



# PARTS PRO SALESMAN



## CLASSIC EDITION #2



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# Professional Parts Salesman

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Part

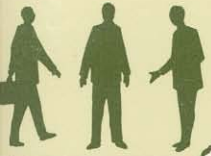
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Time & Territory  
Management

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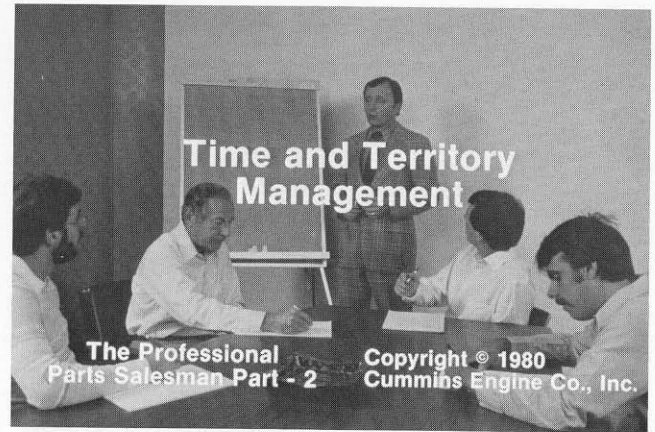


## FOREWORD

This is the second in a series of training programs designed to help both novice and veteran parts salesmen improve their sales techniques.

Time is the salesman's most valuable resource. There is only so much of it, and the professional parts salesman must make the most efficient use possible of every working minute. The following program outlines a variety of ways in which the salesman can streamline his work habits to reduce needlessly wasted time and to maximize his most beneficial time - the time that really pays off - the time he actually spends selling.

1. The Professional Parts Salesman - Part 2 Time and Territory Management.



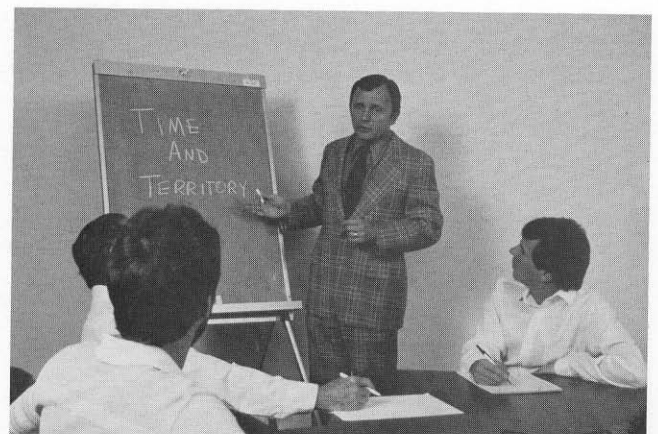
2. **Sales Manager:** Now men, I want you to really get behind this new sales campaign.

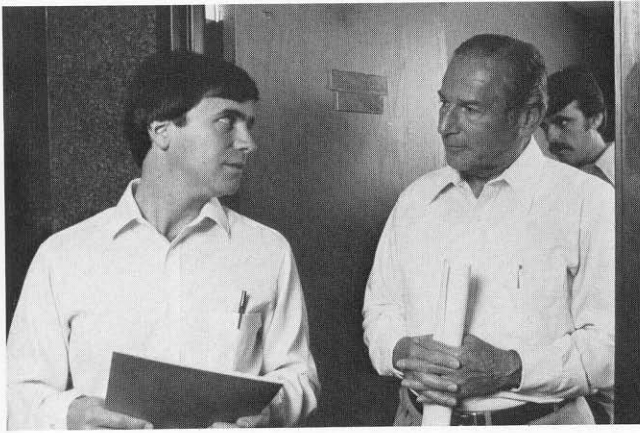


3. We've got excess inventory on our hands, and we have got to use this opportunity to move our surplus stock.



4. Now, I've already explained all of the details. If you have any trouble, talk to Bill Meyers or myself. We'll be glad to help you. Any questions?

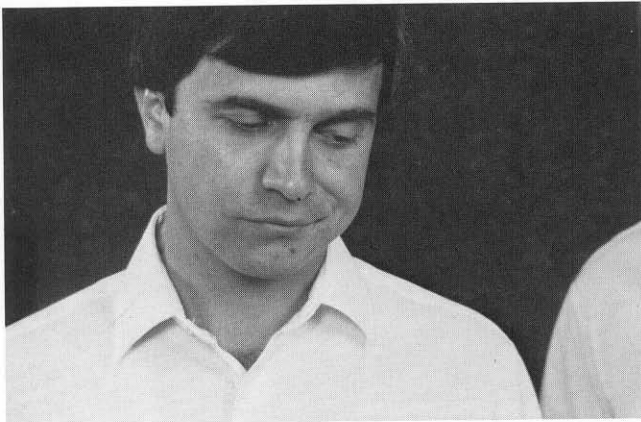




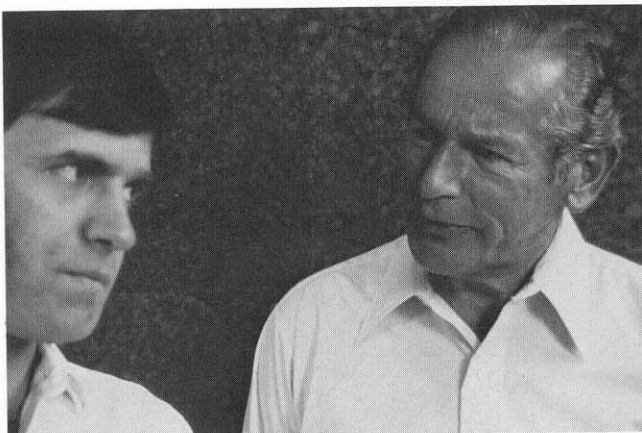
5. **STEVE:** Oh, brother! Another sales campaign, that's just what I need.



6. **BILL:** Say, what's the matter with you? Why the long face? I thought that after six months on the job that you'd be strutting around here like an old pro. Instead, you look like you're dragging your tail between your legs.

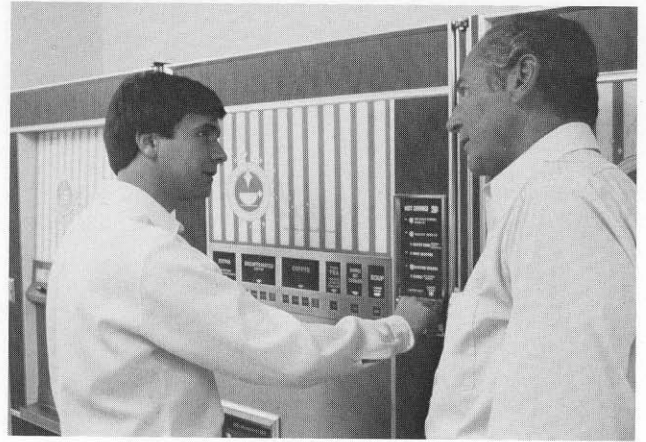


7. **STEVE:** Oh, it's this new sales promotion. Last campaign I set the record for the least number of parts sold. I'm afraid that this new promotion is going to be another fiasco for Steve Bradley, low man for the second time.

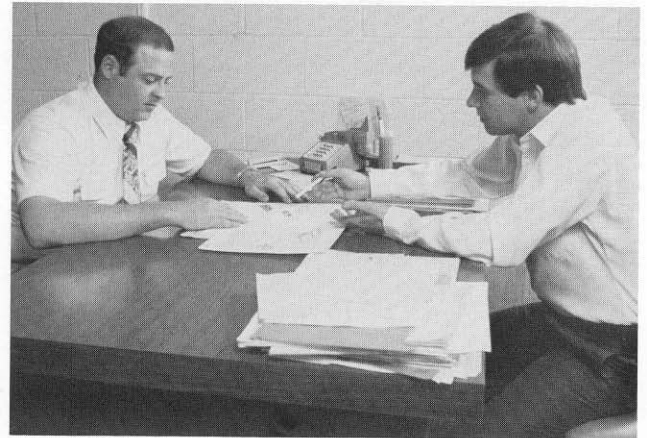


8. **BILL:** Well, Steve, just what seems to be the trouble? Is it something that I can help you with?

9. **STEVE:** Gee, I don't know. Sometimes I feel that I'm just an order taker, a delivery boy, not a salesman.



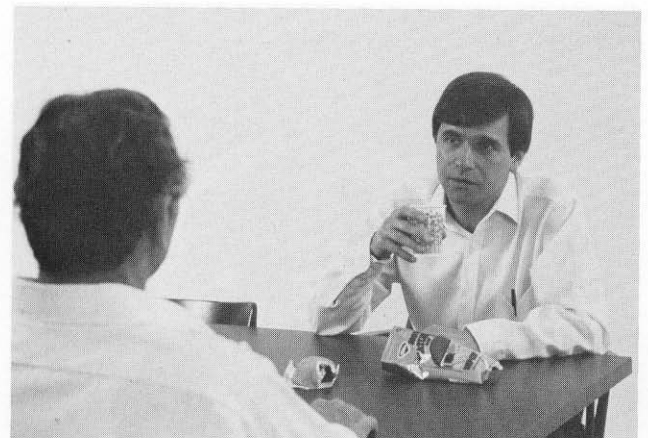
10. I think that I'm a pretty good salesman. I do my homework. I make a good presentation. I know my product, and I have a good handle on the competition, too. I even field objections well, when I get the chance.

