his hand into his pocket, pulled out a "redheaded" match, lighted it, and applied it to the cement roofing. Instantly it burst into a conflagration, and Mr. Whittall said, "There is your dern cement roofing, going up in flames."

I remained perfectly calm, cool, and collected throughout the entire demonstration. I knew exactly what would happen, but I wanted Mr. Whittall to complete the experiment, to find out for himself and satisfy his own doubts. After the demonstration was finished, I said to Mr. Whittall: "Now that you have completed your experiment, I want to inform you that when you applied the match to the cement roofing you did not ignite the asbestos compound out of which it is made. You merely set fire to the benzine, which is added to the compound to preserve and keep it in a liquid state so it can easily be applied to the surface. When the cement is applied, the air instantly evaporates the benzine and leaves

the roofing cement in one solid piece that is holeproof, nail-proof, windproof, waterproof, fireproof and foolproof."

I put my hand into the sample case and produced a board on which was a smear of dry roofing cement from which the benzine had evaporated. I invited Mr. Whittall to kindle a fire on this surface, and without hesitation he proceeded to try. The roofing cement would not burn; he discovered that I had told him the truth.

In meeting Mr. Whittall's objection, I gave him the right-of-way. I did not argue with him, and neither did I attempt to coerce or correct him. I permitted him to make his own demonstration and perform his own experiment. I let him answer his own objection and his doubts and uncertainties evaporated like the benzine. He sold himself. By the application of a little thought and common sense, I turned his objection into an order for three carloads of cement roofing.

Dont Sell the Product, Sell Its Advantages

In 1916, I was engaged as a salesman to help put a new tooth paste on the market. I soon discovered that the chief objection to this particular product was that it was new and unheard of, and that no one knew its value. Therefore, instead of selling tooth paste, I sold increased sales and good will. This was my approach:

"Mr. Druggist, I have an unusual plan that will help you make a lot of new friends for your drug store. This plan is hidden in the secret formula of an unusual dentifrice. This is a tooth paste that cleans and polishes the teeth, preserves the enamel, eliminates tooth decay, cools and purifies the breath, and leaves a clean, wholesome, and pleasant taste in the mouth. Mr. Druggist, twice each day, when your customer uses this tooth paste, he is going to think kindly of you because you have put a good taste in his mouth. When he needs other toilet articles, he is going to think of your

store. Therefore, this splendid tooth paste will help you build good will and increase the sales of your store."

This Sales Plan worked, and in one day in Birmingham, Alabama, I opened up 34 new accounts for this unknown dentifrice. According to the records, it was one of the greatest feats in American salesmanship up to that time. I reaped all those orders by anticipating the chief objections in a prepared Sales Plan.

Time rolled on, and one day I found myself selling lubricating oils. Again, I was faced with objections. This time the chief objection was: "Your product is good, but your price is too high." My answer to this objection went something like this:

"Mr. Oiler, an inexpensive product costs you twice the price—you have complaints, mishaps, and lose customers. I'm selling a good product at a good price. Into it go quality materials and processes that add up to 'top-notch' performance. I offer you a lubricant that eliminates friction, increases efficiency and lengthens the life of any machine. The high-grade performance of my product is the result of years of experience and specialized 'know-how.' Surely, my company—an old hand at the game—produces this lubricant at the least possible cost and sells it at a fair price. If a less expensive method of production was developed, I am certain that my company would be the first to apply it."

Mr. Oiler was reasonable, and his objection to price was soon overcome by my reference to quality and performance. Did my presentation work? I sold three times as much lubricating oil as any other salesman in the organization.

How Creative Thinking Turns Objections into Sales

At last I found myself selling what is considered the toughest thing in the world to sell—a piece of paper with a promise to pay, known as a life insurance policy. Life insurance is strictly an intangible product, and requires the

highest form of creative selling. It is said that anyone who can sell life insurance can sell anything, even ice cubes to Eskimos or safety razors at a barber's convention. In this field I encountered thousands of objections, and the ones related below will give you a little food for thought. The only way to learn to encounter objections is by contacting prospects, and the only way to turn them into sales is by positive and creative thinking.

One day I called on a prospect about a life insurance proposition, and, after I presented my Sales Plan with all the skill possible, he suggested that I send him a sample policy. "Mr. Buynow, I will be very happy to send you a sample policy, but before I do I want to tell you a true story about Mr. Putoff. I do not know whether or not you knew Mr. Putoff, but many insurance agents called on him from time to time, and he always suggested that each one send him a sample policy. The other day Mr. Putoff passed away, and after his death Mrs. Putoff went down to the bank and opened his safe deposit box. She thought that her husband had made ample provision for her and her four children. However, in looking through the contents of the safe deposit box, guess what Mrs. Putoff found? She found ten sample policies for \$10,000 each—\$100,000 worth of sample policies that were not worth a cent!

"Mr. Buynow, I was one of the guilty parties to Mrs. Putoff's misfortune, and I do not think I played fair with her and the children. I should have persuaded Mr. Putoff to buy some life insurance, rather than to have aided and abetted him in cluttering up his safe deposit box with a lot of worthless sample policies. Therefore, Mr. Buynow, do you think I would be playing fair with your wife and children to send you a sample policy? I feel that I would be betraying them, and furthermore I want you to know right now that I represent them in this matter. I owe them a debt of responsibility."

This got under Mr. Buynow's skin. Using the sample pol-

icy argument, I turned his objection to life insurance into a sale of a \$25,000 life insurance policy.

An Objection Is Often a Reason for Buying in Disguise

A few days later, I called on a certified public accountant. I lost no time in giving him the full content of my Sales Plan. As you no doubt know, C.P.A.'s are clever at figures, especially when they are figuring for other people.

Well, as soon as I had finished my sales presentation, he responded with the following objection: "I can make more money by investing it myself than a life insurance company can make for me. To prove it," he continued, "I have \$25,000 invested in 4 per cent bonds, which are yielding me \$1,000 a year."

"That's fine, Mr. Correctall. No doubt you would like to double the value of those bonds immediately."

He came back with a quick retort: "You bet I would—how can that be done?"

"Very easily," I continued. "All that you have to do is to take the earnings from your bonds, and invest them each year in a \$25,000 life insurance plan. In so doing you immediately double the value of your bonds from an estate vStandpoint, and instead of your family having a \$25,000 estate they will immediately have a \$50,000 estate."

"Say," he said, "I never thought of that." So I sold Mr. Correctall a \$25,000 life insurance policy by taking his own objection, injecting a little thought into it, and handing it back to him in the form of a suggestion. It not only counteracted his objection, but gave him a very sound reason for buying life insurance. By a little thought, I turned another objection into a substantial sale.

I approached Mr. Cantbuy, who owned a chain of meat stores. When I had finished my sales presentation, he said "Nothing doing—no life insurance for me. Why, my dear

fellow, I would not give you ten cents on the dollar for all the life insurance in the world."

After a pause, I said, "Mr. Cantbuy, this plan does not cost you ten cents on the dollar. As a matter of fact, this unusual plan will only require about four cents on the dollar each year."

"Do you mean to say you can get me a life insurance policy for an outlay of only four cents on the dollar each year?"

"That's exactly what I mean, Mr. Cantbuy, and if you will make a deposit of \$1,000, Everybody's Insurance Company will deliver to you a policy for \$25,000."

"Willingly," said Mr. Cantbuy. "If you can do that I'm sold."

How to Get Around an Objection

I called on a very prosperous wool merchant. His secretary put me through the third degree as to my name, history, pedigree, and business qualifications. Then she wanted to know what I wanted to talk to Mr. Nointerest about. I told her my mission, and this opened the door to Mr. Nointerest. Attentively he listened to my story. When I had finished, he said, very decisively, "I'm not interested." I accepted his statement. However, I realized that possibly I could convince him if I knew his date of birth and could submit my plan to him in the form of a brief. Believing that discretion is the better part of valor and that a soft word turneth away wrath, I spoke to him very gently: "Mr. Nointerest, I have never had the pleasure of meeting you before. However, I want you to do me a favor: I want you to give me your date of birth." He replied, "I do not give my date of birth to strangers." "But," I said, "Mr. Nointerest, will you *loan* me your date of birth for a few days?" Laughingly, he replied: "March 19th, 1905."

In a few days I submitted the plan for Mr. Nointerest's consideration. He liked it, and, as a result of circumventing

that objection, I sold him \$100,000 of life insurance, with an annual premium of \$5,000.

I approached a Mr. Warner, and, when I completed my story, I asked him very decidedly how his physical condition was and whether he thought he could pass a first-class medical examination. He told me that he was never better. I suggested to him that a physician call and check his physical condition. This he agreed to do. "But," he said, "I don't need any life insurance. I don't want any life insurance. I have a very substantial estate."

I said, "Mr. Warner, you could use \$50,000 of life insurance to set up a special fund of money to meet the inheritance taxes, state taxes, and other administration costs that will eventually be imposed and assessed against your present estate. This life insurance fund will furnish the ready cash to pay those expenses for your estate. It will leave your present estate intact. In brief, Mr. Warner, why not let us underwrite the settlement costs of your estate?" This suggestion caused Mr. Warner to forget his objection. He saw the wisdom of my suggestion. In a few days I delivered a policy for \$50,000.

About 3:30 in the afternoon I called on Mr. Speculator, an investment broker. His objection was: "I am a stock broker and I like to speculate with my money."

"That is exactly why I called on you. Everybody's Insurance Company wants to speculate with you. They want to wager \$25,000 against your \$600 that one year from today you will be living." This wager completely swamped his objection. He could not resist the offer, and a policy for \$25,000 was delivered to him.

The Importance of Constructive Suggestions

I called on Mr. Fish, a member of a contracting firm. His objection was: "I am absolutely not interested in life insurance."

"Mr. Fish, you are interested in this partnership, and I have a suggestion."

I gave him a complete picture of partnership. I told him that the two most important things in a partnership were, first, his life, and second, his partner's life.

I reminded him of the details of a partnership, and the legal aspects that might apply if he or his partner should pass away. I pointed out that the death of either would automatically terminate the partnership, and that this might wreck the business that he and his partner had spent years in building.

"How much money do you and your partner have invested?" I asked him. He told me. I suggested that the wise and practical thing to do was to cover each partner's interest in the partnership by taking out a life insurance policy for the amount of that interest, and to enter into a partnership agreement whereby the proceeds from the deceased partner's life insurance policy were to be used by the surviving partner to buy the deceased partner's interests, thus making it possible for the surviving partner to continue the business of the partnership without legal interruption or entanglement in the deceased partner's estate.

"That's just what we want," Mr. Fish said. A total of \$200,000 of life insurance was placed on him and his partner as a result of what he thought was an objection.

I called on a prominent physician, who was about fifty-four years old. His objection was, "I am too old for life insurance." At this point, I suggested that he invest some of his money in a \$100,000 investment insurance annuity plan, to mature in 11 years. "How does that work?" he asked. I told him that if he was living at the end of 11 years he would get \$100,000 in cash, or that he could turn this \$100,000 into an income for life, which would give him approximately \$10,000 per year. I further explained to him that if he should pass away before the end of the 11-year period, his benefi-

aries would get the \$100,000, or the insurance company could arrange to give them a definite, fixed income as long as they lived.

I completely submerged the doctor's objection, and I left his office with a check for several thousand dollars to cover the first annual premium.

These experiences, relating how to turn objections into sales, are not opinions or theories about selling. They are demonstrative of sound selling technique.

How Creative Selling Will Increase Your Sales

In following me through these sales performances and meeting these objections, you must have been reminded of one thing, and that was the simple and ordinary way I did it. My technique was to present my ideas about my product in a scientific Sales Plan. I gave these ideas to the prospect straight from the shoulder. I never exaggerated, I never used subterfuge or bombastic camouflage, or made a claim or statement that I could not back up with facts. I spoke sincerely and truthfully. I never gave the prospect an argument about his objection. I let him have his own way. I took his "buts" and handed them back to him in the form of suggestions that changed his entire attitude. The prospect was open-minded and considerate. He believed and liked what I said. He had confidence in me. His objection gave me information that I turned into a sale.

When you apply the power of creative selling, you can concentrate. Concentration provokes quick thinking. Many constructive thoughts and suggestions will come to you as you begin to apply the process of thought. Your power to express these thoughts and suggestions will increase as you need them. Your ability to do the job well will give you many thrills—and many checks.

SEVEN

How to Perfect Tour Sales Plan

MAN'S FIRST TEACHERS were his eyes. He opened his eyes and was delighted with the things he saw. Then he discovered that he had not only an eye to see, but also a brain to interpret. He noted the many changes in nature. Through his observation, he discovered a great law in nature, which teaches a valuable lesson in selling. That law is the Law of Repetition. As the Law of Activity is continuously and regularly producing action in nature, the Law of Repetition is continuously and regularly repeating these changes. Every day, in the same way, the sun rises in the east and sets in the west with absolute precision. The night follows the day with immutable certainty. The four seasons are consecutively repeating, one after the other, with inexorable accuracy.

The Law of Repetition has been one of the contributing factors in teaching you most of the things that you know thoroughly in life. As an example, when you were a baby it took you quite a long time to learn how to walk. Then you finally learned by the Law of Repetition. You kept repeating the same movement every day. Finally, through experience, you acquired sufficient knowledge and confidence to qualify and perfect yourself in the art of walking. In the beginning it was a very difficult task, but once you acquired the knowl-

edge and experience of how to walk it became very easy.

You learned to talk by the same law.

As time went on, to school you went, and again the Law of Repetition became your teacher. Over and over it drilled you in memorizing the ABC's, the multiplication table, and that first poem you recited before the class. The things it taught you are embedded into your consciousness as a part of you. They became regular habits and now their application is natural and easy.

Repetition Will Make Your Sales Plan a Part of You

Habit formation has been likened to the making of a path across a field. After the first traveler has trodden down the grass, the next is likely to follow in the same route, and so on, until all the grass is worn away, and everyone thereafter follows the beaten path.

Constant repetition of an act soon forms a habit. And a good selling habit to develop is the use of the Law of Repetition. It teaches you to perfect your Sales Plan and all other sales techniques. To put this law into action you practice your Sales Plan until you know its every word by rote; until you learn to time it; until you sense the proper pitch and inflection to give each word. And the more you actually present the Sales Plan before your prospects, the more confidence you will have in it. You will begin to feel your lines; you will be able to render a reserved or affable presentation. The Sales Plan will become a part of you.

You will find that the Law of Repetition has magic—not only for you, but for the prospect. Through practice and demonstration, the Sales Plan gathers its own momentum and throws out its own aura. Your thoughts become magnets and you are able to penetrate the thoughts of the prospect. You can sell him because you can make him feel the impact of your Sales Plan.

Paderewski once said: "If I miss practicing the piano for one day, I know it. If I miss two days, my manager knows it. If I miss a week, my audience knows it." Everlasting repetition produces perfection.

Someone asked Frank Bacon, who was a star performer in the stage play *Lightnin*, to play golf.

"I'm sorry," he said, "but I can't make it today. We have a rehearsal."

"Rehearsal?" replied his friend. "Rehearsal for what?"

"For *Lightnin*," said Bacon. After six years and 2000 performances to his credit, Frank Bacon was still having two rehearsals every week in order to maintain the perfection of his act.

Frank Bacon knew the words in *Lightnin*, but every time he went over those words he found something new. He learned to develop new inspirations, new interests, new zest, and new enthusiasm. After each rehearsal he was a bigger man and a better actor.

Every day a certain parson visited his church to preach. Someone asked him why he preached six days each week to himself, and only one day each week to his congregation. His answer was: "It takes six days of preaching to convince myself, and only one day to convince my congregation."

One of the most difficult jobs in selling is to convince ourselves, but once this is accomplished it is fairly easy to convince others.

The Importance of Conviction

Conviction comes from two Latin words, "con," with, and "vincere," to conquer. In order to conquer doubts about your ability to perform, either by argument or belief, it is imperative that the proposition be thought through to a conclusion. Haphazard conclusions are the result of faulty reasoning. After thinking a proposition through, you can only reach one

conclusion—the proposition is either true or false. If it is true, make a decision with conviction, and act upon it with determination. A state of being convinced is predicated upon the integrity of the human mind. When fed with facts the mind does not err and the decision reached inspires conviction.

To realize the full impetus of ability and to derive its full benefit, a thorough and wholehearted conviction must permeate and embrace every phase of your occupation. Knowing your Sales Plan thoroughly and your lines perfectly gives the added power of conviction and incentive. You have a greater urge to sell your proposition. It engenders and incarnates a spirit of enthusiasm, that inward intensity of being, that great inspirational, vitalizing, propelling force and power that you inject into the spirit of selling. You make whatever you are selling speak with dynamic authority and ring with the spirit of sincerity. It infuses in you an unfaltering trust and an unbounded faith. Its influence is instantaneous and the prospect is invariably inspired and persuaded to do business with you.

The Key to More Sales

The prospect never judges you by what you do not say; he judges you by what you do say. If you can speak well, he will pay you. Your Sales Plan may be "old stuff" to you, but it is always "new stuff" to him. It is like a master key: it will unlock many different doors, and usher you into many profitable sales situations.

I have given my Sales Plan on life insurance thousands of times. I get as much fun and pleasure out of it today as ever. It is just as effective in selling life insurance today as it was 30 years ago when I first used it. I believe and feel every word of it. This firm faith and unfaltering trust sustains and stimulates me with fresh interest, new energy, keen zest, and

unfailing confidence. It is only by mastering your work that you learn to love it.

Some think that memorizing a Sales Plan makes the salesman very mechanical. This is not so. My long experience in selling with excellent results proves the notion to be false. I have always used a prepared Sales Plan. It is a definite plan of action. It is an appreciation of the prospect's time and intelligence. You know what you are going to say and how you are going to say it. You do not mumble, you do not ramble, and you do not stumble. You speak with command. Instead of making you mechanical, it makes you positive and vital. It gives you self-confidence and an air of assurance. Instead of making you shy and hesitating, it makes you dynamic, bold, and courageous. Your sales approach loses its mechanical aspect. It becomes a living force.

Have you ever seen Maurice Evans on the legitimate stage in Shakespeare's *Richard II*? In this play, Maurice Evans takes the part of a self-centered, overbearing, tyrannical, domineering, high-strung, and ill-tempered king. You can see and feel Richard II. Evans makes him live; you feel his very presence.

Every word Mr. Evans says in that play has not only been memorized, but it has been thought out and actually revitalized. Mr. Evans is the living means through which King Richard II lives his life over again.

Perfecting Your Sales Plan Pays Off

Your Sales Plan is your act. It is your means for serving a greater number of prospects with your proposition. It is your meat and bread. When you perfect your Sales Plan, you can accomplish twice as much with less effort. This will give you more time to do the other things you would like to do. Therefore, it will pay you to use every effort to perfect it. Read it over, analyze it, meditate on it, visualize it, say it aloud, practice it, believe it, feel it, live it, demonstrate it,

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and note the effect that it produces on the prospect. You will be surprised at your own performance.

In perfecting the Sales Plan you are improving your ability to think and to use persuasion. It improves the power and accuracy of your claims, and you can drive home a sale that rings the cash register.

EIGHT

The Power That Sells

ONCE UPON A TIME, a very distinguished gentleman called upon Henry Ford.* "Mr. Ford," he said, "the world knows you as the originator of a great plant—one of the greatest plants in the world. I have walked through some of its buildings, over acres and acres of grounds where tens of thousands of men are sitting or standing close to one another doing their work, and I marvel that a man, starting 25 years ago with practically nothing, could accomplish such a thing. It seems almost impossible."

Mr. Ford said, "Pardon me, you say I started with 'practically nothing.' That is hardly correct. Every man starts with all there is. Everything is here."

The distinguished gentleman inquired, "Mr. Ford, now I want to ask you this: Is there in your mind and your experience, a Power greater than we, that we can contact? Is there a possible constant kinship with this—call it if you will—Divine Power? Are you conscious of it, and do you make conscious effort in your regular daily life to come in touch with, or to contact it?"

Mr. Ford replied, "It is all here; everything is here and we simply acknowledge that it is here—the essence and substance of all there is. What we call spirit and what we call matter are one, and *all*. I don't like to talk about "spiritual"

* From *The Power That Wins* by Ralph Waldo Trine, copyright 1929, used by special permission of the publishers, The Bobbs-Merrill Company, Inc.

and "material" as if they were different or opposed. They are all one, part of *all* that is. The first thing in making contact with this is to set ourselves right by wanting to do the most good for the most people—that is what I mean by setting ourselves right. It is our attitude that counts."

Henry Ford was gifted with a great faith. He had a full, conscious, and vital realization of his oneness with the Divine Power. He opened up his mind to the inflow of this Infinite Life and Power. He felt it in his life, and he applied it to his activities. By believing and concentrating in harmony with this Divine Power, he was able to build and create a billion-dollar corporation and furnish a livelihood for thousands of people.

Everyone cannot be a Henry Ford, but everyone enjoys the same inalienable rights that he enjoyed. With the formula for drawing on the Universal Bank of Divine Power, every sales person can double his present sales production and have a grand time doing it. In this chapter I am going to give you a few hints and suggestions on how you can develop this formula and apply it to your sales activity.

The Power of Faith

Someone once asked Andrew Carnegie what he considered the greatest thing in his phenomenal success. He answered: "Faith; faith in myself, faith in others and faith in my business."

The world always makes way for the man who knows what he is doing and where he is going. I believe in myself; I believe in the prospect; and I firmly believe in my product. I use only one yardstick in selling: If it is good enough for me to buy, it is good enough for me to sell. By applying this principle, success has always crowned my efforts, for which I am thankful.

What is Faith? Faith is believing in something. It is a firm belief or trust in a person, thing, doctrine, or statement, as

faith in God or faith in science. It is a belief in the favorable outcome of anything undertaken.

Paul gave to the world the greatest definition of faith: "Now Faith is the substance of things hoped for, the evidence of things not seen." Faith is believing and trusting wholeheartedly in the invisible power of God. By adhering strictly to this faith, the substance of things hoped for becomes the evidence of that power, and makes its appearance in your experience.

Paul had faith in the power of God and knew the substance of all things was in Him, and therefore invisible, and that the evidence of that power was only a manifestation, or the visible thing.

The Two Kinds of Faith

There are two kinds of faith, and in order to acquaint you with both of them, I shall define and analyze each one.

First: There is a faith that is predicated on truth, and can be proven by experiment. The experiment that proves this truth is one that produces the same result every time. As an example, you might say two plus two makes five, but that does not make it true. In fact, you might convince yourself, and even others, that you are correct, and still this would not make it true. The only possible way to get the correct answer to a mathematical problem is to conform to the established laws of mathematics, which are based upon truth. Therefore, in applying this law, you get the correct answer: two plus two equals four, at any time, at any place, or under any conditions. Therefore, it is a truth.

Second: There is another faith, which is based upon ignorance. This is a faith that has not been fully determined by experiment. It is still in a state of doubt and uncertainty; an experiment may prove that it is true or may reveal that it is false.

As an example, for five thousand years people believed implicitly that the world was flat. They had the utmost faith in their belief. Columbus came along, and, by experiment, proved that the world was not flat, but round. Therefore, their faith was based on ignorance, and an experiment proved that it was false. People had faith that the sun revolved around the earth until Copernicus discovered the truth. They had many other beliefs until they were proven to be false. "There is a way that seemeth right unto a man, but the end thereof is death." And "all is not gold that glitters."

How to Discover Truth

Either true or false, faith may constitute knowledge. After all, knowledge is the state of being aware of something, or the possession of information. It is very easy to be aware of something untrue, or to possess information that may prove to be false. The people living in the world prior to 1492 had the information that the world was flat, and they were fully aware of that knowledge. However, their knowledge was false.

Therefore, the old saying that "knowledge is power" must be revised. Knowledge is power provided that it is based upon a truth, otherwise it may be a tremendous burden, a serious impediment, a decided hindrance, and a very present handicap to your development and progress.

Therefore, in order that you may have a clear conception of truth or the foundation of knowledge, I think it is altogether fitting and proper that I should attempt to define truth. Truth, in my humble opinion, is an established law with no exceptions. The previous example (two plus two equals four) clearly illustrates an established law of mathematics with no exceptions.

How does man discover truth? He discovers truth through experience, and he proves it by experimentation. As I said

before, faith is believing in something that may be proved true or something that may be proved false. By applying the process of experimentation man can prove a thing to be true or he can discover that it is false. Two atoms of hydrogen and one atom of oxygen had composed water long before man wrote the formula H_2O . Man did not know this truth. He believed that these two elements compounded in this proper proportion would make water. Working on this hypothesis, he began the process of experimentation. The first time he analyzed water he found the two elements together in this proportion. The second, the third, and all the following experiments proved that the proportion of two atoms of hydrogen and one atom of oxygen was present in water every time. Therefore, he was able to write the chemical formula H_2O . This was an established principle, with no exceptions, and, therefore, a truth. Experimentation had proved it. Faith and belief had turned into knowledge.

The Infinite Range of Thought

In the universe there is nothing supernatural. All things are governed by the immutable and unchangeable laws of God. God is truth. Why? Because truth is an established principle with no exceptions. All natural laws are principles of God. Einstein says, "The most incomprehensible thing about the universe is that it is comprehensible." This is only another way of saying that everything comes within the range of thought, because thought is infinite.

The laws of physics, the laws of mathematics, and the laws of chemistry are, have been, and always will be truths. All these laws are established principles with no exceptions. Electricity was available to light the Egyptian pyramids, but the Egyptians did not know how to cut the lines of force, set up a magnetic field, and use the dynamo to convert electrical energy into electric power. An airplane flown over Bethlehem the day Jesus was born would have been considered a

miracle. Yet the principles of aerodynamics were as applicable then as they are now.

The source of all power is God. The Bible tells us that God is spirit, and no one can see God. Therefore, God is invisible and all of his laws are invisible. No one can see life, spirit, thought, electricity, atomic energy, or any form of power. All we see is the manifestation of power.

Man does not create power. He merely discovers it and appropriates it to his own use. He appropriates electrical power, mathematical power, chemical power, atomic power, and many other forms of power. But the greatest of all power is treated with only a passing glance, and that power is spiritual power.

Now that you have an understandable conception of truth and its application to other forms of power, it might be wise for you to devote more time to the development of spiritual power. As a salesman, you will find an appropriation of this power invaluable in your selling activities.

