

500 ANSWERS TO SALES OBJECTIONS

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RONOGRAPH SERIES—No. 5



NEW YORK
THE RONALD PRESS COMPANY

1924

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PREFACE

Meeting objections that are constantly brought up by prospective buyers is part of the day's work of practically every seller of goods and services. If he had time, the wide-awake salesman could doubtless frame an adequate answer to every objection, but in the rush of the sales visit this is simply impossible. The salesman's success depends very largely upon having a convincing reply ready for every objection that can possibly be advanced.

Experienced salesmen are fully conscious of the importance of such preparation in advance of the sales attack. No less so are sales managers, a number of whom have compiled manuals to help their salesmen meet the continually recurring objections. This they did, not because they had any desire to add one more job to their own already crowded schedules, but because there was no adequate published substitute for the locally prepared salesmen's handbook.

Four-fifths of all buyers' objections are general rather than specific. They apply to substantially all lines of business. Mr. Giles, during fifteen years of sales and advertising experience in varied lines, has worked out a manual which covers nearly a hundred objections actually encountered, and suggests 500 replies which will definitely help salesmen to clear the hurdles along the cinder-path of competitive business.

One of the objects of the Ronograph Series is to provide compact, pocket-size, ready-to-use manuals which will

save busy executives no little time, trouble and expense and at the same time will accomplish practically every desirable result that might be obtained from specially compiled handbooks having local application only. The publishers offer this book as an admirable example of such a manual.

FRANK A. FALL,
Editor.

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500 Answers to Sales Objections

HOW TO USE THIS BOOK

Meeting the buyer's objection provides, after all, the real test in salesmanship. Any salesman can, when uninterrupted, deliver a so-called "selling talk."

A letter can deliver that same "selling talk" just as well—perhaps even better. But a letter is unable to answer objections which come up in the buyer's mind as he reads it. And so that is why salesmen are sent out.

This book aims to help the salesman in developing his ability to answer quickly and effectively the more common reasons and excuses for not buying.

The material has been gathered during many years of advertising agency experience. An advertising agent has many business contacts. For instance, the writer, during the past twelve years, has been brought directly into the selling problems on such diverse merchandise as candy, hosiery, automobiles and motor trucks, perfume, magazines and books, tooth brushes, automobile supplies, soap, electrical equipment, men's clothing, breakfast foods, flour, tobacco products, underwear, structural steel, lace, luggage, men's collars, chewing gum and many other manufactured products.

He early discovered this interesting fact: Buyers' ob-

jections in all kinds of businesses run very much along the same lines. It makes no difference whether the product sold is snap fasteners or player pianos, penny candy or lubricating oil.

There are times when the buyer in every line of business brings up such objections as, "Your price is too high"—"I buy from a friend"—"I never have a call," etc.

After working on sales manuals for many individual manufacturers, the author found the preparation of a standard sales manual giving answers to buyers' common objections to be entirely feasible.

As a starting point, the objections encountered in many lines of business were collected. Of course a great many of these objections were specific to one kind of business and therefore not applicable to the average product. Such objections were eliminated. There remained, however, 86 objections that are frequently found in all lines. It is these 86 common objections which are covered here.

For convenience in arrangement, and for ease in remembering, these objections fall into eight groups:

1. Price
2. Profit
3. Performance
4. Policy (Buyer's policy interferes)
5. Policy (Competitors' policies interfere)
6. Punctuality
7. Personal
8. Put-off.

Under each heading you will find numerous objections. Most of these are, no doubt, already familiar to you. You have to meet them every day.

Here, for the first time, you get answers to these common objections as formulated by scores of successful salesmen.

CAUTION

Salesmen differ in personality and thus in their technique. So the answers differ too. Some salesmen can "get away" with answers to buyers which, coming from other salesmen, would sound impertinent or flippant. 

The flippant answers have been put in along with the serious ones. You will find this particularly true of the "Personal" and "Put-off" sections of the book.

An experienced, well-poised salesman who is acquainted with the prospective customer can often laugh away objections, where the new salesman would have to take the same objections seriously and make careful explanations.

So you will not always want to use every answer exactly as it is given here. The answer you select or adapt will have to fit the type of buyer with whom you are talking. The aim here is simply to give you useful suggestions which you can use as a working basis. 

Often you can anticipate just about what kind of objections the buyer will bring up. By running through the appropriate sections of this book before calling on a man, you will better fortify yourself to meet him in an effective way.

Again, it has been necessary in a book of this kind to

handle both sides of many questions. The section on "Your price is too high" may not seem useful to you if you are selling goods on which the price is unusually low. But from the sections which cover both sides of a question you may often secure useful pointers. For one thing, you see how competing salesmen may be selling their goods on which the house policy differs from yours. This may suggest to you new points to introduce into your own salesmanship.

AVOID ARGUMENT

Cub salesmen often have the idea that salesmanship is mostly a matter of hot argument. They speak of selling points as sales "ammunition." They bombard every prospect with arguments.

Now nothing raises more objections from the buyer than arguments. *State* your case—don't argue it. When objections come, aim to meet them without argument. Many salesmen know that a buyer's objection can often be turned into a good selling point. For example:

Dealer: "You have too many models."

Salesman: "Yes, we certainly do make more different models than any other house in our line. But that offers you two strong advantages. It enables you to select the goods which will have the strongest appeal to your class of trade. It also means that you can carry a wider range of goods than the other dealers and thus have a much more attractive stock in the eyes of the consumer."

KEEP ON COMMON GROUND

"Keep on common ground" is simply another way of restating the previous suggestion to avoid argument.

Agree with the customer all you can. That is usually the way to make him agree with *you*.

Even if he says, "Your stuff is rotten," you may get further by laughing and saying, "You're the second man that said that to me today," than if you allow yourself to get upset and start an argument.

DON'T DODGE

Some salesmen seem to think that dodging certain kinds of objections is the most effective way of meeting them. They count on killing the objections off with a dose of silence or else turning the talk into another channel.

There are, however, in the minds of experienced trainers of salesmen, four reasons why it is dangerous to dodge objections:

1. Evasion may cause the prospective customer to think that you realize your weakness on the point he has brought up.

2. The attempt to side-track an objection until you have developed the stronger side to your story may result in the buyer's mind dwelling all the time on the objection, even while he is apparently listening closely to your talk on other points.

3. When you meet the objection head on, the weak side to your story (if your answer *is* weak) comes first. You can then come through with the stronger points. In other words, your story grows stronger and stronger instead of starting strong and ending weak, which is the case where the tough objection is postponed until the end of the interview.

4. Dodging an objection is really a form of discourtesy. It's like saying to a friend, "Good morning," only to get the answer, "Apples make good pie."

AVOID EXCITEMENT

In some kinds of objections—particularly those of a "Personal" or "Put-off" nature—the buyer may become very excited. The chief danger in this excitement is that the salesman too may become infected with it. When both buyer and salesman are excited the chances of any successful business dealings between them are decidedly slim.

Most men are reasonable. If allowed to get their grievances off their chests, the mere act of unburdening themselves will work off their excitement and leave them cooler and more reasonable. Sometimes they will even go out of their way to make amends to the salesman. After listening patiently to a long tirade from one buyer, I was rewarded by hearing him pause abruptly and say "I don't know but what I've been talking a lot of nonsense." Then he proceeded to "sell himself." This change of heart would never have occurred had I become equally excited and argued with him.

AVOID OVERSELLING

At times some salesmen try to give too many answers to an objection. One good reply might have got them much farther. There is such a thing as piling on so many selling points that the buyer gets confused or turns negative just to show you that he can't be influenced.

It will pay the reader of this book to become thoroughly familiar with all sections. Many answers in one section will be found suggestive in formulating answers to other objections which either are not covered here or are found under a different classification.

Before giving the individual objections and typical answers, it has been thought well to list all objections under their respective headings. This will give you a quick outline of all the ground covered, and it serves also as an index to the page on which the answers will be found to any one objection in particular.

I

PRICE

1. "Your price is too high."

(a) "High price is only relative. Our price seems high until you consider the additional service our product gives the customer. Then, actually, you and they will find added economies which make the price relatively low."

(b) "There is no other article exactly like this one. So how can you say the price is too high? You have no real basis for comparison."

(c) "The dealers in high-priced goods are usually the most respected and most envied ones in their towns. You ought to be looking forward all the time towards building up your business in the higher-priced items."

(d) "All the better for you. Here's a chance to learn how to *sell* high-priced goods. When you do, you won't have to worry about your ability to sell medium-priced or low-priced ones."

(e) "You need some high-priced goods in here to give the place more class."

(f) "High price and high quality go hand in hand in the mind of the public. High-priced goods are thus actually easier to sell."

(g) "Don't confuse Price and Value. This article offers better Value. That's why it commands a higher price."

