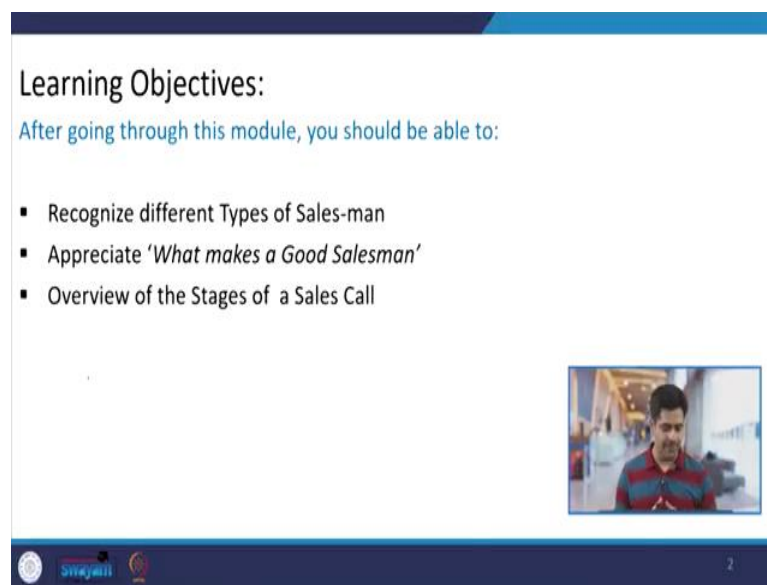


**Strategic Sales Management**  
**Prof. Sourabh Arora**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 12**  
**Types of Salesman and What makes a Good Salesman**  
**Understanding Selling from a Strategic Perspective**

Welcome everyone. Now, we will be beginning with week 3 of the course. I hope you really had an enriching experience in the week 2.

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**Learning Objectives:**

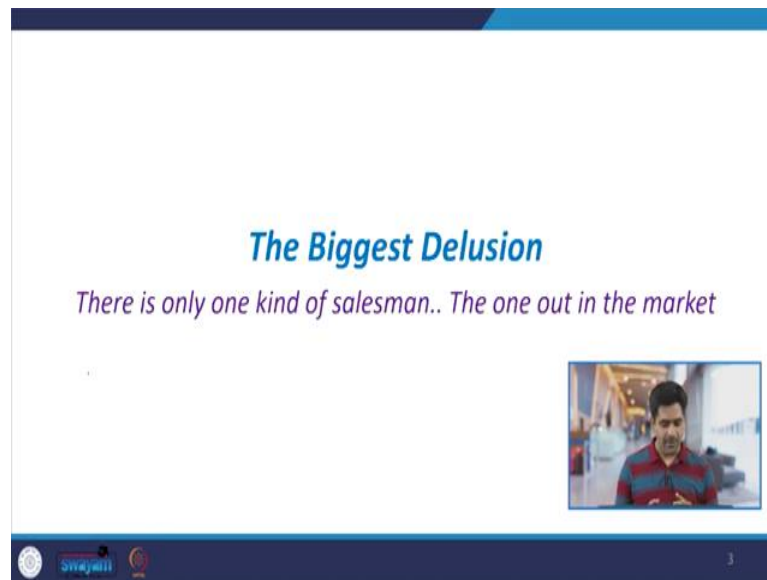
After going through this module, you should be able to:

- Recognize different Types of Sales-man
- Appreciate 'What makes a Good Salesman'
- Overview of the Stages of a Sales Call

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Now, as far as week 3 is concerned, in the 1st module we will be actually going through three facets, one being after we are done with this module you will be able to recognize different types of salesman, appreciate 'what makes a good salesman' and we will be also having an overview or the stages of a sales call.

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But I think before we take this further let us talk about one of the biggest delusions. This can also be another myth that people usually have this kind of a thought process, that there is only one kind of a salesman.

The one who is out in the streets or maybe you know you might see him visiting various shops, taking orders or someone who might ring your doorbell and might even pitch you some of the products. But I think that is one aspect or maybe in a way we can say that this is another myth which we will be breaking now. So, this is the best time to get over this delusion.

Before we further start understanding the various kinds of salesman that exist, we need to understand two key concepts; one of them being service selling and the other being development selling.