How to Discover Your Spiritual Power

No one can discover or appropriate spiritual power for you. You must do it for yourself. One of the best ways to understand yourself and to examine the qualities and attributes that will help you to appropriate this power is to follow out the same plan used by most large industrial concerns. These concerns have a research department with a large staff of skilled workers who devote all of their time and effort finding out things. They are searching for ways to improve their present products and develop new ones. Through this method, these concerns have greatly increased the quality of their products and, in many instances, have been able to double their production.

Every salesman would be wise to set aside 30 minutes each day to research and to meditate into the real meaning of his capabilities with a definite purpose to improve his ability

and to uncover the spiritual power that will help him apply this ability more efficiently to his selling activities. The prophet wisely counsels in Lamentations (3:40), "Let us search and try our ways, and turn again to the Lord."

Because of the pressure and pace of activity, you may be tempted to think that you lack the time or opportunity for searching out the truth about your real power. The research department has certainly benefited the large industrial concerns, and the time you spend in exploring the undiscovered regions inside your mind is going to be worth a lot of cash, and also a lot of true enjoyment.

Spiritual Power Can Change the World

Speaking of spiritual power, it is recorded that Dr. Charles P. Steinmetz, the world's foremost electrical engineer, in his last days forecast the future in the following impressive words: "I think the greatest discovery will be along spiritual lines. Here is a force which history clearly teaches has been the greatest power in the development of man and history. Yet we have merely been playing with it and have never seriously studied it as we have the physical forces. Some day people will learn that material things do not bring happiness, and are of little use in making men and women creative and powerful. The scientists of the world will turn their laboratories over to the study of God and prayer and the spiritual forces, which as yet have hardly been scratched. When this day comes, the world will see more advancement in one generation than it has seen in the last four."

From my 42 years of experience in selling, I know that this great spiritual power works. It will work for anyone, at any time, or at any place. The great inspiration and truth in your life and in my life is to come to a conscious vital realization of your oneness with this divine power and infinite life, and open up ourselves to its divine inflow. In the degree that you come to a conscious vital realization of your oneness

with divine power and open up yourself to the inflow of spiritual power do you realize in yourself the qualities and powers of God.

How can you realize this spiritual power? To do this is to recognize and realize your true identity and to bring your activities into harmony with the same great laws and forces, to open yourself to the same great inspiration, and to partake of the same great spiritual power that has made all the prophets, seers, sages, saviours, industrialists, and financiers of the world's history. In fact, all men of truly great and mighty power have made this realization a reality in their lives. Jefferson drew on it. Edison drew on it. Ford and Carnegie tell you that they drew on it. Steinmetz believed it to be man's greatest discovery. These men did not treat this great spiritual power as an abstract theory. They drew on it, appropriated it, and applied it to their activities every day, in order that they might carry out their plans with efficiency and enjoy the Garden of Eden right here and now, with its overflowing abundance of all the good things of life.

How to Realize Your Potentialities

Therefore, you must realize, believe, and know that this spiritual power is around you and for you; thus do you make it possible for the higher powers to play, to work, and to manifest themselves through you.

What does this realization mean? It means a realization of your oneness with divine power and a positive affirmation that this spiritual power is now flowing through you and releasing power in you by which you can accomplish anything you desire. It means that you are going to eliminate errors in your thinking because they are a contradiction of truth. It means you are going to throw away your colored glasses that blind your way and hold you in subjection. It means that you are no longer going to be a slave to anything

that is based on untruth. It means that you are throwing away all excess baggage, loaded with bugbears that twist and warp your thoughts and cause useless distress, anxiety, and disturbance. It means that you are going to free yourself from mental quirks and spiritual kinks. It means that you are not going to have any short circuit in your imagination to distort your comprehension and dull your understanding. It means that you are not going to substitute a lie for logic. It means that you are not going to abolish truth with an old shibboleth or disrupt it with an old mental cliché. It means that you are not going to taint and mar your life with lust, dread, resentment, and false pride. It means that you are going to have a complete picture of yourself, evaluate and appraise yourself in the light of your intelligence, and realize your own completeness and your own ability to perform and demonstrate this power to do creative selling. It means that you are going to let the divine power of God flow through your entire consciousness with courage, with peace, and with calm assurance. It means that you are going to flood your consciousness with faith, confidence, dominion, and determination that give you the power to perform with decision, precision, skill, and speed. It means that you are going to think positive, act positive, and be positive. It means that one mighty breath from truth will scatter negative thinking and all of its host of human miseries and mockeries like a whirlwind and establish the reign of positive thoughts. It means that you are not going to block yourself from truth or deprive yourself of the joy of spiritual power or rob yourself of the many choice plums that your education, intelligence, and ability entitle you to. It means that you are going to draw on the Universal Bank of Divine Power and apply spiritual power to all your activities in selling. That is the power that sells.

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The Scientific Time and Way to Call on a Prospect

TIME is a very important requisite in selling, and it is wise to conserve it. In order to do this scientifically, it is necessary to make a study of the habits of your prospects. Most prospects have fixed habits. Every day they go through about the same performances. They have certain hours in which to do certain things. Through observation and study of their habits over a period of almost half a century, I have discovered the most scientific time on which to call upon them. These findings will save you many hours of time, many sore disappointments, and perhaps many sour dispositions. They will enhance your success greatly, for you will have more hours to devote to actual selling and will increase your sales volume many fold.

In calling on a prospect, it will be advantageous to make lists of (1) those who are self-employed, business executives, and purchasing agents, (2) those who engage in professions, and (3) those who are employed by someone else. Then arrange the prospects on cards, according to the category to which they belong.

It also pays to take stock of the prospect's temperament. It is usually revealed in his proneness to certain feelings, moods, or desires, and these depend largely upon certain

events taking place in his activities. These inclinations usually control his disposition for the moment. A study of his activities in conjunction with his inclinations will enable you to approach him at the psychological moment. The psychological moment to approach a prospect is far more important than the psychological moment to close the sale. The scientific time to approach the prospect coincides with the psychological moment. The prospect will be in the right frame of mind and attitude to listen to your story. I have devoted much time to the study of these particular inclinations with a view to arriving at this time. I have discovered it, and I am now passing it along to you.

When to Contact Executives and Self-Employed Prospects

In calling on executives, heads of business houses, and purchasing agents, I find the best time is after 10 o'clock in the morning. These prospects have a lot of routine work to do before this time. They have letters to dictate, orders to execute, authority to delegate, and plans to make for the day's work. This routine is over about 10 o'clock. At this time they are more relaxed. Their attitude has changed, and they are in a better frame of mind to listen to your story. They are more receptive, and your approach at this time will merit consideration. Another good time to call on them is between 2 and 5 in the afternoon.

When to Contact Professional Prospects

Physicians and surgeons have hospital rounds and outside calls to make, classes to teach, and meetings to attend. Despite all these activities, there are splendid times to call on them. These are between 9 and 12 in the morning and 1 and 4 in the afternoon. A good time to call on those in the suburbs is between 7 and 9 in the evening.

These hours also hold true for osteopathic physicians, physiotherapists, chiropodists, and chiropractors.

72 TIME AND WAY TO CALL ON PROSPECTS

Most dentists get to their offices rather early. As the usual thing they have no appointments until about 9:30. The best time to call on them is between 8:30 and 9:30 in the morning. By calling on a dentist before he begins his appointments, you will find him disposed to listen to your sales approach and, in all probability, the results of the call will be favorable.

The scientific time to call on lawyers is any time between 11 A.M. and 2 P.M., or later in the afternoon between 4 and 5. Other hours they are busy attending court or engaging in office work.

Stock brokers, bankers, investment bankers, bond salesmen and other people engaged in the securities business can be called on to advantage before the Stock Exchange opens, which is 10 o'clock in the morning, or after the Exchange closes, which is 3 o'clock in the afternoon.

Contractors, builders, and all people employed in the construction business can be called on before 9 o'clock in the morning, at noon time, or around 5 o'clock in the afternoon. A great deal of the time these prospects are not in their offices; however, if you want to approach them, the hours mentioned are the best.

It is not wise to call professors or school teachers during school hours. These people go home after the school day. The most practical time to call on them is during that "let-down" period between 6 and 7 in the evening.

Certified public accountants may be contacted almost any time during the day. It is not good practice to call on them any time between January 15 and March 15. This is their busy season. They are making up income tax returns and finishing the accounting work for the previous year. As one told me, they are compelled to work day and night in March in order to eat in August.

Druggists and grocers usually have a slack period from 1

to 3 in the afternoon. This affords you an opportunity to give them your story.

Insurance brokers and agents are in their offices from 9 to 10 o'clock, also at noontime, and again at 4:30 in the afternoon. During these hours they are approachable.

When to Call on Other Employees

Prospects in the publishing business should be called after 3 in the afternoon. These prospects have a lot of detail work, but about 3 or 3:30 in the afternoon they are ready to light their pipes and relax for a while. That is the time they are vulnerable.

Merchants, store heads, and heads of departments can be approached any time from 10 A.M. to noon, or from 2 to 5 P.M.

Chemists and engineers are more available between 4 and 5 o'clock in the afternoon

The best time to call on the clergy is any time after Tuesday. Sunday is their busy day and it usually takes them a few days to recuperate.

Salaried people who earn less than \$5,000 per year, and all wage earners, should be called on at home. This includes bookkeepers, stenographers, technicians, clerks, secretaries and people who work for the government. The most logical time to call on them is after dinner in the evening, usually between 8 and 9 o'clock. A prospect in this group feels free to talk to you at home, whereas at their place of business they might feel embarrassed.

Housewives are usually free between 9:30 and 11:30 in the morning and from 1:30 to 4:30 in the afternoon. If you call on a housewife before her morning chores are finished you are likely to get the door slammed in your face, so take heed and act accordingly.

The logical time to call on those prospects not mentioned

in the foregoing categories may be ascertained from your study of their habits and inclinations.

How to Make a Good First Impression on the Prospect

Most prospects are very sensitive, and it is to your advantage to take this into consideration and to make preparations for it in advance. When you approach a prospect, he uses the sense impressions of the eyes and ears to size you up. Therefore, you are going to make a favorable impression or an unfavorable one. By paying strict attention to certain predispositions that effect the sensitive nature of the prospect, and by recognizing and respecting those predispositions, you can assure yourself of a cordial reception. On the other hand, by ignoring them you may subject yourself to undue criticism and uncalled-for derision, and in all probability lose a sale that could have been yours had you taken the time to heed what you are reading at this very moment. Therefore, there is not only a scientific time on which to call on the prospect, but there is also a scientific way in which this should be done.

In preparing your list on prospects on whom to call, enter each name according to its particular category on a 3 x 5 inch card. By all means copy this name exactly as it appears in the directory. Prospects are very sensitive about their names. Their names are listed in the directory as they like them spoken or written. A person's name is a symbol, a trademark, a badge that distinguishes and identifies that person from one hundred sixty million other persons in the United States. A prospect likes his name; it individualizes and sets him apart. He likes to hear it spoken. He likes to see it in print. In all probability, the first thing you do when a new directory arrives is to turn to the page listing your name. You want to see it in print, and also to see if it is listed in accordance with your definite instructions. There it is. It

pleases you. What a smile! You grin from ear to ear. The prospect is like you. He likes his name, and in calling on him you must have respect and a high regard for it.

"What's in a Name?"—Plenty!

A name is a perfect symbol. One letter in the wrong place makes it imperfect. Therefore, when you call on the prospect, do not call him "Han" when his name is "Hand." If you do, you are telling him that you were not interested enough in him to note his name correctly. Naturally, he feels that if you are careless about a little thing like getting his name correctly, you might be careless about other things. Certainly he is not going to give you the consideration that is due you. The moral is, by all means get his name correctly—it may mean a sale.

Shakespeare said: "What's in a name? That which we call a rose by any other name would smell as sweet." This is true, Mr. Shakespeare, but if a prospect is called by any other name, his reaction will not be "as sweet." The prospect's name is the only one he has had in his life. He has become accustomed to its proper pronunciation, and a mispronunciation on your part will peeve him. If you are not certain of the pronunciation of a prospect's name, ask someone. Fortunately, most name pronunciations are obvious at a glance, and you will rarely encounter any difficulty with them.

However, when you call on a prospect, do not ask for Mr. Smith—ask for Mr. Robert H. Smith. This little distinction and courtesy shows interest in Mr. Smith. It pleases him. You have distinguished him from all the other Smiths listed in the directory.

It might be wise to treat every prospect you call upon with the same consideration given to Mr. Smith. If his name is Patrick Aloysius McGillicuddy, call him that, because that is the way he wants it.

How to Avoid Offending Prospects

When I call on a prospect, I always endeavor to do the things that will please him and to leave undone the things that may irritate, aggravate, or offend him. When I enter his office, I remove my hat. If I am wearing an overcoat or a pair of overshoes, I remove them also. I never enter his office carrying a lighted cigar, smoking a cigarette, or carrying a pipe. I would not think of entering his presence with the odor of a tell-tale beverage on my breath. Breath carrying traces of beer or cigarettes may offend some prospects. I think it would pay all salesmen to ask their best friend every now and then, and check up on bad breath. If it is discovered, drink two glasses of water every two hours during the day for one week, and at the end of that time the bad breath will be gone.

Every now and then the prospect wants to conduct the interview while standing in the corridor, in the door, in the hall, or in the outer office. When this happens, I say to him: "Pardon me, Mr. Prospect, this is certainly an imposition on you, and I feel terribly sorry that you have to stand here and listen to me. Maybe I can make arrangements to come back at some later date." At this point he invariably invites me in his office. However, one day when I said this to a prospect, he continued to ask me questions about my proposition. Finally I said: "Mr. Prospect, I have a bone in my leg, and it hurts me to stand on it." This was too much for the gentleman. He grinned and said: "You win—come in."

If the prospect attempts to talk to me in the presence of some one else, I always say: "Mr. Prospect, I see you are busy this morning. May I call back to see you this afternoon?" He usually understands and excuses the third party, and I proceed with my story.

In the presence of the prospect I never assume that I own his place of business. I try to make my entrance in a humble,

dignified way. When he invites me to have a seat, I always say: "Thank you, Mr. Prospect," with a genuine feeling of appreciation.

The Importance of Courtesy

By way of digression, here is a slant on thoughtlessness which shows a failure in the practice of courtesy. I made a personal test to determine what percentage of people would say "Thank you." During this test, covering one month, I made it a point to hold the door open for 20 different people, each from a different walk of life. Here is the result: 15 said nothing, three grunted, and two said "Thank you." These wonderful words don't cost you a cent and their use can earn dollars for you.

Here are a few things you want to remember about the prospect. He is the most important person in your business. He is not dependent upon you; you are dependent upon him. He is doing you a favor by permitting you to serve him. He is not a cold name on your list, but a human being with feelings that are much like your own. You know the things that will please you, so practice them on the prospect.

When you find a chip on the prospect's shoulder, always remember that the best way to remove a chip is by a gentle pat on the back. You can always find something in the prospect or his surroundings to praise and to flatter. You should do this politicly without becoming familiar. Shakespeare said: "Be thou familiar but by no means vulgar."

You can make more sales in two months by becoming interested in the prospect than you can in two years trying to get the prospect interested in you.

Little acts of courtesy and politeness make a deep impression on the prospect. It is only through these that you can demonstrate your genuine interest in him. They tell him that you want to work with him, and that you want to please

him. They convey a feeling of understanding and appreciation that indicates that you have a desire to serve.

Pleasing the Prospect Pays Of

The scientific findings that I have discussed will help you to establish confidence, win admiration, mold friendship, and influence the prospect to listen to your story. Many interviews have been cut short and many sales have been lost because the salesman failed to apply these acts of courtesy and politeness. John Wanamaker said: "Civility counts much, but courtesy counts more." It will pay you to pay strict attention to the thing that pleases the prospect, because it is the prospect who pays you.

TEN

The Philosophy of Selling

IT WAS owing to wonder," said Aristotle, "that man first began to philosophize, wondering first about the problems that lie close at hand and then, little by little, advancing to the greater perplexities." Every man, on occasion, is a philosopher. You philosophize when you reflect on your sales activities, and the part that you are actually playing in the world. In my discussions of the Philosophy of Selling, I am not going to reach out into the realm of no man's land and attempt to deal with vague abstracts and perplexities. I will deal with philosophy as it effects you and your relationship to selling.

In order that you may have a more comprehensive understanding of how philosophy applies to selling, I shall define my terms. The word "philosophy" comes from the Greek "philo," to love, and "sophia," wisdom. Hence the word philosophy means the love of wisdom. In its true sense, it is only man thinking—thinking about how things affect him in general and in particular.

Someone has said that philosophy is common sense in a dress suit. Of course, common sense is very uncommon, and when it is applied it is usually labeled "wisdom." Wisdom is making wise use of things. What is the most important thing in selling as far as you are concerned? The answer is *you*.

The most important thing in selling is *you*. It is only

proper and fitting to pause a moment and appraise *you*, by giving you a few estimations that may inspire you to greater achievement. Seldom do you appreciate what you are or what you are capable of doing. It must come from some outside source. You take yourself too much as a matter of fact. You have not taken time to take stock of yourself, to analyze your capacities, to realize fully your strength and power, to discover what a wonderful creature you are, and to uncover the latent powers and forces you possess.

Take Stock of Yourself

You forget that "Ye are the salt of the Earth." "Ye are the light of the World." You forget that you are the most wonderful thing that God ever created. You fail to remember that the mind and its ideas have dominion over the earth and all things on it, making you master. You must be reminded that it is you who can think, who can comprehend, who can co-ordinate, who can analyze and visualize, who can image and dramatize and see a completed thing from the blueprint. You merely take as a matter of course that it is you who invent, discover, and build the marvelous things around you. It is you who harness the forces of nature and turn those forces into light, power, and heat, to make the world comfortable. It is you who can mix ideas with natural resources and turn them into economic values, to be enjoyed by all. It is you who have the faith, the vision, the determination, and the courage to turn your creative ability into sales and to plant ideas that will not only enrich your life but make America a better nation and a better place in which to live.

You lose sight of yourself in the maze of things you create. You get lost among your own things. You must come out into the open and make yourself known. You must realize that, at this very moment, the hidden power within you is waiting for development. What it will yield, what it will

produce, nobody knows, not even you. You will never know the unlimited resources at your command until you begin to dig into them. By searching, you will discover hidden powers and latent abilities that you never thought existed. By digging, you will uncover thoughts and ideas that will not only enrich your pocketbook, but also will fill your life with a fuller and deeper appreciation. By sifting, you will find an infinite variety of opportunities. A new world of untold wealth will be revealed to you—things you never dreamed of! You will have a fuller, richer, and more beautiful life.

A Philosophy of Selling

During the past 42 years it has been my good fortune to talk to thousands of people in all kinds of businesses, in all walks of life, in all kinds of places, and under all conditions. In that time I have sold tangibles and intangibles; I have sold by personal solicitation; I have sold by direct mail; I have sold by letter; and I have sold by telephone. During these years, a great deal of my time has been devoted to study, with the sole purpose of analyzing the Philosophy of Selling. In my observation, concentration, interpretation, and conclusion, I have been able to combine knowledge with experience. I have been able to make a first-hand study of the actions and reactions of people. I have studied their behavior, and this has given me an insight into their ambitions, aspirations, attitudes, likes, dislikes, wants, and desires. Combining all this information, I have worked out a Philosophy of Selling.

The object and purpose of revealing this Philosophy of Selling to you is to help you. Plautus said; "He gains wisdom in a happy way who gains it by another." Possibly my experience may give you a keener insight into your own power and ability. Maybe it will inspire and encourage you to develop more completely your hidden talent of creative sell-

ing. Maybe it will take a few pebbles out of your path to make the going more easy. It is very easy for anyone to tell you how to sell, but I feel that you are like myself—you want someone to inspire you and make you want to sell. You want someone to touch that spark that animates you, that spurs you to action.

The Philosophy of Selling that I propose to unfold is not that of a theorist in an Ivory Tower, but of a stern realist who has faced and met the challenge on the firing line, and who has encountered all the problems, all the adversities, all the conditions, all the situations, and all the heartaches that you are encountering, and who has solved many of these situations that are perplexing you at this very moment. In my experience, combined with reading, analyzing, and researching, I have learned what people like. I have learned what it takes to get along with them. I have learned what is necessary to influence them to buy. I have learned also what it takes to keep them as friends.

The Philosophy of Selling that I propose is not based on a bag of tricks, a few clever sales sentences, or any other bombastic subterfuge. It is based on wisdom. As you know, wisdom teaches us to make the wise use of things, words, and people. These three things constitute selling. Therefore, make it your business to study these three things and endeavor to make a wise use of them in all of your activities as a salesman. They will teach you to sell anything.

The Importance of Wisdom

Wisdom in selling gives you a comprehensive knowledge of all things in their proper nature and relation, and the power of combining them in the most useful manner. Wisdom guides you, helps you to discriminate, and gives you the proper suggestions. It enables you to regulate and control your conduct in performing the act of selling. It is applying sense to selling at all times. In discussing the wisdom

of selling, it is always wholesome and refreshing to refer to Solomon and his Proverbs. Proverbs 3:13 says: "Happy is the man that findeth wisdom, and the man that getteth understanding."

We all need wisdom, but in selling it is a most valuable asset. It enables you to get beyond the surface of superficial thinking. It qualifies you to get at the source of things, and that source is divine intelligence to guide and direct you. This is the source of creative selling, and by this token the possibilities of selling are as infinite as infinite intelligence and are limited only by your own thinking.

We also find in Luke 15:31, "Son, thou art ever with me, and all that I have is thine." As you read the Bible, you will find that it is overflowing with promises of God's inexhaustible good for His creation. One great promise is made to man. It is found in the Book of Psalms 36:7-8, and it reads: "How excellent is thy loving kindness, Oh God; therefore the children of men put their trust under the shadow of thy wings. They shall be abundantly satisfied with the fatness of thy house; and thou shalt make them drink of the river of thy pleasures." The only way you can make use of these wonderful promises is by a conscious realization of your oneness with the divine power that creates them for you. God has promised you infinite possibilities, but those possibilities must be realized by you.

Then again, in Proverb 4:7: "Wisdom is the principal thing; therefore, get wisdom; and with all thy getting get understanding." Solomon was not talking through his hat. If he were a salesman in America today, there is no doubt that he would lead the selling force. Why? Because he would get at the root of selling. He would uncover and search out his own power of productive and creative thinking and he would apply these to selling. He would know that real creative selling is not shrieking and shouting his wares. He would not use some hackneyed selling phrases or bromidic cliches

to bombard people into buying something against their will. On the other hand, he would know that creative selling is a science to inform the prospect of a product's specific value to meet a specific need. He would know that creative selling is an art that brings the prospect and the product together; an art that guides the prospect in buying that which he needs to give him complete satisfaction.

The Potentialities of Creative Selling

The power of creative selling is a definite means to create a demand for a product that did not exist before. The need of real creative selling is greater in America today than it has ever been before. Again, we might quote another Proverb: "Go to the ant, thou sluggard; consider her ways and be wise." It is high time for all salesmen to get wise and realize their great potentialities and their great possibilities.

Another valuable lesson to learn from the Philosophy of Selling is to make spiritual provisions. A salesman works very hard and diligently to make provision for his material comfort, but he needs more than material provisions: he needs spiritual provisions. From material provisions he nourishes his body; from spiritual provisions he inspires the mind and refreshes the soul, and this is most essential for a salesman. It helps him to form a broader concept of his value and worth to society. He gets rid of all selfishness and conceit. He develops sincerity and appreciation that make him at ease when talking to a prospect. It increases his love of life and the love of selling.

There are two qualities that always distinguish a salesman. The first one is trustworthiness. It pays to conduct your relationships on a purely ethical basis. Make the Golden Rule the basic principle on which to operate. Make yourself dependable and also indispensable.

The second quality is a deep appreciation of your prospect. The prospect is human and likes to be treated with

respect and consideration. Therefore, develop an insatiable desire to serve him with the best that is in you.

Apply the Philosophy and Get Results

The Philosophy of Selling trains you to tend and mind your mental garden—to learn to cultivate the idea of living, loving, and sharing, and to develop all your good qualities. As the flowers in the flower garden need constant care and plenty of good soil in which to thrive, so do you need to watch your mental garden. You must uproot the poisonous weeds of selfishness, envy, cynicism, skepticism, jealousy, hatred, distortion, and resentment. These choke the good thoughts. You must learn to cultivate the pure intuitive thoughts of kindness, love, consideration, gratitude, and appreciation. There is no one in the world that God loves more than you, so pass this bit of information along to your neighbor. You will be surprised at the results it brings.

The world you can see and measure provides the physical comforts. The world you can neither measure nor see—the one you must image and feel—makes provision for understanding, mental enlightenment, and spiritual discernment. You can perceive one with your eyes, but you must perceive the other with thought.

When you study something like wisdom, which enlightens spiritually, you seldom grow tired of it. As you wonder with it, muse upon it, reflect upon it, dream upon it, it seems to enlarge your vision and puts you in tune with the infinite. It enables you to direct all your activities in perfect harmony and unity, and supplies intellectual nourishment that brings not only enlightenment, but also peace of mind. It seems that when you embark on a voyage of thought you give your activity an exalted meaning and your job as a salesman a broader understanding. And you return with a cargo not only laden with gold and material provision, but with a reward of genuine satisfaction.

And thus you can realize the value of wisdom and its application to selling. It enables you to practice the virtues of life. It is a beacon to illuminate your intelligence; it is a diadem to place upon your head. Wisdom makes you earnest, eager, and zestful. Victor Hugo says: "Wisdom is the health of the soul." Socrates says: "Wisdom adorns riches and shadows poverty." Aristotle says: "Wisdom is man's best friend." The salesman who practices truth and wisdom in his selling activities can gather honey from even a weed.

Thus the Philosophy of Selling teaches a salesman to live every day fully and completely, and this keeps his mind free from worry and a host of mental vagabonds. It teaches him to take everything in his stride.

Therefore, the Philosophy of Selling teaches you not to grieve or worry about the things you do not have, but to rejoice and be exceedingly glad about the qualities you do have. By wisdom sales are made, and wealth is won. As you begin to unfold your power to do creative selling, remember with appreciation, one of the most famous verses in the Bible, Corinthians 2:9: "But it is written, eye hath not seen, nor ear heard, neither have entered into the heart of men, the things which God hath prepared for them that love Him."