(h) "Some dealers who used to say that to me are today selling more of these high-priced goods than of competing lower-priced goods."

(i) "All the more profit for you—since the margin is the same as that which you get on lower-priced goods."

(j) "If our goods really *were* too high-priced, we would make a cheaper line. We could easily enough. But experience has shown us that consumers and dealers stick to our goods when once they are put in. That's what counts."

(k) "It's a good advertisement for your store to handle high-grade goods like these. Makes people respect you more and makes them more inclined to deal with you."

(l) "Yes, this is the most expensive thing of its kind. And that's just why there's always a good sale for it."

* * *

2. "You give better prices to large dealers than to smaller ones."

(a) "The credit risk is usually less in the case of large, long-established dealers."

(b) "The cost of handling the large order is comparatively less."

(c) "The large dealers were once small dealers just like you—and succeeded in spite of this factor."

(d) "The large dealers supply about 80% of our entire business."

(e) "You favor your own best customers, don't you?"

(f) "Small dealers more often cut prices and that hurts both them and the larger dealers."

(g) "The dealers who succeed best with this class of goods are the ones who are amply stocked. Encouraging large orders actually helps the dealer."

(h) "If you were a large buyer you'd be one of the first to expect a price concession." X

(i) "When you're a large dealer you'll be glad that we do."

(j) "So does every other large house in our line."

(k) "The manufacturer who doesn't, often loses money on his small customers."

(l) "Wouldn't you?"

(m) "The small order requires just as much correspondence, billing, handling, etc., as the big one. Consequently, our profit is less."

(n) "That is common practise with others as well as with us."

(o) "Even so, you know your margin on our goods is decidedly fair. Where can you do better?"

(p) "At that you make more profit on our line than any similar line you can handle."

* * *

3. "You insist on price maintenance."

(a) "Aren't you glad to be protected against price cutters? They might go a lot further in cutting off the profit than you'd ever care to."

(b) "When customers see prices being cut they tend to shop around until they find the dealer who cuts to the lowest. This means that unless *you cut below the other fellow's limit* you won't get the business."

(c) "Surely you don't want to be branded as a 'gyp'. The 'gyp' has neither business nor social standing in his community."

(d) "When once you start price cutting there's no end to it—except the poor house."

(e) "When once you start price cutting you'll have to supplement the good things in your stock with a lot of nondescript, fancy-profit goods in order to even up your losses. In the long run the long-shot merchandise gives you a black eye and ruins your good-will."

(f) "It's even more for your benefit than ours. With cut prices common, we'd gain sales but you'd go broke."

(g) "The consumer respects goods that are not cut in price a lot more than the ones which are featured in every bargain sale."

X (h) "Look at the greatest price-cutters you have known. Do you want to be like them?"

(i) "When you cut the price on one item your customers begin to expect a cut on everything."

(j) "Yes, and almost without exception our dealers are darned glad that we do."

(k) "Yes, and as you build up a nice business on our line you will never have to worry about the possibility of some competitor undermining you by featuring these goods at cut prices."

(l) "That's one of the strongest points in our favor."

(m) "Do you want to be called a cheap John?"

(n) "Cut price customers are 'shopping around' customers. Do you want 'shoppers' or steady customers?"

* * *

4. "You don't insist on price maintenance."

(a) "There is actually no legal way to enforce a maintenance of prices. That is why our company thinks it foolish to attempt to put through a fixed price policy."

(b) "You will often find two dealers on the same block handling the same line of merchandise. One cuts the price and the other doesn't—and yet both do a good business on it. Frequently the full-price dealer will even do more business than the cut-price dealer. More frequently still, the full-price dealer will make better profit than the cut-price dealer in spite of the fact that he may make fewer sales. There are always a large number of people who are willing to pay full price for our line and prefer to deal with a store which does not cut prices."

(c) "Perhaps in times like this it would liven up your business a bit to cut the price on one or two items—it would help to get people into the habit of coming to you. It would attract customers who have never come in here before."

(d) "The dealer has a right to conduct his business as he chooses. For that reason we don't think it well to insist that he maintain a price set by the manufacturer. You may want to cut prices on some of our goods yourself some day."

(e) "Most people who buy at cut-price stores gradually increase their incomes and later on want to buy from dealers who run high-grade, full-price stores. There is no reason why you can't enjoy a nice volume of business on our line even when selling at full prices in competition with other dealers who cut. As the other dealer's customers become more prosperous they will prefer to buy these goods in a high-grade store like yours. So the cut-price dealer will really feed you new customers as time goes on."

(f) "If you find it necessary to cut prices on our line you can make it up on some of your other lines."

* * *

5. "Your prices are too high for my class of trade."

(a) "Poor people have a greater desire for luxuries than rich people. They want our kind of goods and the dealer who tempts these people by offering our line to them has often found that he can get unexpected business by doing so."

(b) "Maybe your trade isn't as low-grade as you think. The only way to find out is to try them out on our line."

(c) "Your customers are steadily increasing their earning power. With a high-grade line like ours you can catch them on a rising market. If you don't take care of this factor you may lose such customers to other stores."

(d) "People are interested more in value than in price. By properly explaining the value of this product you can sell it to your trade in spite of the fact that they ordinarily buy cheaper goods."

(e) "Even if you *don't* sell a lot of these goods they

will help to tone up the store and make it an even more pleasant place for low-grade customers to deal in."

(f) "High-grade goods very often help to sell low-grade goods, and low-grade goods help to sell high-grade goods. After showing the customer the low-grade goods you can then bring out our high-grade goods. Very often he will be glad to pay the difference. Contrasting the two articles gives the customer a good basis for comparison."

(g) "By putting in high-grade goods you will open the doors to getting some more high-grade customers. You don't want to run a low-priced business forever, do you?"

(h) "From time to time you ought to be adding new lines in order to get over to the public the idea that you are growing in a business way. Here is a logical new line to put in. The growing store is the most attractive one to the average person."

* * *

6. "My trade would think your prices too low to represent real value."

(a) "You never need to be afraid of offering low-priced goods so long as the real value is there."

(b) "That is the funniest reason for not buying that I have ever heard."

(c) "Here is a list of fashionable stores who regularly buy from us and sell large quantities of these low-priced goods to their fashionable trade."

(d) "The lower the prices the wider the market. Business vitality depends upon wide contacts with the

largest number of customers. Woolworth flourishes in a panic, while Pierce-Arrow may have serious worries. It is good policy to have a stock that is strong in popular-priced items."

(e) "Woolworth's Fifth Avenue store paid its way from the day it started. If Woolworth can do a land-office business on Fifth Avenue, I guess you won't lose many customers by offering them my line."

(f) "Tiffany carries inexpensive rings as well as diamond tiaras."

(g) "The high-grade appearance of your store will take care of that. A modestly priced line like mine won't lower the character of your store a bit."

(h) "Don't talk this line on a price basis. Feature the value in it."

(i) "Feature the fact that this article is really high-grade in spite of its popular price."

* * *

7. "An article like that isn't worth so much."

(a) "You certainly have a right to your opinion, but how do you account for the fact that so many thousand dealers sell these goods so successfully if the value isn't there?"

(b) "We have been selling this line for 25 years and it goes because it is worth all that we ask for it."

(c) "A thing is worth what it will fetch."

(d) "This is a specialty. It does special work and it

does it better than any competing article—that is why it is worth what we ask for it.”

(e) “You say that because you have never actually used these goods.”

(f) “Our advertising is showing people why this article is worth all we ask for it.”

(g) “You will find people who think the prices of Gillette Razors, Kodaks, and Packard cars are too high, and yet these articles go right on being successful. There isn’t any successful article but what some dealers think it isn’t worth the price asked for it.”

NOTE: See also “Your prices are too high”; and answers to objections under the heading “Performance.”

* * *

8. “You have been advancing (or lowering) your prices lately, and your unsettled attitude on prices creates an unsettled attitude among possible customers. It makes me feel unsettled too.”

(a) “This only emphasizes our constant determination to have our prices fair. We could easily enough keep the prices high if we wanted to, but we want to give the customer and the dealer the benefit of changing conditions.”

(b) “That shows we’re alive. Only an old fogey of a manufacturer tries to keep his prices at a point where they will never change.”

(c) “You are protected against a decline and if the prices go higher you won’t mind marking up the goods, will you?”

(d) "To meet competition we propose to have our prices at a point where they get business for the dealer. We really change our prices for your benefit."

(e) "Your customers can see from that very fact that both you and we are giving them the very best possible value."

(f) "The prices of lard, butter, and sugar constantly fluctuate. But you wouldn't try to run a grocery store without them."

NOTE: If this objection means that your price at the time of the call is "too high," look up the answers under that section. If "too low," turn to the section on objections to low prices.