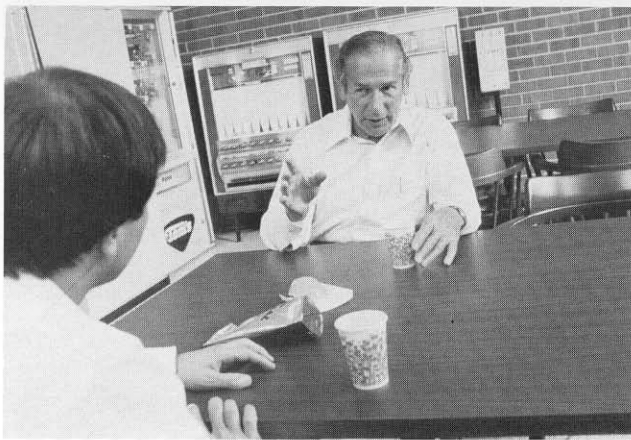


11. It seems like I spend all of my time delivering parts. With all the running around that I have to do, there just isn't time to close a sale. There just isn't enough time in the day, that's all.



12. Bill, you were the top salesman in the last campaign. How do you do it? How do you ever find the time to sell so many parts?

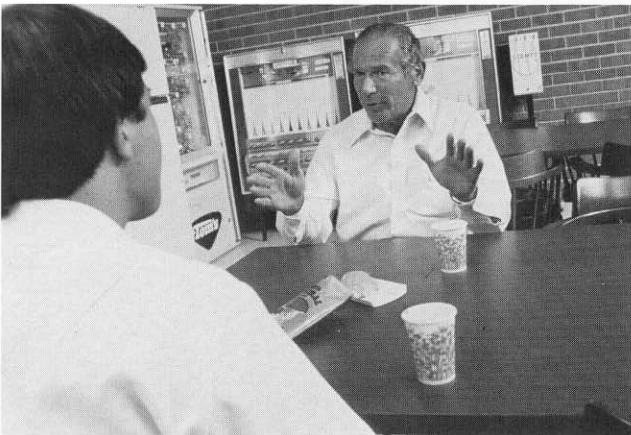




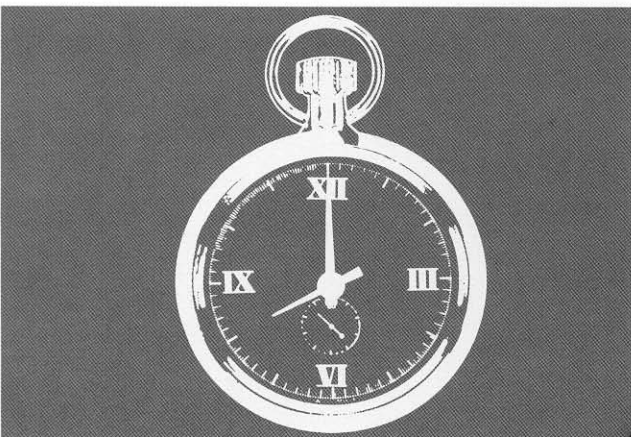
13. **BILL:** Well Steve, I learned a long time ago that the secret to success is to work smarter, not harder. That means getting yourself organized. Managing your time effectively is the key to the whole thing.



14. **STEVE:** Wait a minute, Bill. It's not like I spend my time goofing off.

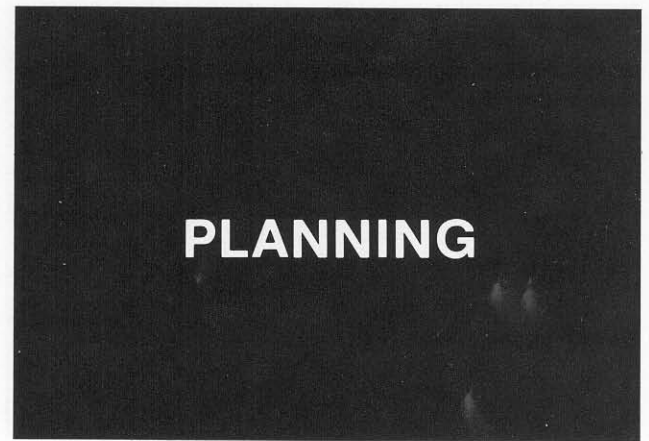


15. **BILL:** I didn't mean to imply that you do. But, it's amazing how much selling time a guy can waste without ever realizing it, even when he thinks he's working hard.

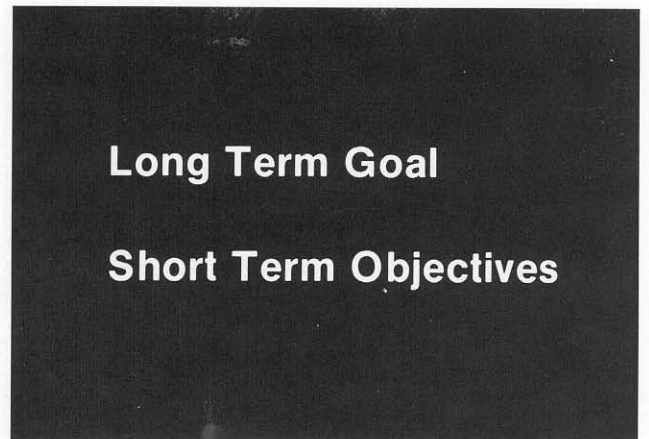


16. Time is the salesperson's greatest resource. There are only so many hours in a day, so you have to learn to use the time that you do have to your greatest advantage. Learning to effectively manage your time is the key to increasing your sales; but, in order to do that, you need a sales plan.

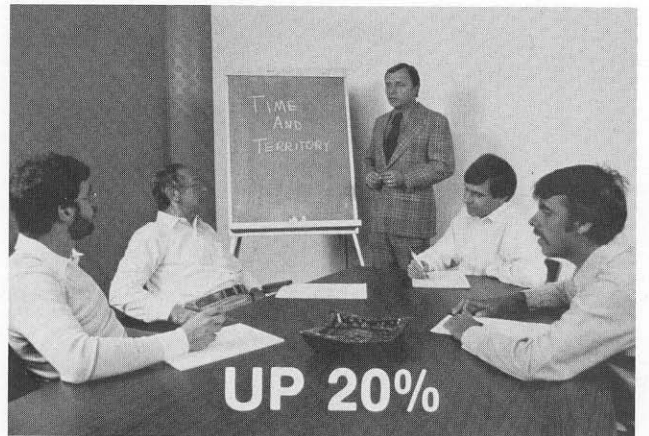
17. Planning is crucial to anyone trying to reach a goal, but it is particularly important to the salesman. A good sales plan will not only help you to manage your time, but to increase your sales as well.



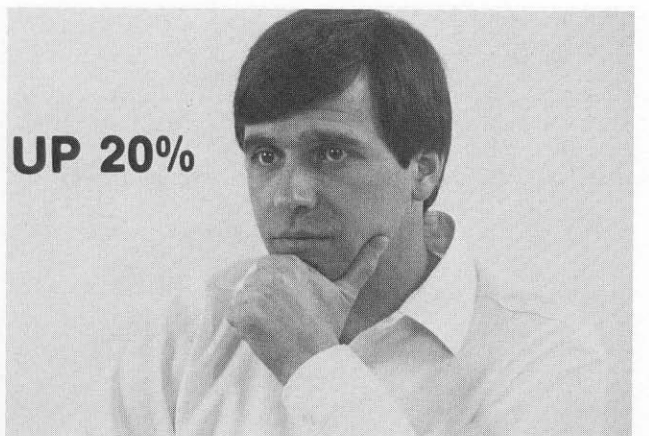
18. The first step in developing a sales plan is to identify your long term goal and then set short term objectives to help you reach it.



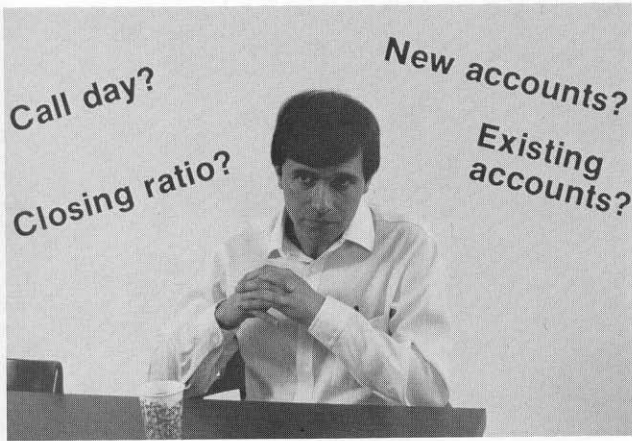
19. Generally speaking your long term goal is to manage your territory so that it will yield the greatest possible sales volume. But, your sales manager may have some specific figures in mind.