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But before we move further into breaking this delusion,

We need to understand the concepts of **Service selling** and **Development selling**

**Service selling:** This is about obtaining fresh or more orders from existing customers

**Development Selling:** Converting prospects to customers. This seeks to transform non-buyers into buyers.

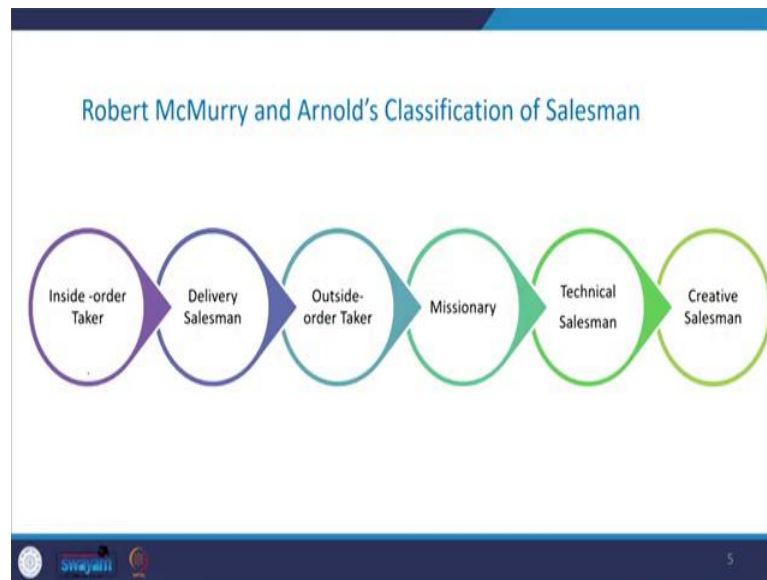
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Now, service selling simply means that you are maybe taking orders or selling more products to your existing customers. Which means you are only selling you know more quantity of the products to those customers who are already buying from you or maybe who know about your organization or let us say maybe who have purchased products from you in the past or might not be placing the orders now.

So, we will try to catch hold of them and you will try to pitch them with more of the products that an organization has come up with. Whereas, the other facet is precisely about development selling. Now, development selling is more about trying to convert prospects to customers, which means you are completely focusing on those customers who have not been purchasing from you or in other words maybe.

We can say these are those set of prospects who have kind of never had a favorable opinion about your organization. So, you are now trying to build a positive approach as far as they are concerned so that they start buying from you. So, I will again sum up this, service selling is more about selling more to your existing customers or clients whereas, development selling is more about finding new customers or the people who have not purchased from you till now.

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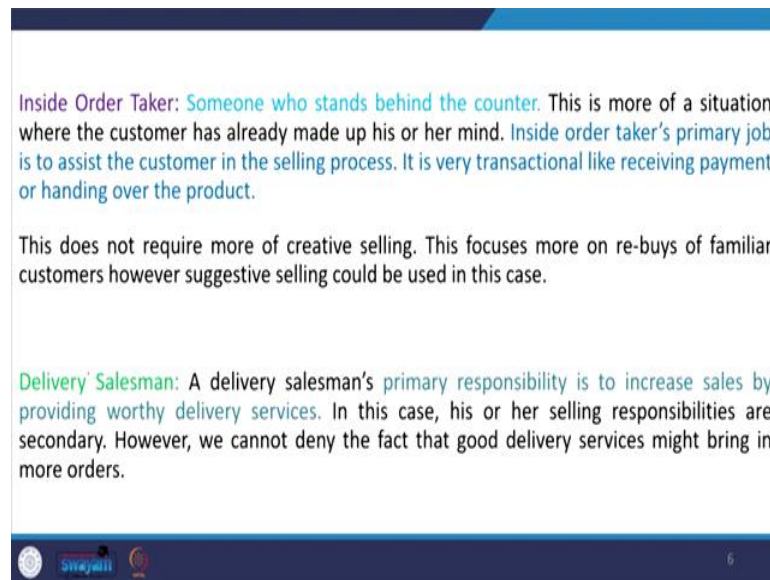


Now, we will be understanding this classification of salesman precisely, Robert McMurry and Arnold has proposed this. Now, according to them, there are precisely or broadly 6 kinds of salesman: one being inside-order taker, delivery salesman, outside-order taker, machinery, salesman technical salesman and creative salesman.

Now, when you talk about creative salesman, they can also be further classified into creative salesman for tangibles which means about the products which you can touch and feel. Or which precisely have a physical you know form like maybe you can say vacuum cleaner, telephone. Whereas, you can also have creative salesman for intangible products, which are precisely selling services. So, we will understand all of these one by one.

