

**THE SELLING PROCESS: A  
HANDBOOK OF  
SALESMANSHIP  
PRINCIPLES**

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The Selling Process: A Handbook of Salesmanship Principles by Norval A. Hawkins

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**NORVAL A. HAWKINS**

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# The Selling Process

by  
Norval A. Hawkins

Author of  
"Certain Success"

A Handbook  
of  
Salesmanship Principles

SIXTH EDITION  
THIRTY-FOURTH THOUSAND

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MAJESTIC BUILDING  
DETROIT

## PREFACE

### to the Sixth Edition

**I**N 1904 I sold my services as a Certified Public Accountant to Henry Ford and became Auditor of the Ford Motor Company. Three years later I sold myself into the big job of Commercial and General Sales Manager. Then for twelve years I directed the marketing of Ford products all over the world. Our sales were multiplied 132 times—from 6,181 to 815,912 cars a year.

In selling my personal services and ideas, and in selling goods, I have used a particular-selling process. I have learned what sales principles and methods are most effective. That the practice of these principles and methods assures success in selling has been proved, not only in my own wide experience, but also by tests I have made with the thousands of salesmen it has been my privilege to direct as an executive. Many of the best salesmen we had in the Ford Motor Company were developed from flat failures into certain successes by training in the selling process we worked out.

More than fifty thousand salesmen and sales managers are using this selling process in their daily work. The present book describing and explaining it is now in the sixth edition; though it was first published only two years ago. Countless numbers of readers have written to me that by studying **THE SELLING PROCESS** they have increased their sales power from ten per cent to several hundred per cent. A great many

successful businesses have distributed the book throughout their sales organizations.

Whether or not one is a salesman by profession, he needs to use good salesmanship continually in order to make a success of life. From the common laborer to the executive all of us have to *sell* our services and capabilities. No one can sell anything effectively *unless he knows how*. The failure of the man who really deserves to succeed is usually due to his inability to sell to others the true idea of his worth.

Readers of THE SELLING PROCESS have urged me to write more extensively on the subject. Accordingly I have published a companion book, entitled CERTAIN SUCCESS. In this later work the selling process is amplified, and is applied to the sale of one's services and capabilities as well as to the sale of goods. I hope that the two books combined will aid in solving, not only all puzzles of salesmanship, but also the problem of finding and making the best use of opportunities to succeed in life.

So many commendations of CERTAIN SUCCESS and THE SELLING PROCESS have come to me from all over the world that it has been impossible to express suitably my deep appreciation of each kindly message. I am very glad my books are "making good on the job." They were written to help my fellow salesmen help themselves. CERTAIN SUCCESS and THE SELLING PROCESS are doing just that.

Majestic Building,  
Detroit, Michigan.

NORVAL A. HAWKINS.



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# The Selling Process

## CHAPTER I

### THE "SALES"

#### First Factor of the Selling Process

**T**HE first factor of Salesmanship is the "Sales" element, which constitutes the subject of this chapter. We are not concerned just now with the "Man" qualities essential in successful Salesmanship. Nor shall we consider at present the "Ship" (or Art) of selling. These elements of Salesmanship form the subjects of following chapters. We will study now only the "Sales" factor.

The First  
Factor of  
Salesmanship

You have heard the expression, "I don't know where I'm going, but I'm on my way." That is how the average man enters the profession of selling. He doesn't know at the start where he is going. Often you meet a salesman who has just been "on his way" all his life with only a vague notion about his destination. We don't want to blunder into salesmanship and to stumble along in the dark. We will open our eyes at the beginning and proceed *intelligently*. We should first be *sold* on the proposition that the "Sales" field offers us the best opportunities, before we start *selling*

## *The Selling Process*

anything. If you are already in the profession, but have been "going it blind," stop and look around to get your bearings instead of stumbling along any farther.

Be Sold on  
Your Vocation

A young man was ambitious to become a lawyer. But he was short of money and had to earn enough to pay his way through college. So he started out as a book agent the summer after he finished High School. The volume he was given to sell was one of those "Compendiums of All Useful Knowledge," alleged to contain information on almost every subject imaginable, from a cure for warts to how a fellow in love should propose. This young man was assigned to a territory in Iowa's richest farm section, handed a receipt for the five dollars he was required to deposit for his sample book, and shooed out to his chosen field with several lungfuls of hot air from the manager of canvassers.

He had been told that the best way to sell the Compendium was to get prospects to ask questions regarding subjects about which they wanted knowledge. The young man tried faithfully to follow instructions. But he found that nobody was interested in the population of Uruguay, or the name of the shah of Persia, or the number of eyes a fly has, or in any of the "Useful Knowledge" the Compendium contained. The farmers wanted to know how to kill potato bugs, what the price of corn was likely to be that fall, and whether or not the young