Personal and Financial Profit Await You

The Philosophy of Selling helps you to apply the power of creative selling and raises you above the pattern of your own make. It helps you to examine and appraise the characteristics of people and the principles of human nature and conduct, and also teaches you to be flexible and forgiving. It disciplines you to regulate, guide, and control your own conduct to meet all the vicissitudes of life with poise and calmness. It teaches you to control your actions and improve your relationships with others. It helps you to form an integrated and consistent personal attitude towards all phases

of life. It teaches you how to acquire sound knowledge and how to make wise use of it. It helps you analyze a condition or circumstance and to reason in logical sequence. You can shine with a radiance that compares to the sun.

Always remember that when you are selling a good product that is of benefit to the prospect, nothing can thwart you, nothing can hinder you, nothing can impede you, and nothing can stop you. You have the green light with you. You have the great creative force within you now, where you are, ready to go to work for you. Put it in action and go ahead. Lose yourself in the service of others, and you will prove the adage that "he profits most who serves best."

ELEVEN

How to Close a Sale

FEELING IN THE PRIME of sales audacity early one afternoon, I approached a wealthy prospect about the purchase of an annuity plan. It entailed the investment of a substantial sum of money. I put everything I had in the presentation of that plan. Every phase, every value, and every advantage of what that annuity meant to him and his family were revealed, visualized, eulogized, and glorified. However, when I had finished my presentation, I discovered that the prospect was attentive but not responsive; he made no move and no comment. He was adamant and did not say whether he was for it or against it. Unable at this juncture to determine his feelings on the matter, I retraced the plan, step by step, making a comprehensive summary of every point. Finally, I asked him to give me a check. Again he said nothing. I then decided to play his own game, so I took a seat right across from where he was sitting. For a full 15 minutes neither he nor I made a sound; I was determined to wait it out. Finally, he said, "To whom shall I draw the check?"

When I first heard of this prospect, I made plans to close the sale. I visualized the kind of person the prospect was. I took into consideration his temperament. I knew that he was adamant. I felt it would take two sticks of TNT to move him to buy, but I also sensed that three sticks might be excessive and kill the sale. Therefore, following this plan of

attack, I approached the prospect, "touched off" two sticks, and let the silence close the sale. The two sticks produced the sale I had anticipated.

The close of a sale is the climax of all selling activity. It is completing the job that you started out to do. You started out to make a sale, and the sale is not complete until you have received the order.

Closing the Sale—the Final Step in Selling

When I come to the close of a sale, I think of myself as a builder. Here I have built a house. It required time and effort to excavate, to lay the foundation, and to construct the walls. It is all complete but the roof. I am not leaving this building until I have built the roof. A sale, up to the time of its closing, is more or less a house without a roof. A builder certainly would not leave a house in that condition, so why would a salesman leave a sale? If he does, in all probability another salesman will step in, put the roof on, and capture the sale. Hammer until you get the roof on; persevere until you close the sale.

The close of a sale can be easy, or it can be difficult. It all depends upon the amount of thought you have devoted to planning it in advance. Closing a sale is not a tug-of-war or a prize fight; it is a result of a well laid plan. The more time you spend in the preparation of the sale, the more easily you will be able to close the sale. The close of a sale is the last step in the sale. If you have made a thorough application of the other steps, the close will be comparatively easy. After all, the close of a sale is only the logical and natural conclusion of an interview that has been properly conducted from the moment it began.

Review Your Sales Techniques

At this point I think it would be wise to make a complete inventory of your sales techniques and review them in the

light of the chapters you have read. When you bought this book it became your silent partner. By using its contents, you will be able to close more sales and make more money than you have ever made before. Your power to close a sale can be greatly increased by reviewing the chapters on "How to Attract a Prospect" and "How to Create a Sale." These chapters will aid you in developing positive thoughts and ideas to attract the prospect, in anticipating his needs and wants, and in making the right appeal. These two chapters not only show you how to attract the prospect, but give you sound and definite reasons why he should own your product.

The chapter "Watch Your Words" will show you how to use the right words in presenting your proposition, in order to give the prospect full confidence and a complete understanding of what you are attempting to do for him.

Have you enthusiasm about your product? Can you generate it in yourself and in the prospect? Review "Why the Prospect Buys."

Do you lack pointers in meeting and overcoming objections? Learn how to turn objections into sales by getting a first-hand knowledge from actual experiences. The chapter on objections teaches you how to anticipate certain objections and overcome them with ease. This knowledge is vividly related in "How to Turn Objections into Sales."

Are you making the full use of your imagination to improve your selling technique? Are your ideas getting shopworn and ragged around the edges? New ideas about common-place things often attract attention and arouse buying interest in the prospect. Read "How to Turn Your Imagination into a Junior Salesman."

Have you inspected your talents lately? How about your equipment, to display your thoughts and ideas? Your speech, voice, and manner are the best features you have. A good overhauling will improve them. It will help you to display your product and make it easy for the prospect to under-

stand you and have full confidence in what you say. Read "The Magic Power of Personality."

Do you want to attract more prospects? Do you want to close more sales? Do you want to extend your sales services? Do you feel that you are getting paid for your efforts? Do you want to have more opportunities for closing sales? Read "How the Law of Averages Can Double Your Sales."

Do you want to understand the feeling and the disposition of the prospect? Do you want him to realize that you are giving him the best there is in the shop? Do you want additional sustaining power to complete the sale? Do you want to draw on the Universal Bank of Divine Power when it comes to closing a sale? If you do, I suggest that you read "The Power That Sells" many times. This chapter will really revitalize and re-energize you. Your presence and your feeling of good will will instantly penetrate the consciousness of the prospect and he will not only feel, but believe, every word you say.

Have you faith and confidence in your ability to close a sale? Read "The Philosophy of Selling," which tells you that you can get honey from a weed.

When to Close the Sale

The question often arises about the right time to close a sale. In my opinion, the right time to close a sale, although it varies with the prospect, occurs when you feel the prospect yielding and know you can take an order. If the right time arrives in five minutes, seize your opportunity by closing the sale. If it arrives in an hour or two hours or three hours, follow the same procedure. Do not linger and overstay your time, and by all means do not talk yourself out of an order that you have already obtained. Orders can be canceled right in your presence, and you do not want this to happen.

As you conduct the sale, watch for signals; every now and

then either ask for the order or make a suggestion leading in that direction.

My friend, Harold Lannamann, one of America's greatest salesmen, has sold enough carpeting to stretch half way around the earth. He says: "I have never asked for an order in all my experience. My contention is that when I have done a good selling job, there is no need to ask for the order. It automatically takes care of itself."

Edith Smith, a leading saleslady in the Wanamaker Store, Philadelphia, says: "If we approach our customers with a sincere interest, they will respond in a like manner. They will be ready to buy what we have to sell, and will return to us again and again—a happy customer will become a steady one."

Tested Closing Sentences

There are many suggestions for closing a sale and they usually come to you at the right time. Some examples are: "We pay the freight" . . . "We can allow you 30 days" . . . "We allow an extra 2 per cent discount" . . . "Will you be kind enough to let us have your signature?" . . . "Will you be kind enough to okay this order?" (Never ask a prospect to sign anything because he does not like the word "sign.") . . . "What time will it be convenient for you to see the examiner?" . . . "How is your physical condition?" . . . "Do you write your name Thomas J. Watson or Thomas Johnson Watson?" . . . "What is your wife's full name?" . . . "We have a good trade-in value."

No matter what the terms of your proposition, you must frame them in the most attractive way. Make them suggestive, alluring, and compelling. Send feelers out every so often to the prospect. If they do not click then begin all over again by saying, "Mr. Sloan, I really feel that you do not fully understand what this proposition means to you." Then launch right back into the proposition, giving each step and

calling his attention to one particular point that will enable you to stress the value and advantages of your proposition more fully. Then say, "You are a friend of Mr. Smith, who just bought this proposition and who is highly pleased with it. I am sure I can render the same kind of service to you."

How to Close Sales Effectively

Salesmen have been in the saddle for many years. They have had their own way, and they have forgotten that the prospect is better informed and thus has grown wiser. In many cases today, it takes a lot more selling than ever to close a sale. The best and most effective way to close is to just keep on selling until the prospect says "Yes." That is the principle I follow. I feel I have worked honestly and thoroughly to make a sale, and I am not going to leave the close open for someone else. In closing a sale it is effective to make your language very plain and simple. The summary should be complete in every detail and expressed with positive determination, indicating at all times that you believe every word you have told the prospect.

Get understanding and be sure there is a meeting of minds. The prospect must understand everything that you are endeavoring to do for him. As you conduct the sale, observe the reaction of the prospect and you can usually determine whether he thoroughly understands all the values and advantages of your proposition and what they mean to him. If you notice any doubt in the prospect's mind, try to iron it out by asking him questions on the points which you believe are causing him to hesitate. Also, think of those questions he might ask and weave the answers into the explanation of your proposition. Anticipating questions will enable you to meet all the objections the prospect might use to delay the sale. So, cut through them, and, if possible, have the order blank in one hand and your fountain pen in the other. Help the prospect to say "Yes."

The Mississippi is made up of many tributaries, and each one contributes its share to the power and strength of the great stream. You are like this river: you have tributaries of selling qualities and attributes, and each one contributes its share to the power and strength of your salesmanship. The full combination of your selling qualities and attributes yields the ability to interest prospects and close sales.

Conduct the sale with understanding, consideration, and appreciation of the prospect. Do not attempt to bulldoze or coerce the prospect. Never rush or force him against his will. Scatter all selfishness. Exercise tolerance, patience, and a feeling of genuine kindness. If the sale is yours, you are going to get it. Try to do the best you can. If you do not close the sale, your efforts will have enhanced the understanding, power and skill with which you may close the next one.

In closing the sale, *insist* with tact, *plead* with earnestness, and *persuade* with diplomacy.

TWELVE

How the Law of Averages Can Double Tour Sales

IN MY LAST BOOK, *How to Turn Your Ability into Cash*, published by Prentice-Hall, Inc., New York, N. Y., I wrote a chapter entitled: "How the Law of Averages Can Make You Rich." That chapter bears so significantly on selling that I feel it only fair to acquaint you with its contents. In order to do so, I am going to review the chapter and amplify some of its salient points.

The Law of Averages is usually shrouded in mysterious terminology and statistics. It is seldom demonstrated as an effective means to help increase the production of sales.

All natural laws, which are laws of God, express justice. They have no favorites, and are available to all who endeavor to understand and apply them. They work with absolute certainty, precision, and justice. The Law of Averages is one of these natural laws, and it can be effectively and efficiently applied to selling. The results can be anticipated with accuracy. In my 42 years of experience in the field of selling, I have proved that the Law of Averages applies in dealing with prospects, as well as it does to other things. A knowledge of this law is one of the most stimulating and fascinating factors in selling. The application of this law guarantees the success of any salesman.

I shall examine the Law of Averages in three ways, and an understanding of each will give you a more comprehensive picture of its operations. First: I will give you a practical introduction to the Law of Averages. Second: I will give you an interpretation of this Law. Third: I will show you how the Law of Averages can double your sales.

To introduce the practical application of the Law of Averages, take a coin and toss it into the air one hundred times. Mark down the number of times it falls heads and the number of times it falls tails. What happens? There are only two sides to that coin, and both sides are exposed; the Law of Averages determines that the coin will fall heads approximately the same number of times it falls tails.

What Is the Law of Averages?

The above demonstration will prove that the Law of Averages works. Since it does work, let us endeavor to define it. Socrates, one of the greatest thinkers who ever lived, had a great motto: "Define your terms." It is only logical, therefore, that you should know the meaning of the Law of Averages. In my attempt to define the Law of Averages, I wrote letters, made inquiries, and asked many questions. From these different sources I received many ideas and suggestions. To sum them all up, the answer was: "If you put something in, you get something out." A very good answer, and it contains the elements of truth; however, it did not satisfy me.

Many millions of people had seen things fall to the ground long before Sir Isaac Newton discovered the law of gravitation. But Newton wanted to know the reason why things fell to the ground. Some one asked him how he discovered the law of gravitation. His answer was: "By thinking about it."

After thinking a long time about the Law of Averages in terms of application, in terms of demonstration, in terms of

relationships, and in terms of how it produces results, I created the following definition:

The Law of Averages is the law that determines the number of times a thing will happen in proportion to the number of times that that thing is exposed.

The definition of the Law of Averages establishes it on a practical basis. Therefore, it will prove very helpful to you to visualize this definition and get it well established in your mind. To know a principle thoroughly inspires us to apply it. Anyone who applies the Law of Averages, based on the above definition, cannot fail to produce results.

Many salesmen are inclined to confuse the Law of Averages with luck. Luck is that which happens to one seemingly by chance. Chance is taking a gamble that a thing may or may not happen. It is a pure risk with a possibility to win based on that imaginary thing called luck. Voltaire said: "There is no such thing as luck. Everything has a cause."

The cause of a sale is the intelligent application of the Law of Averages. Sometime a sale will fall into your lap and you may be inclined to say, "Oh! I was just lucky," but somewhere along the line you have planted many ideas about your product and this is only a delayed reward for a just application of the law.

The Law of Averages guarantees a certain number of sales, provided that you will expose a certain number of ideas about the product you are selling. The sooner you expose these ideas, the sooner will you make a sale.

You will be pleased to know that the Law of Averages puts into action two other very definite laws. One is the Law of Acceleration and the other one is the Law of Compensation. The Law of Acceleration hastens the ordinary process of selling. You learn to sell with a definite goal in view. You concentrate on results, and sales take place with an unusual pace. You often wonder from where they come.

The Law of Compensation is another law you can rely on. It never fails to compensate you for every ounce of energy that you expend. This law never cheats any man and rewards everyone exactly in proportion to the amount of effort they have expended. No one can cheat you but yourself. The Law of Compensation embodies the invisible power of God that guarantees that no honest effort can suffer a loss. Every effort toward a sale will be rewarded. If it is delayed, you are collecting compound interest and in many instances the delay is only testing your faith in an unfailing law.

How to Use the Law of Averages

The Law of Averages operates in all your sales activities. To be conscious of this law is to increase your sales with speed and certainty. The Law of Averages is a definite law that eliminates luck, discards chance, fulfills every requirement, and affords you a means to reap the rich and full reward of its application.

"Ignorance of the law excuseth no man" is an old legal maxim applying to the law of the land. To commit a crime with the plea of ignorance does not excuse the offender. The same principle applies to the laws of creation, except these laws are more exacting. To be ignorant of these laws in no way interferes with their operation. The laws are here for us to use and not using them is certainly no fault of the laws. The Law of Averages is a fundamental law of creation. To apply it is to enjoy its rewards.

The Law of Averages is expressed no less than three times in the Bible: in the thirteenth chapter of Matthew, the fourth chapter of Mark, and the eighth chapter of Luke. In each of these chapters is found the "Parable of the Sower," which plainly states that the sower must sow his seed before he can expect to reap a crop. Some seed will fall by the way-side, some will fall among thorns, some will fall among the

rocks, but some will fall upon good ground and bring forth fruit a hundredfold.

The secret of the sower is the kind of seed that he sows. The seed must be of good quality in order to take root when it falls on the right soil. That which he reaps will be of the same nature as that which he sows. If he sows wind, he will reap a whirlwind. If he sows sawdust he will reap sawdust. Everything increases after its own kind. As the seed contains all the elements essential to the plant, so must ideas contain all the elements essential to success. You must sow ideas before you can reap a reward. You must give before you can get. So when you sow and when you give, do it freely with no strings to it. As Jesus put it, "Except a kernel of wheat fall into the ground and die it abideth alone. But if it die, it beareth much fruit." You do your part and the seed will do its part.

Most of us, most of the time, are thwarted, distracted, and discouraged because we have no definite knowledge of a law on which to expend our efforts. Doubt, uncertainty, and dread creep into our consciousness, and there is a tendency to vacillate from one goal to another and from one interest to another. We end up by being simply bewildered, with a suspicion of being cheated. In applying a fundamental law, do not be anxious or overzealous to change your procedure. Remember that natural laws do not vacillate. The laws that rule the universe are unchangeable. They unfold logically. Observe how logically things in nature grow and develop. Nothing is accidental. They develop in logical sequence and unfold in perfect fruition.

The laws of God cannot fail. If they did they would violate God's own principles. This is impossible. Does the law of gravitation fail? Drop what you have in your hand and see what happens. This law is constantly on the job even though you are not conscious of it. The laws of physics, the laws of chemistry, the laws of mathematics, or any other

fundamental laws are constantly available for our use. Someone may ask what a dozen eggs will cost at six cents each. Instantly, through the laws of mathematics, you multiply 12×6 and solve the problem. The moment you are conscious of the law, it is there to meet your need.

Thus far, I have given you a practical demonstration of the Law of Averages. I have defined it and have endeavored to interpret it. Now I want to show you how the Law of Averages works for you.

The Law of Averages yields results with the same certainty and accuracy as the laws of mathematics, when applied. I not only believe in the Law of Averages and have faith in it, but more than these, I know the Law of Averages operates. When I multiply 6×12 I know the result is 72. Faith and belief in the laws of mathematics become ready knowledge. So, too, application of the Law of Averages becomes ready and usable knowledge the minute it is applied.

How the Law of Averages Works for You

Not many years ago, the Law of Averages put me on the spot and gave me an ample opportunity to test the validity of its application. I was making 1800 calls over the telephone and not getting a bite. Was I dismayed? Was I frustrated? Was I discouraged? Not in the least. I was exposing an idea in the form of a Sales Plan portraying the benefits of life insurance. I was putting into operation the Law of Averages. I knew that this law could not fail. Operating on this principle, there was no occasion for doubt. I knew that results were certain. What happened? Within a few days, I struck the jackpot. The last few calls paid off. It rained business. Did the Law of Averages pay off? In less than one month I received more than 2 dollars for every telephone call made. In addition, I received a bonus of at least that much more.

In the field of selling, the Law of Averages is exacting as to the amount of calls necessary for a sale. It certainly re-

quires that you plant ideas, but it does not prescribe the method to use. In fact, the Law of Averages is absolutely indifferent as to the method you employ to put it in operation. In my experience in selling, I have often used the telephone. I find that the telephone method is the quickest, the most practical, the most efficient, the most feasible, and the most scientific method of carrying an idea to the greatest number of people in the shortest period of time. It is the quickest and most direct means of exposing an idea in a personalized way and, therefore, fulfilling the requirements necessary for the Law of Averages to operate.

In applying the Law of Averages in the field of selling, it is absolutely necessary to determine the result you desire. The Law of Averages does not know the objective you desire until the decision is made. Once a decision is reached, the law goes into operation to fulfill it. The number of times you expose an idea about a product or service is the number that determines how often the exposure of that idea will reward you.

If you sell, put a definite cash value on each call. If you work on a salary, put a definite estimate of the number of calls you want to make to consummate a sale. Keep a record, and watch the Law of Averages operate.

In my own experience, I have placed a value of 2 dollars on each telephone call and also a value of 5 dollars on each call I make in person. Therefore, if I make 50 telephone calls in one day over the telephone, or if I make 20 calls in person, I know I have earned 100 dollars. To illustrate this fact, it will be of interest to you to know that in June of 1947, I purposely tested the Law of Averages on the telephone basis. Six months later I found I had made 3000 telephone calls, and the Law of Averages paid me not only 2 dollars for each call, but again rewarded me with a substantial bonus.

You may ask, "How about competition?" In all my years

of selling I have never given the subject of competition any thought or consideration. I have been so busily engaged putting the Law of Averages in operation, and availing myself of the opportunities and rewards it afforded me, that I never had time to devote to the subject of competition. Many men have asked me how I could sell so well making a cold canvass. My reply was that the Law of Averages knows no cold canvass. It deals only with a hot one.

You may also ask, "Does the Law of Averages work among strangers?" Does the sun know any strangers? The Law of Averages knows no strangers, and once it is put in operation it works like a magnet. It attracts and draws to it the thing you desire. Remember the "Parable of the Sower," and always rely upon good seed. The value and advantage of the product or service, and what they mean to the prospect, are the seeds you sow. Exposing ideas built into a sales plan and transmitting them with absolute faith and certainty to a number of prospects puts the Law of Averages in operation. Are reactions to ideas predictable? Yes, there is nothing more certain to predict than the reaction you will get when you present a number of people with a certain definite idea. Positive action gets a reaction. This reaction will be favorable or unfavorable. If it is favorable, you act upon it quickly. If it is unfavorable, you forget it.

The Law of Averages Can Double Your Sales

In applying the Law of Averages, endeavor to be patient. Do not attempt to rush it, but make every effort to fulfill it. Shake the limb of an apple tree with a green apple upon it, and nothing happens. Shake the limb when the apple is ripe and the apple falls off. Also remember the grain: "first the blade, then the ear, and then the full grain in the ear." The Law of Averages cannot be forced, coerced, or hastened. When the requirements are met, it operates with precision.

Nothing can force it to act, and nothing can prevent it from acting.

The Law of Averages will remunerate you in proportion to the value you yourself put on it. If you demand little, it pays little. If you demand much and set a worth-while goal, it will always meet your standard. Tell the Law of Averages that you want to double your sales. Ask for it, seek it, and demand it in a humble and sincere way—then pursue that demand with faith, persistence, and determination until you have achieved your objective.

N. W. Ayer, one of the greatest advertising men this country ever produced, had a great slogan: "Keeping everlastingly at it brings success." Some people think that this implies a form of slavery. I think possibly Mr. Ayer was referring to the Law of Averages. A chain of ideas puts into operation the Law of Averages, which brings results. An idea once in print begins to accelerate a process of other ideas, to form a chain of influence, and eventually, through the Law of Averages, the idea brings success.

In applying the Law of Averages, remember that you have no control over its rewards or the source from which the rewards come. It rewards you from the most unsuspected sources and in the most unexpected ways. As a salesman you may be all aglow with a sure sale. On the surface the prospect could not fail. What happens? The prospect does fail to buy. Why? Because he is human. The Law of Averages, on the other hand, cannot fail, and what you thought only a "suspect" turns into a genuine sale.

The Law of Averages is unlike man-made law. It cannot be changed, altered, or amended. No act of chicanery, no cunning fraud, and no art of deception can force it to act or cause it to fail. It can only be put into action by concentrated thought. The true purpose of the Law of Averages is to give you a definite plan of action with the absolute assurance that the application of your sales ability cannot fail

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to produce results. This assurance gives you the power and determination to carry on.

The experiences that I have enumerated are not opinions or theories about the Law of Averages. They are the Law of Averages in action. This law does not need a favorable place or a favorable time to operate. It will operate for anyone, at any time, at any place.

As you apply the Law of Averages, many illuminating thoughts and ideas will flash into your mind and a new vista of selling will spread before you. Its unlimited possibilities will change your entire attitude towards selling. By all means, use the Law of Averages and double your sales.

THIRTEEN

The Accumulated Value of Sales Effort

IN 1706, a certain Ancient Law case was heard in the English Courts. This case reveals the startling results of things that are left to the process of accumulation and vividly illustrates what I propose to discuss in this chapter: "The Accumulated Value of Sales Effort."

The case in question is that of *Thornbarrow vs. Whitacre* (2Ld. Raymond 1164). And the facts, according to the defendant's counsel, were that his client had agreed, in consideration of a small sum of money, to deliver to the plaintiff two grains of rye corn on a certain Monday, four on the following Monday, eight on the Monday after, and so on in geometric progression for a period of one year. In other words, the number of grains was to be doubled each week, and this was to be continued for a period of 52 weeks. Without doubt, the defendant thought he had contracted to deliver only a small quantity of grain, but it was said at the trial that all the rye in the world was not too much to satisfy the obligation. The quantity amounted to 524,288,000 quarters—a quarter being eight bushels or a fourth of a ton. It would have taken over four billion bushels of rye corn to satisfy the obligation!

In order to appreciate the full value of accumulated ef-

fort, it may be wise to inquire into its significance. Accumulated effort is gathering or throwing into a heap all past performances and experiences. It may be illustrated by a snowball. The snowball does not roll itself, but when effort is applied it not only rolls, it also gathers snow as it rolls. In other words, it requires effort to roll the ball.

In selling, you have been storing up and rolling up a heap of experience, and you have paid a definite price for this experience. It represents an exertion of both physical and mental power which you have expended in the direction of obtaining results in the field of selling. It is worth money to you, and therefore you want to make every effort to utilize it. The three methods that follow will show you how to utilize your accumulated selling experience to its best advantage.

1. Keep a Complete Record of Your Sales Effort

It is the custom of all business houses to install a system of accounting which co-ordinates all departments of the business into a composite whole. All transactions are minutely detailed and recorded. This is a quick visible means to determine the status of the business. Each department of the business is checked in relationship to the whole unit. Every few months an audit is made and each department is checked and compared to the other departments. A balance is struck. A business house operating under this system can easily determine progress or failure, and, as a result, many businesses are saved from failure and progress is made.

Possibly as a salesman you do not need an accounting system, but you do need a system to keep a complete record of all your sales activities. Every call, every appointment, and every interview has its value. Keep a complete record of each performance, with the results obtained and all other information that might be of value to you. Every month take time off to review each experience and to examine thor-

oroughly each performance. This will teach you how to analyze and improve your past performances and also to broaden your experience. It will help you develop and create a more scientific plan with which to make more sales. Evaluating your sales experience and visualizing it in conjunction with your creative ability will generate enthusiasm and automatically produce more sales. Your "summing up" will incite and arouse you to greater action.

As you review each interview, ask yourself: What was the outcome of the last call I made on this prospect? What was his reaction? Was it favorable? Was he averse to my product? Did I make the proper suggestions? Did I apply the right tactics? Was I lacking in detailed knowledge? Did I make a good impression on the prospect? What was his reason for postponing the sale? Was his excuse feigned or valid?

In making this analysis you will uncover many hidden ideas and suggestions that will help you serve the prospect more effectively. Then too, your analysis will invariably uncover a situation that will exhort and incite you to greater effort. The prospect who put you off yesterday may be a fresh prospect today. So out you go to see him, and you turn an old prospect into a new customer.

2. Make Periodical Reviews

A gold mine is only a concentration of precious metal under the ground. Its deposits are of no particular value to anyone until they are mined and refined. The finished product results from the application of effort and thought. You have a gold mine in the form of stored-up records of past experiences. You can easily utilize these experiences with a little thought and effort. There is the old saying: "If you want something done, go to a busy man, and he will do it." And why go to the busy man? Because he is able to evaluate his time and use it efficiently. Therefore, as a salesman, learn

to use your time efficiently, and you will be astonished at what you can do in a short period of time.