Now, when you talk about an inside order taker, he is someone who stands behind the counter. I think maybe you can understand this particular kinds of salesman from maybe your experiences of visiting a departmental store or maybe a branded apparel store or grocery store. Now, you might have these people who are simply standing behind the counters, their key job is not about creative selling or to get into the core of selling, their job is precisely about facilitating. Maybe let us say taking the payment from you and handling over the products to you.

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**Inside Order Taker:** Someone who stands behind the counter. This is more of a situation where the customer has already made up his or her mind. Inside order taker's primary job is to assist the customer in the selling process. It is very transactional like receiving payment or handing over the product.

This does not require more of creative selling. This focuses more on re-buys of familiar customers however suggestive selling could be used in this case.

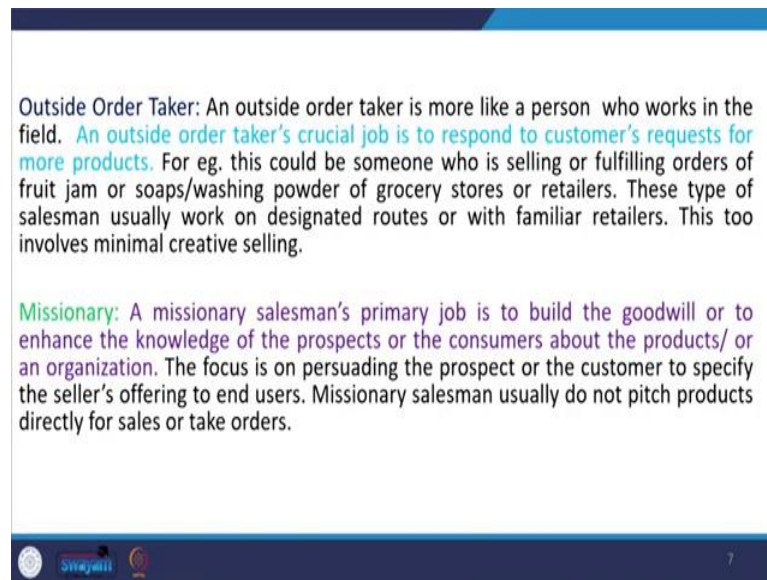
**Delivery Salesman:** A delivery salesman's primary responsibility is to increase sales by providing worthy delivery services. In this case, his or her selling responsibilities are secondary. However, we cannot deny the fact that good delivery services might bring in more orders.

So, this particular form of selling is more transactional in nature and it is not going to have that aspect of competitive selling or creative selling, where they have to make a lot of efforts with respect to convincing consumers to buy the products. In a way you can also say with respect to inside order takers, you might also have people who have already been buying from you. They just come to the store, they already know what they are going to buy, the inside order takers simply facilitates the selling process and the job is done.

Now the another category that you have is precisely of delivery salesman. Now, a delivery salesman key responsibility is to you know deliver the products and why we are considering this as an aspect of salesman is. See, when the delivery is done is most efficient way or the person who has went out to deliver the product kind of gets into this mode of treating the person who is taking the order in one of the best possible ways of striking a conversation with them. In a way if everything is done right with respect to delivery, we might create an element of satisfaction which might bring in more orders.

But otherwise in a very simplistic way you can say delivery salesman is more about let us say someone who could be delivering milk or let us say eggs or bread, butter things like these at your doorstep.

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So, the third category which precisely we are going to understand is outside order takers. Now, when you talk about this kind of a salesman, he is precisely someone you know who will be fulfilling the request of let us say retailers, wholesalers. Now, this can happen in 2 ways, either he might get calls from them then he might fulfill their orders by visiting their premises or in a way he might visit various retailers and wholesalers and take their orders and then kind of supply products to them.

Now, these kind of salesman usually work on designated routes, which means like you know they might have been working on the same routes since long. Maybe you can say let us say if you talk about a particular city Delhi, then someone who could be taking orders from retailers in Connaught Place that can be said as an order taker. But only in the context if he is kind of working in the field and has been dealing with them earlier also.