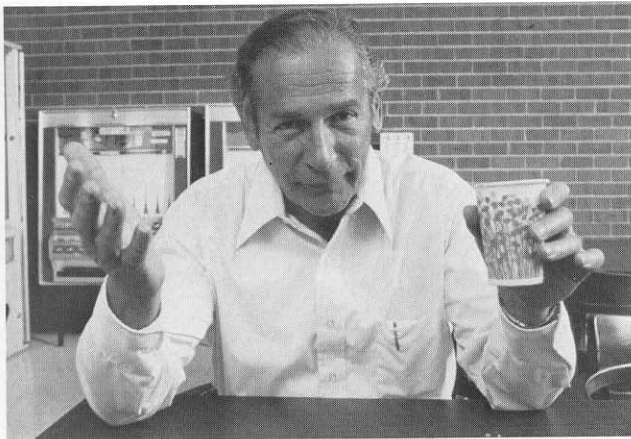
20. However you arrive at your target sales volume, the next step is to set short term objectives that will help you to reach your goal. For example, if you plan to increase your sales volume or reverse a downward trend, you must decide where those additional sales are going to come from.



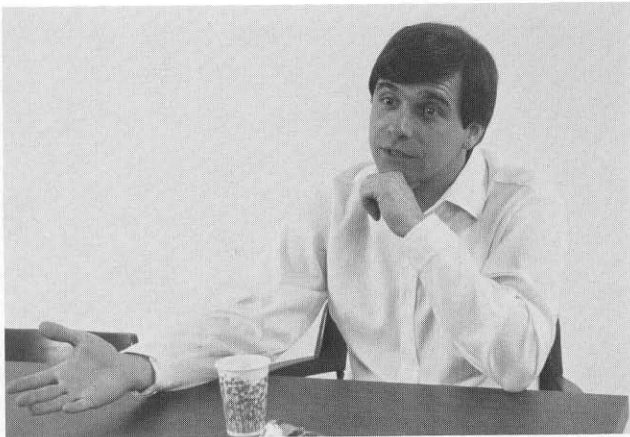




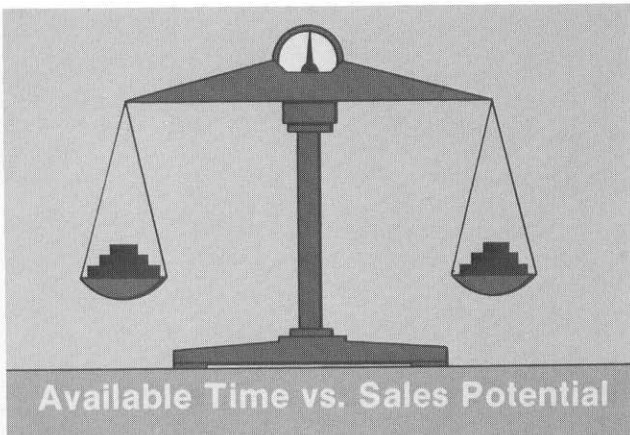
21. Are you going to make more sales calls per day, or are you going to work on improving your closing ratio? Is the bulk of the additional sales going to come from new accounts or increased sales to existing accounts? Carefully examine your objectives and set a reasonable quota for each.



22. If you're going to achieve your sales goal, you'll have to use your time as efficiently as possible. That means budgeting your time with each customer, and allocating only as much time as you can reasonably expect to get back in sales. After all remember that your time is money, and you can't afford to waste it.



23. **STEVE:** But how do you decide how many calls to make on a customer? How much time do you spend cultivating a new account or maintaining a good customer?



24. **BILL:** The best method for dividing your time among your customers is to establish a call frequency for each of your accounts by dividing them into categories according to the sales potential that they represent and then allocating your time to each category.

25. For instance, let's say that in a typical territory about 15% of your customers, the big volume truck dealers and large fleets, represent about 65% of your total sales. Call them Group A. Another 20% of your customers, Group B, are medium size accounts which combine to make up about 20% of your sales volume. Then, there are your smaller accounts, Group C, which represent about 65% of your customers but only about 15% of your total sales volume.

<b>Category</b>	<b>Customers</b>	<b>Sales Vol.</b>
Group A	15%	65%
Group B	20%	20%
Group C	65%	15%

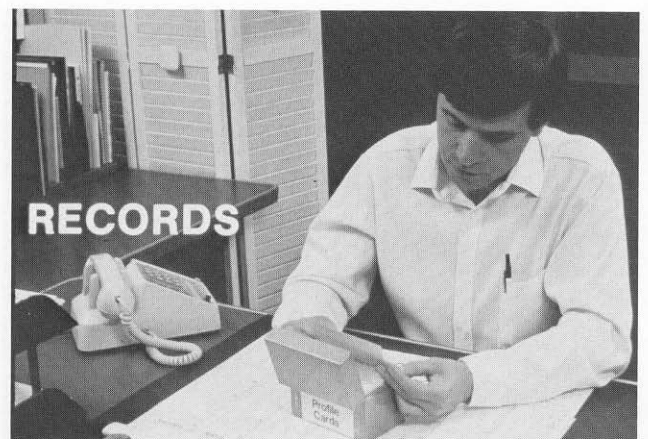
26. For the sake of simplicity, let's say that you have a total of 100 customers and that you average 1,000 sales calls per year. If you divided your time equally among your 100 customers, you would call on each one ten times a year or once every 5 weeks. Although it might be good to call on your small accounts that often, it's obviously not often enough to properly maintain your large accounts.

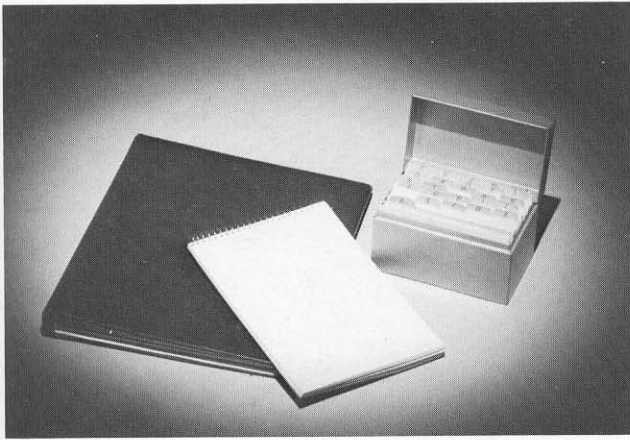
$$\frac{1,000 \text{ calls/year}}{100 \text{ customers}} = \frac{10 \text{ calls/year}}{\text{customer}}$$

27. However, if you allocate your time to each group of customers according to the sales potential that they represent, then you would call on each of your 15 Group A accounts 43 times a year or approximately once every six working days. Your 20 Group B customers would receive 10 calls per year or one call every 5 weeks, and each of your 65 Group C customers would receive only 2 or 3 calls per year.

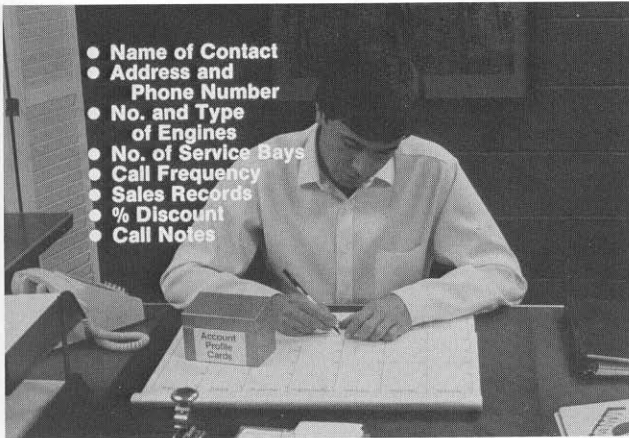
**Group A 1 call every 6 days**  
**Group B 1 call every 5 weeks**  
**Group C 2 or 3 calls per year**

28. Another indispensable item in developing your sales plan and managing your territory is a complete set of records and account profile cards.





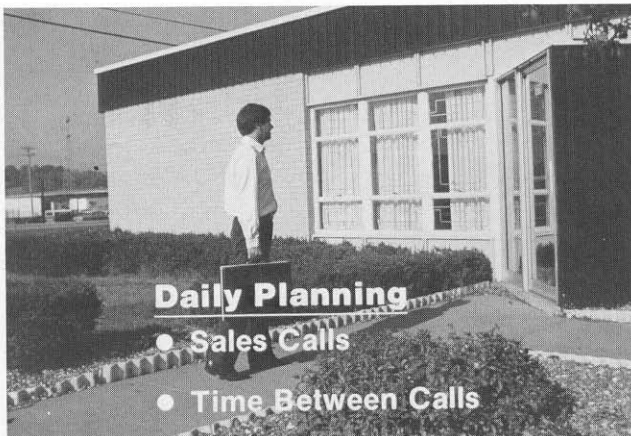
29. Your records may be in almost any format: three-by-five index cards, a standard notebook, or even a three-ring binder.