As a salesman, you render a service to others. Every constructive thought toward the completion of a sale is a contribution toward that service. The perfection of this service in its detailed performance is greatly enhanced through retrospection. As you look back on your experience and utilize it, you will appreciate the value of patience, diligence, sincerity, alertness, and kindness. You will establish a broader range of thought, and a higher realm of insight and perspicacity. Your sales experience in retrospect makes you more aware of your duty, more considerate of your prospects, and more loyal to your pursuit. Therefore, your review and evaluation of past performances and experiences will help you to make more money and build better plans for the future.

3. Turn Your Accumulated Effort into Cash

The hardest and most trying task in selling is to find someone to buy—a live prospect. Selling is comparatively easy when the prospect is spotted. In your records you have an assortment of prospects, and you know something about each one. Your past experience has taught you how to approach them, and, in many cases, you have sensed the appeal to make to them. However, for one reason or another, you have been unable to consummate the sale. But "Don't give up the ship!" Try again. Sometimes what you think is chaff may be wheat. What you considered only a suspect may turn into a real live prospect. When calling on one of your old prospects, remember that every prospect is someone's else customer, and if you do not sell him, someone else will. Since you have an inside track to the prospect, you have a better chance to do business with him than the next salesman.

You, the salesman, may be inclined to become discour-

aged. But, by reviewing and properly evaluating your past experiences and performances, you will always uncover something that will invigorate and incite you to action. As you review the record, you run across an old prospect whom you almost sold a month before. As you read the records and recall the experience of that particular prospect, your blood begins to boil and your enthusiasm begins to glow, so out you go and make another sale. This "peps you up." Again, negative thinking is turned into positive action. Pessimism is turned into optimism. Discouragement and despair are turned into hope and confidence. The low tide of disappointment is again turned into the high tide of a sale, and excuses are again turned into checks.

In our economy, economic, political, and social changes come about so quickly that a man who was merely a suspect yesterday is a live prospect today. In 100 old prospects you may easily find 25 sales. In a chapter on "How the Law of Averages Can Double Your Sales," you were reminded that the Law of Compensation never fails to reward you for honest effort, even though the payment may be delayed. Therefore, exercise your patience.

Cash In on Your Investment

Every prospect you have approached has cost you time and effort. You made an investment of knowledge, skill, and ability. Your investment has a definite cash value, and no one can actually realize it but you. The Bible tells that the stones that were cast away were the stones that became the cornerstones. Before you discard, endeavor to make another deal; you may find experience that will enhance your selling ability. You may uncover a prospect in whom you had only the remotest hope and turn him into one of your best customers. This has happened to me many times. Once I had a prospect buried so deep in the file that the card bearing his name was yellow when I removed it from the folder. I

decided to take another chance, and it "paid off"—I made one of the best sales of my entire selling career. Don't give up the ship, even though it seems to be sinking.

Therefore, in concluding this chapter, let me suggest that you make a complete analysis of your sales effort. By all means endeavor to set up a system to record all your past performances and analyze each experience. Watch for that flash of intuition that may bring you a hunch about an important lead that may be easily turned into a sale. Do not undervalue the prospect's ability and willingness to buy. Then utilize the knowledge and experience that you gain by making use of the principles outlined in this chapter.

It might interest you to know that if, in 1492, Columbus had deposited one dollar in the Bank of America at 4 per cent interest, compounded annually, by 1954 that dollar would have accumulated enough dollar bills to reach from New York to London. This hypothetical example only shows once more how things accumulate. It will pay you to transfer the dormant ideas of accumulated experience from the Bank of Past Performances over to an active checking account in the Bank of Sales Completed. This privilege lies within your domain. Make use of it.

FOURTEEN,

The Magic Power of Personality

SOMEONE asked Leonardo da Vinci what he was painting. He answered: "Souls." Other artists painted limbs and features. Leonardo captured and portrayed that inward something which we call being, and he used only painted limbs and features to express it. I like to think that he was painting the subject's personality. That's why people can stand before his famous painting, "Mona Lisa," and meditate for hours on the expression of her soul.

What is personality? Like every other attribute of the mind, it has many definitions. Some say it is the extent to which the individual has developed habits and skills which may be used to interest and serve people. Some say it is the "social stimulus" value of a person. Some say that it is everything the person is. I like to think that personality is an attribute which may be termed as a current that flows from, instead of into, the consciousness. It is an outward expression of the inward intensity of thinking, feeling, and being. I like to compare personality to a powerhouse that generates electricity. This powerhouse is a dynamic organization of different mechanisms working together harmoniously to produce the invisible power known as electricity. This powerhouse creates the power to serve the needs of people everywhere. Your personality is a powerhouse and you em-
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ploy its electricity to serve the prospect's needs and gain his interest.

You are also a dynamic organization made up of many different qualities and attributes, and the more harmoniously they work together, the more power you can demonstrate through your personality. Therefore, it is only wise and expedient that I undertake to uncover a few ideas and suggestions on how you can develop, improve, and strengthen your personality.

Dr. Charles W. Eliot, late President of Harvard University, once said: "Everyone now believes that there is in man an animating, ruling, characteristic essence of spirit, which is himself. This spirit, dull or bright, petty or grand, pure or foul, looks out of the eyes, sounds in the voice and appears in the manner of each individual. It is what we call personality." Thus it proves that the flesh profiteth nothing but it is the spirit that quickeneth.

In your case, as a salesman, we want to develop and enlarge the bright and grand spirit that reflects through your eyes, your voice, and your manner. This can be accomplished by improving the mechanism of the powerhouse.

Character and personality are closely allied. Character is really what you are, and personality is what people think you are. The word character is derived from a Greek word meaning to cut into furrows or to engrave, like figures cut or stamped upon stone. As applied to an individual, it is the aggregate of the mental and spiritual qualities gained from the impressions of nature, education, and habits. It distinguishes the attributes, qualities, and habits of one individual from another.

You Can Change Your Character

After all, to be more explicit, we might say that character is a combination of habits acquired over a long period of time. Some of these habits are good, and some can be im-

proved upon or discontinued. In fact, some of these habits may retard you and keep you from fulfilling your true mission as a creative salesman. All of these habits are consciously acquired; therefore, they can be consciously improved or, if necessary, discontinued. You possess all the gumption needed, not only to improve or discontinue your present habits, but to form new ones that will advance you.

The development of your personality is an individual undertaking. As an individual you are a complete entity, a self-contained unit, and a combination of many qualities and attributes. This entire complex is under your care and supervision. With your command you can discard any old habit or form any new one. It lies within your domain to develop the traits of character that will attract, receive more acclaim, and produce the best effects that you can use in dealing with the prospect. With your intelligence you can capitalize on your personality. Creative selling offers you an unparalleled opportunity to develop your personality and reap rewards.

The impression that you make on others is not illusive or mysterious. It is a product of many factors, many of which are very small. Therefore, strict attention and careful consideration must be given to the powerhouse that produces the impression. The current that flows from you to serve others must always reflect the quality and condition of the powerhouse. You can improve your powerhouse; here are five suggestions that might be helpful.

I. Analyze Your Present Habits

No one knows the real truth about your conduct, behavior, and habits better than you, and no one is better qualified than you to catalogue and correct them. Know your faults, and you can soon eradicate them. The best way to accomplish this is to analyze your present habits. The best way to do this is to submit yourself to a test.

How many every day habits do I practice that are useful and helpful? What is my master motive? Do I put my interest and welfare ahead of the prospect? To what extent can I judge the effect of my acts on other people? For what kind of sales plan am I best suited? Can I tell what others are thinking by their facial expressions, actions, and other signs? How good am I at getting along with others? How thoroughly do I prepare myself before calling on the prospect?

It may also assist to consider the following questions: What is my attitude toward myself as well as the prospect? Are my thoughts and actions positive? Am I tolerant and considerate of the prospect? Do I honestly respect his opinions? Do I interrupt him while he is speaking? Do I permit objections to deter my real mission? Do I monopolize the conversation with a big "I" and a little "you"? Am I arrogant and impudent? Am I honest with myself? Am I persistent and progressive without being offensive? Am I blown around from opinion to opinion, like a thistle in a windstorm? Do I cultivate habits that make me strong physically, mentally, and spiritually? Do I have confidence in my sales ability? Do I dare to think for myself? Do I practice the little courtesies in my sales activities, like "Thank you," "Pardon me," "Forgive me," "I am sorry," "Excuse me, please," and others? Do I covet what others have? Am I envious? Am I jealous? Do I pray and work against selfishness? Can I make an objective study of myself with the same intensity that I study the prospect?

Conscious attention to improvement along these lines will improve the impression you make on the prospect. It will help you to take yourself in hand and rid yourself of any bad habits. Remember you are a living, thinking, acting being and an improvement in any of your traits reflects on your personality.

2. *Rely on Yourself*

Thomas Jefferson once said: "I never ask anyone to do for me what I can do for myself." As a result of relying on his own talents, he developed into one of the most versatile men of history. He was an astronomer, musician, philosopher, humanitarian, statesman, architect, litterateur, and horticulturist. You will be astounded at the improvement self-reliance makes in every department of your life. As you indulge in this personal sport, you develop many hidden traits of character and find natural bents. You increase your power to evaluate any situation and to meet any sales resistance you encounter. All things in nature rely on their own instinct, and in this respect they are well provided. As an individual you should rely on your own ability. Your fingerprints indicate this. Of all the millions of fingerprints on record, no two are alike. Your fingerprints distinguish you. You are a complete entity possessed of all the qualities and attributes that unfold to form a perfect individual. You cannot imitate another's fingerprints; neither can you assume someone else's ability. You must rely on your own.

Train yourself to rely on your mental resources, judgment, and ability. Have faith in your integrity; it is the soul of your individuality and helps you to realize that no part of you can be separated from the whole of you. You have what it takes, at any time or place. You have only to rely on it. Think, speak, and act your convictions, and they shall be the means to influence the prospect. You have the power to believe in your own thoughts and to act as if it were impossible to fail.

You are faced with many situations from time to time where it is absolutely necessary to rely on yourself. Conditions must be met on the spot. You must either sink or swim. You must know what to do and what not to do. You must know when to smile and when to frown, when to talk and

when to keep silent, when to laugh and when to be grim, when to move and when to keep quiet. All these traits affect the prospect. It is now or never, so train yourself to rely on your own qualities.

Self-reliance develops character and helps you to perfect yourself, and to perfect yourself is to perfect selling. Much of the wisdom of civilization has been developed by those who had the courage to rely on themselves. Make use of your own resources. They are a capital investment to make you a bigger and better salesman.

3. Develop the Spirit of Optimism

Infuse the spirit of optimism in your selling. It not only lights your way, but it reflects on the prospect. A little light makes a big difference. No matter where you are or what you are selling, the minute you light up your consciousness you light the spot around you. Look for the best, expect nothing but the best, and you will always share the best.

Optimism is thinking straight. It is an excellent vaccine to prevent failure. It is maintaining a sense of equilibrium, regardless of what happens. It puts in practice an adage of Marcus Aurelius: "Whatever happens at all happens as it should happen."

There is an old saying: "When you walk toward the light, the shadows are back of you. When you walk away from the light, the shadows are before you." Practice and demonstrate optimism in your selling, and you will always be walking toward the light. The prospect has troubles of his own and the spirit of optimism often dispels them and places you in the limelight. Therefore, let your light shine.

4. Keep Active

Sales follow action. When intelligently directed, each sale is one step closer to the next one. Keep active, and you will soon get there. Everything in nature is always active. Move-

ment teaches a great natural law. It tells you to keep on the move. You will find that it is more fun to wear out than to rust out. Keep on keeping on. As the old proverb says: "He who tills the soil shall eat." Keep active. It is the real way of life. The bees are active, the ants are active, the cells in your body are active, and everything around you is active. Why should you not be active?

When you keep on the move, you advance. Do not let grass grow under your feet. Keep on the go and form good habits. Turn pessimism and defeat into action and achievement. Turn negative thinking and discouragement into positive thoughts of confidence and power. Wring success from failure. All things come to him who waits.

5. *Take It Easy*

One of the best habits to acquire in selling is patience. It denotes self-composure, self-confidence and self-assurance. It is the capacity to realize that all conditions and situations are only temporary; if you exercise forbearance and remain cool, calm, and collected, the most trying situations will right themselves. Patience teaches us to grin and bear it. Trials, tribulations, troubles, obstacles, delays, disappointments, and failures are only stalking shadows that instantly disappear in the light of patience. They will all soon disappear. "In your patience possess ye your souls."

Many hours are spent in waiting to see the prospect; this spare time may best be spent in reading a good book. Slip a good book in your brief case, and spend your spare time reading. It will enable you to enjoy the time, and you will be better qualified to interview the prospect.

There are many details in selling and the one way to master detail is to exercise patience. Learn to love it. With the proper attitude, chores are a pleasant pastime, especially when you realize that everyone else is doing them. Every task begins in detail, and ends in detail. A kindly feeling to-

ward detail relieves tension and strain, develops the power to concentrate, and the task is soon completed. Relish detail and detail loses its sting. Do not heed detail, and detail will heed you. With all your manifold details, exercise patience. It will reward you.

When you put these five suggestions into action, each department of the powerhouse will work harmoniously and produce more power to be transmitted over the wires that carry the current of your personality.

The wires of the powerhouse carry your personality to the prospect—give him a jolt, and he will buy. These wires are your manner, your tone of voice, and your mode of expression.

Many transmissions from the powerhouse of personality rely on the art of expression. What is expression? The word comes from the Latin word "exprimere," which means to express. It is the act of pressing out. It is the stuff you employ to make your message felt. As Alexander Pope wrote:

But true expression, like the unchanging Sun,
Clears and improves whatever it shines upon;
It gilds all objects, but it alters none.

Expression is an art for the individual to master; anyone can improve on it. Improvement may be accomplished through interest, concentration, application, a little patience, and a few minutes practice each day.

How to Develop Your Powers of Expression

A large percentage of your time as a salesman is used in expressing ideas. It will pay you large dividends to improve the machines of expression, which are your speech, your voice, and your manner.

Speech is the faculty to utter sounds or words. It is the power of expressing thoughts in words. It is the power to

speak. Good speech is speaking clearly, unhurriedly, and distinctly. It is your quickest and most efficient means to get your ideas over to the prospect. By taking a little patience and care, you can do this more effectively. It is the little things in speech that count, and these are the things you want to correct.

In order for the prospect to understand you, it is necessary to speak plainly. The prospect judges you by what you say, and if you can do this well, it will influence him to have confidence in you. Train yourself to speak with care and dignity. The prospect only understands what you tell him, so try to do it clearly. Pronounce each word carefully and distinctly. Speech, voice, and manner are all fundamental parts of your expression. Your use of them reflects your ability as a salesman. The development of these three attributes gives you power and a pleasing personality.

Speech is produced by the voice. You can improve your voice by deep breathing. This regulates and controls the pitch, tone, and inflection of the voice. Therefore, take a few deep breaths before entering the office of the prospect, and now and again during the day.

Train yourself to read a few pages aloud each day. Take the dictionary and pick out a few words. Pronounce the words aloud, trying to enunciate each syllable clearly and distinctly. Do this exercise several times each week. It only takes a few minutes, and you will show marked improvement.

To improve the sound, volume, and resonance of the voice, say the multiplication table aloud. It only takes about four minutes. Do this several times each week.

All words are formed from letters. Practice aloud the alphabet, giving each letter the full use of the lungs and diaphragm. Note the different formations of the mouth as you say each letter aloud. Do this several times each week.

How to Achieve Clarity in Your Speech

Stand before the mirror and see whether you open your mouth widely enough when you speak. By observing yourself talking aloud, you will learn not to slur over your words and not to drawl them. Drawling can be corrected by enunciating each syllable in each word. All words are made up of syllables and big words are only a combination of syllables, or of little words. Take the word inexhaustible, for example. Take it apart in this fashion: in-ex-haust-i-ble. Take it easily and slowly, and the word will pronounce itself. Each word will do the same.

Make it easy for the prospect to understand what you are talking about. Express your ideas clearly and you turn them into a sale. Clarity of speech is very important. Cultivate the habit of perfecting it.

It will pay you also to cultivate the habit of not hurrying in your speech. You have plenty of time. It is most essential to clear, distinct diction to speak unhurriedly. Speak distinctly and deliberately. Know the lines of your speech thoroughly and speak them in a relaxed mood and you will discover that what you say is more persuasive, more effective, and more convincing. When you speak calmly and distinctly, it is not necessary to repeat, and this saves the prospect's time and possibly your embarrassment.

It will pay you also to train yourself to speak in a conversational tone. Breathe regularly and observe proper pause at intervals. Don't try to carry on a complete conversation in one breath.

Manner is your mode of procedure; your way of doing things. It is that intangible quality of personality that makes you interesting to other people. It is the way you conduct your relationship with others. It is an inward feeling of being happy. You know what pleases you when someone talks to

you. It is those little things: courtesy, appreciation, kindness, and thoughtfulness. It is those little things that please the prospect and put him in a receptive mood to listen to what you have to say. It is these little things that make a whale of a difference—and help you to make more sales.

Another great asset to enrich and purify your manner of speech is to learn to smile while you talk. Your speech, interspersed with real smiles, tells the prospect a lot. It tells him that you like him, that you want to please him, that you want to co-operate, and that you are willing to serve and do your best at all times. He can feel your smile; it encourages him to believe in you. The smile in your voice unlocks the door and lets you in. It creates friendships and opens wide the door of the prospect. He will respond to a friendly smile, so practice it in your speech.

Try also to be natural in your manner of speech. The prospect is human and likes to be treated accordingly. Therefore, relax, feel kindly toward the prospect, and be yourself, and in all probability you will leave his office with a sale.

Make the Power of Personality Work for You

Courtesy, graciousness, and appreciation are valuable assets in dealing with the prospect. Use them. Remember that your speech, your voice, and your manner are *you*. They are the vital qualities of your personality. They are *you* in action. You can make them mechanical and ineffectual, with no show of personal interest. On the other hand you can make them human, brimful of personal interest and charm. You can express thoughts and ideas that will persuade and motivate. Dramatize your speech, voice, and manner with imagination, enthusiasm, and color.

The Magic Power of Personality is the intensity of thinking, feeling, and being. It is the harmonious action of all the different mechanisms in the powerhouse. It reflects the spirit

creating a charm that fascinates, animates, magnetizes, and attracts irresistibly. It overcomes all objection and subdues all arguments. It produces an effect on the prospect that impels action. It is the magnet that draws the prospect to you. Develop and use it. It is like finding a gold mine.

FIFTEEN

How to Make Appointments

EFFICIENCY is the capacity to produce desired results. It is the effective operation of a business or performance of a business task with a minimum of waste effort. In selling, efficiency is the ability to make the greatest number of sales with the least possible amount of effort in the shortest period of time. It is getting maximum results with minimum effort. It is the application of thought to what you are doing. It is using your head. It is the application of common sense. It is doing the right thing at the right time.

Efficiency seems to be lacking in the selling world. It is estimated by various sales managers and sales executives that the average salesman spends only about two hours of his working time each day actually interviewing the prospect or customer. All the other time is consumed by the salesman in getting from place to place, and a large percentage of his time is actually wasted by calling on prospects and customers who are not available at the particular time he calls. A salesman does not get paid for wasting time. He gets paid for using his time efficiently by turning it into sales.

As a salesman, you want to operate efficiently and effectively in order to save your time and conserve your energy. You naturally want to get your proposition in front of the prospect. The best means to do this is to make an appoint-

ment. Therefore, it is only good sense that you should use a part of your time making definite appointments. By doing so, you will be able to see more prospects effectively, and you will enjoy a greater volume of sales at the end of each week. What is an appointment? It is an arrangement for a meeting. It is laying the groundwork for an interview. It is making preparation to see the prospect face-to-face, in order to present your Sales Plan. It is really putting you there before you get there. Make it a point to make an appointment and eliminate a disappointment.

How to Make an Appointment

How can you make an appointment?

First: Write the prospect a brief letter. In this letter, state the time you would like to see him and the purpose of the interview. Make the letter brief, but cordial. Here is one that I have used:

Dear-----:

On Thursday morning, November 12, 1953, at 10:30, I shall call at your office to explain to you a proposition that I am confident will meet with your approval.

Looking forward to the pleasure of seeing you, and with all good wishes for your continued good health and happiness, I am

Sincerely yours,

This letter will usually get you in. It doesn't say much, but it tells a lot. It tells the prospect that you have a proposition, and it arouses his curiosity, because you tell him that you are confident that it will meet with his approval. After receiving this letter, only a cold-blooded individual could refuse to see you without a valid reason. Send your letter at least two days in advance of the time you expect to call on the prospect.

Second: Have a mutual friend write on his personal card as follows: "This will introduce Earl Pevette, who has some-

thing that you should know about. Signed, Joe Doe." Of course, this form of introduction always admits you.

Third: Have a mutual friend introduce you over the telephone as follows: "Richard, I am sending over Earl Prevette, a friend of mine, and any consideration you may show him will be highly appreciated." This form of introduction will get you in.

These different plans to arrange for an appointment are very good, but the most scientific and most effective way to make an appointment is to make it over the telephone. It is this method that can really put any salesman on the map at any place or at any time, regardless of his product.

Make the Telephone Your Junior Salesman

A great number of salesmen sell products that require a demonstration. The product must be displayed at the prospect's place of business, at the salesman's place of business, or at some other place. These salesmen can save a lot of time, save a lot of energy, and make more money, if they spend a part of their selling time each day in making definite appointments with the prospective customer. They can make the telephone act as their junior salesman. One hour each day, or even one half hour each day spent using the telephone will greatly improve the salesman's efficiency, enlarge his opportunities, materially increase his sales, and add substantially to his income.

In order to do this successfully, here are a few steps that might help you.

1. Organize your thoughts. Work up a little plan of action. Decide what you are going to say to the prospect.
2. Organize your lists of prospects.
3. Call the prospect on the telephone and tell him in plain, concise words what you want to do for him.
4. Make a definite appointment with him.

5. When you see him, remind him of the telephone conversation, amplify what you told him, prove the merits of your product, make him feel that his business will never be the same without your product, get the order, and leave.

In order to demonstrate this procedure to you, and to show you how it operates in practice, I am going to assume the role of a salesman representing the Monitor Machine Company of Chicago, manufacturers of textile specialties. I have been sent to Philadelphia, to call on the hosiery trade. Bear in mind that I have never been to Philadelphia and that the Monitor Company has never sold a single specialty there. In fact, they are not known there, except through trade papers. Here I am in Philadelphia, a stranger with a strange product, representing a strange company. How am I going to operate? I turn to the classified section of the city telephone directory, and there I find an up-to-date list of prospects over 100 strong. What an opportunity! What a feast! Understand, however, that I know nothing whatever about these hosiery concerns, but I believe that they could make better hosiery by using my company's specialty.

I start with Adams Hosiery Company. In the first place, I know that the Adams Hosiery Company as such does not buy specialties. I do know that some particular person in Adams Hosiery Company buys textile specialties. My first move is to call them and ask the operator for the name of the buyer of "spindle threaders." She tells me: Mr. Buck. "Is that Mr. Harry Buck?" I ask, and she says, "No, it is Mr. William Buck." Then I politely but positively ask her to connect me with Mr. William Buck. Mr. Buck gets on the telephone and I gently but firmly tell him who I am, the company I represent, what we can do, and the service we can give to the Adams Hosiery Company. My story clicks with Mr. Buck. He wants a demonstration. A definite appointment is made. Mr. Buck sees the product, likes it, and Adams Hosiery Company is no longer a prospect, but a customer.

How the Telephone Can Increase Your Sales

Now, out of these 100 potential prospects in Philadelphia, I qualify eight and show them my product. Out of the eight, I sell five. The campaign has covered five days, and I find that, by making the telephone my junior salesman, I averaged one sale each day. How long do you think it would have taken me in person? I will let you guess. The telephone has no favorites. It will work for anyone in any line at any time. The help it can give you in selling is dependent entirely upon the use you make of it. The above demonstration brings home forcibly the great possibilities in selling, once the salesman learns to use his time and energy efficiently.

Here is a plan I worked out for the Air Cool Corporation, to interest its prospects in the installation of an air conditioning system.

First, I called Mr. Warm and said in a friendly, but positive way: "Is this Mr. Warm?" Then I proceeded as follows:

"Mr. Warm, the Air Cool Corporation calling. Earl Prevette speaking." I pronounced my name very distinctly. I continued as follows:

"We are calling you, Mr. Warm, about our new air conditioning system, which gives added comfort to your employees and increases your profits. It does so in three ways:

"First: It cleans and purifies the air. It reduces humidity and lowers office temperature. In doing so, it revitalizes your employees.

"Second: The flow of cool air gives each employee more energy, and thus increases his personal efficiency.

"Third: By stimulating each employee to do a better job, our air conditioning system will mean more profit to you.

"One of our engineers can explain the advantages and the details of installation in a few minutes. Would 10 o'clock tomorrow morning be all right?"

How to Use the Telephone Effectively

Here is a simple plan to make an appointment over the telephone with a life insurance prospect. You call Mr. Neill and say to him, "This is Earl Prevette. I called you, Mr. Neill, to tell you about the most talked-of life insurance plan in America today. This plan does five definite things for you.

"First: It creates an estate for you and your family.

"Second: It establishes a sinking fund.

"Third: It pays all future premiums in case of disability.

"Fourth: It pays annual dividends.

"Fifth: It provides a guaranteed income for you any time after the age of fifty.

"Mr. Neill, these guarantees may prove very valuable to you, and, with your permission, I will be at your office at 10:30 to see you ___ That's fine. . . . Goodbye, Mr. Neill."

"Where can I go today? Who can I see today?" If at three o'clock in the afternoon, someone in the theater were to shout, "Is there a salesman in the house?" over half of those present would stand. Idle hours become selling hours when a salesman uses the telephone to make appointments. He has more prospects than he can see. Running around in circles takes energy, but it does not produce results. Many good salesmen, foundered on the rocks of discouragement, could be turned into real producers by making the telephone their junior salesman.

There is another group of salesmen who cover large territories, possibly several states. It costs more money to travel than it does to use the telephone; many of these salesmen could save themselves time and money by using the telephone. Many times during the year, salesmen travel perhaps 100 or 200 miles to see a prospect, and, on their arrival, they find the prospect is out of town. This wasted time and effort can be eliminated by making appointments over the telephone. Always remember this: If a customer or a prospect

will not make an appointment to see you over the telephone, he will not see you when you go in person. If he does see you, it will only be for courtesy's sake, and your chances of doing business with him are very remote. Making appointments over the telephone teaches the salesman to put a value on his time. It trains him to be more specific and definite about his product. He talks straight from the shoulder. This makes the prospect sit up and take notice; he acts with more consideration and tolerance, and has more respect for the salesman.