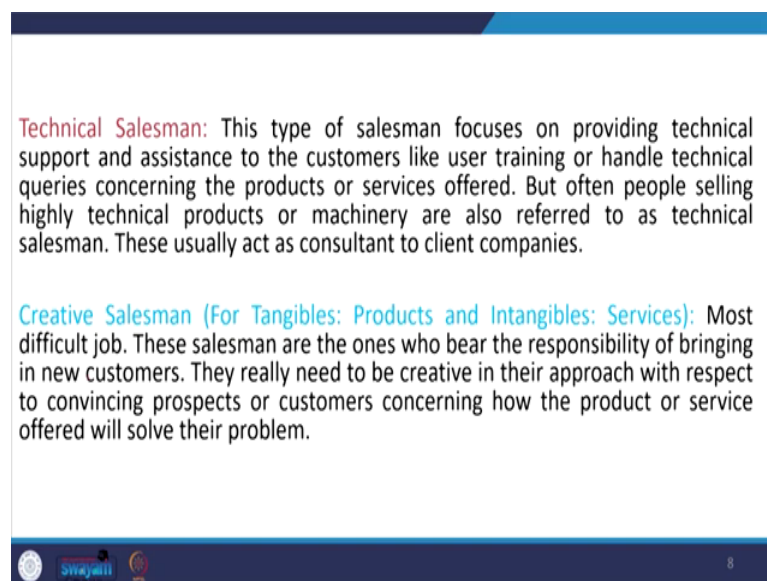
Now, this kind of selling also involves very minimal creative selling that does not require the other person to be very creative. Now, the fourth category which we are going to understand is of a machinery salesman. I think we have already talked about machinery salesman 2 or 3 times earlier, but again I would put this in perspective. The core job of a machinery salesman is to build the goodwill or to enhance the knowledge of the prospects or consumers about the products which an organization is offering.

To underline the fact that machinery salesman never take direct orders, their only job is to talk to prospects or clients or customers and work towards building a goodwill so that they start evaluating the organization or the products which it is offering on a positive note.

So, I am again repeating it, a machinery salesman never take the orders directly or they never pitch the products directly. I think maybe you can understand this with this example. Let us say if you are talk talking about a medical representative right, when they visit doctors or when they talk to doctors they actually tell them about the products and in a way they will be prescribing those medicines to the patients.

Now, who is going to come in picture is the medical stores, because they will be recommending them to buy these or keep these medicines in stores which eventually would be bought by the patients from them. Now, when you move further, the other category which you are going to consider is technical salesman.

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Now, we can understand technical salesman from two perspective, one is these are the kind of people who actually provide technical assistance to consumers. Let us say if a technical product has been sold, they might provide them user training they might visit them or help them if there is a kind of error in functioning of that technical product. And this is definitely going to play a very big deal when it comes to B2B selling or industrial

selling because the product could be of very highly technical nature, right. So, you might be wondering how this would drive sales.

Now, this particularly operates from the fact that if the technical salesman acts as a very good consultant to the client companies or to the consumers that he is dealing with, then it might kind of you know bring that element of satisfaction which might even bring more of orders, right.

This is more like delivery salesman, the facet is more like delivery salesman. But at many places you also might find the fact written that you know the people who are involved in selling very technical products in machinery or precisely the products which are of very technical nature could also be referred to as the technical salesman. The most important form or maybe you can say the classification is of creative salesman.

Now, which as I was telling you could be of tangibles, which means the products which you can touch and feel or which have a physical form or may be intangible services. Now, this is one of the most difficult jobs, precisely because they actually go out and pitch the products, they meet the clients.

So, they need to have that creative acumen to kind of convince the prospects or consumers why this product is better than competitors, convince them about the unique selling proposition of the product. Or maybe make them realize how this product is going to solve problem for them or how the product is going to add value for them.

Now, you might be wondering why we need to understand this with respect to the differentiation between tangibles and intangibles. Simply because, see when you talk about tangible it becomes very easy to show them the product to give them a demonstration, they can also touch and feel the product in many ways right. But whereas, when you talk about services which cannot be touched, which cannot be felt it becomes more difficult to convince the other party, right.

So, in that case the elements which actually make up or maybe bring an element of let us say that conviction for the consumers or prospectus physical evidence. Which means the material that you hand over it to them the quality of that. See that is also going to work in case of products right, because you let us say if you are planning to go for some coaching



or training you might perceive that particular service provider in the form of the material that it provides you.