II

PROFIT

I. "I can make more money on other goods."

(a) "But don't forget that profit is based on both margin and turn-over. Perhaps you are fooling yourself by thinking only about the margin. No matter how big the margin, you cannot make profit if the turn-over is slow. On the other hand, no matter how fast the turn-over may be, you cannot make profit if the margin is too low. Be sure that you get *both* margin and turnover."

(b) "Since you have never bought from us, that objection isn't based on actual experience with our line. It is only fair to yourself to let me tell you about the experiences of some other dealers who are making more money on our line than they have ever made on anything similar."

(c) Possibly you can show the dealer that your goods occupy less space in the cases or on the floor than competing lines. Of course, space is worth money. The less store space a line takes, the less overhead the dealer has to charge against it.

(d) Possibly you can show the dealer how his clerks can sell your goods more easily or with less training than some competing line.

(e) If you have special selling helps—window trim suggestions, display cards and store advertising material,

show the dealer how they help to sell your goods faster than many other items in his stock.

(f) If you have more and better advertising, play it up with the dealer, as a means of getting more sales than he can get on competing lines which are not so extensively advertised.

(g) You may be able to show the dealer that your line is progressing more rapidly in popularity than similar competing products. In a short time his excuse will no longer be good.

(h) The dealer often doesn't know how much goods of a certain type the average consumer buys in a year. If you have such figures it will often show the advisability of building up the dealer's stock on goods of your class.

* * *

2. "I get better terms and discounts from other houses."

2a. "Competitor's credit terms are more liberal."

(a) "A man who does business on that basis will end up by carrying mostly weak-sister goods. For as a usual thing, the harder a line is to sell the more discounts a manufacturer offers to make the darned stuff move."

(b) "Yes, but lots of smart dealers like you look with suspicion on fancy discounts. They know that usually there is a nigger in the wood-pile."

(c) "Yes, but can you sell and re-sell the *goods* as easily as mine? And have they the quality which will build up good-will for you?"

(d) "If the longest discount lines in every line were the most popular with the consumer nearly all the well-known brands in America would fall by the wayside. The consumer wants well-known goods that offer full value, and you cannot fool him with long-shot lines no matter how hard you may try to fool yourself."

(e) "You may be looking so hard at the penny under your nose that you are letting a dollar slip between your fingers." 

(f) "Do you make your major profit on 'terms and discounts'? No. They are only incidental." 

(g) "If you carried that policy to the limit and on all of your lines, you would end up by running a junk shop. That shows how mistaken a policy it is to be unduly influenced by 'terms and discounts'."

(h) "Maybe you could do even better by buying everything at receivers' auction sales, but it would be awfully poor business."

(i) "Yes, and maybe you ought to get even better discounts on the other goods in view of the slow sales they offer."

* * *

3. "I patronize home industries and save shipping costs."

(a) "Unfortunately most of your customers are not sentimental about their purchases. They want the *best goods*. Ours have a better reputation than the line made here in town. That's why you can make more money on them in spite of the fact that you have to pay the shipping costs."

(b) "American prosperity is built up largely on nationally known brands—the exchange of commodities between states and cities—and not on an attempt to keep up the self-sufficiency of the middle ages. You are bucking an economically sound principle and you cannot win by doing so."

(c) "Even so, there still remains a nice business to be done on our line. Not everyone wants the home-made goods no matter how strong their home pride may be."

(d) "You may save \$50 a year on shipping costs only to lose \$500 a year on profits."

(e) "That is a good way to save a few pennies. I am talking about something bigger—a lot of dollars."

(f) "That is a slow way to get rich."

(g) "Don't let shipping costs run your business."

(h) "The success of your business depends upon your selling policy more than upon pinch-penny savings in overhead."

* * *

4. "Your competitors take back or exchange unsalable goods."

(a) "Yes, but somebody has to foot the bills just the same and that person is usually the dealer. No matter how carefully the cost of exchanges is hidden away, it comes right back to you. Don't penalize us for being honest about it and meeting the situation in an honest, straightforward way."

(b) "We make the kind of goods that you don't have to send back or exchange."

(c) "I will show you how to order our goods in such proportions that you won't have any unsalable items. Then exchanges or returns will never need to bother you."

(d) "A limitless policy on exchanges and returns often works this way: Careless dealers pile up the manufacturer's expense in this respect. Then a part of the expense must be absorbed by a smart dealer like you who knows how to order so that returns and exchanges are unnecessary. Think it over. Even if a few products or items might remain on your shelves it would be better for you to mark them down and get rid of them than to use up valuable time in writing us, returning goods, making bookkeeping entries, etc. Your time is worth a lot more money than you realize."

* * *

5. "Competitors give free deals."

(a) "Don't kid yourself. Nothing is free in this world. A manufacturing plant is not a charitable institution. Any goods you get 'free' are paid for by either you or the customer."

(b) "Yes, and nearly always you will find that the weakest houses are the most willing to give free deals." 

(c) "Free deals are going out of popularity with the larger and more reliable manufacturers."

(d) "Free goods are never cheap if they stand around the store and occupy your valuable space."

(e) "Haven't you stopped believing in Santa Claus?"

(f) "Free deals are justified only in introducing new or novel merchandise. Anything that is obviously valu-

able is also obviously easy to sell. Free merchandise of a standard type means that the manufacturer finds it hard to sell. If he finds his goods hard to sell, so will you."

* * *

6. "Your profit per sale is all right, but the goods move too slowly."

(a) "That's because you buried the goods out of sight. Get them out where people will see them."

(b) "Put a display sign on your walls or in your window. Make a window display of the goods. People haven't yet found out that you have our line in stock. You have got to make them acquainted with the fact. Even in the case of a universally known product it takes time to get these goods moving in a new store or in a store where they have not been before."

(c) "Your stock isn't big enough (or complete in all sizes, styles or models). People like to select from complete stocks and tend to go to the stores where they will find them. You cannot stock only one or a few items in our line and expect to make a lot of sales."

(d) "The trouble is that you have put in my goods on a trial basis and you are not getting back of them. You don't push or recommend the goods. Your own dead attitude makes itself felt by your clerks. For the love of Mike, don't run an undertaking parlor. Get excited about this stuff—get interested in it. Then you won't have to worry about selling."

(e) "You have never handled this line so how do you know that it moves too slowly?"

(f) "Not half so slow as some of the lines you already handle and make a profit on."

III

PERFORMANCE

I. "Your goods don't compare with Smith's."

(a) "You don't need to compare them. Anybody who handles our stuff knows that it is a specialty."

(b) "No, and I am glad they don't. Smith's stuff is all right, but I can quickly show you that we have something which is quite superior."

(c) "You say that because you don't know them as well as I do. Now let me show you."

(d) "They weren't made to compare with Smith's. They stand on their own merits."

(e) "Let's not bother about Smith too much. After all, your real need is to get all the good-selling lines you can. Here *is* such a line. It appeals to many customers who don't want Smith's goods or any others substituted when they ask for ours."

(f) Possibly you can show the dealer testimonials from people or dealers who used to patronize Smith, but now buy from you instead.

(g) Maybe you need to explain the construction of your goods in order to show their superiority. Possibly you can use performance records, blue prints, working models, sample parts, etc.

(h) It may be that charts can be prepared showing that your volume of business is passing Smith's and that your customers buy more and more from you each year in spite of the Smith competition.

* * *

2. "My present line is much more up-to-date."

(a) "Yes, maybe it is *too* up-to-date—sometimes old-fashioned quality and old-fashioned workmanship win out where newfangled quality and newfangled workmanship are only a flash in the pan."

(b) "Many people don't want the 'newest thing'—they wait to see how it is going to work out. Meanwhile, they prefer to buy old, reliable staples. That's why you ought to carry our goods in addition to your other line."

(c) "But here is something that sells faster."

(d) "A 24-cylinder car would certainly be new and novel, but it might take years to build a nice business on it."

(e) "Not how new—but how well it performs or serves the purpose—is the question that is uppermost in the customer's mind."

(f) "While you are presenting the new novel line you will get added business by also putting in an old and staple line beside it."

(g) In any new or novel product there are always elements of doubt. If you know what these points are, you can stress the strength of the corresponding elements in your own line.

(h) Dealers are sometimes fooled by novelties. Actually it may be possible to build business faster on an older and more stable product. Keep your eye open for information of this kind on your own line—information which may be used to show the dealer that “newness” doesn’t always mean greater salability.

* * *

3. **“Your product is too new and people are not ready for it. I will wait until you have proved it out.”**

(a) “Yes, that is what they said about the typewriter, the sewing machine, the steam boat and the automobile. But the pioneers went ahead and did the business.”

(b) “People are always ready for anything that adds to their pleasure or saves them time and money. The newness of this product won’t stand in its way.”