Selling by Appointment Will Increase Your Prestige

In some cases, the salesman is confronted with the problem of contacting groups of people before the sale is finally consummated. Sometimes these groups may live in different cities, and to see all of them would entail considerable expense and consume much time. In cases of this nature, the telephone may be used most efficiently. The salesman can make definite appointments, or he can interest each party in the sale by telephone. In any case, he should confirm the telephone conversation in writing. Regardless of the suggestion followed, intelligent use of the telephone will complete the sale more quickly and more efficiently. Then, too, it always adds to the prestige and dignity of the salesman to make an appointment by telephone. It shows that he is putting a value on his own time and is respecting the prospect by not "butting in" at an inopportune time. The salesman who uses the telephone in making appointments is more likely to get the business than the salesman who does not.

Some time ago, I was discussing this idea of "telephone appointments" with one of Philadelphia's outstanding executives. He gave me an interesting example of why a salesman should use the telephone to make appointments. This Philadelphia executive was in Texas calling on one of his key salesmen. It seems that his salesman was working on a sale

that required him to see a number of people. One of the men on whom the sale depended lived in Austin, Texas, which happened to be 250 miles away. The executive from Philadelphia suggested to the salesman that he call the Austin man on the telephone. The salesman refused to telephone, but agreed to see him in person. When the salesman arrived in Austin, he found that the man had been called out of town. Five hundred miles of travel, many gallons of gasoline wasted, valuable hours of selling time lost, and many ounces of energy burned up—for what? All his efforts had gone with the wind. By taking a minute or two to use the telephone, the salesman could have saved all this time, money, and energy. Better still, he could have used them to secure one or two more orders. Shakespeare so aptly said: "Lord! What fools these mortals be." In the above case, the executive used his head, the salesman did not. The moment a salesman begins to use his head he begins to get ahead. A definite appointment adds to the salesman's dignity and prestige and gives him more confidence with which to sell his product. By all means, use your head by using the telephone to help you make an appointment.

Every Call Is Money in Your Pocket

Selling is not static; it is dynamic. It is a live, moving process; the prospect must be told, and told often. By using the telephone in direct selling or for making appointments, the salesman can extend his personality, broaden his influence, and capitalize on his selling ability. Every telephone call you make conscientiously will be worth money to you. Put a value on your calls; keep a record of them. Add up your results every month or so, and you will be surprised.

It seems to be the tendency of most salesmen to hit the "high spots" by picking the prospect. In my opinion, picking prospects is one sure means of overlooking many good ones. Every day, thousands of potential prospects are passed by as

the salesman glides along to the one whom he has picked out. If the one he has picked happens to be out, then he is out of luck. By using the telephone, it is not necessary to pick them out, and if you make an appointment it is not necessary to "find" them out. If you do not pass prospects, but comb the territory thoroughly, you will find customers that you never dreamed existed.

Here are a few hints to follow in using the telephone. When you call a prospect, by all means try to use a clear, distinct, well modulated voice. Speak clearly into the mouth-piece, holding it not more than $\frac{1}{2}$ of an inch from the lips. This enables the prospect to hear you distinctly. Just as there is no need to shout in the office of the prospect, there is no need to shout over the telephone. Breathe deeply, and try to be natural and unaffected. You should speak slowly enough to be understood without having to repeat. Talking rapidly or slurring words can make questions like "What did you do?" sound like "Wadjado?"

Your voice over the telephone should convey to the prospect a tone of personal interest and genuine earnestness in the service you are endeavoring to render. Be positive in your remarks, speak with authority, but say them freely, cheerfully, and cordially. Remember: "Blessed are the meek, for they shall merit the earth." In your case, "Ye shall be welcome."

New ideas, expressed in new products for the comfort and happiness of a greater number of people, can greatly expand the national income of the United States. The men and women who sell can further this expansion by using the telephone to assist them in making more appointments to tell more people about these products.

SIXTEEN

Watch Tour Words

SOME TIME AGO in England, a test was conducted to measure the vocabulary of certain groups of individuals. This group included top executives of successful business companies, graduate engineers, graduates from liberal arts colleges, and college professors. The test was based on 150 words, and the results were as follows: graduate engineers averaged 120 correct definitions; liberal arts graduates averaged 129 correct definitions; college professors averaged 142 correct definitions; and the top executives averaged 143 correct definitions. Thus, the top executives averaged one word higher than college professors; 14 words higher than liberal arts graduates, and 23 words higher than engineers.

It might interest you to know that most of these top executives had the ability to sell their ideas to their associates. In order to do this, it was necessary for them to develop a very extensive and exact vocabulary. They had to be able to choose the correct word at the correct time. The most potent tool in a salesman's kit is a good vocabulary. Words are the tools to describe, define, explain, illustrate, and visualize the ideas of the product to the prospect. Words open the interview, and words close the sale. Therefore, it is wise for a salesman to concentrate on the best method of developing a vocabulary which will increase his word power and make his selling more effective.

A salesman can function more accurately if he takes time to improve and enlarge his vocabulary. Any salesman can accomplish this by devoting a few minutes each day to the suggestions outlined in this chapter.

The Importance of Your Vocabulary

A vocabulary is a stock of words used in a language, by a class or individual, or in any field of knowledge. Vocabularies vary with the profession or business. As a salesman you do not need the vocabulary of an anthropologist, but you do need a vocabulary that includes a group of words with color and meaning to help you describe, explain, define, illustrate, and visualize your products. A group of words of this nature will certainly qualify you to portray the advantages and benefits the prospect will derive from your product.

In the United States today there are about 160 million people, and they are all subject to the power of words. Words move, impel, and influence. The salesman who has at his command a choice stock of words is the one that takes the lead, and picks the choice plums in the field of selling. A large stock of words gives a wide range of knowledge and helps the salesman to develop more tools with which to think and with which to demonstrate the power of creative selling.

Men could communicate with each other by sounds and signs long before they invented words with which to talk and write. Their basic nature was attuned to sound. That basic nature remains, and even today men will respond more quickly to the spoken word than they will to the written word. Spoken words are sound signals that touch this basic nature, and they are a sure means of getting the quickest reaction and the most favorable response.

All ideas, according to Professor James, the celebrated psychologist, are instantly associated with words. Therefore, words play an important part in selling, and it is essential

to use the best ones at the right time. Prospects will react more quickly and more favorably to the stimulus of words than they will to that of pictures or colors.

Since words play such an important part in selling, let us stop for a moment and analyze them. What is a word? A word is a definite unit of intelligence. It is a symbol that means or signifies something. It is an utterance implying the faith or authority of the person who utters it. Without meaning, it is a noise or just a sound. With meaning, it is a complete unit of speech that signifies and communicates an idea. Therefore, as a salesman you employ words to convey your message to the prospect. To do this successfully you must think, reason, and visualize the words which will do it. Words are the wings of thought—choose words that make thought fly.

In the last analysis, there are only two intelligent ways to communicate thoughts and ideas. One is oral and the other is written. To make these two methods more vivid and elastic, words are incorporated in the different parts of speech. The part of speech that names a thing is a noun, that which describes a thing is an adjective, and that which affirms a thing is a verb. For example, "The prospect is happy." In this sentence, "prospect" is the noun, "is" is the verb, and "happy" is the adjective. In selling, all parts of speech come into play. It is most important to know when to use one more than the other.

How to Use Key Words

Every industry abounds with certain key words; around these key words most industries are built. A key word may be compared to a master key that unlocks a building. The master key that unlocks the Empire State Building takes up very little space in your pocket, yet that key permits you to make a complete inspection of everything in that building.

In the same way, key words will open the door to knowledge about your product. They will reveal all its hidden merits and will give the prospect a complete and comprehensive picture of its many values and advantages.

A salesman has five key words. They are:

1. *Describe*. This word comes from the Latin word "describere," which means to write. Writing down the words that give a full description of the product will enable you to select the ones that are the most adaptable and most accurate in describing your product. These words will convey more meaning and more color. They will make the prospect sit up and take notice. Learn to describe your product.

2. *Explain*. This word means to make plain. The best fellow in the world to explain your proposition is yourself. Make a thing plain and clear to yourself, and it will be easy to make it plain and clear to everyone else. Learn to describe it forward and backward; you will be known as a salesman that knows his "stuff."

3. *Define*. This word means to set forth the meaning of words or terms. A precise definition of a word distinguishes it from all other words. It is wise to define every word that you do not know; your progress will be amazing.

4. *Illustrate*. This word means to enlighten or to illuminate. When you illuminate your proposition you throw colorful and meaningful lights on ideas and thoughts that are new to the prospect. You make the proposition clear, intelligible, and apprehensible. A chart, a picture, a map, or some other visible means may be used to make the presentation even more effective.

5. *Visualize*. This word means to form a mental image of something before the eye. To create a mental picture of your proposition is to make it talk and reveal itself to the prospect. It is like draping a life insurance policy around the prospect and revealing what it can do for him and his family.

These five words are applicable to any industry, and the salesman who applies them in a sales presentation will find himself making many more sales. To illustrate this doctrine, I have selected five different industries. Let us observe three key words in each one.

First: Steel. Steel is a cold, hard word, yet it is the product of heat. Here are three key words associated with the steel industry.

1. Crucible. A crucible is a pot. Crucible steel is a superior steel made by melting steel, or by fusing iron, carbon, and flux in a crucible.

2. Tensile. Tensile means capable of tension. Therefore, the tensile strength of steel means resistance to stress. This property allows the steel to stretch and bend without doing injury to its own "muscles." In other words, steel can take it.

3. Durable. Durable means able to endure. Durable steel is long-lasting and can withstand the wear and tear of the elements.

Second: Oil.

1. Lubrication. This word comes from the Latin word "lubricare" which means to make smooth or slippery. Lubrication reduces friction, increases efficiency, and lengthens the life of any machine. It lessens costs.

2. Density. This determines the thickness of the oil. It is either light, medium, or heavy.

3. Viscosity. This determines the body of the lubricant, or its wearing quality. Two surfaces coming together in motion set up friction. The resistant quality of that lubricant to encounter the friction determines the viscosity or what we call the body of the oil.

Third: Paint, roofing, and allied industries.

1. Waterproofing. Prevents leaks and preserves interiors.

2. Protection. Keeps surfaces intact.
3. Anti-corrosion. Prevents the eating away of the surface by the chemical elements in the air. Stops disintegration and deterioration.

Fourth: Household appliances.

1. Convenience. Enhances personal ease and comfort. Pertains to the easy performance of some act or function.
2. Comfort. Provides relief, cheer or consolation. Affords contented enjoyment and frees from care, worry, and anxiety.
3. Efficiency. Gets things done around the house with the least possible amount of effort and turns hours of drudgery into hours of enjoyment and relaxation.

Fifth: Life insurance.

1. Estate. An estate includes the possessions of a man and represents anything of value, including lands, stocks, bonds, cash, insurance, or any other holdings. Life insurance creates an estate immediately in event of death and gives the insured the opportunity of paying for it on the installment plan during his life. At his death, the life insurance he carries will become his estate or a part of it.
2. Savings. You save money now to have it later to cover any unforeseen contingencies or conditions that might arise in your life.
3. Income. Man is cautious and wants to make provisions for the future. One way to do this safely and systematically is to buy a life income plan with a life insurance company.

These five industries and the three key words representing each one are given to you to illustrate the tremendous possibilities hidden in the power of words. You get a keener insight into the product, and into the industry that produces it. Thus you have more confidence in the product and more faith in yourself to sell it. Following the suggestion of pick-

ing key words in your industry will enable you to master any sales technique and put the product at your command.

It Pays to Know Your Words

As an insurance broker I try to know the full meaning of every word connected with my business. Does it pay? Listen to this story.

I was talking over the telephone to a man whom I had never seen about insurance. He asked me the difference between insurance and assurance. This is what I told him: "*Insurance* is the act of insuring, whereby one party undertakes to indemnify or guarantee another against loss by a contingent event. A fire-insurance policy, for example, is based on an event that may not occur. In fact, a fire insurance policy may be in force forever and never be a claim.

"*Assurance* is the act of assuring, whereby one party undertakes to indemnify or guarantee another against loss of life, which is based not on a contingent event, but on an event that is certain. All 'life insurance' policies are really 'life assurance' policies. If kept in force long enough, they become a claim, either as an endowment when the proceeds are paid to the assured in cash, or as a death claim when the proceeds are paid to a beneficiary. Therefore, all fire policies are 'insurance' that depend on a contingency for fulfillment, and all life policies are 'assurance,' which is predicated on a certainty."

The man was so well pleased with this simple explanation that the commission for the business he gave me amounted to over \$1000. One hundred words—one thousand dollars. Does it pay to know your words?

A mathematician would be lost without digits. A musician would be in a quandary without notes. A salesman would not reap any sales without words. Therefore, the moral is, increase your word power.

How to Use Words Effectively

A lot of words thrown together may be only a noise, but if placed in the proper combination and spoken with the right pitch and tempo, they become notes and tones of power.

A carpenter would not attempt to drive a nail with a saw, nor would he attempt to saw a plank with a hammer. In order to do the job well, he must keep a close check up on the tools he uses. In dealing with a prospect the salesman must check up on the words he puts into his Sales Plan. The words he uses are the tools that make the prospect act. It is very essential to get the correct meaning and the real significance of each word. Words used by the salesman must be of such nature as to carry the real meaning of the product over to the prospect. The prospect must understand what each word refers to. When the salesman successfully carries his point to the prospect there is a meeting of minds. There is an understanding and an agreement. This instantly establishes confidence and makes it possible for the salesman to amplify the value of his product or proposition to the prospect. Get the prospect to agree on things to which your words refer and he will act.

In selling, it is best to eliminate big words. In most cases big words and technical phrases are only verbal ghosts, full of sound and fury, which signify nothing to the prospect. To direct the thoughts and actions of the prospect successfully, the salesman must use plain words that the prospect can understand.

As long as the salesman presents his product or proposition in a sincere, old-fashioned way, the results will speak for themselves.

In discussing verbal ghosts and high-sounding phrases, I will contrast them with simple ones. Which one of the following sentences is likely to produce the greatest response?

"There is a decrepit mendicant at the door who is mendacious," or, "There is an old beggar at the door who is lying."

Here is another pair: "The spectacular conflagration was caused by the instantaneous combustion of phosphorus," or, "The fire was caused by a match."

A final example: "He was performing the act of deglutition with lightning rapidity," or, "He was eating quickly."

No one needs to tell you which sentence of each set has the most appeal.

In selling, therefore, study and analyze each word you put in your Sales Plan. Say the words out loud to yourself. Speak to someone about them and find out what the words mean. Endeavor to find out if what you are saying is being understood the way you want it to be understood. The words that refer to your product or proposition and words that have a full meaning are the words you want to use—words that simplify meaning and amplify your product or service. Use little words with hooks that catch the prospect's attention. Use apt words, and they will nail your message to the prospect's mind.

Selling starts with an idea in your mind. The words you use are the tools to get that idea over to the prospect. As a salesman, you live in a practical world, you deal with practical people and for their sake and for your pocketbook's welfare, it will pay you to use plain, popular, everyday words with a real meaning. No one can prevent you from using big words and high-sounding phrases, but they may prevent you from making a sale. You are not selling words, you are selling the product that your words signify. The words you use are the only means the prospect has of knowing about your product. Use solid words—words with plenty of "sell"—that fall upon the prospect's ear and goad him on to buy. The word is the thing.

How to Increase Your Word Power

How can you increase your word power? You can improve your word power by knowing the derivation, meaning, usage, and correct definition of every word you use. If you are doubtful of a word's meaning, or of its usage, by all means consult the dictionary. The "dictionary habit" is a good one to form; it will add many useful words to your vocabulary.

Another suggestion that might prove helpful is to put these words down alphabetically in a loose-leaf note book. Be sure that you include the definition, derivation, and pronunciation of each word. This record will give you an opportunity to review these words occasionally. You can establish them in your thoughts more easily. In fact, you will really get a kick out of what you thought was work.

Another suggestion is to buy the "Reader's Digest" every month. It contains an article on word power by Wilfred Funk. This is a test on 20 words, with the correct definition for each one. Add 20 new words each month, plus the ones that you will have from your own research, and at the end of one year you may have over 500 new words. Each one of these words should eventually be worth at least two dollars. So, you have made \$1000 for enriching your vocabulary.

Another means of increasing your word power is by working crossword puzzles and all kinds of word games, which are published every day in the newspapers. Form the habit of increasing your vocabulary, and you will find many available means to help you.

How Word Power Will Mean Money in Your Pocket

Therefore, in conclusion, let me suggest that you analyze yourself, analyze your selling position, analyze your product, and analyze every word you use in your present field of selling, especially the words in your Sales Plan. Put yourself

in the prospect's shoes: Do these words appeal to me? Would they make me act? Would they persuade and convince me? If you think they would, they will have the same effect on the prospect. Words usually react on all of us the same way. When you study words, they will talk back to you and reveal many hidden secrets that will mean much to you.

Knowing the full meaning of words helps you to pronounce them clearly. They become magnets to attract the prospect. A robot or parrot never varies. They put no sense into their words. You can put both sense and feeling in them. Like music, when words are harmonized, they convey not only meaning, but feeling. The prospect will wilt in the heat of good words, when spoken softly and gently. A command of words qualifies you to present thoughts and ideas clearly, forcefully, and convincingly. They are the tools you use every day. Correct words qualify you to do this with efficiency, grace, and charm.

God gave man the power to invent and create words, so he could identify and classify all things in nature and communicate thoughts and ideas. You have an inviolate interest in words. They are your property to use wisely. A head full of words, correctly used, can always fill your pockets with money. Words are tools that may be used over and over again. The more you use them, the more potent they become. They do not wear out and will last forever. They are your best friends. They are always where you are. It will pay you to watch your words.

SEVENTEEN

How to Turn Your Imagination into a Junior Salesman

DURING THE LAST HALF of the 15th Century there was a little boy who lived in Genoa, Italy. He helped his father as a wool weaver, and at school he studied Latin, mathematics, and astronomy. In his spare time, he would visit the busy harbor of Genoa and watch the strange ships coming and going to and from their particular ports. He also listened to the stirring tales of the rugged seamen. He was fascinated and inspired, and soon his imagination illuminated the way for him to study navigation. He became very adept as a skilled maker of maps and charts. He was training himself to be a sailor. He could picture himself as a sailor—a seafaring man sailing the seas, embarking on new voyages, finding new routes, making new discoveries, and, perhaps, discovering a new world. And that is exactly what he did. Due to his imagination, we are living in America today. That man was Christopher Columbus, who is the most important navigator of all time.

Men who blaze new trails, chart new routes, pioneer new methods, make new improvements, make new discoveries, and invent new things, are men like Columbus. They dare to use their imagination to do the things that seemingly can't be done. While others falter, they go forward. Seek, search,

and all things shall be revealed, even the innermost things of perfection.

A salesman does not need "pull" or so-called influential friends. He needs to use his imagination and turn it into a Junior Salesman. But what, you may ask, is imagination? It is the act or process of imagining. It is the power to think in terms of images or words. It is the workshop of the mind. It is the power to envision in action new ideas and plans and to transform them into a useful service. It is looking upon the present circumstances or conditions with a view of improving them.

The imagination is a perfect means to visualize the service that you can render. You can see around and through your proposition. You see it from all sides. It enables you to put yourself in the shoes of the prospect, and thus it gives you a greater appreciation of his needs. Instead of trying to force him, you help him to reason out his needs to his complete satisfaction. With this form of persuasion, you not only make a sale, but you also make a friend. By using force, you may make a sale, but, in all probability, you will lose a friend and a future customer.

A Junior Salesman is a very important adjunct. He can save the salesman a lot of time and energy. He can perform many useful errands and uncover many good leads that can be turned into sales. It costs money to hire a Junior Salesman, and yet every salesman needs one. Here is a secret. Every salesman *has* one. He is hidden right within your own consciousness and can be put to work at a moment's notice. That Junior Salesman is your own imagination.

How to Put Your Imagination to Work

The question is, how can you put your imagination to work? The best way to do this is to become conscious and realize that you have an imagination. You certainly have the ability to think, and therefore you have the capacity to put

your imagination in operation. My purpose in this chapter is to unfold a few suggestions that will help you to train your imagination to work for you in uncovering many new opportunities in your present sales activities. I will illustrate these and demonstrate ways and means of putting them into positive action.

1. Train Your Imagination to Visualize

Every prospect, in his particular business, affords an ample opportunity for observation and study, and the imagination can take advantage of these different surroundings. The imagination may see an opportunity that will actually prove helpful and beneficial to the business of the prospect. It may observe a new slant, a new angle, or a new need, and be able to offer a suggestion to improve the service that the prospect is now rendering. In doing this, the imagination opens new sales opportunities for you.

Once you begin to exercise the imagination, it will furnish you with much ammunition and valuable information with which to think. Ideas will come to broaden your outlook, enlarge your perspective, enrich your understanding, sharpen your wits, and actually make you aware of new ideas you never thought of before.

To illustrate, I am going to relate an actual experience that took place in my own selling activities. In 1921, I sold a young business man a \$5,000 life insurance policy. At that time this was all he could carry. However, he was engaged in a very favorable business with unusual possibilities for development. I sensed this, and I also sensed that he was not fully aware of the unlimited possibilities and opportunities that his business had in store for him. After visualizing the possibilities of his business, I decided my client needed an injection of ideas in order to arouse his slumbering imagination. I did not tell him this, but little by little I began to feed him with ideas of a constructive and creative nature.

It was like putting yeast into dough. I could almost see his imagination working. It seemed to fill his whole consciousness with a new zest, a new attitude, a new outlook, and a new enthusiasm. The business began to grow with leaps and bounds. Of course, he was well pleased and, during the next ten years, I sold him a total of \$500,000 worth of life insurance, or an average of \$50,000 per year. It only proves that the minute you exercise your imagination to help someone else, you automatically help yourself.

2. Train Your Imagination to Think Up Something

One of the best means to improve the power of creative selling is to start thinking about what you are doing. This kindles the imagination and generates enthusiasm. You have a desire to improve the technique of your own selling ability. Every improvement in selling is brought about by imagining something better. You ask yourself: How can my selling imagination be improved? Think of every consideration in the sale at hand in relation to your planned presentation. This starts a chain of thought; one idea blends into another, and soon a new and better way to do it unfolds before you. Very few selling plans are perfect, and they can all be improved upon. It will pay you to think how you can improve your present sales technique. As an example, here is a story that will interest you.

In July, 1920, the life insurance business was rather quiet, and I undertook to sell an advertising proposition. In order to make this proposition profitable, it was necessary to sell it out within a period of six weeks. My imagination went to work, and, after visualizing the proposition, I decided that it could be sold by a telephone campaign. Upon this decision I proceeded. I visualized the advertising proposition over the telephone by means of a prepared Sales Plan. I drafted a Plan in line with the findings of my imagination and went to work. Six weeks later, the advertising proposition was

sold out and my bank account showed a handsome new balance.

This experience inflamed my imagination with the results that could be accomplished in selling by using the telephone. My imagination instructed me that, if I could visualize an advertising idea over the telephone, I could also visualize a life insurance idea over the telephone. I heeded this instruction, and as a result of that idea, sponsored by my imagination, I sold \$10,000,000 worth of life insurance over the telephone. In fact, I sometimes sold as much as \$50,000 worth of life insurance without ever seeing the prospect. This idea is completely unfolded in my book, *How to Sell by Telephone*.

How do you know what the imagination can do to help you to improve your sales technique? How do you know what you can do for the prospect until you begin to analyze and visualize the possibilities of his business? As you gather material for the benefit of one customer, it helps you to visualize the needs of another customer. All businesses are basically alike, and the improvement of one usually reflects itself in the improvement of another. Therefore, try to visualize how to improve your customer's business or service. The only way to do this is to visualize the various characteristics of each customer or prospect in conjunction with his business. Ask yourself: Is there any way to improve the business of the prospect? Is he fully aware of his present opportunities? Is there anything lacking in his present procedure? Then ask yourself: Can I offer him a suggestion or an idea that will improve his present business? How can I obtain additional business from him? Have I only half sold him, and left the field wide open for my competitor? Many times you fail to get additional business because you underestimate the capacity of the prospect to buy. Stay with him until he yields all, but by all means deserve it by rendering him a genuine service.

As you journey along, try to heed any suggestions made by your imagination. They may come through hunches or intuitions, but always remember that ideas are very much like lightning: They only strike once in the same place. The time to act upon an idea is when it strikes; if you do this, you will be amazed at the many different angles, slants, and ideas that you will get to aid you in getting additional business. Ideas will not only come to you on how to improve your own sales technique, but ideas will come to you on how to improve the service of your prospect or customer. All of this means more sales for you.

3. Train Your Imagination to Observe Children

Children can teach you a very excellent lesson in the development of the imagination.

Philipp Frank, in his book: *Einstein, His Life and Times* (Alfred A. Knopf, Inc., 1953), tells this story:

People in Princeton tell many anecdotes about Einstein. It is related that one of his neighbors, the mother of a ten-year-old girl, noticed that the child often left the house and went to Einstein's home. The mother wondered at this, whereupon the child said: "I had trouble with my homework in arithmetic. People said that at #112 there lives a very big mathematician, who is also a very good man. I went to him and asked him to help me with my homework. He was very willing and explained everything very well. It was easier to understand than when our teacher explained it in school. He said I should come whenever I find a problem too difficult." The girl's mother was alarmed at the child's boldness, and went to Einstein to apologize for her daughter's behavior. But Einstein said: "You don't have to excuse yourself. I have certainly learned more from the conversation with the child than she did from me."

There is an old Chinese proverb that says: "It is only the great that truly appreciate that the real great always remain as children." A valuable lesson may be gained by observing

the vivid way which children demonstrate their imagination. Picture a child who is expecting Santa Claus. So vivid is his imagination that he seems to hear the clicking hoofs of the reindeers, and the gliding tune of the sleigh as it swiftly cuts its way. He can actually visualize old Santa himself sliding gracefully down the chimney, silently leaving his little bundle of joy and departing with the same grace with which he came. The child is free from doubt, free from dread, free from distortion, and free from inhibitions; he is able to give free range to the imagination. Therefore, the moral is to purge your consciousness, clear it, clean it, purify it, and separate it from all the mental vagabonds of worry, dread, discouragement, stubbornness, and skepticism that are only wasting your time and imagination. Get rid of all the sordid gang, and make room for your imagination. Let it really prove to you what it can do to increase your power and demonstrate your efficiency as a real creative salesman.