30. Whatever format you choose, your records should contain essentially the same information: the name of the contact and the customer's address and telephone number, the number and type of the Cummins engines that the customer has or the number of service bays he operates, the established call frequency, some record of past sales, and the customer's standard discount. The account profile cards should also contain notes on your last sales call and your future sales strategy.

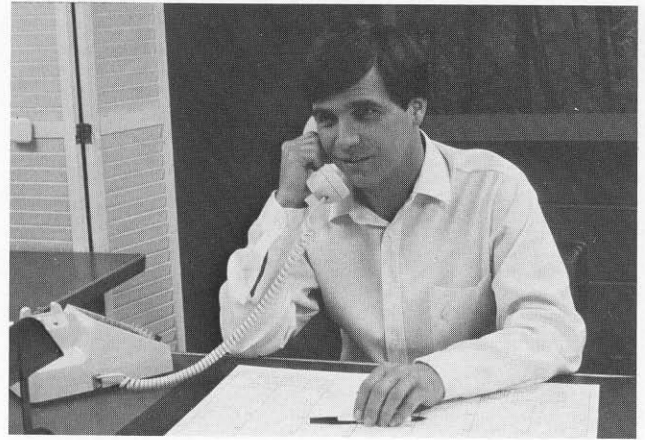


31. Once you've established a good system of keeping records, you'll find that having all of this information at your fingertips is a valuable time saver, and you will always be fully prepared to make each sales call more successful.



32. Effectively managing your territory requires long term planning but actually working the territory is accomplished one day at a time. Therefore, each day must be carefully planned so that all of your time is spent working toward your long term goal. This means not only managing your sales calls, but also efficiently managing the time you spend between calls, driving, doing paperwork, eating lunch, etc.

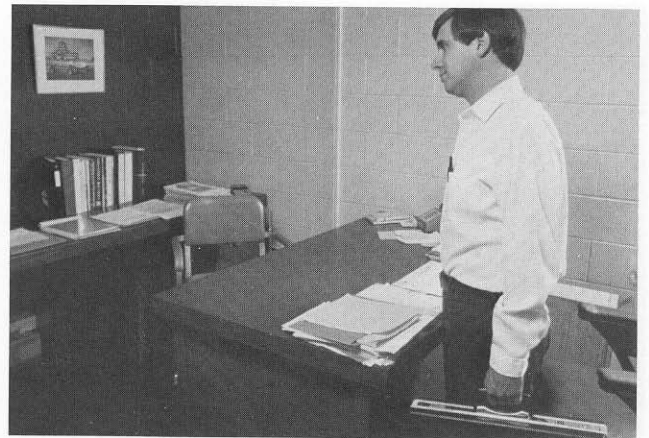
33. Planning for each day should begin with arranging and confirming all of your appointments so that valuable time is not lost on a useless trip or waiting to see a customer.



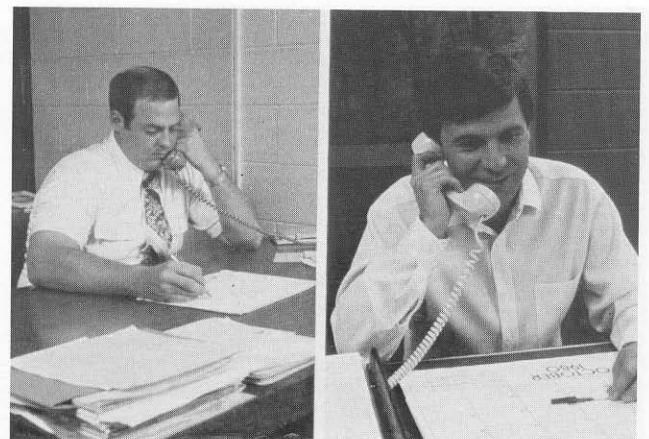
34. How many times have you just stopped in to see someone without an appointment only to find him "up to his ears in alligators" and far too busy to talk to you about engine parts?

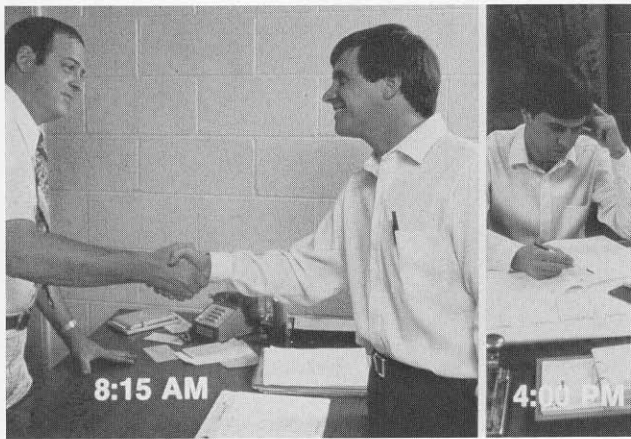


35. And, how about the times that you had made an appointment, but arrived only to find that your customer had forgotten the appointment, leaving you empty handed while he's out on the links?

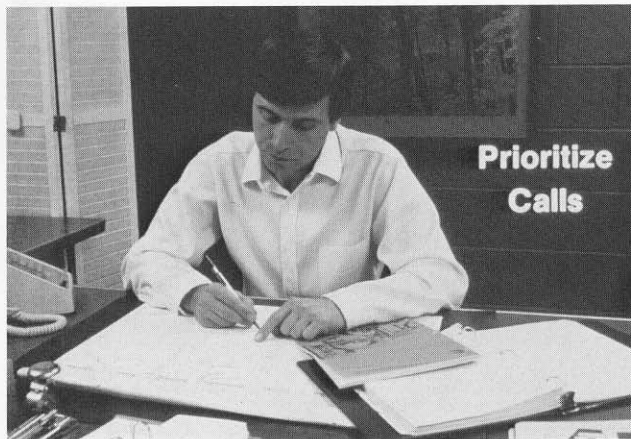


36. Remember, one of the best ways to avoid wasting time is to use the telephone. Even if you only plan to deliver a few parts, a simple phone call could easily bring in additional sales, and it could quite possibly save you an extra trip.

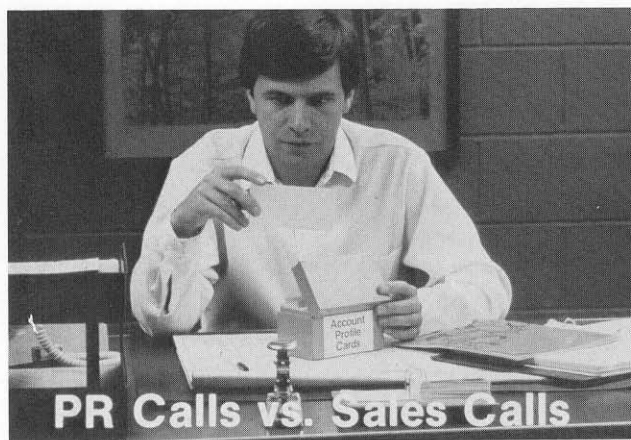




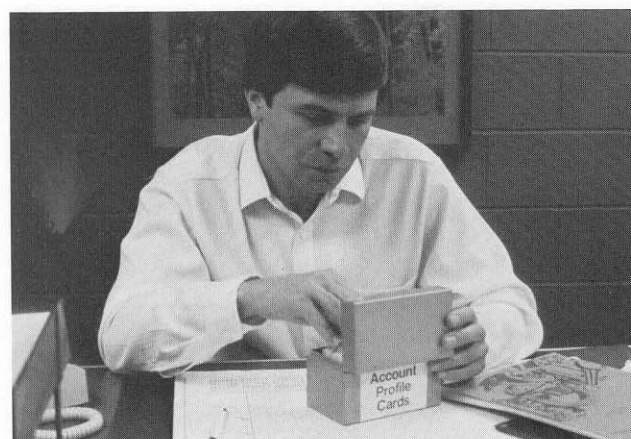
37. Late afternoon is usually an inconvenient time to call on many of your customers. By using that time to plan for the following day, you'll be able to make the best possible use of your time, and get an early start on each working day.



38. Using your call frequency analysis and your account profile cards, prioritize your sales calls putting the most effort where you think that it will do the most good.