(c) “The mere fact that *it is* very new will serve to attract attention to it and make people buy it much quicker than you realize.”

(d) “At the start we are going to sell this line to only one dealer in town. If you pass it up now, you probably won’t get another chance for months or years.”

(e) “Novelties liven up your store and make it look progressive. You attract progressive people and progressive people are the real spenders.”

(f) Show the success of your line where it has already been put on sale.

(g) Show people what you will do to introduce the product quickly to the public, and therefore make it easy to sell.

(h) Show window displays, display cards, etc., which will serve to introduce the product effectively to the dealer's customers.

* * *

4. **"People in this locality have to use a different type of goods—different styles—different methods—have different tastes, etc."**

(a) "These goods are of the type sold in the big cities—and big-city styles and customs are sure to work their way to the smaller cities."

(b) "That's only because people do not realize the added pleasure and economy to be found in the goods I am offering you. Put this line in and display it. Your customers will quickly realize that there is room for improvement over the kind of goods they have been buying."

(c) "The dealers in this town have never given the customers a chance to try goods of this type. You are all following the lines of least resistance. A stock of these goods will wake your customers up. The first dealer to offer them will stamp himself as the most progressive dealer in town."

(d) "The trend is changing everywhere else. These goods are becoming more and more popular. It is only a matter of time when the trend will change here too. It's better to be too early than too late in putting these goods in."

(e) "The mere fact that they are different will attract attention to your store."

(f) "Yes, you will find nearly every part of the coun-

try backward in one respect or another. But it doesn't last forever."

* * *

5. "Your goods don't stand up in this climate."

(a) "You can order in small quantities and frequent shipments to protect yourself against any deterioration."

(b) "Why not keep them down in the cellar or some other cool place and bring up in the store only enough for a day or two?"

(c) "No, and neither do other similar goods. But people want them just the same."

(d) "For a small extra charge we will seal them in tin so that they will be sure to reach you in perfect condition."

(e) "If you let climate rob you of good business you won't get very far. These are standard goods and where climatic conditions are unusual the dealer should make a special study of the best way of keeping them unspoiled. We will be glad to help you in every possible way to solve the problem."

* * *

6. "How do I know that your goods will do all that you claim for them?"

(a) "Look at this list of people who are buying regularly from us. Do you believe them?"

(b) "If the goods don't sell we will take them back."

(c) "If you will give me half an hour I will demonstrate them to you."

(d) "I am not making any claim for them—I am simply showing you what other dealers have done with this line."

(e) "Take this sample home with you and try it."
(Note: In some lines the salesman can get the dealer to try the product at the time he is trying to make the sale. One coffee house had the salesmen carry about freshly made hot coffee in Thermos bottles. The manufacturer of a sandwich spread instructed the salesmen to buy a loaf of bread from the stubborn prospective customer and make some sample sandwiches before his eyes.)

(f) "You have to take me on faith just as my house has to use faith in its dealings with many of its customers. Business is built on faith anyway, faith in honesty, faith in the future, and so on. We have been in business a long time. It would be extremely stupid of me to misrepresent my goods and you know it."

(g) "Why, Missouri is one of our best States. We sell a lot of goods there."

(h) "I will be glad to have you call up some of my regular customers in town—right now."

* * *

7. "Your sizes are wrong."

(a) "They seem so because you are not used to them."

(b) "Actually they are more accurate than the sizes you have been handling. They are based on more scientific measurements."

(c) "Nobody ever said that to me before."

(d) "Dealers who handle our line find the new sizes

better, more convenient and more accurate and thus actually easier to sell."

(e) "You can build business and hold it far better on these new sizes because the customer will find it inconvenient to go back to the old sizes when once he gets used to ours."

(f) "If that were really true we could change the sizes easily enough. But it's not."

* * *

8. "Your device is too complicated."

(a) "This device never gets out of order, so no matter how many parts it has it is not too complicated. Further, it is just as easy to work—many think it even easier."

(b) "That objection has been raised about a lot of great inventions, such as the typewriter and the adding machine, but nobody wants to go back to penmanship or mental arithmetic."

(c) "So is the human body, but neither you nor I know how to improve upon it."

(d) "We'll be glad to make it simpler—if you will show us how to do so without losing any efficiency or range of performance."

* * *

9. "I hear that your quality has fallen off."

(a) "Yes, you hear that about everything now and then."

(b) "You know who usually starts a rumor like that. It looks as though somebody was worried, doesn't it?"

(c) "They are saying that because we have put in some wonderful improvements recently."

(d) "If you really believe that, I can easily arrange to give you a demonstration."

(e) "Look at this list of dealers who have taken on our line within the last few weeks."

(f) "Here is what some of the outside authorities think about our line as it stands today."

(g) "Then it's a good thing I dropped in. I can give you the real facts instead of rumors."

(h) "I suppose that envious dealers even say that of you too at times, when it's as far from being true as it is in our case."

(i) "If our quality were really falling off we should be the first to discover it—and apply the remedy."

(j) "And I'll bet that the person who said that made you promise not to tell me his name."

IV POLICY

BUYER'S POLICY INTERFERES

1. "I insist on having an exclusive agency for this class of goods."

(a) "If we had an exclusive agency policy the volume of our business would be so small that we should have to price the line higher or cut the margin of profit to the dealer. In either case it would not be so profitable for you to handle."

(b) "Sales on all except very high-priced articles depend largely on convenience in buying. People won't go from store to store for a package of chewing gum. An exclusive agency for Wrigley's Chewing Gum would bring in no more business for you than if there were a thousand other dealers in town who handled it. In fact, a chewing gum that you could get exclusive agency for would not be worth anything. The same is true of my line, too."

(c) "I often find that two of my customers do business on our line on the same block and almost across the street from each other. Yet there is a fine business for both of them."

(d) "If you are going to insist on exclusive agencies you will have to reconcile yourself to handling a good many weak lines. Strong manufacturers and popular products seldom rely on one dealer in a town. Imagine your

chances of getting the exclusive agency for Ivory Soap, Arrow Collars or Campbell's Soup."

(e) "The population of this city is so big that even if you only get 1/100 of the business you will have a handsome profit."

* * *

2. **"I will take your product on a consignment basis."**

(a) "Ha-ha! That's the way they sell the weak ones. Maybe you would like to buy some Eastman Kodaks on a consignment basis too."

(b) "We don't sell that way because we don't have to. Neither would you sell that way unless you had to. It's no way for a manufacturer to do business."

(c) "If you manufactured as good a line as ours would you sell that way?" (If he says he would, show him how quickly he would go broke.)

(d) "To do business that way with all of our dealers would require such enormous capital that we would have to advance all prices. This would cut down the profit and both you and we would suffer."

(e) "The very good profit we give you on our line is based upon rigid economies in manufacturing and marketing. Selling on consignment increases costs and cuts the dealer's profit, or else decreases the value which can be put into the goods."

* * *

3. **"I already have too many brands on hand—I am keeping down my investment."**

3a. "I am all stocked up as it is."

(a) "Yes, I agree with you that you have too many brands on hand. Why not sell out and make a fresh start? Handle only the one or two best sellers."

(b) "The average dealer handles even more lines than you do and finds that ours moves more rapidly than any competing line."

(c) "When you keep down your investments you keep down your profits. You really *can't* carry too many brands if they are all good sellers."

(d) "Why not put the slow sellers on a high shelf and put my line out in front? My goods will help you to make up for what you are losing on that other stuff."

(e) "You have so many brands that you confuse the customer and make him undecided. You ought to have only two good lines—one high-priced line and one low-priced line. Then you could put some real conviction into your selling."

(f) "If you have too many brands now you cannot call it an investment—it is rank speculation. Let me show you how to make this department pay better, by choosing the right kind of a stock instead of putting in a miscellaneous stock like your present one."

* * *

4. "I might stock your goods if you will put them under my private brand."

(a) "People prefer nationally known, advertised goods."

(b) "Do you think you could sell Victrolas or Kodaks or Cadillac automobiles under your own private brand? A good manufacturer's trade-mark is far more of an asset to you than your own private brand."

(c) "The retailer has a queer idea when he thinks that the public looks to him for manufacturing ability. The best he can expect is that they will respect him for his ability as a merchant."

(d) "If we took that attitude ourselves we would sell only through our own chain stores."

(e) "There is plenty of glory for both of us—for you as a modern progressive merchant—and for us as modern progressive manufacturers."

(f) "We might just as reasonably demand that every dealer take his own name down from the front of his store before we let him put in our line."

(g) "The department stores fought long and hard for private brands, but today they handle far more open brands than ever before."

(h) "That is a dead issue in modern retailing. Get in step with the times."

(i) "That is not economically sound, and anything that is not economically sound is bound to lose out."