Every now and then I take my little six-year-old granddaughter, Lindy, out for a stroll. It is certainly a source of great delight to travel with her. She observes so many things, and her imagination visualizes them into some very fetching pictures. She teaches me not only to observe more things, but she gives me a lesson on how to visualize them. Only the other Sunday we were strolling down Chestnut Street in Philadelphia, when she suddenly stopped, pointed her finger into the air and shouted: "Look, Pop-Pop." People stopped on the street and craned their necks in the direction her finger was pointing. By this time, "Pop-Pop" was straining his neck to the point of breaking and yet I could see nothing. Finally, up about four stories, perched on the eaves of the building, I saw a flock of pigeons. I thought: And a little child shall lead them, especially into the kingdom of imagination.

4. Train Your Imagination to Ask Questions

Every question mark has a hook on it, and if you put out enough hooks you are bound to gather some valuable information and ideas. To associate and assimilate this information in the light of your own experience feeds the imagination and enables you to anticipate the needs of your prospect. In many instances it also enlivens the prospect's imagination. It seems that the imagination of one man quickens the imagination of another.

Some years ago, when selling life insurance by telephone, I had another experience that illustrates the value of questions that stimulate the imagination. I telephoned a manufacturer whom I had never seen. After presenting my Sales Plan, his reaction was: "I am not interested in life insurance, and I think you would be wasting your time to talk to me about it." At this point I had no more to say about life insurance. I turned on questions. I asked him how business was, and how he felt about things in general. This started the flow of ideas. He was anxious to talk. In the course of his remarks, he told me that his company had recently built a new addition to the plant at a cost of \$90,000. I asked him if his company had a mortgage against the plant building. He told me that the company had a mortgage of \$50,000. At this juncture, my imagination immediately took possession of the situation and I visualized this company is placing a \$50,000 ten-year endowment life insurance policy on Mr. Manufacturer's life to cover the mortgage.

I pointed out to Mr. Manufacturer that, if he was living at the end of ten years, the policy would accumulate the \$50,000 to liquidate the mortgage; if he died in the meantime, the policy would immediately liquidate the mortgage. In other words, the policy guaranteed to protect and liquidate the mortgage. It all originated through the imagination, by asking a question.

Prospects are not dumb. They are open-minded and considerate. Treat them as a unit of intelligence. Sincere questions provoke ideas, arouse response, stimulate interest, create a desire, and give you the inside track on how to do things.

5. *Train Your Imagination to Gather Ideas*

The best way to gather ideas is to center your attention on ideas. Pay strict attention to your environment. Many interesting things surround you most of the time. The imagination helps to classify them as to their importance. The field of selling affords you the opportunity of making a broad application of this principle. You can apply this principle to your own affairs, as well as to those of the prospect. You have eyes with which to see, ears with which to hear, a mind with which to think, and an imagination with which to visualize. One sure way to gather and develop ideas is to encourage yourself to read. Read some good books. Emerson's Essays, Bacon's Essays, Shakespeare's plays, and philosophy are helpful in stimulating the imagination. The Bible is the greatest of all books to develop the imagination. You will find it stimulating and most helpful. There is another book published by Prentice-Hall, Inc., New York, entitled, *How to Turn Your Ability into Cash*. I spent four years preparing this book, and it contains many ideas and thoughts that will give your imagination something on which to feed. In addition to reading good books, read trade papers and magazines. Try to read *Time*, *Life*, *Newsweek*, *Saturday Evening Post*, *Collier's*, *American*, *Science Digest*, *Harper's*, *Atlantic Monthly*, *Cosmopolitan*, *Readers Digest*, *Nations Business*, and *Forbes*. You can drop in your nearest library from time to time and glance over these magazines. They will not only entertain you, but they will provide you with some very interesting ideas to stimulate your imagination.

Try not to read too quickly. Reading is like eating. By

doing it too quickly you may get the flavor but you do not get the full essence. It is not what you eat, but what you digest. It is not what you read, but it is what you absorb and visualize that really develops the imagination. As you read, your imagination will pose questions to you every now and then. By no means ignore them. They may be a clue to an idea worth developing. I have often spent at least 30 minutes on a particular sentence, permitting my imagination to survey, analyze, and visualize every phase and aspect of its content. Reading in this manner increases understanding and gives an insight into the thinking of others. It stabilizes thought, ripens judgment, eliminates error, and teaches you to be tolerant and considerate of others. It helps you to grow and expand. Do you ask yourself how others always "get the breaks"? Opportunities come to those who prepare for them. Instead of complaining about not "getting the breaks," just start to equip yourself with an active imagination, and soon you will wonder where they are all coming from.

How You Can "Get the Breaks"

"Breaks" come to those who have an idea and the imagination to develop them. In speaking of "getting the breaks," let me recite a few illustrations of men who used their imagination and "got the breaks."

Asa Candler took an antiquated formula, mixed it with his imagination, and turned it into a world famous drink—Coca-Cola.

Henry Ford captured the idea of cheap transportation, mixed it with his imagination, turned it into a Model T automobile, and built a billion-dollar corporation.

Thomas A. Edison took a tungsten coil, mixed it with his imagination, and turned it into the electric bulb.

Charles Schwab took the idea of steel, mixed it with his imagination, and turned it into the United States Steel Corporation.

Make Your Imagination Your Junior Salesman for Life

In preparing this book, I have endeavored to use my imagination. My true purpose has been to visualize myself in your shoes. I realize that many books on selling are dull and uninteresting. In fact, you grow tired and weary trying to read them. Instead of inspiring you and making you want to sell, they really make you sigh, "Ho-hum—who brought this up?" In preparing this book I have asked myself many times: Is it interesting? Is it instructive? Is it inspiring? Is it getting over the right idea? I have endeavored to express to you exactly what I would like you to express to me if you were writing the book. Every idea advanced has one objective in view: your interest. Will it stimulate you? Will it inspire you? Will it increase your understanding? Will it contribute to your growth? Will it help you to be a bigger man and a better salesman? It has taken a lot of time, thought and effort to write this book. All the ideas I have incorporated in it have been designed to inspire you to think and exercise your imagination in the field of selling.

In concluding, by all means train your imagination to visualize, to think up something, to heed the attention of children, to ask questions and to gather ideas. Return to this chapter and reread it. Take the brakes off of your imagination, and your imagination will put the "breaks" on you. Applying the suggestions outlined in this chapter will be like hiring a Junior Salesman for life. Try it.

EIGHTEEN

How to Turn Hunches into Customers

ONE AFTERNOON, while sitting in my office relaxing, out of a clear sky came a hunch to call on Mr. George Kritler, president of the Prudential Worsted Company. In reviewing the source of this hunch, I recalled having discussed an insurance plan with Mr. Kritler a few months before. Following the impulse of this hunch, I reached for the telephone, and, within ten minutes, I had qualified Mr. Kritler to buy \$100,000 worth of life insurance.

A hunch is most important to all salesmen, and they should by all means train themselves to watch for these messages as they flash into their consciousness. Upon receiving a message, they should not postpone action, but act on it immediately. Suppose I had postponed action in calling on Mr. Kritler? In all probability I would have lost a substantial sale.

What is a hunch? It is a strong intuitive impression that something favorable will happen. A hunch is a constructive and creative idea that is being handed to you as a bonus for previous effort expended in the attainment of a particular goal. In selling, this effort is usually rewarded with an unexpected sale, provided the salesman acts upon it with speed and alacrity. Be vigilant, alert, and on the look-out for

these creative and constructive ideas that come to you as intuitive impressions, commonly known as hunches. These intuitive messages are challenging your ability and asking you to heed their instructions. Act upon them promptly.

Everything is born with instinct. An instinct is a natural aptitude, a knack. It is a tendency to action that leads to the attainment of some goal natural to the species.

The Importance of Instincts

All animals follow their natural instincts, which are spontaneous impulses moving and prompting them, without reason, toward actions essential to their existence, preservation, and development. By adhering to these instincts, they are fed, sustained, and maintained in their natural habitat, and they live a full and complete life.

Birds, too, follow their natural instincts, and they are fed, nourished, and sustained, and directed in what to do and how to do it.

All things in nature adhere to their instincts. To observe the acts of birds, insects, animals, and fish should be a guide and inspiration for every salesman to rely on his own instinct.

Observe the robin that built a nest in your backyard, as he goes south in November and returns the following spring. Observe the homing pigeon, shipped a thousand miles away from his home and released. Without compass or chart, he circles a moment and then makes a bee-line back to his home. Observe the salmon, returning after years at sea to the exact river where he was born. Observe a bee, five miles away from its hive (equivalent to one thousand miles for a man) returning laden with its pollen. Observe the horse, keeping on the road the darkest night. Observe the dog, without map, guide, or road sign, scenting his way to a home a thousand miles away. Observe the spider that never had a

lesson in architecture or building; its web is one of the most intricate and best constructed houses in nature.

These are only a few examples. The number of things exercising their instinct is as uncountable as the stars. This must prove that God, the Supreme Intelligence of the Universe, works in and through all things, including man.

God knows his business. He makes no mistakes. Everything created by Him has an instinct and is given the power to communicate with Him, either by sending or receiving a message. Conventional procedure is an excellent guide, but it can never direct you as wisely and correctly as your instinct. "That which each can do best, none but his Creator can teach him." In the distance I can hear a woodthrush. The loud, clear notes are an exquisite arrangement of tone and pitch blending into the concord of sweet sound. It is music at its source. I pause. The woodthrush never had a lesson in voice culture. It teaches a wonderful lesson, and that is to rely upon your own native instinct.

How Intuition Can Help You

Man is born with an instinct—the instinct of self-preservation. When he acquired power of conscious thought, he changed the name of instinct to intuition, but he did not change its source, purpose, quality, or power. Therefore, intuition may be defined as a quick perception without conscious attention or reason. It is ready knowledge from within, spontaneously and instantaneously directing us exactly what to do and how to do it. It is always available to act in an emergency, to thwart a disaster, or to avert a calamity. I like to think of intuition as the trunk line of communication directly to God. Therefore, as a salesman, do not ignore or postpone flashes of intuition. They are really constructive messages, which come to you as a guide and direct you to profitable situations.

After I had completed all the chapters of this book except

this one, the hunch came to me that you would appreciate a few ideas on hunches, because they mean so much. I made a search at the Free Library of Philadelphia, where most of this book was prepared, and I could not find a single book on the subject of hunches. I therefore decided to write this chapter.

In reviewing your own experience, how often have you proclaimed this well-known exclamation: "If I had only followed my hunch!" Possibly the reason you did not follow your hunch was because no one had ever told you the real source and value of your hunch and its importance to your welfare. You have had many hunches in the past, but they are water over the dam. However, you are going to have many more hunches in the future, and you are now being warned and advised to do something about them, because they mean customers and income for you.

Where Do Hunches Come From?

You may ask yourself: Why does a hunch come to me? As you go along selling, you store up in your consciousness many ideas, thoughts, events, incidents, facts, and different sales impressions and experiences. Using an average of 7,000-10,000 words each day, you are sowing a lot of seeds and planting a lot of ideas of which you are not fully cognizant. This experience accumulates over a period of time. It is not possible for you to recall in a few seconds all the knowledge, impressions, and sales information you have gathered over a period of many months. So what happens? God is just, and He never fails to reward you for honest and constructive effort. He has a complete record of all your activities, so the divine power within you knows the experience or thing that is of the most constructive value at a particular time. So at some unexpected moment you "feel" a message urging you to do a particular thing. It has been selected for you by the creative power within as the one that will most benefit you,

and if you fail to act upon it, you are missing a real opportunity to serve and make a substantial sale.

One of the prophets in the Bible says: "And thine ears shall hear a word behind Thee, saying, This is the way, walk ye in it, and when you turn to the right hand, and when you turn to the left." These wise prophets of old appreciated this inner contact as a direct communication with the divine source of all true knowledge and power. We can do no better than follow their instructions.

Pursuing your hunches may build a sales record that will qualify you for advancement. Many salesmen have a longing to become a sales manager, or a vice-president of their company. You can realize this desire by making a wise use of your spare time.

A salesman, some time ago, feeling his seniority rights had been overlooked, went to the president of the company to complain that a younger salesman had been advanced to a position to which he felt entitled. "Why has my 25 years of experience been ignored?" he queried. The president said: "You have had only one year's experience 25 times."

Merely putting in hours does not sell or win a promotion. It is injecting your ability into the hours that wins recognition and guarantees a reward. Experience is the knowledge, wisdom, and skill gained through a wise use of time.

How to Make Your Spare Time Work for You

The profitable use you make of spare time will assist you in developing your ability. There are 24 hours in each day. Each week has 168 hours. Your vocation takes up 40 hours. This leaves you with 128 hours each week to sleep, to eat, to entertain, to relax, and to improve yourself. By using only 10 per cent of this spare time, you have almost two hours per day to read, to study, to think, to meditate, to reflect, and to improve your capacity to perform. A few hours each week wisely used will enhance your prospects for a promo-

tion or for an increase in salary. Efficiency on your job, and an understanding of your job bring added remuneration.

Spare time may be organized effectively. Using it constructively is both interesting and profitable. Decide now to make use of it. Draw up a program and adhere to it.

Spare time, used to develop a hobby, an avocation, or self-knowledge, helps to form good habits. Spare time is your property. One man has as much time as another. No one can deprive you of it. The use you make of it largely determines your progress. Fill each minute with 60 seconds. It is not the days or the hours that you waste; it is the precious seconds and minutes. Take care of the minutes; the hours will take care of themselves, and the days will take care of you.

Here are six suggestions that will help you make the best use of your spare time:

1. Try to spend one hour each day in silent meditation. Read, reflect, and review.

2. Select one subject, take pencil and paper, and write down every thought you have on that subject. Spend 20 to 30 minutes each day doing this.

3. Write a letter. Try not to use the words "I," "me," "my," and mine.

4. Try to converse at least 15 minutes each day without using the words "I," "me," "my," and "mine."

5. Try to write a little article each day, either explaining, relating, or defining something.

6. Spend at least 15 minutes each day reviewing and analyzing your experience. Endeavor to visualize and idealize all your relationships with prospects and customers in a spirit of gratitude and appreciation. It will help you to discover their interests. It will help you to form ideas that are wonderful to them, because they will feel wonderful with your ideas.

How Your Hunches Will Increase Your Sales

Hunches are spiritual thoughts that work for us constantly if we will direct them aright by believing in them and by demonstrating the courage to put them into action. "According to your faith be it unto you." Therefore, exercise your faith and believe in these hunches. Remember: "If thou canst but believe all things are possible to him that believeth." Hunches are permanent, subtle, irresistible forces that always create and draw situations to your attention that can easily be turned into profitable results. In fact, these hunches come from God, the creator of all good things, and our power to create comes to us from God. God creates through us, and thus we are creative salesmen.

It takes courage, but your power and strength is in proportion to your courage. Keep up your courage, and you will always have the power to *do*.

Discouragement is largely imaginary and can easily be overcome. When you feel it attacking you, affirm: "All the power that ever was, is here for me—power to inspire my life and to make it free, power to overcome all conditions, obstacles, difficulties, and situations, and to place me upon the throne of poise and power where God reigns, controlling, guiding, and directing the kingdom of all activities." Make this affirmation very sincerely, thoughtfully, serenely, positively, and quietly. Do it several times and again you will feel the inflow of spiritual power and you can easily be on your way again.

Hunches open the door to more and more opportunities. By all means, act upon them with positive courage and creative determination. One of the cardinal principles of all life is to make full use of that you have. Therefore, make use of these hunches, and many others will come to you, bearing glad tidings.

Hunches are always spontaneous and instantaneous and

require no prompting. As Thomas A. Edison said, "They come out of space which is all around us."

Intuition is the enduring and lasting power that directs these hunches to you and serves as the plug that connects you to the thing that is most profitable. Therefore, listen, obey, and heed them. With a few strong hunches and a few well-laid plans, you will turn more prospects into customers.

NINETEEN

How to Get Charged Up and Go Ahead

MY GOOD FRIEND Tom Thompson, an electrical engineer for the Philadelphia Electric Company, gave me this definition for an electric battery. "An electric battery," says Thompson, "is a self-contained unit of energy, ready to work." In other words, it is a combination of parts that produce an electric current. To produce efficiently, all the parts of the battery must be kept in good condition. In fact, the slightest impairment of any one of them would interrupt their function and prevent them from producing the current of electricity.

A salesman may be compared to this electric battery. He is a self-contained unit of energy. He is an individual, and as an individual he is not divisible. He is a complete entity, a self-contained unit, made up of three main parts—his physical qualities, his mental faculties, and his spiritual attributes—all of which function in a living body. Strict attention and careful consideration must be given to each one of these parts. The physical qualities must be treated with care. The mental faculties must be fed with positive and creative thoughts. The spiritual attributes must be inspired with unflinching faith. When these three main parts are well fed and well treated, harmony prevails, and the salesman func-

tions efficiently and effectively to produce an abundance of sales.

It is a simple process to charge up an electric battery, but in the case of the individual it is necessary to follow a certain formula. Therefore, the purpose of this chapter is to offer a few suggestions that will help you to get charged up and go ahead.

How to Assure Physical Health

The house in which you live is what is called the physical body. It is the seat of the mental faculties. It is the temple of the spirit. It is the electric battery that creates the positive power of creative selling. It stands to reason that you should use extra care to maintain this body in good condition in order to generate more energy for your activities.

Physiology teaches that the creation of energy is the function of the vital organs within the body. Energy is created through a process of these organs' making and distributing blood. Blood is life. In the blood lies your strength and energy. As a self-propelling, self-sustaining and self-acting organism, the body lives and thrives on blood. Blood is the source of energy.

God created everything, and God is good. The infinite variety of things expressed in nature proves that you are surrounded with an infinite intelligence and power that establish law and order in the universe and supply all the essential material elements necessary for our well-being. As an individual, you enjoy the right to draw on these elements, and God has endowed you with the ability to think and to make a wise use of them to meet our personal needs.

The four best known elements used by the body to make blood are air, food, water, and sunshine. The wisdom used to assemble these four elements determines the quality of blood needed to make the body rich and to make it glow with energy.

I shall analyze and discuss the value of these four elements that make pure blood.

1. Breathe in Plenty of Air

The blood needs oxygen, and the one way to obtain it is through breathing in plenty of air. The function of the lungs is to supply this need, so use them. Expand them, and by all means breathe deeply. Respiration is the act of breathing, and it consists of both inhaling and exhaling. This act should be reduced to 12 times per minute in order to get the full effect of deep breathing. Time yourself and see how fast you are breathing. A quick breather is a shallow breather. A slow breather is a deep breather. Train yourself to breathe deeply and fully many, many times during the day. Deep breathing exercises the lungs, purifies the blood, strengthens the diaphragm, and helps you to relax. The elements of the air are vital; they help nourish and sustain every form of life. The blood needs them, and the body will suffocate without them. Air is free. Breathe it. It will re-energize the entire body.

2. Discipline Yourself to Masticate Your Food Thoroughly

The other day, while I was having a soda, a young man came in and sat across from me. He was pale and emaciated, and from his appearance I knew he was suffering from stomach trouble. He ordered two large hamburger sandwiches and a milk shake. I timed him, and in one minute and 45 seconds he had eaten the entire meal. I could not refrain from asking him if he suffered from indigestion, and he admitted that he suffered incessantly from stomach distress and a lack of energy. I also asked him if he made it a habit to eat his meals quickly and bolt his food. He replied that he had never even thought of it. I suggested that, for his own comfort, health, happiness, and peace of mind, he should practice the principle of thoroughly masticating his food.

You should see him today. He is a new man. Search for the source of the ailment, and you will discover the remedy.

Food is the different things you eat. It is filled with vitamins found in the natural state of foods. They are essential for proper nutrition.

There is only one conscious act on your part in the process of converting food into blood. That act is mastication, which is chewing, crushing and grinding food with the teeth and mixing it with the saliva until it becomes a liquid pulp. It is one of the most important acts connected with proper nourishment. Thorough mastication increases the flow of saliva, and stimulates the constant outpouring of the enzymes which help to turn starch into sugar. If you have masticated your food properly it will enter the stomach in the partially digested state, which enables the stomach to complete the process of digestion more effectively. The conscious preparation of food through mastication means less work and less wear and tear on all the other internal organs, which manufacture blood. It frees you from indigestion and other distressed feelings and supplies you with richer blood. This means better health and more energy.

Take plenty of time to eat your meals, practice mastication, and you will eat less, but you will digest more. Remember that the time saved bolting food is lost a hundred ways in health, energy, enjoyment, and peace of mind.

3. Drink Plenty of Water

Three-fourths of the earth's surface is water. More than three-fourths of your body is water. This reveals another clue: furnish the body with plenty of water. The body demands water at all times. The atmosphere around is continually absorbing water from the body. It must be replenished; otherwise, the body suffers from the lack of it. Water is essential to furnish the body with sufficient moisture to keep the pores of the skin open. This helps the body to get rid of

toxins and other waste matter. The only way to have plenty of moisture in the body is to keep it well supplied with water.

Don't wilt up, and don't dry up. Keep your skin young and glowing with health. Water helps. Train yourself to drink two tumblers of water on rising in the morning. Drink at least one tumbler every two hours all through the day. It is nature's tonic. Drink it.

4. Take Walks in the Sunshine

The rays of the sun are "vita-rays," which heat and charge the cells with vitamins. These vitamins are loaded with energy, and the body absorbs this energy from the sun just as a blotter absorbs ink. Therefore, by all means train yourself to walk in the sun. It invigorates the body, stimulates the flow of blood, and provokes many brilliant ideas. Try it.

Here is another suggestion that will accelerate your energy. It is stretching. Most animals follow their natural instincts and stretch as means of taking their "daily dozen."

Stretching is nothing more than conscious tension. It is tensing the muscles of the body by an act of thought. When the cells are crying for blood, the body feels tired; by stretching at intervals, you furnish the cells with nutrition, and this replaces tiredness with energy. You will have more capacity to do things. In brief, stretching gives the body a blood bath. If you make it a practice to stretch consciously for 10 to 20 seconds, you will increase your energy and pep. Make it a habit to stretch your arm muscles, leg muscles, back muscles, abdominal muscles, hand muscles, neck muscles, and shoulder muscles. Try stretching every muscle in your body from head to toe. Let common sense tell you when you have stretched enough.

There is no particular way to stretch. Each individual can work this out to suit his own disposition, time, and convenience. The main thing is to do it. This is the way I do it. I

take a deep gulp of air—all my lungs can hold. I tense the body, stretch all parts, raise the diaphragm, and press down. This draws blood to my head, face, shoulders, back, legs, abdomen, and neck. Then I exhale through the nose. This takes 15 seconds, and does it relax and revitalize me! You try it.

Disobey a natural law and you pay a penalty. Obey it, and you receive a blessing. All these suggestions are based on natural laws. Practice these principles every day religiously; they will increase your energy, give you more power to act, and help you to make more sales.

Now that you have your house in order, turn your attention to the mental faculties and the spiritual attributes that have their home in the house.

How to Have More Power

The mental faculties must be filled with positive thoughts. Positive thoughts are electricity on the job. Put the switch on, and you have light and power. Put the switch off, and you have darkness. The same applies to thoughts. Think positive thoughts, and you affirm a truth or a principle admitting no doubt, condition, or qualification. You think explicitly, definitely, and decisively. Positive thoughts are creative. Negative thoughts are skeptical; they deny the reality and truth of everything. Negative thoughts are the result of distorted thinking. They are destructive. Positive thoughts are light; negative thoughts are darkness. Turn on positive thoughts and there is no darkness. The remedy for negative thinking is positive thoughts. The application of positive thoughts floods the consciousness with faith, confidence, dominance, and determination and gives the power to perform with decision, precision, skill, and speed.

Negative thoughts of dread, worry, anger, prejudice, jealousy, envy, grudge, selfishness, cynicism, gloom, hate, despair, and discouragement disappear instantly when they

meet the positive thoughts of love, faith, consideration, respect, kindness, courage, understanding, persistence, loyalty, joy, power, plenty, endurance, and strength. Think positive thoughts and you can accomplish any desire.

Positive thoughts are based on understanding and faith. Negative thoughts are based on ignorance and doubt. There is no problem or condition that fails to disappear in the light of positive thoughts. Face one half of your problems or troubles with positive thoughts, and they will disappear. Then face the other half, and they will disappear. Positive and creative thinking will burn holes in problems, as a lighted cigarette will burn holes in tissue paper.

Here are a few suggestions that will increase positive thinking.

1. Develop a Positive Attitude

Get the right attitude. Flush all negative thoughts and fill your mind with the positive thoughts of love, faith, and good will. Change your attitude and you change your conditions. A good attitude is the right "slant" on the thing you are doing, or the thing you want to do. I was educated as a lawyer. But, after my graduation from law school, I decided to enter the field of selling. This changed my attitude, but not my ability. With this change of attitude, I began to apply my ability to selling. In the field of selling I began to analyze human motives, and to uncover the cause that made people act. Selling took on a new meaning. I discovered that it was a definite science combined with a practical art. Science taught me what to do, and art taught me how to do it. I soon realized that a profession was practicing something that "was," while selling was creating a sale that "was not." With this new, absorbing, exhilarating, inspirational, idea planted into my consciousness, I faced the field of selling with a new zest. I liked the idea of creating, developing, and expanding ideas to help others. It gave me the spirit to sell.

I wanted to sell. I did sell. This attitude generates enthusiasm.

The perfection of any business, art, or craft is determined by your attitude. The right attitude toward your job taps a hidden reservoir of knowledge and experience and puts to work every available force to aid you in the accomplishment of your goal.

The attitude can be improved by reading good books. Good books are the foundation stones of civilization. Try to concentrate each day on some good book. Doing so will enlarge your capacity to understand and will improve your attitude toward your present occupation. It will inspire you to love your present work. It will generate enthusiasm.

2. *Co-ordinate Your Thoughts and Ideas in Harmony*

Do not procrastinate. Do not hesitate. But by all means, integrate. Pull your thoughts and ideas together.