Whether it is a brochure or it is any other material for your reference the quality of it that might kind of impact how you perceive that particular organization. Definitely it will work in products also as I just said. But for services it makes more of impact because you cannot touch and feel the services, you are only going to realize what how a service is in movement of truth when it is actually being delivered to you.

Like if you talk about a bank, you are definitely going to evaluate it on the basis of the people who are talking to you. Let us say the officers who sit in a bank the physical evidence right how the bank looks the furniture or how it is designed all those things. And definitely on the both basis of processes, which means what is the path or route for taking services that you want or and this basically happens when you enter the bank.

Like which counter you are supposed to go to if you want to get an FD done or let us say if you want to bank draft, things like that or if you want to open a new account what is the process that is being followed for that. So, that is why in services gets a little more difficult, right. So now, I think let us decrypt this image.

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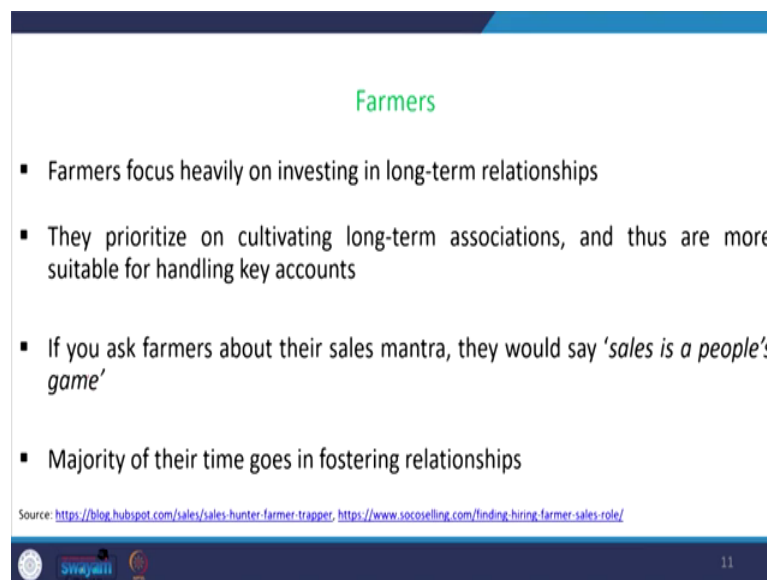
So, many of you might wonder why this, because see this is also going to bring in a perspective about salesman classifications. Now, on one side what you see is definitely a

hunter and on the other side what you see is definitely a farmer right. But again you might be wondering why this is you know what role or in what context this can be placed in selling or sales management.

Now, let us look at hunter, see hunters are precisely those kinds of salesman who look out for new customers, they are very aggressive. And you know they are good at building report, but they never focus on long-term association. Their key role or maybe you can say their focus is entirely on making sure that this sale should be closed or let me have this number or I just want to close this deal, which we have already discussed a lot of times is never going to be good for an organization in long term. But there is another perspective to that which we will be talking for sure.

So, when you talk about hunters as I told you that they only focus on closing the days deal or you know getting that account. Majority of their time will go in prospecting and cool calling, in any way I told you that they do not focus much on relationship building. So, if you ask hunters what is your ideology or philosophy of sales, they would say it is completely a number scheme, because that is what they focus on.

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The slide is titled "Farmers" in green text. It contains a bulleted list of four points:

- Farmers focus heavily on investing in long-term relationships
- They prioritize on cultivating long-term associations, and thus are more suitable for handling key accounts
- If you ask farmers about their sales mantra, they would say '*sales is a people's game*'
- Majority of their time goes in fostering relationships

Source: <https://blog.hubspot.com/sales/sales-hunter-farmer-trapper>, <https://www.socselling.com/finding-hiring-farmer-sales-role/>

The slide footer includes a logo for "Swayam" and the number "11".

But when you talk about farmers, they heavily focus on investing long term relationship. For them what matters is the association that they want to have with the clients. It is more like a farmer they focus on nurturing relationship right. As a farmer nurtures it farm and then it bears the fruit.

Likewise, similarly if you look at the concept of farmers in sales management, they focus on nurturing relationships, they are never going to focus on closing the deal on day one. Their focus is more going to be on you know working on that relationship understanding their processes and functions and then kind of having that focus of being a consultant or maybe a collaborator to them in long term.

So, if you ask farmers about the sales mantra, they would say it is a people scheme. So, maybe you can look at the kind of spectrum that hunters and farmers have. Whereas, hunters are only going to look at it from the perspective of numbers scheme, farmers precisely look at it from the peoples scheme.