(j) "When people see our name on the goods they know that you have provided the very best for them. When they see your name or no name, they wonder who made the stuff and are likely to be dubious about the quality and value."

* * *

5. "I don't handle advertised goods."

(a) "Why not? Are you afraid of selling so many that you won't get a chance to read the newspaper?"

(b) "But your customers do."

(c) "You don't mean to say that the less you know about your goods the better you like them?"

(d) "People recognize advertised goods as being better because they know that a manufacturer cannot afford to waste money on goods that are lacking in value."

(e) "How much time do you waste every day in selling substitutes for advertised goods? Let advertising do your information bureau work for you."

(f) "Neither does the undertaker."

(g) "People want well-known goods. Advertised goods are the best known and therefore the most acceptable."

(h) "The leading product in practically every line today is advertised. A refusal to handle advertised goods is a refusal to handle leaders."

(i) "Even chain stores which are extremely careful to maintain their store personality usually feature advertised goods. You'll find plenty of advertised goods in Woolworth's. The A & P carries Uneeda Biscuits, Campbell's Soups and dozens of advertised food products."

(j) "Any extra profit you make on unadvertised goods is lost in the time it takes to explain why unadvertised substitutes are just as good."

(k) "People may come in looking for an advertised brand. They may accept your unknown substitute. But few people really enjoy taking substitutes."

NOTE: See also answers to "I find it perfectly easy to substitute other brands when your goods are called for."

* * *

6. "I would not care to handle unadvertised goods of this type."

(a) "These goods are so novel that they attract attention and thus advertise themselves."

(b) "A word of explanation from you will make them known."

(c) "The profit is so big that you can afford to advertise them in your local newspaper under your name."

(d) "Why not? I am sure that you are good enough a salesman to dispose of them."

* * *

7. "I have the best business in town and it is all on other brands. Why should I handle your stuff?"

(a) "To make that big business still bigger."

(b) "But you would still have the best business in town if you dropped the slow sellers and put our line in their place."

(c) "No business is so big that it cannot be still further improved."

(d) "Sometimes today's leader is tomorrow's follower. To keep the leadership for your business you have got to keep on growing and extending your stocks."

(e) "Diversity pays in store-keeping as well as in making investments. The more good lines you carry the safer will be your business."

(f) "Ford has the best automobile business but it would be still better if he owned Buick, too."

(g) "Yes, and you want to keep it best. You can't afford to let any competitor steal a march on you. That's 'why' you should handle my goods."

(h) "Fine. I'm glad to hear it. The leading merchant in town is just the man who usually appreciates our proposition the most."

(i) "If you have done so well on second-choice goods you can do even better on our line. You're not fair to yourself when you stock anything less than the best."

(j) "Yes, you have the best business. But have you the best lines in the best assortments—backed up by the best advertising? That's what I want to talk about."

* * *

8. "I find it perfectly easy to substitute other brands when your goods are called for."

(a) "Yes, but folks don't always come back a second time and that is what you don't seem to realize."

(b) "Everybody prefers to get what they ask for."

(c) "The fact remains that there is a definite and strong demand in this city for our goods. You can change it a little but you cannot alter that volume in the long run."

(d) "How do *you* like to go into a store and have the

dealer substitute? Doesn't it lower your opinion of him? Well, that is just how it works in your case."

(e) "Yes, but you have no idea what a lift it would give your business to be able to supply the real thing."

(f) "And the second time the consumer finds it perfectly easy to go to some other store where he can get the real thing. And usually he does! Make no mistake about that."

(g) "I've had dealers say that to me before, but sooner or later they find that substitution does not pay. You will too. Why not profit by their experience and save time and money?"

(h) "And yet you are not selling nearly as much of this class of goods as you could if you put in our line."

(i) "Yes, I've heard people call you 'Substitute John' behind your back. How do you like it?"

* * *

9. "I won't handle a product that is sold through so many classes of retailers. There's too little in it for the individual merchant."

(a) "Maiden Lane in New York is crowded with jewelry stores. Every city has its automobile row. This shows that good sales can be made even on a block where nearly every store is selling the same kind of product."

(b) "Nearly all popular products are sold through several kinds of outlets, and yet there is business enough for every dealer."

(c) "Our great number of outlets is a help to the dealer rather than a hindrance. People see these goods in

so many stores that they are constantly reminded of them and come to want them more than goods which are not so conspicuous."

(d) "The average person buys a hundred dollars worth of these goods in a year. Multiply that amount by the number of your present customers and you will get an idea of the possibilities offered you by our line."

(e) "There are hardly ever too many retail outlets in any line. The number of outlets tend to be in proportion to the value of business. That's why you find cigarettes and cigars sold in several types of stores, while you have to go a long way if you want to buy a wooden leg. This holds true of our goods too."

(f) "The law of supply and demand regulates the number of outlets. This is a very profitable, easy-selling line and that's why you find it in so many different kinds of stores."

* * *

10. "Your line doesn't fit into this kind of store."

(a) "All the better. It will attract more attention from the people who see it here."

(b) "Ten years ago that objection was good of many of the things which today are sold in drug stores. But the druggist putting in cameras, cigars, Thermos bottles and phonographs, reaped the pioneer's profits. You get that same chance today when you put in my line."

(c) "The hard and fast division between different classes of retailers is rapidly breaking down. Shoe stores sell hosiery, and hardware stores sell automobile supplies.

The trend is to put in any line at all so long as you can see the possibility of profits."

(d) "The people who come into your store have a real use for these goods. They might as well buy them from you."

(e) "These goods sell a lot faster than most of the lines you now handle. They will help to bring people into your store oftener, and every time a person comes in to buy one of these he is tempted to buy something else."

(f) "The profit on these goods is higher than the profit on most of the products you now handle."

(g) "Don't be afraid to change the kind of store you run if it means more money for you. This really isn't much of a change. It's merely a simple addition."

V

POLICY

COMPETITORS' POLICIES INTERFERE

1. "In other lines I don't have to handle so many sizes, styles, models, colors, etc."

(a) "People like to shop around and compare values when they buy goods of this type. If your stock is not big enough, you tempt them to go into other stores and make comparisons and so run the risk of losing a lot of business."

(b) "That is true. You don't get the *chance* to handle so many styles. We seem to have more ingenuity, fertility, and inventiveness in thinking up attractive new models that will help to bring in additional business."

(c) "That's exactly why people prefer to go to dealers who carry our line—they get a chance to see everything from soup to nuts."

(d) "Other things equal, the dealer who has the best stock in town will be the one to enjoy the best business in town."

* * *

2. "Your competitor will make up special models for me."

(a) "Special models always mean additional manu-

facturing cost. You either pay more or give your customer poorer values. In either case, people find out sooner or later that special models don't pay."

(b) "But when you want to reorder your special models for quick delivery you are often stuck. It takes additional time to make them up."

(c) "Special models are uninviting to the manufacturer. For this reason it is only the weaker companies that offer them. You can't get Eastman to make special kodaks for you, or Heinz to put up some special canned beans for one or two dealers—even if they are the best accounts on their books."

(d) "Try that on Henry Ford!"

(e) "In any plant the operatives become most skilled in manufacturing the standard models. In ordering special models you run the risk of getting goods which are not up to the usual standards."

(f) "Yes, he knows that his standard models are not up to ours. That's why he's so ready to make up specials."

(g) "All our dealers find our standard goods extremely easy to sell. And the range is wide enough to satisfy any customer. Now if you get special models, how can you be sure that they will sell equally well? I have known dealers even as smart as you who made mistakes in ordering specials, only to find them unsalable. Suppose, for example, that you sold automobiles and got Buick to make a special model with an engine entirely different from the one which Buick is noted for. The chances are that such a 'special' would go begging."

(h) "Any company in my line that makes 'specials' isn't a competitor! It's a trailer."

* * *

3. "Your competitor's salesman delivers right from his automobile."

(a) "A good manager like you does not need to buy that way. You know your requirements well enough to order ahead intelligently."

(b) "Carting goods in the back of a jiggly automobile over rough roads doesn't do them any good."

(c) "What are you buying—Deliveries or Net Profits?"

(d) "And that may tempt you to buy in inadequate quantities. You figure our *how little* you can get along with between today and his next call, instead of making sure that your stocks are always ample."

(e) "What's the difference whether the goods are delivered in a baby carriage or a freight train, so long as you get them on time?"

(f) "He can't have a very big business if that's all the goods he can sell in a day. Why, I've sold two tons of our stuff today. I'd have to ride around in a 5-ton truck some days if I were to make immediate deliveries from my automobile."

(g) "We find that it actually costs less to deliver in the regular way. The saving we put back into the goods, thus giving you better merchandise for the money."

* * *

4. "Your competitor gives me special display racks, selling equipment, signs, etc."