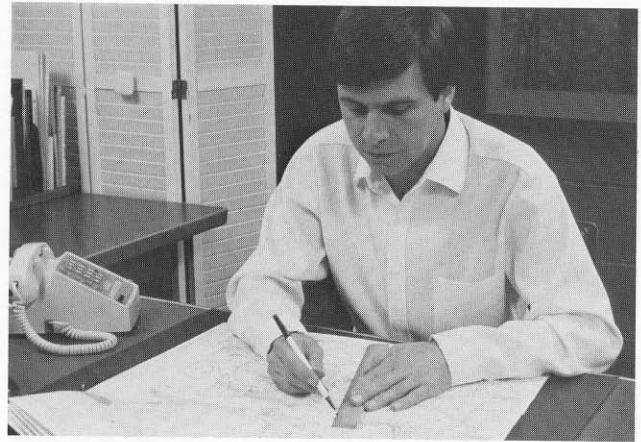


39. Look closely at your reasons for making the call. PR calls are only useful if during the call you ask for more business. If this is unlikely, eliminate the call from your schedule.

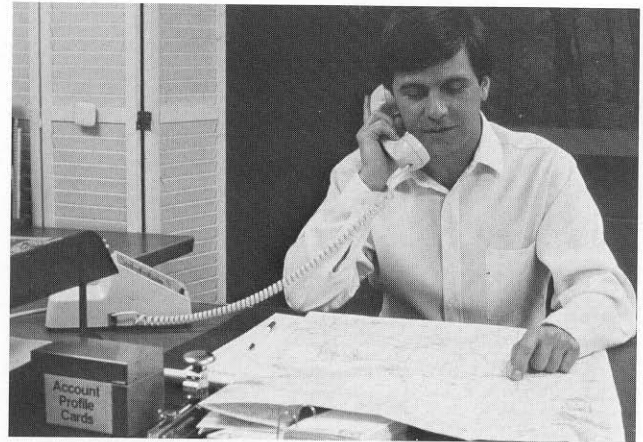


40. When you have decided which calls to make, pull the account profile cards and arrange them in the order in which you plan to call on them. By prioritizing your calls in this manner, you are sure to cover your good prospects first and low-odds calls as you can fit them into your schedule.

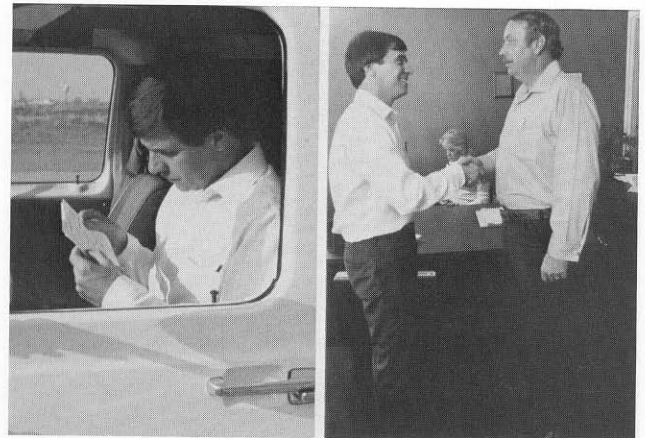
41. Divide your territory geographically into five sections, not necessarily of equal size but including approximately the same number of clients and prospects. After you have divided your territory into sections, plan your sales calls for the entire week by designating one day for each section and arranging your appointments accordingly, but be sure to keep your schedule flexible to allow for those emergencies that always seem to come up.



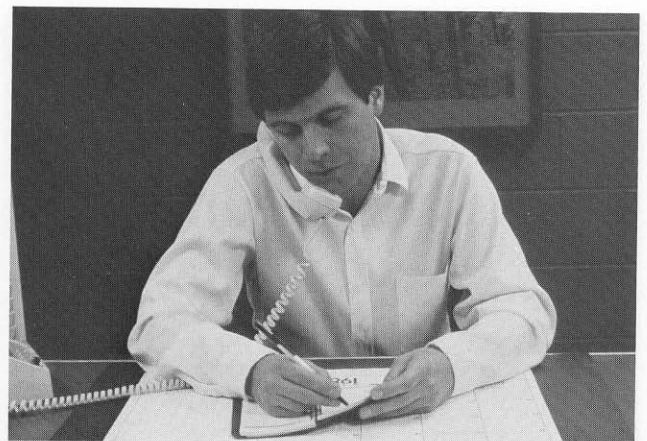
42. For example, when you know that you're going to be in one section of your territory, make some phone calls in advance and set up several appointments in the same general area.

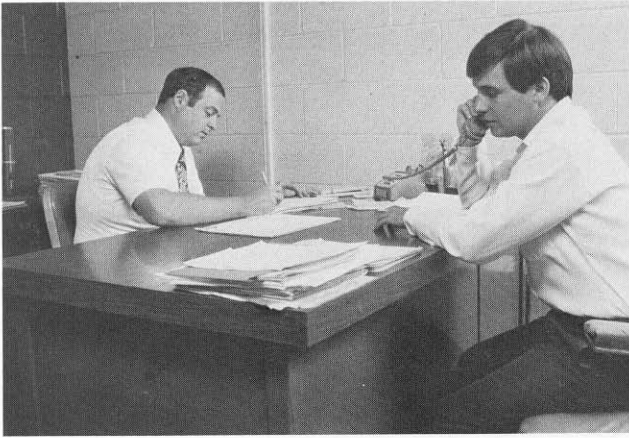


43. And be sure to carry a few prospect cards with you so that should you have some extra time you can make a few cold calls on the way back.

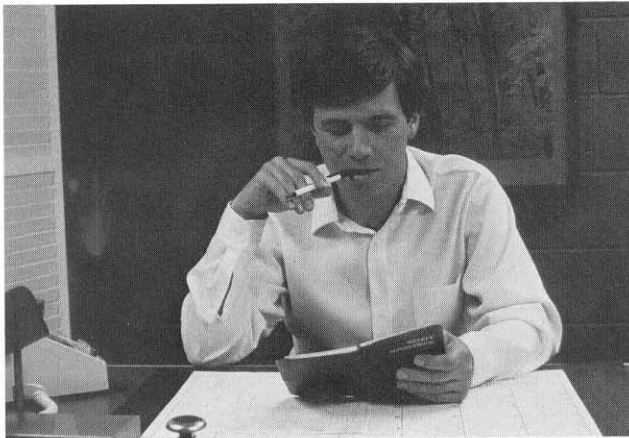


44. When you call to make your appointments, be sure to leave some leeway in your appointment time. Instead of making an appointment for three o'clock, try to make it for the late afternoon. Don't schedule your appointments too closely together or make them across town from each other. That way, if one of your earlier calls takes longer than expected, you won't feel rushed or pressured, and you'll always have enough time to close the sale.





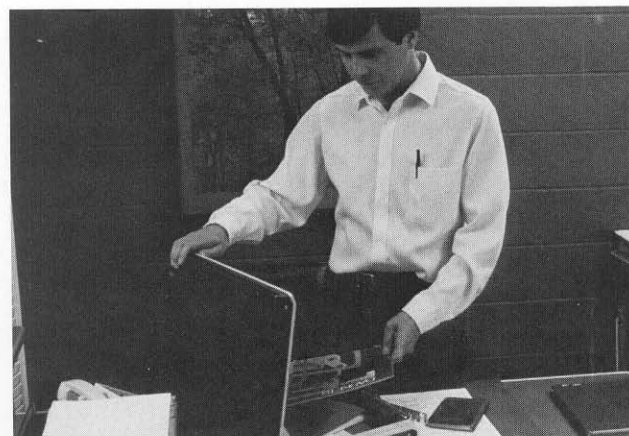
45. If you do find yourself short of time, politely ask to use your customer's phone and back up your next appointment. The customer that you're with will appreciate knowing that you're making a special effort to spend extra time with him.



46. After checking out the time and location of each of your confirmed calls, carefully examine your schedule and consider how much time is available for other sales calls.

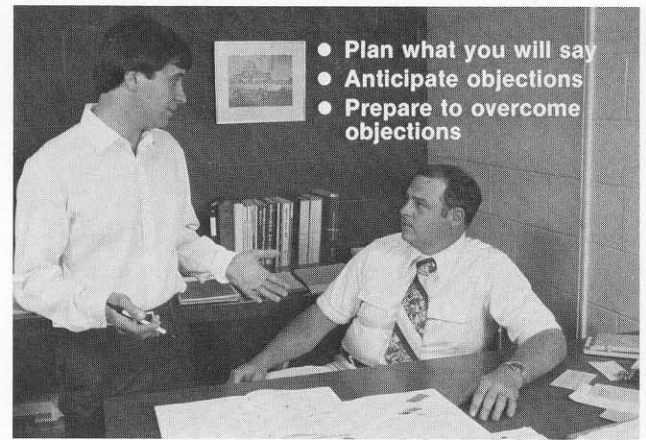


47. Although it varies according to the kind of territory that you have, with careful planning you should be able to make at least five sales calls per day in addition to a couple of prospecting calls and several simple parts deliveries.

