



Stars in the Making

New salespeople need some more hand-holding than veterans.

Here's how to quickly turn them into top sellers

By Elana Harris

train them to succeed

Doug Rogers sold high-end clothing for 18 years before moving to **Schaeffer Manufacturing Company**, an industrial oil and lubricant company based in St. Louis, Missouri, in 1992.

"When I left the clothing industry, I was the number one or two salesman and sold \$450,000 a year," **Rogers** says. But making the switch wasn't easy for him. "I only made \$65,000 that first year," he says. Once he learned more about the customer base, the product, and went through company training, his numbers shot up. Eight years after starting at **Schaeffer**, **Rogers** is projected to hit \$600,000 in sales this year, making him the number-seven sales-person in the company (out of 300 worldwide). This was not easy, but **Schaeffer's** rigorous training program gave **Rogers** a strong foundation in the industry. "When I started at **Schaeffer** I had a manager and a couple of other trainers work with me for three days, and then they'd give me room to work on what I learned. This went on for about two months, working down to just one day of training." **Rogers** says. "Every day I called [my manager] with a report of how my day went, including sales, questions, and concerns."

Schaeffer's reps work on straight commission, "the best motivator," says **Jay Shields**, executive vice president of sales and marketing for the company and **Rogers's** manager when he started there. Financial motivation isn't uncommon. **Shelton** admits that money was one of her chief motivators. **But Shields** knows that reps need more. **Schaeffer** publishes a weekly magazine for salespeople, highlighting each week's highest sellers. Reps also receive prize points for accomplishments and each year the top 35 reps are eligible for a trip.

be a mentor - constantly

The same is true of **Rogers** and **Shields**. For almost three years **Shields** would travel from St. Louis to Kansas City to work with **Rogers**. Such one-to-one mentoring is invaluable in the development of strong reps.