4a. "Your competitor sends around window dressers, sampling crews, etc."

(a) "He probably would be glad to get out of it if the goods sold themselves."

(b) "All that costs money. Someone must pay for it. Who?"

(c) "Our goods sell themselves—we don't have to send out 10 men and a boy to put them over."

(d) "What are you running—a three-ring circus or a business?"

(e) "In spite of all that, dealers sell more of our goods than they do of his."

(f) "It is pretty good judgment not to put in lines that require complicated drives in order to get them over."

* * *

5. "Your competitors maintain local warehouses."

(a) "All that costs money. And the cost must be subtracted either from your profit or from the quality of the goods."

(b) "Yes, but that doesn't make the line any more desirable to your customers, nor does it mean an added penny of profit for you."

(c) "Our delivery system is so efficient that we do not need any local warehouses."

(d) "Our factory is so much nearer your store than the other fellow's that we don't have to maintain any local warehouses."

(e) "Salability is even more important than availability when you choose goods for resale to your customers. Our goods sell better than the others. That's what concerns you most—not warehouses."

* * *

6. "Other companies guarantee their merchandise and make good if the customer is not satisfied."

(a) "Goods of known value do not need a guarantee. A fancy guarantee on poor goods only ends up by making both the dealer and the customer sore. Some years ago there was an epidemic of guaranteed hosiery, guaranteed luggage, guaranteed tires, and guaranteed this, that, and the other thing. Today these guarantees are out of fashion. All reputable houses make good on defective merchandise. That is how we handle the situation. But we are not going to make an artificial virtue out of it."

(b) "We are past that stage. We have arrived at the point where our goods are always first-class and where the public is well acquainted with that fact."

(c) "This line sells faster without any guarantees than any so-called guaranteed line. So what earthly good is a guarantee?"

* * *

7. "You get around too seldom. I want to see a salesman oftener so I can place smaller orders."

(a) "We have hundreds of dealers doing a business like yours who find it perfectly convenient to date their

orders so that no inconvenience results. I am sure that you know how to manage your business as well as they do."

(b) "You don't realize how quickly a big stock of our goods can frequently be sold."

(c) "You can order in between times by mail. I can give you a supply of order forms and addressed envelopes that will make it simple."

(d) "Don't most salesmen come around too often? You ought to be glad to deal with one who won't bother the life out of you."

(e) "For the first one or two times you can order in large quantities. Experience will then quickly show you how to reorder so that your stock is not too big."

(f) "We try not to waste the dealer's time. If it were really necessary I'd be glad to call every day."

(g) "We have a very low selling cost as a result. The saving is put back into the goods. You get better stuff for the money when you buy from me."

(h) "When you place a lot of small orders instead of one big one you have a lot more bookkeeping, corresponding, and talking to do. Why not expend all that effort in some other direction, that would add to your profits?"

VI

PUNCTUALITY

1. "Your competitor is fine on deliveries; I hear that you are slow."
2. "Your competitor gives better attention to mail orders than you do."
3. "If your competitor has not what I want in stock he notifies me right away."
4. "I would rather buy from some manufacturer nearer home as I would get quicker deliveries."

(a) "I guess the only answer to that is for you to place an order and find out how thoroughly on the job we are."

(b) "Any good business house wants to fill its orders as quickly as possible. That is a vital element in the manufacturer's success. We are thoroughly awake to it."

(c) "Our stocks are always adequate, our shipping department is adequate, and the trains run regularly between our factory and here. We want to do business with you like Sam Hill. That's the answer."

(d) "The demand for our goods is growing so rapidly that we do sometimes find it difficult to ship immediately. But by ordering slightly further ahead you are fully protected. And when you get our goods you know that you have something that you can really sell."

(e) "Popular goods sometimes sell so fast that de-

livery is sometimes difficult—while you can always get all that you want of goods that are not so popular.”

(f) “The fact that it is hard for us to keep our production up with our orders promises well for the possibility of re-selling these goods in your own store.”

* * *

5. “You people substitute other merchandise which I often don’t want at all.”

(a) “It’s always easy to sell—sometimes it is even easier to sell than what the dealer ordered. We always have re-sale possibilities in mind when substituting.”

(b) “Nearly every dealer on our business prefers to have us do this, rather than run the risk of having short stocks.”

(c) “If this has caused you any real difficulty I wish you would give me all the details, and I will be glad to take the matter up with the house.” (Sometimes this objection is really a “Put-Off” one. By asking the dealer for particulars you may make him realize that the objection is not valid.)

VII

PERSONAL

1. "I buy all my goods from a friend."

1a. "I buy from a member of my lodge, a cousin, father-in-law, a fellow church member, etc."

(a) "Does your friend always buy from you?"

(b) "Your purchases add only a few dollars a year to the income of your friend. It would be better to give him the money outright at Christmas and put in my line."

(c) "It is perfectly obvious that not all of your friends or relatives can manage to handle the best line in their fields. In their own hearts they know that's true. But it is pretty hard on you, isn't it?"

(d) "The man who turns the entire management of his business over to the dictates of his heart is pretty sure to make some serious mistakes."

(e) "Stock my line in addition to your friend's and while you are making *him* happy I will make *you* happy."

(f) "A real friend won't ask you to put in his goods on that basis. He should be the last one in the world to stand in the way of your having the best obtainable line."

* * *

2. "I patronize home industries."

(a) "But those same people like to go on a shopping spree when they hit New York (or a nearby big city). You don't find them saving until they get back home."

(b) "That was the big idea 300 years ago, but it resulted in limited business all around. Hart Schaffner & Marx can make you a better suit than your wife can. General Motors can make you a better automobile than some local machine shop."

(c) "If other factors were equal, that attitude would be all right, but it happens that my line is much more easy to sell than any local line you can put in."

(d) "Then if you lived in China you would ride only in a Chinese automobile. Is that right?"

* * *

3. "I import from a certain country because I was born there."

(a) "Americans prefer American-made goods. The failure of the League of Nations idea in this country proves it."

(b) "It must be mighty awkward to get prompt deliveries at times."

(c) "Yes, I noticed that your goods don't look quite like what a customer expects in this country."

(d) "You will never be popular in this country until you do as we do."

(e) "Americans resent any attempt to supplant American-made goods with foreign goods."

(f) "You wouldn't think of talking Italian or Swedish to your American customers. Yet expecting them to be enthusiastic over Italian or Swedish goods is pretty much the same thing."

(g) "Then why not fly their flag out front, too?"

(h) "Suppose an American went to that country and insisted on selling only American-made goods. How far do you think he would get? Well, you are putting yourself in the same position."

* * *

4. "You have favored my chief competitor."

(a) "Don't you ever favor your own best customers?"

(b) "You can buy just as easily from us and on just as good terms as those we give him."

(c) "I am afraid that the mere fact that he *is* your chief competitor makes you 'see red' every time anybody is even decently courteous to him. Any favors we give are based entirely on simple business courtesy or the personality or character of the dealer."

(d) "The only favors we have done him are to sell him first-class goods which he can easily resell at a nice profit—and we are ready to favor you in exactly the same way."

(e) "You drove us to it when you refused to consider our line."

(f) "Sure. We help our dealers all we can. We're noted for it. Don't you want some of the same kind of help?"

* * *

5. "I don't want to do business with you because you smoke or drink—or are a Democrat or a Republican—or are a member of a certain religious denomination or fraternal order."

(a) "Do you refuse to sell to Republicans or Masons who come in here to buy from you?"

(b) "I might just as well refuse to sell *you* because our views happen to differ on that subject—but unfortunately I have to make a living and so do you. Let's forget our points of difference and make profit out of what we have in common."

(c) "If your own customers were that fussy you would lose an awful lot of business."

(d) "Then you had better hang out a big sign 'I do business only with Democrats.' Your customers would be glad to know about it."

(e) "Letting your personal dislikes interfere with your business is establishing a negative attitude in your own mind. To be successful in business you have got to be positive and not negative. Nobody makes a success on the basis of petting his personal dislikes."

(f) "It is too bad that your party (or church) doesn't run the world, but meanwhile until they do, why not use my party (or church), seeing that it is to your own best advantage."

(g) "When you once put in my line that won't bother you any more. You'll be too busy making money."

* * *

6. "I don't like the attitude which the president of your company has taken on certain public questions."

(a) "What shall we do—spank him?"

(b) "The president himself will make only a few cents extra if you put in our line. Really, he won't make as much out of it as you will. That ought to be some consolation to you."

(c) "Maybe I don't either—but he doesn't hire me to support his personal views. He is too good a business man. The point is that he pays me a good salary to sell a good line and it will pay you good profits to sell this line, too."

(d) "Never mind. The president will never need know that you are handling his line."