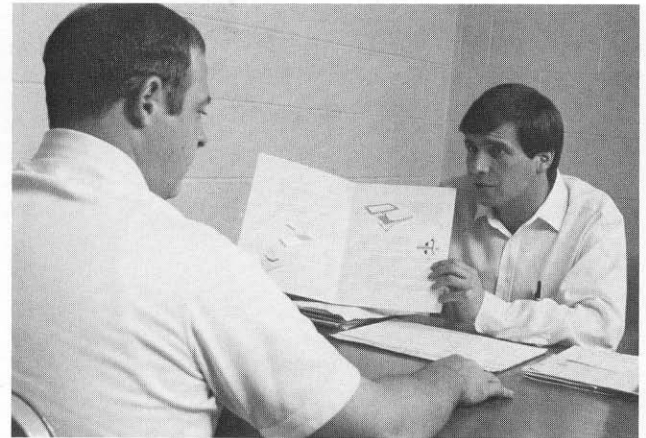


48. Once you have laid out your daily schedule, do as much as you can to prepare for each individual sales call, and gather any sales literature, test data, or sample parts that you may need to dramatize and support your sales presentation.

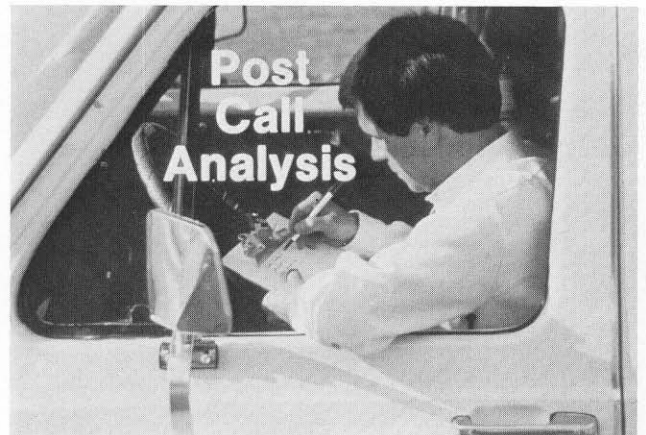
49. Each sales call must be planned as carefully as the rest of your schedule. Know what you're going to say before you get there. Anticipate the customer's objections, and prepare yourself to overcome them.



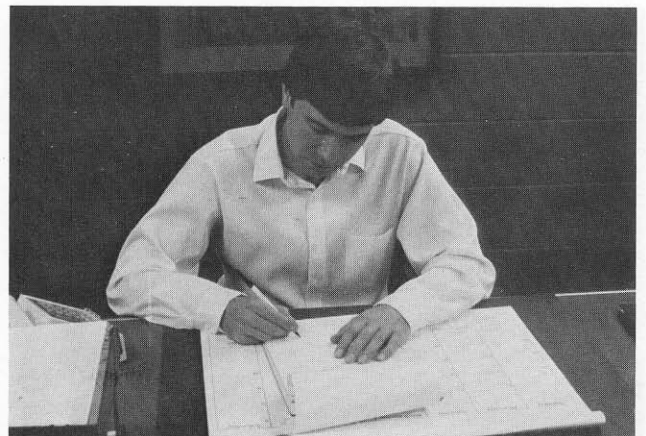
50. During the sales call, try to maintain control of the situation at all times. Close the sale as quickly as possible and make a polite exit. Don't belabor points unnecessarily, and don't hang around afterward just to shoot the breeze.



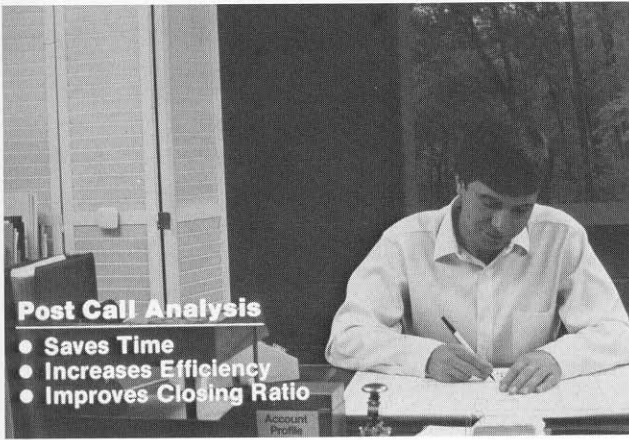
51. Immediately after the call, take time to save time by analyzing the results of your meeting and writing down your conclusions. Also, be sure to note any promises that you made and any follow-up action that you need to take.



52. Try to analyze why you did or did not get the order, and record any useful information that you may have learned about the customer or his business. Make a note of which selling points particularly impressed him or which points might be used next time to close the sale.







53. On your next visit, this post call analysis will help you to remember what was said during the last meeting so that you won't waste time reviewing points you've already covered, and it will help you to focus your strategy more effectively so that you will be able to close the sale.



54. Like most salesmen, you spend the majority of your time between sales calls arranging appointments, traveling, waiting for customers, and doing the necessary paperwork. At best, you spend only about 33% or 1/3 of your time with your customers. But, the rest of your time can also be profitable, if each activity is directed toward making those few hours of actual face-to-face selling as successful as possible.

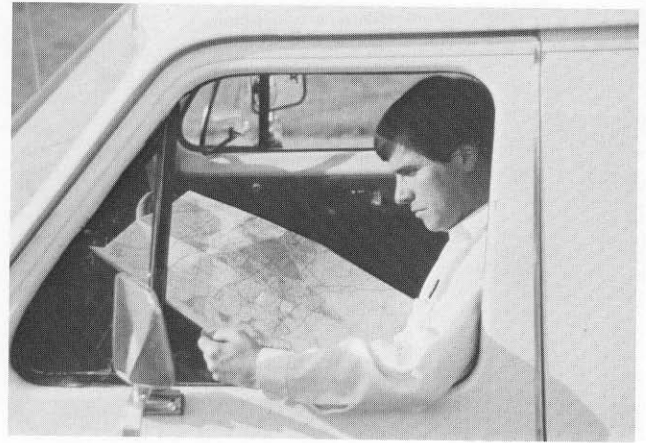


55. Planning the time that you spend between calls requires as much attention as you give to the planning of your territory, your day's work, and each sales call. With proper planning, the unproductive time you spend between calls can be reduced, giving you more time to make sales calls, increase your sales volume, and enhance your personal income.



56. For example, if you do find yourself waiting for a confirmed appointment, use that time to catch up on your paperwork or to telephone prospects and arrange appointments.

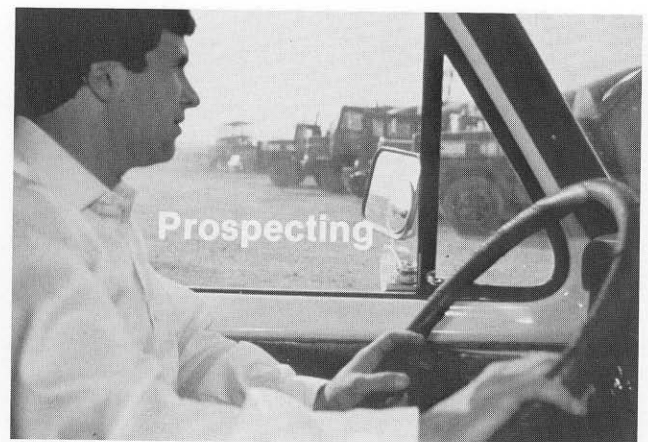
57. Having to search for a location can be eliminated if you simply take the time to find out exactly where you're going before you leave. By planning your route in advance, you can avoid wasting time looking for your customers.



58. Even the time you spend driving can be more productive if you use it as valuable think time for planning and rehearsing your next sales call.

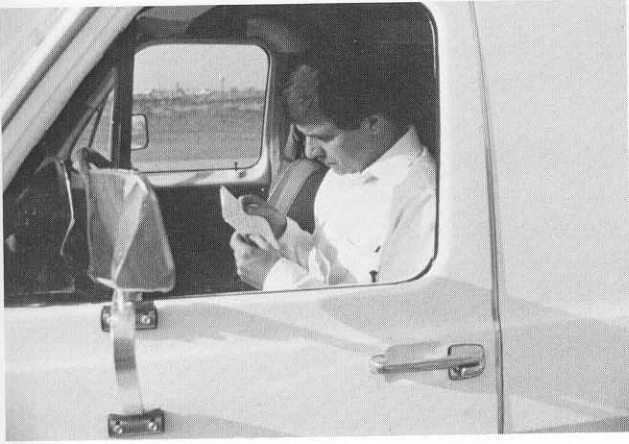


59. Instead of daydreaming as you drive, do a little prospecting. Look around. You may be passing up a golden opportunity to land a new customer and increase your sales volume.



60. Sometimes a sales call will take less time than expected, but don't consider this free time or rest time. Put it to good use by making phone calls or stopping to see other prospects in the area.