So, if you ask me you might need both of them right. It is just that if hunters are doing their job right and are not making false claims to get that deal done things are good right, because you need numbers also to keep an organization going. Whereas, if you talk about farmers, if they work in tandem with hunters this is definitely going to be very very magical right.

Because see in a way you are closing the deal also and you are kind of working on that long term relationship also. But still you need to see the composition that your organization might require. So, I leave you with that thought to think, you know what would be the best composition in an organization, definitely that is going to maybe depend upon in which facet of an organization is or which stage with respect to certain products right.

Or what is the long-term orientation of an organization or what does the leadership things, all these things are going to make a lot of difference right. But I leave you with that thought. Now, as we have discussed about various kinds of salesman and we also spoke about you know hunters and farmers. Let us see the evolution of a salespersons role.

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Evolution of a Salesperson's Role				
Era/Role	Production	Sales	Marketing	Partnering
Salesforce objective	Making sales	Making sales	Satisfying customer needs	Building relationships
Orientation	Short-term seller needs	Short-term seller needs	Short-term customer and buyer needs	Long-term customer and buyer needs
Critical tasks	Taking orders, delivery	Convincing or persuading prospects to buy	Matching offering to needs	Creating new alternatives
Activities of sales people	Making calls and informing customers about products manufactured	Hard sell approach	Adaptive selling	Building long term relationships
Role of a salesperson	Provider	Hard/ forced persuasion (persuader)	Problem solver	Value creator

Source: Weitz, B.A. and Bradford, K.D., 1999. Personal selling and sales management: A relationship marketing perspective. *Journal of the academy of marketing science*, 27(2), pp 241-254.

Now, we are going to look at it from various eras that exist right and we look at it from the perspective of salesforce objective, their orientation, critical tasks that they are required to do the activities which they are required to be involved in and what is their role with respect to various orientations.

Whether it is production orientation, sales orientation, marketing orientation or partnering orientation. Now, production you all know, the whole game is about kind of manufacturing, a lot of products decreasing the cost and making sure that the product is available at many places and easily available. Whereas, in sales it is more about clearing the stock and making sure that the products which are available or maybe which are lying in an organization could be converted readily to cash.

Whereas, if you talk about marketing orientation this primarily focuses on understanding consumers needs. Whereas, in partnering you kind of have your full flesh focus on being collaborative or co-creating value with your customers or prospects or maybe you can say clients. Clients are those people who have been buying from you time and again. Now, in partner partnering is more like that collaborative relationship. Now, let us look at the salesforce objective in production, sales, marketing and partnering.

Now, in production it is definitely going to be making sales right. We want to sell you are not focusing on understanding the needs right, likewise in sales also it is just about making sure that the products are and the services are being sold. So, in these cases you

are not at all focusing on understanding the needs of the consumers right. Your primary goal is to sell what has been made right, because you never got into the process of going into the market or going for a gap analysis with respect to understanding what a consumer wants.

Whereas, when you talk about partnering, it is more about building relationships. Again you collaborate with them, you try to brainstorm ideas or you try to create a win situation in which you know your prospect or customer or client is bound to be in a long term association with you. Because you kind of commit yourselves to creating value for them in a long term right. Now, when you talk about the orientation in production, it is going to be short term sellers need right.

Somehow sell and convert it into cash, convert the stock into cash. It is same in sales right, you are focusing on short term sellers need. Again, the core objective is to somehow sell and bring in the revenue for the organization. Whereas, in marketing you entirely focus on understanding the customers and buyer needs, you will go for a gap analysis, you will do marketing research, you will try to analyze you know whether consumers are satisfied with the competitors products or not.

Or what is it that you can add more value or what is it that you can offer to them to kind of fill that gap. But when you talk about partnering, you are focusing on long term customer needs because that is how you will be going ahead and making an investment with respect to understanding their processes, functions and a lot more things. Because that is how things are going to work, right.

So, whenever you talk about this long-term orientation, it definitely requires an investment or special treatment not only in form of time, it might also bring in some cost right which you might invest in improving their processes functions. Understand this with an example, let us say if you have we are supplying medicines to an hospital, we might think of kind of setting up terminals there which will eventually keep the stock in check. The hospital might not need to you know intimate me ok, this medicine is now going short of in stock.