(e) "Maybe you are nearer right than he is on this question. I really don't know anything about it. All I know is that we make an awfully good line for you to sell."

* * *

7. "What (personal graft) is there in it for me?"

(a) "I thought it might give you a thrill to buy something that did not offer a private rake-off."

(b) "Not a cent. Shall I tell your boss that's why you won't buy?"

(c) "If that's your goal, you ought to get into politics where the pickings are a lot better."

(d) "If that's your attitude you make it obviously necessary for me to go higher up."

(e) "I don't blame you for looking for a little private rake-off of your own. If I had a job like yours I might be the same way. But I get around a lot among buyers and I've noticed that the fellows who are looking for

private graft all the while don't usually last very long, and rarely ever are promoted to responsible positions with their company. Even if the graft is never discovered, the employer sooner or later finds out that the buyer is putting over second-class goods on him."

(f) "You see, old man, you can't get personal graft on the *best* goods. I guess you've found that true already, so you have to take the next best choice, and in the long run it results in your boss thinking that you are not an efficient buyer."

* * *

8. "I have bought from Jones for 20 years and don't know how I could break off with him now."

(a) "You are running the risk of forming an awfully hard-and-fast buying habit. You will be an old timer if you keep on buying in that way."

(b) "Jones and every other salesman lose 20-year-old customers every now and then. It isn't going to break Jones' heart to lose you. He has had many equally serious losses during his business career. *Every* salesman has."

(c) "After all, your account is only a part of Jones' business. He will manage to get someone to replace you."

(d) "You lose 20-year customers every now and then. Why should Jones be protected against the natural events of a business career?"

(e) "Give me a part of your business now and you can give up Jones' line gradually."

(f) "Your store is big enough to handle *both* Jones'

line and mine. Most stores which are as big as yours handle two lines and find that it pays."

* * *

9. "Your predecessor (or credit manager) treated me rough some years ago and I vowed that I would never buy from your company."

(a) "Well, nobody need ever know that you have changed your mind. I won't tell on you."

(b) "He is not with us any more. If you ever meet him you have my full permission to go as far as you like."

(c) "Put in the line. When it begins to make money for you, you will be glad to forget the past."

(d) "Come on, let's live in the future instead of the past. We will get along a lot further that way."

(e) "That's like refusing to let a rich uncle remember you in his will, just because he spanked you when you were a little boy."

* * *

10. "I deal with a smaller company because my order gets personal attention from one of the executives."

(a) "Does that make the goods any better?"

(b) "Does he help you sell the goods, too?"

(c) "Does that show you any bigger profit at the end of the year?"

(d) "What are you buying—gold braid or merchandise?"

(e) "A really big executive cannot afford to give personal attention to individual orders of even a good dealer like you."

(f) "Some companies have a long list of vice-presidents who are only glorified office boys. These are the kind of men who are always able to give 'personal attention' to small details. This system kides a good many buyers, but I don't think it will succeed in kidding a man like you."

(g) "Our executives give you valuable attention, too. But you don't see it. It is their attention to better manufacture, better goods, better profits in general—all of which works to your advantage."

* * *

11. "I like to deal with a bigger company; I feel safer."

(a) "Big companies often make just as many mistakes as little ones."

(b) "Big companies always have more red tape. It's harder for you to get action and real service when you need it."

(c) "The fact that we are smaller enables us to give you more personal attention than a larger company."

(d) "'Biggest' does not necessarily mean 'best.'"

(e) "Your business doesn't mean as much to a big company as it does to a smaller company like ours. That's why we do more for you."

(f) "The smartest dealers buy on a rising market."

That's why so many of the better dealers are turning to our line."

* * *

12. "I think your product is rotten." (Or "My wife says your product is no good.")

(a) "Yes, I hear that objection every now and then. You're not the first one that has said it. But look at the way our business increases every year. It doesn't make a darned bit of difference what you think about the line—the only question that concerns you is what the *public* thinks about it."

(b) "You can buy something else for your own personal consumption while making money on this line which the average person thinks is the best."

(c) "One of the most dangerous habits any business man can form is that of judging entirely on the basis of his own personal likes or dislikes."

(d) "But look at the way it sells."

(e) "Don't ever let your customers hear you voice that opinion—they might question your judgment on other things."

(f) "If you are right how do you account for the fact that our line outsells any other?"

* * *

13. "I have handled the other line so long that my customers would not take kindly to any change."

(a) "You may be fooling yourself. Perhaps your customers often wish that you would put in something newer."

Why don't you try a display of these goods and see what happens?"

(b) "Growth always involves change. You cannot hold on to the same old line forever and still be progressive."

(c) "Your customers will be glad to see that you are interested enough in them to provide something newer and better."

(d) "Put in my line in addition to your present line; then you will get the business that is to be had on *both* lines."

(e) "People like change and novelty. Surely your customers cannot be entirely different from other people."

(f) "The fact that you know that our line is better will give strength to your position in making the change, and the mere fact that it has taken you a long time to change will show your customers that you did not swing over to another line without having a very good reason for it."

* * *

14. "You are part of the trust; I won't deal with you."

(a) "The lack of your business won't go far towards 'busting the trust.' But you stand to lose a lot of good profits by not handling this line."

(b) "There are not any real trusts. Even the Standard Oil Company has some real live competition."

(c) "Well, what can you get as a substitute for this line? What can you get that offers better value or better profits?"

(d) "The government is watching the trusts hard enough. They handle them a lot better than you can. Why not leave that job to Uncle Sam?"

* * *

15. "You run a non-union shop; I am in favor of unions."

15a. "You run a union shop; I am against the unions."

(a) "This whole question is in very capable hands—there is Sam Gompers of the American Federation of Labor on the one side, and some mighty smart manufacturers on the other. The rise and fall of the unions won't be affected by your attitude in the least."

(b) "Your profits are made by serving your customers, not by indulging your private whims. They want these goods in spite of the fact that they are made in a certain kind of shop."

(c) "That question is outside of business—like religion. You won't refuse to sell to a union or non-union man who comes in here to buy, will you?"

(d) "In your advertising you ought to say 'I sell only to union (or non-union) customers. Before you can buy from me you must show your union card (or prove that you hate the unions).'"

* * *

16. "Your story sounds fishy."

(a) "That's what they said to Jonah."

(b) "All right, then, let's go over it point by point and I will be glad to prove every statement I made."

(c) "So did the steamboat when Fulton first explained it to his friends."

(d) "I must be a pretty poor salesman. What part of my story had the scales and fins?"

VIII

PUT OFF

1. "Come around next week."

(a) "You may be even busier then."

(b) "It will take less time to finish today than to start all over again next week."

(c) "I can explain the whole proposition in ten minutes more."

(d) "If I come around next week you may give the same reason for not talking with me."

(e) "I can't."

(f) "This is a real opportunity. You wouldn't say that to Opportunity, would you?"

(g) "You don't want to see this line go to someone else on the block, do you?"

(h) "You are sure of having me today. Any one of a dozen things might prevent my calling next week."

* * *

2. "I hope to give you an order next time."

2a. "Give me time to think it over."

(a) "Between now and my next call you might easily make a good many dollars profit on this line. Why lose it?"

(b) "But the best selling season is on right now. Why not make the most of it?"

(c) "We are in a position now to make much better deliveries than we will be later."

(d) "Mere hopes are poor material with which to build business. Even poorer for you than for me."

(e) "What would you think of your own customers if they talked in that way to you?"

(f) "After I leave here, I have to call on your competitor across the street. If he takes our line on today you will have lost an awfully good money maker."

* * *

3. "I haven't any time to talk just now."

(a) "What time shall I come back later in the day?"

(b) "Nothing could be of more importance to you than what I have to say—and I promise to be brief."

(c) "You don't mean to say that you haven't any time to learn how to make more money?"

(d) "You are a very busy man, I know, and that makes it all the more necessary for you to give interviews only on worth-while propositions. I am sure that this proposition is more valuable to you than a great many more that you have very kindly and patiently listened to."

* * *

4. "You don't expect me to buy on one or two calls, do you?"

(a) "Your own customers do—and I think that you are even smarter than they are."

(b) "Why not? Business men have to think more quickly today than ever before."

(c) "You look to me like a man who is prompt to act when once he is shown."

(d) "Lots of dealers do."

(e) "Yes, if I am good at explaining this proposition. Don't I make myself clear?"

(f) "The quicker you buy, the quicker you start to make money."

(g) "It will save you a lot of time if you do."

* * *

5. "I am not in the market."

(a) "But you will be some day. Let me tell you now and the information will come in handy later on."

(b) "I want to show you how to increase your sales— if I convince you that I can, you may find that you *are* in the market after all."

(c) "If your present goods were selling fast enough you would constantly be in the market for more. If they are not selling fast enough that is all the more reason why you should consider what I have to offer."