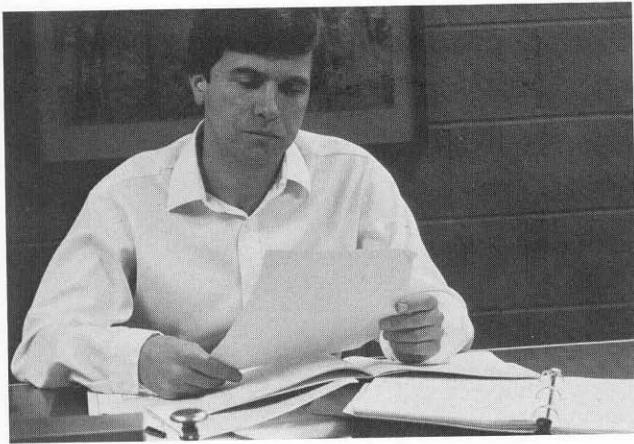




61. Wherever you go, be sure to carry your prospect file with you. That way, if you do find that you have a little time between appointments, you'll be fully prepared to make a few extra prospecting calls and to make them count.

$$\frac{1 \text{ call}}{\text{day}} = \frac{5 \text{ calls}}{\text{week}} = \frac{250 \text{ calls}}{\text{year}}$$

62. Remember, one extra sales call per day means five extra calls per week, or two hundred and fifty additional sales calls per year. And, that can make a big difference.

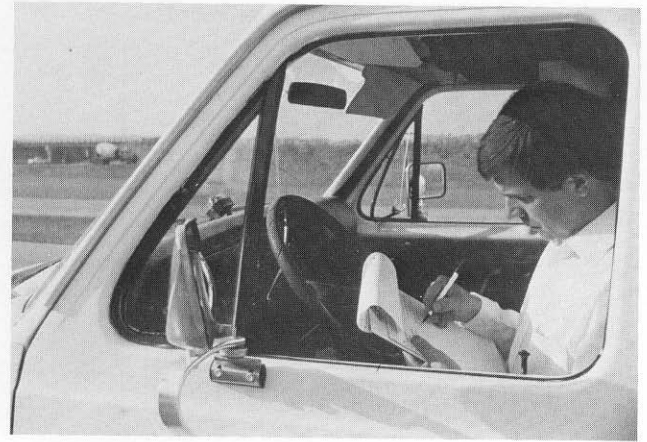


63. The time that you spend in the office shuffling papers can also be reduced to a maximum of about an hour a day. For starters, whenever you pick up a document, do something with it. Simply putting it on top of another stack of papers won't make it go away.

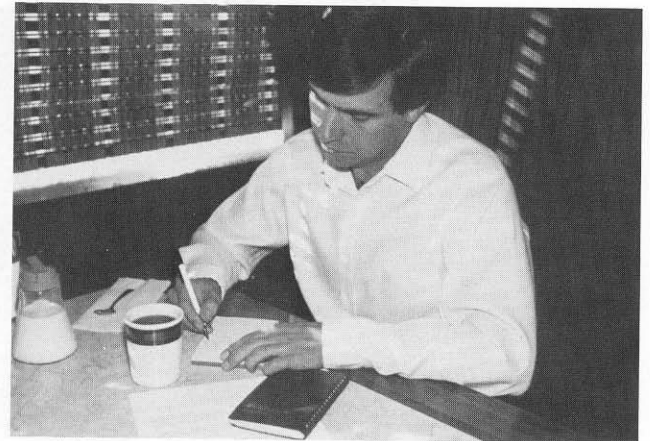


64. If an item is not due for some time, put it in a follow-up file. If it is something that should be handled by someone else in the office, let them do it. If it's an item that you are unlikely to read again, throw it out. You don't need a file cabinet full of garbage.

65. The amount of paperwork that you have to do really isn't that excessive. And, by filling out all of your routine paperwork at the conclusion of each call, you will be able to considerably shorten the time that you have to spend in the office.



66. Stopping to have a cup of coffee is essential for some people. If this is a habit that you just can't break, use those few minutes to review the success or failure of your last call and to preview what you're going to do and say on your next call.

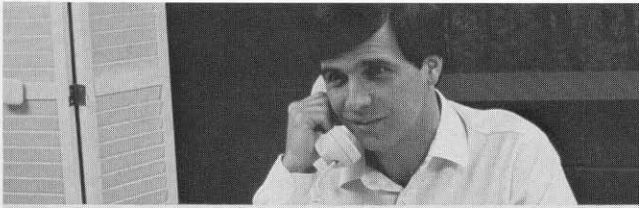


67. Lunch time too can be made more productive if you spend it dining with a customer and possibly closing a sale.

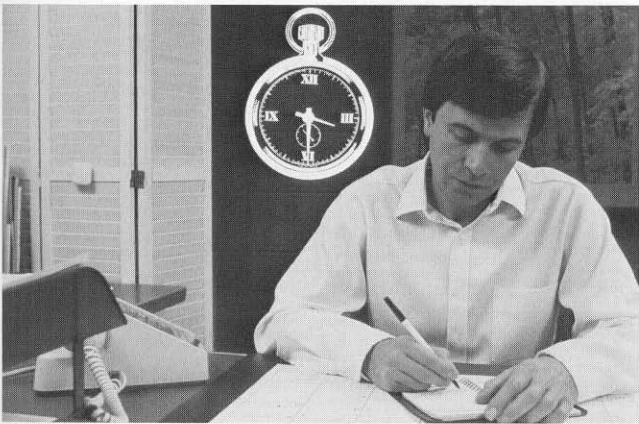


68. Even the time that you spend chatting with mechanics and partsmen can be put to good use if you take that opportunity to iron out service or delivery problems and possibly develop some new leads or additional sales.





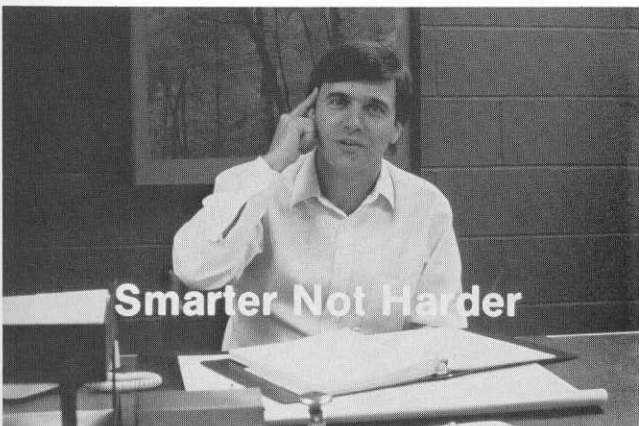
69. You have to stay on your toes constantly. Every minute of every working day must be directed toward obtaining your long term sales goal.



70. Remember, time is your most valuable resource. Time really is money, and carefully planning the use of your time is your key to success.

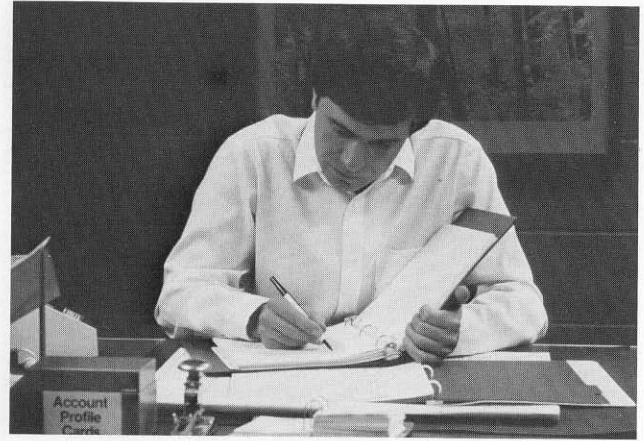


71. **STEVE:** Gee, thanks a lot, Bill! You've helped me to see how I've been letting a lot of valuable time slip right through my fingers without even realizing it.

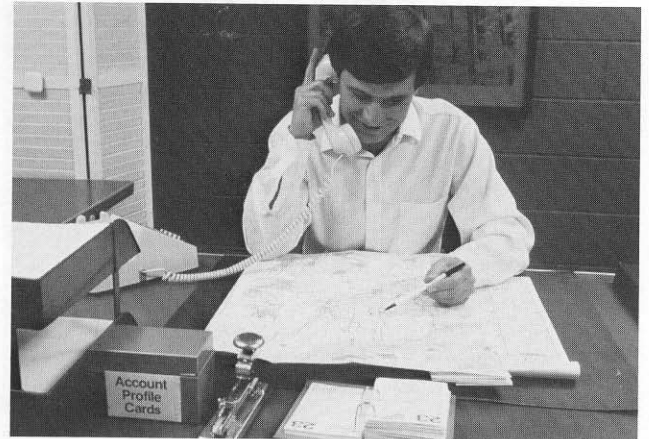


72. All in all, this has been a very profitable day. I'm going to start working smarter, not harder, by getting myself organized and budgeting my time more effectively.