Doing any job well requires concentration of thought. Concentrate and pay strict attention to what you are doing. A complete integration of your mental attitude produces equilibrium, balance, and poise. It gives you the power to perform with efficiency. Your ability is synchronized into a complete orchestration and you work in perfect harmony and in perfect unity.

Mental integration turns selling into a hobby. Laziness, indolence, indifference, and stupidity give way to alertness, earnestness, activity, and efficiency. Inject yourself into the job of selling and you will not be conscious of time or effort.

3. *Be Inquisitive, and Question Your Own Thoughts*

When you question your own thoughts you kindle your imagination. This in turn increases the flow of blood and gives you more energy with which to carry on. It also enables you to find all the facts, and these become workable knowledge to give you greater faith and power. Asking your-

self questions enables you to get rid of negative thoughts and distortions, which hold you back.

4. *Peep Inward Now and Then*

Aristotle said: "We are the fragments of what man might be." Man is inclined to contemplate himself through glasses colored by doctrines, creeds, beliefs, superstitions, and illusions. Some of these shibboleths exert a might influence and are inclined to hold a man in subjection. Analyze these shibboleths and take the best parts of them for your own enlightenment. Do not be a slave to anything. Throw all excess baggage overboard. Break any chains that hold you. Endeavor to get a true picture of yourself, and evaluate and appraise yourself in the light of your own intelligence. You will realize your own completeness and your ability to perform.

Therefore, look in on yourself and purge your consciousness of all impurities. They disrupt harmony and unity and hinder enthusiasm. A good mental purge enlarges your horizon and affords you an opportunity to utilize your knowledge and power. It helps you rid yourself of frustration, discord, inhibitions, and distortions and enables you to derive full power from your sales ability. Look in every now and then. Look at yourself and your acts with the light of reason, which is there to guide and direct you. By looking in you will find the inner man, the master mind, and the source of all power. Remember that reason is the seat of judgment and gives you absolute dominion over your thoughts. Use it and it will help you to "charge" yourself.

5. *Visualize with a Clear Conception*

Whatever you do, try to get a clear conception. Conception comes from the Latin word *concipere*, which means "to conceive." To form a proper conception, either of a material or an immaterial proposition, is to take into the mind all the

component parts of the proposition. It is grasping with full intelligence; indulging in reflective thought to form or devise ideas; understanding the meaning of words; interpreting symbols; and creating a scientific plan of action.

A new conception of selling enabled me to reduce selling to a science. I proved by experience that sales of any product or service could be effected successfully by putting into operation the Law of Averages. I also demonstrated that the most scientific way to put the Law of Averages into operation was by using the telephone. Selling on this principle enabled me to sell 10 million dollars worth of life insurance by telephone. This performance was a new conception of an old idea. It helped to charge me up. Try to get a clear conception of your occupation. You will be surprised at its possibilities and opportunities. They will startle you. They will arouse you. They will inspire you.

How to Assure Spiritual Health

Spiritual attributes must be inspired by unfaltering faith. In a previous chapter you discovered that knowledge, based upon truth, is power. You first believe the spiritual attributes, you experiment with them to prove them, and, therefore, you know they exist. When you know that you are going to sell a certain thing you generate a magnetic force in your mind. This puts into action the Law of Attraction, and what you are seeking falls into your lap.

Sir Winston Churchill has said, "Stand pat against any obstacle and it will finally break." After all, an obstacle is only a bubble in the stream of activity which is instantly burst by faith. Realize that when God is for you nothing can be against you.

All things are possible for him who believes. Nothing is impossible. You can move mountains. A salesman who has complete faith and understanding can bring about results in selling with the same precision and exactness that a physi-

cist accomplishes through mathematical calculations and endless research.

Again and again the Bible tells us that "If we have faith nothing is impossible unto us, and according to our faith be it done unto us."

When a sale is difficult, the going is hard, and the outcome is doubtful, then affirm: "God is now filling my mind with courage, with peace, and with calm assurance. God is controlling me, governing me, leading me, directing me, and keeping me in perfect peace and perfect harmony. God will see me through on this situation." Because, as Isaiah says, (40:31) "But they that wait upon the Lord shall renew their strength; they shall mount up with wings as eagles; they shall run and not be weary, and they shall walk, and not faint."

This affirmation will help also: "I know that God gives me the power to accomplish good results, and to render the greatest possible service to the greatest number. I am capable of rendering a service, and I shall be satisfied with none but the best." God is always present. He is always where you are and a realization of his presence will calm, sustain, and soothe you.

A watch has the same works, whether running or stopped. It needs winding regularly. A man is like a watch. He needs winding. The only way to wind a man is to give his mind something on which to turn. His spirit must be restored: "He restoreth my soul; He leadeth in the paths of righteousness for his name's sake."

In my own experience, when confusion, conflict, and discord usurp my reserve and I feel depleted, I turn to the 23rd Psalm, particularly to the passage quoted above, and I endeavor to feel its full content pouring into my consciousness. Then, like a flash, the radiant light of the All-Present Shepherd renews, revitalizes, and restores my whole being with life and power, and with a full assurance that all is well.

Again, I am ready to begin anew. I stand revealed to my true self. Thus, I can sing with joy: "He restoreth my soul."

Statistics prove that most salesmen rarely attain their true goal and very seldom soar to the heights their ability warrants. Timidity, lack of courage, and failure to appreciate their full capacity is largely the cause of this failure. A salesman should always be humble, but he should use every effort to overcome any feeling of inferiority.

By applying the principles in this chapter you will find your body teeming with energy, your thoughts charged with power, and your spirit overflowing with enthusiasm. Believe that God is with you, and nothing can be against you. Realize that all energy comes from God, but the battery must be kept in good order to receive it. Also remember that the "big shot" in selling is the "little shot" that got charged up and kept on shooting.

TWENTY

The Secret Power of Charm

There is one factor in salesmanship that should not be overlooked, and that is the capacity of each salesman to develop and enlarge the secret power of charm. Many salesmen have achieved phenomenal records by applying the principles of charm to their sales activity. In fact, every salesman should have a course in charm. Since this is impossible, I believe that a few suggestions along this line may prove very profitable and beneficial.

Every now and then a salesman may fail to get his share of sales, and at that time it might be wise for him to search out the cause for this slump. In all probability, he is failing to practice the simple principles that enrich his charm. Sir James Barrie expressed this sentiment about charm: "If you have it, you do not need to have anything else, and if you haven't it, it does not matter much what else you have."

Sir James gave every salesman an excellent clue on how to increase his sales power. You can know all there is to know about your product, but, unless you possess the charm to please your prospect, what you know will not count for much. Therefore, it behooves every salesman to dispel all the things that stand between him and the secret power of charm, and prove to himself that he has these qualities and can emit charm in a free and natural way.

The power of charm is a secret. It is a secret because it

is hidden within everyone. Charm may be compared to the pearl in the oyster, you do not know it is there until you crack the shell. The true purpose of charm is not to change or alter your individuality, but to develop and bring out the fine qualities within you to enrich your personality.

Six Rules to Enhance Your Charm

What is charm? It is that invisible, intangible quality expressed in those actions which cast a subtle power that is irresistibly pleasing. It also seems to attract, calm, assuage, placate, and delight. It actually works miracles in the field of selling. Your power to please and your ability to influence is in proportion to the charm you demonstrate as you present your proposition.

Every salesman is born with this subtle power. It can be developed to the point where it will embody the same attractive qualities which seem to glow in the personalities of others. Can you improve your charm? Yes, like every other quality or attribute of the mind, you can improve it by following a few simple rules.

2. The Rule of Adaptation

Biology is that branch of science that treats of life as it takes form in nature. It teaches the one great principle that unity is in all life. It appears that life adapts itself easily to any environment. "Adaptation," says biology, "is the general property of all protoplasm." Adaptation means the state of being adapted, or the process of being adapted. It is a natural law. It applies to life in natural objects, and it applies to all relationships that exist between one individual and another. To be aware of this principle enables you to "agree with thine adversary quickly" and adapt your process of thinking to conform with those of the prospect.

Everything in nature adapts itself quickly. No one ever heard of a river arguing with a rock, a hill, or a mountain.

If it could not cut its way through these obstacles, it went around and kept on rolling along. So adapt yourself, emit your charm, and remember: your mission is selling, not reform.

2. The Rule of Preparation

You do not prepare for charm by having your face lifted, your nose straightened, your forehead widened, inserting a diamond in a front tooth, or putting on a glassy smile. You must prepare on the firm foundation of being yourself. Pretense or make-believe is swift and certain death to charm. A piece of glass sparkles more brilliantly than a piece of magnetic iron. The same principle is applicable in human relations. It is a simple matter to attract people by superficial amenities, but to influence them to act you must have the power of charm within. A smile may win attention, but it takes the conscious power of charm to obtain results. Do not spend all your time painting the outside of the house; spend more time on the furnishings. It is here that you can practice charm, make the prospect feel at home, and inspire him to do your bidding. Always remember, it is not necessary to lick gold to find out whether it is brass.

S. The Rule of Interest

In matters of money you either give interest to get dollars, or give dollars to get interest. In either case, it is give and take. The same principle applies to people. It is mutual. To get dollars from the prospect, you must yield interest. You must be interested in listening, which is paying close attention with the purpose of hearing what the prospect has to say. Many sales have been lost by salesmen who failed to listen to what the prospect had to say. On the other hand, many sales have been made by salesmen who listened to what the prospect had to say.

Speaking of interest, in Philadelphia I have one of the

finest bootblacks in the world. In fact, I think nothing of walking four blocks out of the way to have my good friend Salvatore Martorano shine my shoes. In addition to his excellent qualities as a bootblack, Salvatore is the essence of charm. He is always humble, gentle, and polite. He is well informed and pays strict attention to every word you tell him. You can tell from his gracious manner and friendly attitude that he really likes you, and this naturally endears him to you. He makes you feel that his life would have never been complete had he failed to have met you. His whole philosophy of life and selling is: "You gotta treat a people right." He is a good lesson in charm, and everyone who sells can use his sales slogan to great advantage.

Interest, kindness, and humbleness are always a part of charm. They are the teeth of charm. Speaking of teeth, my good friend E. Barclay Powell, one of America's great steel salesmen, tells the story about an old Negro woman who was bitten by a dog on his brother's plantation in Georgia. His brother had many dogs and there was some trouble in deciding which one had bitten her. "Which dog bit you?" she was asked. "Was it Nero, Prince, Damon, or Neptune?" "I don't know," she groaned. "The name ain't bothered me none, it jis the teeth." So it is the "teeth" you put in charm that count in selling, says Powell. Therefore, demonstrate interest with a spirit of kindness and humbleness; it will intensify your charm.

4. The Rule of Praise

Someone has said: "Praise is like a diamond. It derives its worth from its scarcity." Praise is one of the greatest motivating forces to attract the prospect. In the Bible is a very vivid story that illustrates the great power of praise. Paul and Silas were unjustly accused, and were cast into prison without trial. This did not daunt their spirits. At midnight they

prayed and sang praises to God. An earthquake came. The prison doors opened. Paul and Silas were free men.

Jesus taught and demonstrated praise. Five thousand hungry people stood before him. Five loaves and two fishes were the only available food. What did he do? He did not complain. He did not grumble. He blessed the five loaves and two fishes. He thanked God for them. He praised them. The whole multitude was fed, and many baskets of food were left over.

It seems to be an inherent law that you increase whatever you praise. Creation expands to praise. Praise a dog and he is your friend. Praise children and they will glow with joy. Praise your ability with gratitude and you increase the flow of intelligence.

Children like praise, animals like praise and so does the prospect. A little sincere pat on the back fosters good will and, in many cases, contributes to the success and happiness of others. Positive praise feelingly applied is an active prayer. Practice it.

Whatever we praise multiplies. If you are in need of sales, the best way to start the flow of additional sales is to praise that which you have. If you want more sales, start praising the work you are doing. Praise magnifies good qualities and minimizes the bad, if any. Praise is a positive expression of appreciation. It is being glad over the accomplishments of your prospect. It is giving hearty and warm approval to the prospect and his activities. It is letting him know that you are interested in his welfare. It breaks down barriers and lets you in on situations that would not otherwise be possible. Praise may be called the Great Liberator. Therefore, when anyone deserves or earns your approbation, by all means give it. You will encourage him and have a better appreciation of your own qualities. It will definitely increase the power of charm.

5. *The Rule of Tolerance*

It will also help you to be tolerant. Life is a compromise, and to accept it on that term adds to your own peace of mind and enjoyment. A man is entitled to his opinion; tolerance is respecting this opinion without believing or sharing it. Respect for another's point of view will always enlarge your own. As Voltaire said, "I do not agree with a word you say but I shall defend to the death your right to say it." Tolerance is getting rid of prejudice and hatred. It is trying to establish the true relationship between situations on an impersonal basis. It is a good quality to practice and pays big dividends. Tolerance will also aid you in getting rid of vanity. The world was here when you came. It will be here when you are gone. You cannot change it. You cannot reform it. In fact you can not change anything but your attitude towards it. Adjust yourself to the world as you find it. Enter into your selling with a spirit of sportsmanship. Train yourself to enjoy it and things will come your way.

Under tolerance as a means to develop the power of charm it will pay you to exercise your sense of humor. Train yourself to laugh. Do not take things or people too seriously and by no means, yourself. Welcome irritations and they lose their "bite." If the prospect is uncivil, give it no thought. Do not even consider it. Laugh it off. After all, it is not a man's action that troubles you, it is the thought and consideration that you give him. Maintain a sense of humor. It will relax you, and this means peace of mind and efficiency.

6. *The Rule of Natural Tendencies*

Some say, "Be natural, and you will be charming." This is true, provided the natural tendencies have been thoroughly ascertained and disciplined. Some of these tendencies, if untrained, are likely to hinder the power of charm. The

hippopotamus is very natural, but he is by no means as charming as the trained seal. The seal is natural, too, but training has added to his natural qualities certain acquired facilities that endear him to us.

The natural thing for anyone to do is whatever has become easiest for him to do through habit. Your ability to be natural is no better than the training you have given your habits. If these habits have been formed through the proper training, then they add to charm. Some people are inclined to berate charm as artificial. Every improvement is artificial until intelligent application and experience has made it natural. You learned to walk by artificial means, otherwise you would still be crawling around on the floor. This might be natural for you, but it certainly would not be very charming.

Charm is the art of pleasing, and in the field of selling it is most essential. Charm adds to your poise. It cleans and polishes the window of your personality and permits the radiant beauty of your real being to shine through in order to light up the faces of others. Charm is a potent factor of effectiveness. It makes it possible for you to present yourself at all times in the most favorable light. So train and equip yourself in the art and power of charm. It will enrich your culture, increase your personal satisfaction and happiness. It will help you to make the prospect feel that you are absolutely dependent upon him for his order, and, strange as it might seem, he will give it to you. Practice the principles of this chapter, and great will be your reward.

TWENTY-ONE

A Letter He Will Remember

ON THE WALL at Oxford University, England, hangs a copy of the letter that Lincoln wrote to a Mrs. Bixby. It is considered one of the finest letters ever written. It is a fine example of what a letter should be, and is a source of inspiration to everyone who aspires to improve the technique of letter writing. This letter is so unusual that it deserves reviewing. This is the letter:

Washington, Nov. 21, 1864

To Mrs. Bixby
Boston, Massachusetts

Dear Madam:

I have been shown in the files of the War Department a statement of the Adjutant General of Massachusetts that you are the mother of five sons who have died gloriously on the field of battle. I feel how weak and useless must be any word of mine which should attempt to beguile you from the grief of a loss so overwhelming. But I can not refrain from tendering you the consolation that may be found in the thanks of the republic they died to save. I pray our Heavenly Father may assuage your bereavement and leave you only the cherished memories of the loved and lost and the solemn pride that must be yours to have laid so costly a sacrifice upon the altar of freedom.

Yours very sincerely and respectfully
(Signed) A. Lincoln

An analysis of this letter shows that it contains every element of a good letter. The letter expressed the facts with a feeling of kindness and sincerity. It conveys a message of thanks and a beautiful prayer of condolence. It is not stilted or staid. It is written in plain, understandable language, with simplicity and clarity. Every phrase is expressive of Lincoln's feelings for a particular person at a particular time and for a particular occasion.

What is a letter? A letter is a written communication expressing your feelings or conveying information to a particular person, about a particular proposition, at a particular time.

There are many different kinds of letters, and many books have been written on the subject, but we will confine our thoughts to letters that pertain to selling.

Robert Louis Stevenson said: "I have before me just a little piece of white paper. It is blank and meaningless as it stands, yet what marvelous possibilities it contains." This little piece of paper conveying an idea, expressed kindly, friendly, frankly, and sincerely is the Ambassador of Good Will, that invisible quality that cannot be measured, but is the priceless ingredient of all sales activity.

Man is not born a letter writer, but writing a letter is like swimming: it is an art that anyone can acquire. Any salesman can learn to write a very effective letter. A little time and concentration must be devoted to its development and technique. A letter is a record of your thoughts. A letter on which you have spent some time and thought gives your prospect something on which to ponder; in most cases, you get a kick from the fact that you have really accomplished something worth while.

Your study of letter writing can be furthered by observing the letters written by most business organizations. Most of these letters are staid and stolid, with leaden thoughts and wooden expressions. Most of these letters are colorless and

tasteless, and are the antithesis of what a good letter should be. Use them as a guide and do the opposite, and you will be on your way to learn how to write a letter as a letter should be.

How a Good Letter Is Constructed

A letter might be divided into five parts.

First: The salutation. I think that each letter should always individualize the person to whom it is addressed. Instead of saying "Dear Sir," say "My Dear Mr. Sloan." "Dear Sir" can refer to anyone, but when you insert the name of the person, the letter takes on warmth and cordiality. In this way you personalize your message.

Second: The opening sentence. The first sentence of a letter should express interest. Be warm and hearty, and eliminate a selfish and haughty attitude. Indicate your interest by substituting the big "You" for the big "I." Start the letter with "Your fine letter" or "Your gracious letter," not "I received your letter."

Another effective way to open a letter is by asking a question: "Have you ever thought . . . ?" or "Have you considered ... ?" It shows interest in the person to whom you are writing.

Third: The heart of the letter. A letter, to be effective, must be direct and to the point. Organize the knowledge or information that you want to incorporate in the letter. Every word, every thought, and every sentence must have its place. Following a pattern in preparing a letter helps you to express exactly what you want to say. You do not ramble, you do not stumble, and you express your thoughts with persuasion and ease. You write with command, your letter drives home your point, and what you say "clicks."

Visualize your message in plain, concise, understandable language. Try to express yourself with the same freedom and fluency with which you talk.

In preparing an important sales letter, I suggest that you write your letter out on a plain sheet of paper. Incorporate in it every thought and idea that you can possibly think of pertaining to the subject at hand. Analyze and review this material, reflect and meditate on it, and then arrange it in sequence, and translate the best part of it into the terms of your prospect's interest. This will train and discipline you to anticipate the reaction of the prospect in advance. When you write a letter spend one-third of your time meditating on what you are going to say, and spend two-thirds of your time contemplating what the prospect is going to think. Ask yourself: "Is this message clear, concise, and understandable? Will it arouse the interest of the prospect? Will it make the prospect feel about my proposition the way I feel?" The letter should be flexible, easy to read, and easy to understand. Make it smooth so it will glide without dragging.

When you prepare two or three letters thoroughly, it will become easier for you to express your thoughts fluently. In fact, it will enable you to write a better letter and will also help you to do a better job in selling when you are face to face with the prospect.

Fourth: The close. The close of any letter should be a brief summary of the main points and advantages set forth in the heart of the letter. Use short sentences, make them crisp and pungent. Inject a feeling of kindness and respect into every line and by no means fail to include it in the close of the letter. Use kind words in a letter; they make the prospect feel friendly toward you. For example, I often close a letter as follows: "With high regard and all good wishes for your continued good health and happiness, I am, Sincerely yours."

Fifth: Signature. Always sign your letter in a natural way with your customary signature.

Thus, you have the five main points to guide and direct

you in preparing the letter. Now the question arises, how can this knowledge, translated into the interest of the prospect, be applied to get results? The main purpose of a sales letter is to open the way and make it easier for you to make a sale. It is your advance agent, telling the prospect about your proposition before you get there. Therefore, you naturally want to have a favorable response.

How to Write Effective Business Letters

A letter, like a person-to-person call, is a meeting of two minds. Therefore, the letter should convey the facts and circumstances in a manner that will influence, persuade, and convince. The ability to assemble a few platitudes and string a few sentences together does not adequately meet these desired objectives. Therefore, make it a habit to think, meditate and contemplate that which you are about to write, and also try to anticipate the effect that your letter will have on the prospect.

Ask yourself, what is this letter supposed to do? What is the best way to do it? You can easily answer the first question, but the second requires concentration to achieve an easy flow of meaty, strong words with a punch. Your letter must be explicit, simple, and, above all, brief.

Here is another letter that my good acquaintance, Donald Latella, head of D. C. Latella & Associates of Philadelphia, uses to great effect in securing interviews for his services:

Mr. Richard Roe, President
Acme Instruments Company
12 Park Avenue
Philadelphia, Pennsylvania

Dear Mr. Roe:

Increased Output of 35%

That is exactly what we did for one of our recent clients, who previously was having difficulty showing a reasonable "profit" on orders booked.

How Is Your "Profit Picture"?

Are your profits smaller than they should be, due to rising costs of materials and labor or inadequate controls of production and costs?

In today's business economy, outside help for inside problems is one successful way progressive managements have been able to increase the size of their "profits."

It is quite possible that we may be able to serve you to advantage as we have our other clients.

We should like an opportunity to outline our methods to you in person or by correspondence, without obligation—of course.

Very truly yours,
D. C. LATELLA & ASSOCIATES
(Signed) Don Latella

This letter says just enough to arouse the interest of the prospect and to make him wonder what it is all about.

Sometimes it is rather difficult to make contacts through the medium of letters. Should you encounter difficulty, here is a letter that can be used with great effect in admitting you to see the prospect:

Mr. James Smith
D. W. Brown & Co.
300 West Street
Portland, Oregon
Dear Mr. Smith:

For the past several months you have locked your door against me. It pays to lock your door against a thief, but I am not a thief—not even a thief of time. In fact, I can prove that a few minutes loaned to me will return compound interest to you.

Just think, Mr. Smith, that if everyone in America should lock their doors against each other—how soon our great country would become another Iron Curtain. The exchange of ideas has made America great, and I know of no better way in which to keep it that way.

I am coming in to see you on Thursday morning around 10:30 o'clock.

Believe me, I can see the key in your hand.
Looking forward to seeing you and with high regard
and best wishes for your continued good health and hap-
piness, I am

Sincerely yours,
Earl Prevette

The following letter will always arouse the curiosity of
the prospect:

Mr. E. Webster Wanner, Vice-President
Hulburt Oil & Grease Company
Philadelphia, Pa.

Dear Mr. Wanner:

An important situation now confronts your company
that can easily affect its entire future operation.

You should know about this situation, and I am com-
ing in on Wednesday morning around 10:30 o'clock to
give you the facts.

Thanking you for your co-operation, and with high
regard and all good wishes for your continued good
health and happiness, I am

Sincerely yours,
Earl Prevette

This letter does everything but sign the application:

Mr. I. Franklin Howard, C.P.A.
Widener Building
Philadelphia, Pa.

Dear Mr. Howard:

Have you ever thought that it takes \$100,000 invested
in 3% bonds to bring in an income of \$250 per month?

To have an income for life of \$250 per month at re-
tirement it will be necessary for you to save almost
\$5,000 per year for the next 20 years.

To save \$5,000 per year today, after paying taxes,
meeting living expenses, and providing educational
charges, is almost an impossibility.

So why worry, Mr. Howard, when you can get the
same plan for only \$25 per week? In fact, you can get

a better plan. Why? Because the plan I suggest is insured and guarantees that if you should pass away while making your investments the company will return all your payments, and in addition to these will pay your family \$25,000 in cash. The plan has many other valuable features.

It is the most talked of plan anywhere. Please mail the enclosed postcard. No stamp is necessary.

With high regard and all good wishes for your continued good health and happiness, I am

Sincerely yours,
Earl Prevette

Here is a letter that will pull innumerable inquiries. It is brief and to the point, but it certainly arouses the curiosity of the prospect. This letter is addressed to him or his family.

Mr. John Doe
Everybody's Building
Anywhere, U. S. A.

Dear Mr. Doe:

Would you mind giving me your date of birth below, so that I may submit a plan for medical expenses and disability income, which, due to its low cost and liberal benefits, is the most discussed policy in the insurance world today.

Name _____, _____
Address _____
Date of Birth _____
Policy No _____

Sincerely,

The letters that I have given you are good patterns to follow. However, I do not think it is wise for anyone to copy another person's letter because in that way he loses the priceless ingredient of his own personality. In writing a letter, your own personality can make a whale of a difference.

Before concluding this chapter, there are a few other suggestions that I would like to leave with you.

Never send a letter that you will regret. When you feel

like writing a letter of revenge, expressing anger and hate—one of the stinging sort that almost melts the point of your pen—then go ahead and write it. By all means, get it out of your system; prepare it for mailing, even put it in an envelope, but, instead of mailing it, file it away. About a month later, take it out and read it. You will enjoy a hearty laugh. You can slap a man down with your fist, and he may arise and be your friend. But sting and cut him with words, and he is likely to be your enemy for life. Words that hurt the feelings of others are better unsaid.

How Letters Can Increase Your Sales

Always remember that your letter is your representative. Therefore, dress it up. Make it neat in appearance. You certainly would not call on a prospect in dirty, sloppy, working clothes, so why send a sloppy representative?

Use clean, fresh stationery. Try to eliminate blots, blurs, and erasures. Make your letter as neat and dignified as possible.

As a salesman, you can acquire the art of writing a good letter. You can become adept at visualizing thoughts and ideas through the written word. In writing a letter, you have all to gain and nothing to lose. There is absolutely no need to get tense and rigid, and to think that you are passing the Last Act of Congress. Just relax, be yourself, cut loose, and try to be perfectly natural. Get rid of all rigidity, tenseness, and formality. These retard your easy manner so essential in writing a good, friendly letter. Try to write as though the person to whom you are writing is sitting right across from you. Writing good letters is a practical means of helping you enlarge your power to sell. It will broaden your influence. It is a means to arouse the curiosity of the prospect and give you a chance to satisfy it with a sale.

Shakespeare said: "Brevity is the soul of wit." Brevity is the best way I know of creating a favorable impression and eliciting a favorable reply. So do not be dull and tell the prospect everything in the letter. Just tell him enough to keep him wondering until you can tell him all.