(d) "That's almost the same as saying, 'I am not in business today.' Surely that isn't true."

* * *

6. **"Tell the boss it is no use to call on an old fogey like me."**

(a) "He would not believe me. He has seen your financial statement."

(b) "We are awfully fond of the old fogies—they are hard to sell, but they are awfully loyal customers when once they put our stuff in."

(c) "You may be an old fogey, but you are buying from someone every day."

(d) "My boss won't accept alibis."

(e) "My boss says that a salesman is known by his ability to sell to the tough nuts like you."

(f) "I hear you have a heart like stone. Is it really true?"

* * *

7. **"My trade is satisfied with the brands I now sell."**

(a) "Here is a chance to add some new trade to your old trade."

(b) "Here is a chance to make your trade even better satisfied."

(c) "People are always looking for better things and newer things. This is particularly true of the free spenders who, after all, make the best customers."

(d) "Improve your stocks and you improve your trade."

(e) "People were satisfied with sun dials too, until

they were shown a reliable watch. Why not show your trade something even better?"

(f) "But a lot of them are seeing our advertising and are gradually learning that there is something much better to be had than the line you now handle."

(g) "No one is so well satisfied that he will refuse something even better."

* * *

8. "I divide my business among the boys and I will see that you get your share next time."

(a) "I am not after a hand-out; I want to talk real business."

(b) "I certainly appreciate your friendly attitude, but won't you please put that aside and consider this proposition strictly on its business merits?"

(c) "I don't want you to be my Santa Claus. I want to put you down as a real customer."

(d) "You ought to handle only the brands you believe in. This is the only way to build up a good sound business."

(e) "If you buy from all of us you are sure to put in some weak lines. I don't want you to do that."

(f) "Don't think of your business as a chocolate cake. It's something much more serious."

(g) "Yes, and some of 'the boys' think you are a regular old softy for doing it. The best ones would much prefer to see you buy your goods solely on a merit basis."

* * *

9. "There are not enough calls for your goods; when I get enough calls I will put them in."

(a) "You don't really begin to get many calls for any merchandise until people see that you handle it. If your customers see this line in your stock they will begin to ask for it. Up to now you have forced them to go elsewhere when they wanted our goods."

(b) "Put up one of our display cards. No dealer in Ford cars can expect to get many calls for Fords until he hangs out a sign and puts a Ford car in his window."

(c) "If you opened a store and started to put in goods only as you had 'a call' for them, this is what would happen. The first day you would have nothing at all in stock. By the end of the week you might have six or seven items in stock. Surely you would not open a store in that way. And there is no more reason why you should carry on a store in that way. You know that there is a regular market for these goods regardless of what may now come to you in the way of calls."

(d) "We could easily send a lot of dummy customers in to you asking for our goods, but we prefer to be honest. Are you going to penalize us for it?"

* * *

10. "I may put in your line when the market changes."

(a) "If the market goes up you will have lost a chance to buy very advantageously."

(b) "Nobody knows when that will be. Meanwhile you are losing money by not handling our goods."

(c) "The market is always changing more or less. If you really insisted on running a grocery store in that way, you would not even put in staple articles such as butter, eggs or sugar."

* * *

11. "Right now I am broke."

(a) "Then right now is the best time for you to put in good merchandise in order to quit being broke."

(b) "Maybe it is because you have so many slow sellers. Here is a *quick* seller."

(c) "Then here is exactly what you need."

(d) "Some of the most successful businesses are those which take the boldest steps toward expansion during times when things look darkest."

(e) "Then you're in good company. Most big men have been broke at one time or another. And the way they escaped was to remember that being broke is only a temporary condition. To plan ahead for bigger things is the best way to get cured of being broke."

* * *

12. "I am waiting until after election."

(a) "Then why not shut up your store until after election?"

(b) "The new president of the United States won't mind a bit even if you put in our goods today."

(c) "What has election got to do with the consumption of condensed milk, automobiles, pins or pianos?"

(d) "I haven't noticed that any people have stopped eating or sleeping simply because election day is coming."

(e) "But your competitors aren't. They're going after business hard. No matter what happens after election, they will be in a strong position. You can't let your store run down at the heels now and expect to be in the strongest possible position after the elections are over."

* * *

13. "I think the trend is toward another class of goods."

(a) "Meanwhile there is *today's* business to think about. What is going to be the big seller today, tomorrow, next week and next month? You have got to deal with the present as well as the future."

(b) "If there really is a change in the trend you can count upon our manufacturing department's readiness to meet it. We have never failed in that respect."

(c) "That's an interesting speculation. But nobody knows yet whether or not a change will really take place."

(d) "The trend is toward vacuum cleaners and electric washers but dealers in household supplies still sell plenty of brooms and old-fashioned tubs and wringers. The typewriter is coming more and more into fashion in the home, but you wouldn't open a stationery store without carrying pens in stock."

(e) "Sometimes there is a noticeable trend which later loses out and fades away,—one example was the steam-propelled automobile. Don't let mere trends influence you too much."

* * *

14. "We expect hard times (local or national)."

(a) "Then make all the money you can right now so that you will be able to stand the hard times better."

(b) "The history of the country since 1907 shows that panics are steadily going out of fashion."

(c) "If you were captain of an ocean liner you wouldn't desert the ship just because you saw a little cloud on the horizon, would you?"

(d) "The only way that hard times can come is if you and a few thousand more dealers pull in your horses and quit buying. The anticipation of a panic is one of the surest ways of bringing it on."

(e) "Even if a panic comes it is during such times that strong dealers like you have a chance to show their superior management. A smart dealer comes out of a panic in even a relatively better position than he had before."

(f) "Even if hard times do come, it will be the most attractive store that continues to do the best business."

(g) "This line is one of the best you can have during hard times—our goods have such a strong economy appeal."

(h) "Even during hard times people don't give up all their luxuries. During hard times there are just as many theatre tickets and tobacco products sold as during good times. You can sell these same people other luxuries, too."

* * *

15. "We expect boom times and will be able to sell much more expensive goods than yours."

(a) "If boom times come you can raise the prices on these goods."

(b) "Just as soon as there is a real demand for more expensive goods you can bet your boots that we will make them."

(c) "Our line has always proved a big seller in boom times."

(d) "Boom times don't increase the income of every wage earner. Even during boom times there are a large number of people who have to economize or who decide to put their extra earnings in the savings bank. There is always a market for an economical product like this one."

(e) "Even in boom times you will always find plenty of people buying their jewelry in Woolworth's."

* * *

16. "It looks to me like another war is coming."

(a) "Don't forget what happened when the last war came. Dealers went around fairly begging for merchandise."

(b) "All the more reason why you should protect yourself by having ample stocks."

(c) "All the more reason why you should have the most salable merchandise you can get."

(d) "Even if we put five million men into the army and navy there will still be over one hundred million people left in the country. Very few of your customers will actually put on uniforms."

NOTE: See also answers to "We expect hard times."

* * *

17. "Nobody else in town handles your stuff, I guess if it were salable it would be found in at least one store."

(a) "We are very particular. We don't sell to every Tom, Dick and Harry. That's why I am offering the line to you first."

(b) "There are lots of good articles of which that same criticism might be true."

(c) "All the better for you. You will handle it exclusively and get all the business on it."

(d) "This town is the exception that proves the rule."

(e) "If I were as good as my line we would have been represented here long ago."

(f) "Our credit man told me that he would rather have you on the books than any other three dealers in town."

(g) "There are lots of towns where you can't buy Rolls Royces or certain of the better makes of watches, hats or luggage. And yet there are dealers there who would be glad to represent those manufacturers."

* * *

18. "Nobody cares who makes a product of this kind; they just buy on looks."

(a) "But a good name will make the customer feel still easier about buying."

(b) "Cigars look pretty much alike. So do shoes. Did you know that the well-known brands are the easiest ones to sell in both cases?"

(c) "But you are smarter than that. You know that looks may be very misleading. That's why I am relying on your superior judgment."

(d) "Just the same, there is a difference in the service, and no article of this class gives better service than ours."

(e) "Why don't you tell your customers that there is a difference? They would appreciate your interest in their welfare."

(f) "Yes. All eggs look alike too. But put a 'strictly fresh' sign on your old eggs and see how long you will hold your customers!"

* * *

19. "Get the hell out of here."

(a) "Don't say it so loudly. Some of your Sunday school customers may hear you."

(b) "When the hell will I come back?"

(c) "My boss simply makes me call here every month, so why not get over being irritated at the sight of me? I really am no worse than lots of salesmen you have to deal with."

(d) "If we meet down there I hope that you are the salesman and I am the dealer. I will show you how much easier I am to get along with."

(e) "I feel like saying that myself to a lot of dealers I meet. But I always get over it. You will too."