If I have terminals, the investment which I have made might kind of bring in more value for them as we will know in before time that this is going out of stock or things like that. In other ways we might go for collaborative research or we might fund some of their

projects with respect to some medicine research or things like that. Because that is how collaborations happen right. Now, when you talk about the critical tasks that might be involved over production, sales, marketing and partnering in production it is simply about taking orders and delivering right.

Whereas, in sales it is only about convincing and persuading the prospects to buy. Once the prospect or consumers had agreed to buy a product its over. Whereas, in marketing you try to match the offerings to their needs right and you focus on creating communicating and delivering value to them. Whereas, in partnering you try to come up with new alternatives. Now, whenever we are talking about new alternatives with respect to partnering what we are trying to show is there could be other products that they are using, they could be using competitors product.

Now, what you are going to do is you we will try to invest resources in research and collaborate with them and you will try to find out those products or maybe you can say technically alternatives that will bring in more value for them with respect to what they are using. Now, this can be related to various facets their various functions like you might see maybe assist them in their supply chain network in making it more robust.

You can also assist them in coming up with new technology, which might improve their production efficiency right. You might even go ahead and kind of develop a let us say sales customer relationship management, software for them depending on the kind of services that you are into. Now, what are the key activities of sales people in all these orientations? In production the whole focus is going to be on making calls and informing customers about products that you have already manufactured.

Whereas, in sales it is going to be hard selling, as I have repeated it a couple of times somehow sell the product. Whereas, in marketing it is going to be adaptive selling right because what you are trying to do is you are trying to adapt your products to the needs of consumers. This see, this could also be a case you met the prospect, you met the customer and you realize that we might need to make some changes in the product in order to get this deal.

And you might perceive this particular client as a key account or maybe with respect to the revenue they might bring in it could be considered very very important. So, you might get into the process of adaptive selling with respect to modifying your products to

the needs, even if it requires changing some features shape or things like that. But definitely feasibility needs to be taken into account, how feasible this is going to be for your organization.

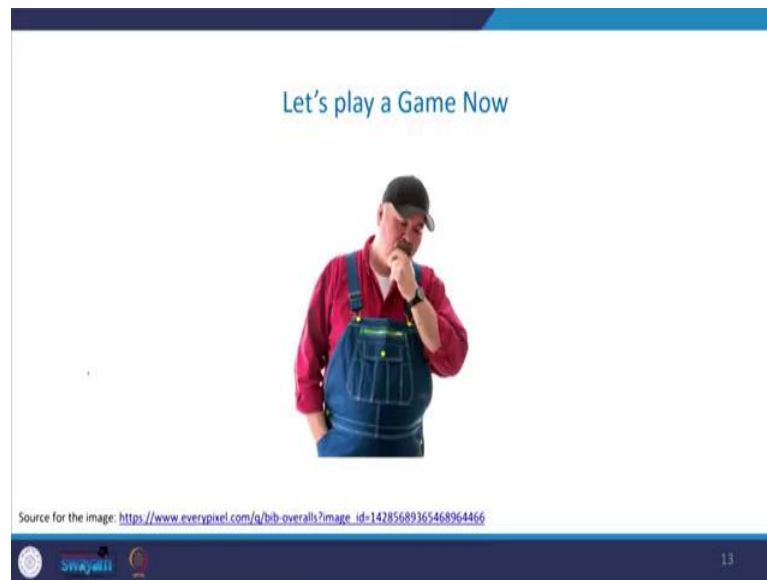
Because this should not be a case where your cost are off shooting the revenue or benefits it might bring in. Whereas, in partnering the whole focus is going to be on building long term relationships and the chain goes on collaborating, creating value, coming up with value driven solutions for them to be precise.

Now, for us what is important is to see the role of a sales person in all these facets or broader orientations. So, in production a sales person is precisely going to be a provider right. Whereas, in sales it is going to be a forced persuasion or hard persuasion because the focus is entirely on somehow closing that deal.

Whereas when you get to marketing, it is going to be of problem solving. As we always say in marketing you should not focus on selling you should focus on solving the problems of your prospects or customers. Whereas, when you talk about partnering, you are entirely playing the role of a value creator which again shows that you are trying to provide a lot of benefits to the your prospects or customers.