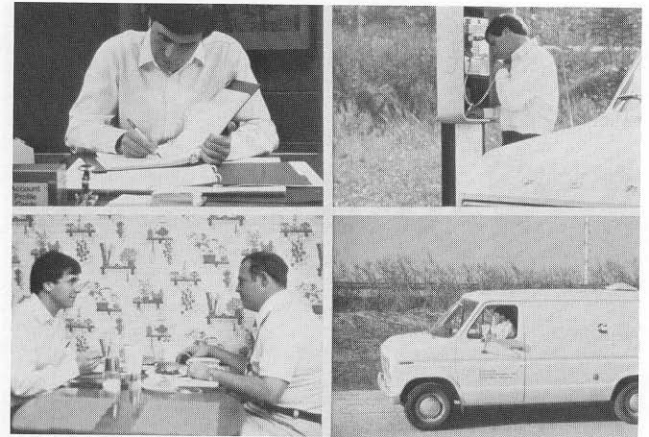
73. I'm going to sit down and set some long and short term goals for myself, and I'm going to establish a call frequency for all of my customers.



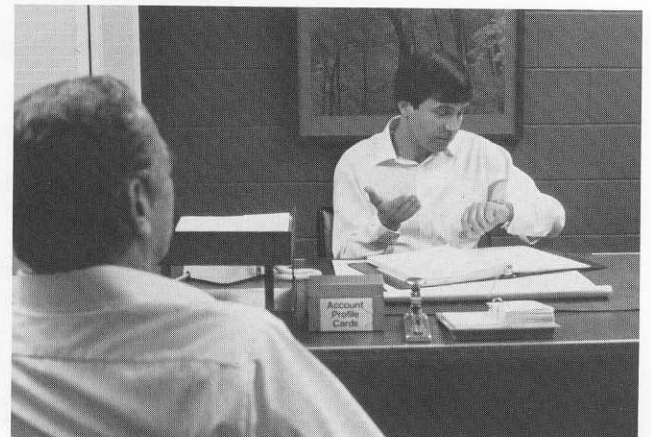
74. From now on, I'm going to plan my calls more carefully to reduce my travel time, and I'm going to call to schedule and confirm my appointments in order to reduce the time that I spend waiting to see customers.

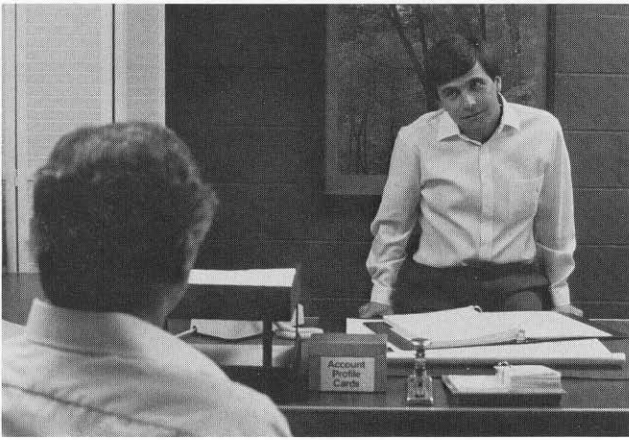


75. In fact, with a little planning, I bet that I can make better use of my time between calls too.

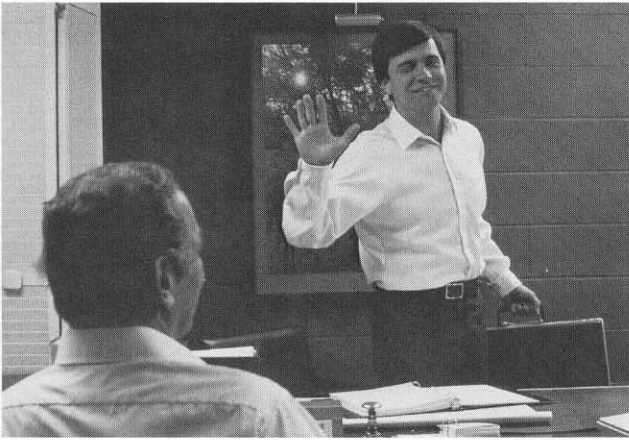


76. Why it's only four o'clock. If I start right now I can still set up some appointments for tomorrow. That way I'll be sure to get an early start in the morning.

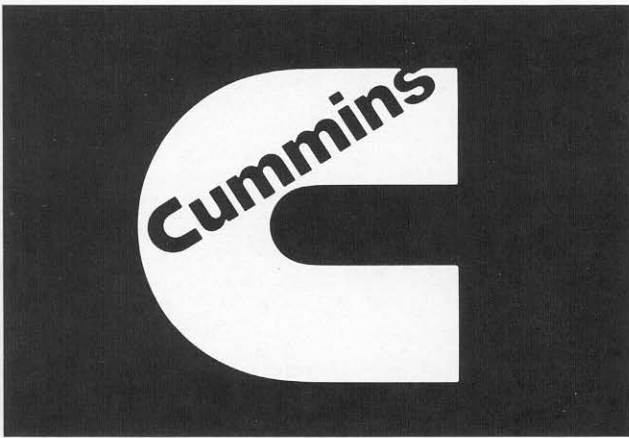




77. Well, thanks a lot Bill. I don't have any more time to chat right now. I've got to get moving.



78. After all, time is money.



79. Cummins logo



## MANAGING YOUR TIME

Time is your most valuable asset. Yet the average salesman spends only one third of his eight-hour working day in actually presenting and selling his products. The rest of his day consists of:

- Reasonable traveling and weaving back and forth between prospects.
- Reasonable friendly conversation and useless chitchat.
- Reasonable lunch period and too much small talk.
- Reasonable waiting to see prospects and time-consuming inactivity.

By gradually minimizing and finally eliminating all nonproductive activities, you can increase your productive selling time at least 25%. This means you can reasonably expect a similar percentage increase in the sales you make. This takes hard thinking and logical planning. But, if you want to be above-average as a salesman, you must use above-average methods.

This checklist will help you in making an honest time-waste-inventory for yourself. All time-wasting activities (and inactivities) require just a simple Yes or No. Your truthful answer to each question will give you a good start toward personal evaluation.

- Do I get started as late as 10 a.m. too often?
- Do I spend too much time reading newspapers or watching TV?
- Do I waste time by hanging around at home or in the office when I should be out selling?
- Do I waste the first hour wondering where to go, how to get there, whom to see?
- Could I reduce time spent waiting for interviews by getting definite appointments before I see my prospect or customer?
- Do I spend too much time for lunch and coffee breaks?
- Do I take time in the day for desk work I could very well do at home in the evening?
- Do I make too many calls that do not result in interviews simply because I have no appointment, or have not learned in advance that my contact would be busy or out for the day?
- When I'm forced to wait for whatever reason, do I make my waiting time productive by reviewing in my mind the sales call I'm to make?
- Do I waste time by needlessly prolonging interviews?
- Do I waste too much time in inactivity (idleness or daydreaming)?
- Do I waste time by crisscrossing my territory simply because I don't route my calls logically?
- Do I take too much time from my work by "relaxing" at a movie or ball game?
- Do I call on some accounts more often than necessary, or more often than their potential warrants?
- Do I try to talk to prospects and customers at every possible time they may be accessible (evenings, weekends)?
- Do I waste too much time on people who are of no possible value in helping me accomplish my sales objectives?



- Do I spend too much time making personal visits for purposes that could be just as well handled over the phone?
- Do I waste time by not grouping my sales calls?
- Do I waste time by traveling to places that have nothing to do with my sales purpose?
- Do I waste time and mileage by making unnecessary trips to get home at night?

Begin today to improve yourself where questions show that you waste precious minutes and hours you can spend on your selling time.

How well you manage your time determines to a large extent your success as a Professional Parts Salesman.

## MANAGING YOUR TERRITORY

A Cummins parts salesman was once asked, "Why do you like working for me?" "Only because you have given me a territory," said the salesman, "and you have put me in business for myself in that territory. Also, because you've provided me with excellent products to sell, and you lay out all the cash. This is far more than the average person who starts in business for himself can hope to obtain."

Unless you, too, think that way - that you are in business for yourself in your own territory - you are likely to find that time spent covering your territory is not rewarding you with proportionate earnings.

Think of your territory as your own company of business. See yourself as the president or sales manager. Make it your goal to make as many sales and profits out of your territory as if you owned all or most of the stock in your company. Be precise and methodical by using the following techniques of scientific sales management in covering your territory, and you can be pretty sure you will get a bigger share of the sales made in your area:

- Know the marketing potential of your territory.
- Plan your territory in terms of sales potential.
- Arrange your calls for maximum effective coverage.
- Plan a systematic follow-up of prospects.
- Devise a methodical follow-up of customers to keep them buying from you.

Once you begin to work your territory systematically, you will find yourself increasing your sales goals and customers, as well as increasing the opportunity for professional advancement and personal income.

How well you manage your territory determines to a large extent your success as a Professional Parts Salesman.

**Cummins Engine Co., Inc.**  
Columbus, Indiana 47201  
Bulletin No. 3387151