TWENTY-TWO

Take the Brakes Off

ACCORDING to my good friend Henry Young, noted health director and head of the Roof Health Club on the top floors of the McAlpin Hotel in New York, every man has a busy day. Young says: "Here is what happened to you yesterday."

"Your heart beat 103,689 times. Your blood traveled 168,000 miles. You breathed 23,040 times. You inhaled 438 cubic feet of air. You braced yourself with 3% pounds of food and 2% pounds of liquid. You generated 450 tons of energy. You exercised your leg and arm muscles over 1,000 times. You moved 750 major muscles and exercised 7,000,000 brain cells. You spoke 4,800 words (possibly twice this many if a salesman)."

Learn from the Sermon on the Mount

With this great stretch of activity it is time to take the brakes off. One of the best ways to do this at this time or any time is to form a picture of something pleasant. One of the greatest pictures in the world to help you do this is found in the fifth chapter of Matthew, where Jesus begins his great "Sermon on the Mount." Here we see Jesus confident, loving, free from care, free from worry, free from

dread, and free from all other distressing problems. He is in tune with God, at peace with the world, and in harmony with all men. He is perfectly relaxed:

And seeing the multitudes, he went up into a mountain: and when he was set, his disciples came unto him:

And he opened his mouth and taught them, saying,

Blessed are the poor in spirit: for theirs is the kingdom of heaven.

Blessed are they that mourn: for they shall be comforted.

Blessed are the meek: for they shall inherit the earth.

Blessed are they which do hunger and thirst after righteousness: for they shall be filled.

Blessed are the merciful: for they shall obtain mercy.

Blessed are the pure in heart: for they shall see God.

Blessed are the peacemakers: for they shall be called the children of God.

Blessed are they which are persecuted for righteousness' sake: for theirs is the kingdom of heaven.

Blessed are ye, when men shall revile you, and persecute you, and shall say all manner of evil against you falsely, for my sake.

Rejoice, and be exceeding glad: for great is your reward in heaven: for so persecuted they the prophets which were before you.

These 143 words are known as the Beatitudes. They express one of the most invigorating and inspiring messages ever written. It is a positive declaration of truth, based on the wisdom of all times, directing you what to do; and, if you do it, you will find yourself completely relaxed mentally and physically. You will also find your entire being opening up to the inflow of God's universal consciousness and power, which will revitalize and restore you with health, zest, energy, and also a peace of mind that passes all understanding. The precepts expressed in these Beatitudes have been a part of my life. They have been a source of strength and endurance. I believe and feel them. I can sincerely recommend the Beatitudes as a formula to help you to relax.

A Positive Formula for Relaxation

Verse by verse, here is a short resume of what each Beatitude means to me:

"Blessed are the poor in spirit: for theirs is the kingdom of heaven."

Poor, as used in this Beatitude, does not mean poor spirited or a mean spirit, cowardly and debased, but signifies compassion, sympathy, and tenderness. It is pleading with you to rid yourselves of all arrogance, self-importance, impudence, selfishness, and the desire to exercise self-will. As you rid yourself of all these selfish motives you find yourself in the Kingdom of Heaven, which is a state of divine consciousness where peace and harmony reign. You feel perfectly secure and enjoy a state of complete serenity and relaxation.

"Blessed are they that mourn: for they shall be comforted."

The will of God is that everyone should be happy and express success joyfully. Jesus says: "I am come that they might have life, and that they might have it more abundantly." Mourning and suffering are helpful, because many people will not bother to learn the truth until driven to do so by failure. Sorrow moves them to think, and as they think, they transcend the clouds, penetrate the darkness, uncover the light of truth, and feel the Spirit of God about them. They are consoled and filled with compassion. A spirit of perfect freedom prevails, and "they shall be comforted." This spirit produces a perfect state of relaxation.

"Blessed are the meek: for they shall inherit the earth."

Meek, as it is used in this Beatitude, does not suggest a weak creature devoid of courage and self-respect, slipping around on gum shoes or hiding himself under an umbrella. On the contrary, the word "meek" purports a spiritual and

mental attitude that eliminates all vainness, haughtiness, resentment, and selfishness. Its significance opens up the consciousness for the inflow of God's divine power and will. In a spirit of meekness we inherit the earth, because earth, as used in this Beatitude, signifies that everyone is an individual manifestation of a Divine Cause and that this Divine Cause, manifesting through each individual, gives that individual a complete and perfect dominion over all experiences, and thus gives him the power to bring all the conditions of life into harmony and true success. Therefore, it is unnecessary to worry, to hurry, to get provoked or irritated, or to become tense or rigid. In fact, you can take the brakes off, and relax in peace.

"Blessed are they which do hunger and thirst after righteousness: for they shall be filled."

Righteousness, as used in this Beatitude, means not merely right conduct, but right thinking on all subjects in every department of life. It is applying the principle of wisdom, which instructs us to make a wise use of everything. In life, we deal with three principal things: people, words, and things. Wisdom teaches us to love and respect people. It instructs us to use the kind of words that inspire people to act. It directs us to make the proper utilization of things that build and conserve. Everything responds to good treatment. By applying wisdom to our activities we are really hungering and thirsting after righteousness, and we shall surely be filled. Thus we find ourselves in tune with Universal Law, enjoying the freedom of a bird.

"Blessed are the merciful: for they shall obtain mercy."

Be kind in thought, and also in action. Think only the best thoughts about your fellow men, and these will bless him spiritually and mentally, and they in turn will bless you. After all, we are all component parts of God, and we eventually receive the same treatment that we mete out to others.

Forgive others and they love and have confidence in you. The moment you forgive you take the brakes off.

"Blessed are the pure in heart: for they shall see God."

God has no corporeal existence. God is spirit, and your conception of God can only be spiritual. You must realize that God is everywhere, and that His spirit fills all space. He is the only real cause, and the only real presence; He is around every moment. As you purge your consciousness of all impure thoughts and begin to think positive, pure, wholesome, and good thoughts, then you realize the Divine Presence of God, and thus you can sing with Shakespeare:

And this our life exempt from public haunts
Finds tongues in trees, books in the running brooks,
Sermons in stones, and good in everything.

What you are within is what you see without. As you think good thoughts, then you see good in all things. Thus, again you find yourself in a state of serenity, free from the cares of the day. You can proceed with gentleness, with firmness, with easiness, and with effectiveness.

The Importance of Prayer

The remaining Beatitudes instruct in the art of prayer. Prayer is your communion with God. Prayer is a strong realization of the presence of God, and this realization changes your attitude and outlook and gives you inspiration, the breath of the soul, and also a true peace of mind. When your entire consciousness feels this spiritual impulse, then your being is serene. All controversies, quarrels, and misunderstandings viewed with this spirit will melt away. Harmony, peace, and joy, which produce perfect relaxation, are attained by cultivating right thoughts. Distortions, dreads and false inhibitions based on skepticism are lies, which persecute and revile. Therefore, declare their nothingness, and proclaim: "Get thee behind me, Satan." With this firm

affirmation you find the truth within, where it has been always, and you can relax and "Rejoice, and be exceeding glad: for great is your reward in Heaven."

By adhering to the principles that the Beatitudes teach, you will have no occasion for tension, because these principles will absolutely take the brakes off. However, if you do find the physical body tense, here are a few suggestions to help you.

Tension is usually caused by expending too much effort trying to do something too quickly. This foments worry and hurry. Usually there is no cause for hurry. Remember you have all the time that is left, and that is infinite. You have got from now until eternity to do the job, and that should be enough time for anyone. So, why hurry?

How Relaxation Will Add to Your Selling Power

Most salesmen are temperamental, and a rebuff in the morning has a tendency to retard their efficiency for the whole day. Therefore, take a tip from the athlete who warms up gradually. He always takes it very calm and easy until he is thoroughly warmed up. It will pay you to follow his example. On your calling list of prospects there are always a few who are easy to approach, and if you begin the day by calling on these, they will put you in a good attitude, warm you up, and prepare you for those tough ones later on in the day. A good beginning bolsters your courage and buoys your strength. Your strength is in proportion to your courage. You are able to work in a state of relaxation and freedom.

Personal efficiency and mental alertness in selling are dependent on physical fitness. Your physical fitness is largely determined by your ability to relax. You are at your best physically and mentally when you are relaxed. In your selling procedure you find you are getting things done. You are making the right decisions. You are exercising the right judg-

ment. Everything seems to work with rhythm, and you apparently are getting the job done with no effort. You will always find that, if you warm up for your toughest prospects, when you get before them your task of selling will be comparatively easy. Do the easy ones first—the tough ones will take care of themselves.

When you follow these suggestions, you will find at the end of the day that you are quite well pleased with your efforts. You feel free to spend the evening enjoying yourself with your family and engaging in social activities or any other exercises you may desire. In following out a little pattern of this nature you will create order in your life, and order is the first law of Heaven. Under this order you will live in harmony, unity, and happiness because you are living according to rhythm. Therefore, the law of relaxation is one of the greatest natural laws. This law simply tells you to loosen up, to take it easy, to relieve the tension, to relax and let go. It tells you to take the brakes off, to open up and let the forces of nature flow into your body. These forces will restore, recuperate, revitalize, and rehabilitate you. These forces cannot enter into your body when it is rigid and tense; they come only when you cease trying or straining.

Another thing to help you to relax is indifference to poor results. Your lot or portion in life is seeking you, therefore be at rest from seeking it. What is the wisdom of fretting, worrying, hurrying, fuming, and fussing? Millions of people for thousands of years have been using this old world for a place in which to live. History tells us that they have all been fed, nourished, and sustained. Science tells us that the people who have lived on the earth have not used up a thing. We have more today than we have ever had. Therefore, the only thing to do is to do your job well and trust in that inexorable Law of Compensation, which never fails to pay a reward for honest effort.

Relax, and Watch Your Sales Climb

Walls and barriers of sales resistance are built by tense thoughts and rigid feelings, which fill you with apprehension and make you dread action. They separate you from the prospect and deprive you of the opportunity to serve. When you find yourself in this condition, repeat one of the Beatitudes, take a couple of deep breaths, and relax. You will find that tension disappears.

Any tenseness or rigidity in your sales manner is detected immediately by the prospect and reflects against you. They give the prospect the impression that you are not demonstrating the positive power of creative selling. They create a sense of doubt and uncertainty. They make the prospect feel that you are more interested in your own welfare than his. By approaching the prospect in a state of relaxation, you "click"; mutual understanding is established, and a spirit of confidence prevails. You speak with freedom and sincerity, and what you say impresses the prospect.

By disciplining your thoughts and by training yourself to relax, you will find that you have more capacity to do, more ability to demonstrate, and more energy to act. It will take all the stubbornness, tenseness, and rigidity out of your thoughts. It will unleash all the creative forces within you. It will enable you to make a complete and perfect demonstration of the power of creative selling. You will plant more constructive ideas, and you will reap a more abundant crop.

TWENTY-THREE

You Live in Clover

THE CLOVER CLUB is located in Philadelphia, and the philosophy of this club is aptly expressed in a motto inscribed on a plaque that hangs in the Bellevue-Stratford Hotel. It goes something like this:

While we live, we live in clover,
When we die, we die all over.

The people in America today are living in clover up to their eyes. A review of the facts outlined in this chapter will open your eyes to the immense possibilities that are in store for you as a salesman.

The old saying states that the optimist is right, and so is the pessimist. The optimist sees things in the light, the pessimist sees things in the dark. They see things only from different points of view. The optimist sees things as they are, and he is able to establish their proper relations. The pessimist only sees a small part of things; he is unable to establish their true relation. The optimist has knowledge enlightened by facts. The pessimist has information, but it is distorted by ignorance.

There is no logical or common-sense reason for you to be a pessimist when you have such a rich territory to cultivate—open your eyes and look at it.

The Economic Strength of America

The United States, including possessions, has a total area of 3,738,395 square miles. This is enough land to give every man, woman and child a farm of 19 acres.

The United States contains only 6 per cent of the world's area, 7 per cent of the world's population, and it normally consumes:

- 48 per cent of the world's coffee.
- 53 per cent of the world's tin.
- 56 per cent of the world's rubber.
- 21 per cent of the world's sugar.
- 72 per cent of the world's silk.
- 36 per cent of the world's coal.
- 42 per cent of the world's pig iron.
- 47 per cent of the world's copper.
- 69 per cent of the world's crude petroleum.

The United States produces over 2/2 billion bushels of corn, 1 billion bushels of wheat, and 15 million bales of cotton each year.

With 50 million automobiles, every one in the United States can take a ride at one time.

The United States has over 60 per cent of the world's telephones.

The United States has 250 thousand miles of railroads, with 50 thousand locomotives and over 2 million boxcars.

- The United States produces:
- 70 per cent of the world's oil.
 - 50 per cent of the world's copper.
 - 60 per cent of the world's wheat.
 - 60 per cent of the world's cotton.
 - 50 per cent of the world's pig iron.
 - 40 per cent of the world's lead.
 - 40 per cent of the world's coal.

The purchasing power of the population of the United

States is greater than that of 500 million people in Europe.

The people of the United States have their lives insured for almost 300 billion dollars. This is an average of almost \$2,000 for every individual in the country.

The United States has over 3/2 million commercial business concerns and over 250 thousand manufacturing concerns.

The United States has over 23 billion dollars in gold—nearly 75 per cent of the world's total supply. The reason we have 75 per cent of the world's gold is because each dollar represents a unit of energy wrapped up with an idea. With freedom of enterprise, your energy, hitched to an idea, turns natural resources into wealth.

The United States has 66 per cent of civilization's banking facilities.

Retail sales are over 172 billion dollars in the United States.

Since 1910, the population has increased 70 per cent, but the physical production of goods and services have increased nearly 200 per cent, which means that more people are enjoying more goods.

In the last 12 years the percentage of American families earning over \$3,000 has almost increased five times. In 1940, only 4 per cent of all families enjoyed incomes of more than \$5,000. Today, more than 30 per cent earn over \$5,000 per year.

Over 61 million people are gainfully employed in the United States today, and their combined income is in excess of 500 thousand dollars per minute.

There is enough timber in the forests of the United States to make every man, woman, and child a six-room house and still have timber left over.

The assets of the American people are 785 billion dollars, invested in homes, real estate, automobiles, common stock, bonds, bank deposits, life insurance, and pension reserves.

It is estimated that every man, woman, and child in the United States has at least 100 horses in the form of power working for them. This is represented in the power of different machines and different electrical appliances.

The Big Idea: More and More Things for More and More People

Mr. Richard C. Bond, president of the John Wanamaker Store, Philadelphia, speaking on "The Big Idea," said:

The American idea of rewarding more and more people with more and more is an idea which has practically overthrown poverty; and that is a lot more of a revolutionary accomplishment than Lenin, Stalin, or Malenkov, with all their demagogic phrases, ever have been able to show.

The more you think that problem through, the more you are convinced that the underlying fundamental is the Big Idea of this America of ours.

What is that Big Idea? To make the fruits of America's labor and capital and vitality available to constantly increasing numbers of people.

Here in America, year after year, we have gone ahead to bring more and more people into the market for goods by lowering prices, through mass production and mass distribution, and by moving more and more people out of the earning bracket that provided mere sustenance and up to purchasing power levels.

We produce 100 pounds of meat per person each year; the rest of the world produces only 7 pounds per person. We produce 6.2 bushels of wheat per person; the remaining countries grow only 2.4 bushels.

We have a bale of cotton for every ten people each year; the rest of the world must share each bale among 132 people.

We produce 6 pounds of rayon per person; other countries produce one-half a pound.

Nine out of every ten American houses have electricity; only two out of ten homes outside of this country have electricity.

One of every two American homes has gas; abroad only one out of 25 has gas.

In conclusion, Mr. Bond says, "The American idea, the

Big Idea, is that more and more people have more and more things, which accounts for our prosperity and good fortune as a nation."

There are 11,000 libraries and over 1,500 universities and colleges in the United States.

The United States, appraised today, including its developed and undeveloped resources, its manpower, and its potentialities, would be worth in excess of 2,000 billion dollars. It is a 2 trillion dollar concern. Dividing this aggregation of wealth by 160 million inhabitants, we find that the per capita wealth is over \$12,000 dollars.

What about debt? Debt is a part of the economic system. Like other subjects, to be understood it must be treated with common sense. Debt does not mean anything, as long as it is in the family.

The national debt is over 270 billion dollars, but this is less than one year's income.

Do not think of this debt as a liability, because a United States government bond is the best asset in the world today. This entire debt is guaranteed in government bonds and, while they are an obligation against the United States and treated as a liability, they are at the same time bought by many companies and individuals for their quick convertibility into cash.

The United States debt is really the elixir of American prosperity. By every dollar it increases, our economy expands five dollars.

Balancing the budget means nothing. Why try to save one dollar and lose five? It just doesn't make sense.

Some people think that this great aggregation of wealth is inflation. It is not inflation. It is expansion and development. Inflation is caused from scarcity, but there is no scarcity in America today. America has the energy, the ideas, and the capacity to turn inexhaustible resources into unlimited economic values.

People enjoy the fruits of their own efforts, and more and more are enjoying more and more of the good things our American economy is capable of producing.

What about dollars? Dollars are based on wealth, As the national wealth increases, so do the dollars.

Most of the problems of our economic system are easily solved with thought.

The Future Is Bright

Therefore, picture the United States today as a nation of 160 million who rise every day to call her blessed. Her cities are vast hives of thrift and industry. Her factories are rolling steel, fashioning wood, processing food, assembling machinery, cutting clothes. A nation whose wealth is over 2,000 billion dollars and whose people enjoy an annual income in excess of 280 billion dollars . . . a nation woven together by 4 million miles of improved highways, connecting every state, city, county and hamlet and uniting them into one large neighborhood, where peace and good-will walk hand in hand—this is your clover field.

Therefore, write into your heart that every day is the best day. Put your faith in those great creative forces within. The economic growth and strength of America is fundamental, dominating, and perpetual. Our economy will continue to provide more of the good things of life to more people as more salesmen continue to plant ideas, and to influence people and inspire them to live better and enjoy the more abundant life. As a salesman, you are a motivating force and a contributing factor in making a better nation and a more secure people.

TWENTY-FOUR

How Thought and Love Do It

THE SAME ACRE of ground, under a process of intensive A cultivation, produced seven times as much corn per acre as it had previously produced. This phenomenal feat was accomplished by one word, and that word was *thought*. Thought did not change the location of this acre of ground, but it took into consideration all the available elements and forces that could be applied scientifically to the fertilization of that ground and utilized them to increase the production of corn.

This feat for the production of corn should be an inspiration to everyone who sells. It just proves what can be accomplished by the application of intensive thought. As it applies to the production of corn, intensive thought also applies to the art and science of selling. Creative selling is only an application of positive thought, and it will certainly produce more sales and earn more money.

Only recently, a printing salesman called on a prospective customer. He gave a most scientific sales presentation of his proposition, including a complete discourse on press work, an artful display, and a series of comprehensive pictures. He really made the prospect vibrate with enthusiasm. When he was ready to close the deal, however, the prospect wanted to know one thing. What type of paper would be best fitted for that particular job? The salesman was unable to give

him a satisfactory answer, and, as a result, lost a very substantial sale. Why? Because the salesman did not know all the available elements of his job.

In preparing this book, my sole purpose has been to inspire those who sell to equip themselves in order to avoid incidents like the one above. This book is prepared around thought. It is a process of thinking to help the salesman develop his power to think, to make plans, and to take actions that he must take to do a better job of selling.

In this book are key ideas and key words on how to attract the prospect and plans on how to create a sale. This book not only gives you plans and suggestions, but it gives them to you in a way that makes it easy for you to understand and apply them. In fact, every chapter has had one thought in mind, and that is to give you practical, usable ideas, thoughts, and suggestions concerning the improvement of your relations with the prospect, with your job of selling, and—perhaps most important of all—with yourself.

Thought does it. Thought turns belief and knowledge into actions and causes things to happen. It gets results in any field of selling. All things are governed by cause and effect. Every product you see around you is the visible effect of an invisible cause. That invisible cause is thought. It travels faster than anything known. It creates things. In the field of selling, thought is the invisible cause on the job that produces the effect—which is the sale.

Positive thought is the greatest power in the universe, and no man has a monopoly on it. It belongs to anyone who desires to use it, at any place, or at any time. It is certainly the most important thing in selling, because by applying it you can achieve everything you desire.

When an engineer installs a machine, the only thing that concerns him is to see that all parts of that machine function as a unit.

When a salesman sells a machine, he must take into

consideration all its parts, but he also must take into consideration all parts of the prospect. The prospect is a human being with feelings. All his parts must be thoroughly coordinated in harmony with a sales presentation, or the salesman may lose a sale. The salesman always has at his disposal the most effective element with which to do this. That element is hidden in the power of Love.

Professor Henry Drummond, in his book, *The Greatest Thing in the World*, says: "Everyone has asked himself the greatest question of antiquity as of the modern world: What is the 'summum bonum'—the supreme good? You have life before you. Once only can you live it. What is the noblest object of desire, the supreme gift to covet?"

Then he speaks of our great need for faith and especially for love, and calls our attention to the great Biblical quotation of Paul: "If I have all faith, so as to remove mountains, but have not love, I am nothing," to which he adds Paul's striking climax, "Now abideth Faith, Hope, Love, and the greatest of these is Love."

Further along in his famous book, discussing the ineffable power of love, Professor Drummond relates this fascinating event: "In the heart of Africa, I have come across black men and women who remembered the only white man they ever saw before . . . David Livingstone (the great African Explorer); and as you cross his footsteps in the dark continent, men's faces light up as they speak of the kind doctor who passed there years ago. They could not understand him; but they felt the love that beat in his heart."

Yes, love has an ineffable language of its own, and, in every heart that beats, there lingers an unsung song of ardent devotion and an unfinished symphony of genuine adoration. Love is present among all people at all times, and the only way to find it in the prospect is to find it in yourself. A feeling of kindness and appreciation kindles a sympathetic

understanding of others and gives a keen desire to render the highest possible service.

What has love to do with selling? Love contains many valuable ingredients, and upon analysis each of these ingredients is found to be a contributing factor to the success of any salesman.

As an example: Love is kindness, a feeling of respect and appreciation for the prospect, which inspires you to do kind things that may contribute toward his happiness.

Love is the humility that saves you from getting puffed up over a little success.

Love is the generosity that frees you from envy and helps you to rejoice in the success and well-being of others.

Love is the patience that endows you with the calm assurance that all's well that ends well.

Love is the courtesy that makes you polite and gentle in the minutest details.

Love is the unselfishness that puts the prospect's interest above your own and his welfare above your commission.

Love is good temper. Love is not easily provoked. Good temper qualifies you to see all sides of a proposition, and enables you to laugh. It develops a sense of humor, which is an antidote for anger.

Love is sincerity. Sincerity will accept only what is real, and is always striving for facts. It is seeking the truth, and endeavoring at all times to practice what is true. It is begging you at all times to be true to yourself, to your ability, and to the power within you. As Shakespeare says:

This above all: to thine own self be true,
And it must follow as the night the day,
Thou canst not then be false to any man.

Love is tolerance. A feeling of tolerance toward others makes forgiveness easy, and you have understanding and harmony instead of prejudice and hate.

Therefore, love, as applied to selling, is a genuine attitude of respect, consideration, and kindness toward every prospect. This feeling toward others eliminates self-importance, arrogance, and impudence. It permeates every occasion with a spirit of good will, and inspires the prospect to co-operate with you.

After 42 years of experience in trying, testing, and experimenting with every possible element, I have discovered that love has more power and influence over my mental and spiritual activities than any other quality or attribute. When I practice a feeling of kindness and consideration, I seem to tap a great reservoir of power and strength that enables me to perform with skill and alacrity. It annihilates doubt, uncertainty, anxiety, worry, and dread. It directs me without confusion or conflict. It removes all stubbornness, tenseness, and rigidity. It makes me more tolerant, more liberal, and more forgiving. It placates and soothes me. It frees me from all stress and strain. It relaxes and frees me from all care, and enables me to sell with pleasure.

In applying the principles outlined in the chapter entitled "How the Law of Averages Can Double Your Sales," I want to remind you that the Law of Averages in selling will yield a more lucrative crop of sales if you inject thought and love into your procedure.

You can inject thought into your Sales Plan by constantly improving its quality. As you learned from the "Parable of the Sower," the secret of the sower's success was in the quality of the seed that he sowed. The seed had to be of good quality, in order to take root when it hit on the right soil. If he sows wind, he will reap a whirlwind. If he sows sawdust, then he will reap sawdust. As the seed contains all the elements essential to produce the plant, so must your Sales Plan contain the elements of your proposition that are essential to influence the prospect to buy it. Therefore, the more

thought you put into your Sales Plan, the more effective it becomes, and the more quickly it yields results.

How can love help? It is very easy to apply the Law of Averages to a statistical proposition. However, when it comes to applying it to selling then you must take into consideration the human element, and thus you have the element of feeling. The only road *to* feeling is *through* feeling. Therefore, you can inject feeling into your sales presentation, and, if this feeling contains the ingredients of love, you can rest assured that the Law of Averages will yield a bountiful crop of sales.

If you apply thought and love to the chapter entitled "The Power That Sells," you will find that it will work wonders for you. The contents of this chapter will revitalize your entire Life and put new zest and enthusiasm in your selling activities. As you recall, this chapter discusses your spiritual power. Therefore, thought at this very moment will help you to come to a conscious, vital realization of your oneness with God and His Divine Presence, and show you how to draw on his infinite life, infinite intelligence, and infinite power that is all around you. Love will help you to practice these principles and enable you to destroy skepticism, distortion, doubt, dread, worry, and anxiety. It will give you the power to double your sales and satisfy every want in your life.

Always remember that thought develops the ideas with which you sell, but love makes those ideas felt. Thought visualizes the advantages of the product, but love makes those advantages live and vibrate. Thought directs you to the prospect, but love draws the prospect to you.

You, America's salesmen, must continue to tackle tomorrow's frontiers and blaze the trail of progress with your traditional vigor and determination. With patience, pluck, and persistence, engendered with optimism and faith, our prosperity will continue to grow and expand and the American

way of life will continue to be the symbol of world progress. And, as you continue to grow, expand, and prosper, keep your heart overflowing with gratitude for the infinite blessings that you now enjoy. And may God direct you, guide you, control you, nourish you, and sustain you, in helping you to become a better man and a better salesman.