Maybe by working on technology or working on maybe let us say some other facets which will not lead to a compromise on the quality, but will bring down the price a little or maybe in a way it will improve a lot of efficiency for your prospect. So, this is one important thing which I wanted you to understand, specifically when you talk about the perspective of or role of a salesperson in production, sales, marketing and partnering orientation.

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You might be wondering why this particular image. So, this is more like a game. So, what I want you to do is precisely think about what are the various kinds of job that the person that you see on screen might be suitable for, right. Think about it a little.

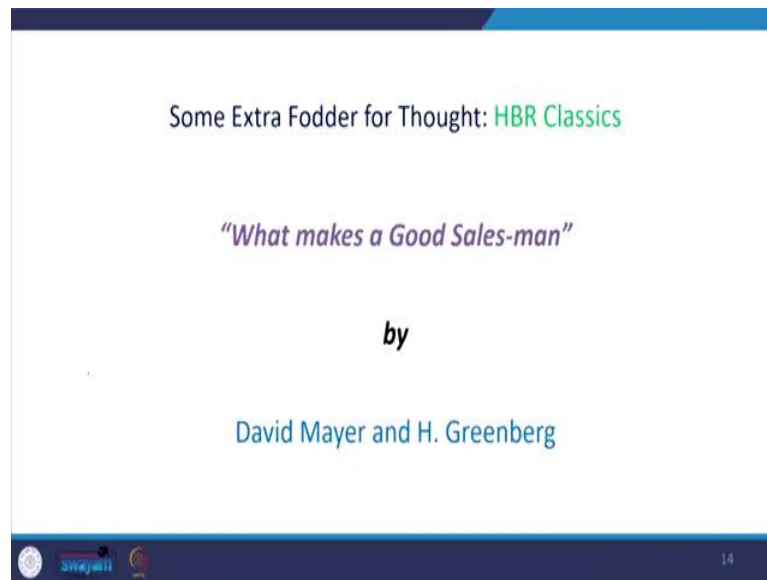
So, I think some of you might think ok this is more like you know someone who will be good for a gardener job or you might feel he is someone who might be suitable more for a let us say job in a food restaurant or delivery services or something like that. Some of you might also feel that he could also be good in the job of let us say mechanic or something like that.

Now, the whole idea is right specifically with respect to this is making you realize that these are the various kinds of notions that we usually have, when we look at people with respect to what they are wearing or how their appearance is. Like let us say if you see someone in a very hi-fi suit or maybe something like that.

You might feel ok, they are on a very high level position or a managerial profile, because that is how we start associating people with their appearance or what they are wearing. So, with respect to sales we will be breaking this notion.



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So, this precisely came from the fact or maybe one of the classic HBR articles “What makes a Good Sales-man” which was written by David Mayer and H. Greenberg.

So, the whole idea of talking about this particular thing or showing you this images, because in one of the instances in this article they realize that you know with respect to the services. Or specifically the services about recruiting or selecting sales employees they received, may maybe you know one of the resumes or maybe some feed from their client that there was someone who came in a dungaree and was very casual with respect to what he was wearing and in his approach.

And later on when you know all the facets important key facets were kind of compiled and various persons were tested. It was realized that the one who came in dungaree and was not very professional or maybe you can say casual in his approach that day, appeared to be the someone who will suit the best with respect to the sales job.

So, why I told you this particular instance or why I brought this in picture is to make you realize that again you have to break a lot of notions about who will be the person who will make a good salesman or maybe you can say what is it that makes a good salesman.

So, this particular article which again as I said is one of the HBR classics I would urge you to find it and read more about it, specifically because of copyright issues I might not be able to share a lot of information or maybe you can say a copy of it. But what I will be

doing is I will be sharing my opinion on this article and I will be talking about a lot of takeaways with respect to this particular quarterly article about what is it that organization should look with respect to hiring the best salesman or what are the key facets that actually define who the best salesman is going to be.

So, as far as this particular topic is concerned, we will be definitely talking about it as we will move in the next session, which is going to be the session 2 of week 3. See before we actually delve into this particular stages of a sales scholar selling process, I want you to understand a lot of facets which will eventually make you understand not only the sales process better.

But also your thought process is more going to be about whenever sales people are hired what is it that an organization should look into them or maybe you know with respect to all these various forms. Whether it was an insider order taker or outside order takers or creative salesman for tangible and intangibles or maybe delivery salesman. I want you to then think who do you think will be following this sales process when they meet the clients.

So, I thank you for now we will be meeting in the next session.