

M. Patterson

Case Histories In Linotype Selling

Just as the study of Law is made more vivid by case histories so do field adventures in selling help us understand the infinite variations of the game. The histories of unusual Linotype sales problems, boiled down over the years, might eventually result in a pattern for sales procedure. But human nature continues to show new angles and typesetting problems are likewise varied. That's part of the fun in selling—and it makes this collection of Linotype case histories particularly helpful reading.
You can use them.

Such Shop Talk Must Be Confidential

THESE CASE HISTORIES are signed, and usually with justifiable pride. Most of them record success against peculiar odds. But all of them have been edited to remove the customers' immediate identity. Some of you may recognize the case, but we obviously should not print these names and places even in a confidential document.

Demonstrating Poor Product From Old Machines

IN a daily paper having a mixed plant of 17 machines, the publisher and business manager take great pride in printing a very fine newspaper and during the many talks with these men over my period of four years' contacts, they often stressed the appearance of their paper, pointing out that it maintained a high degree of typographic excellence.

The superintendent and the machinist were both conscious of the quality they had to maintain in producing the paper, however due to the advanced age of the superintendent, he was inclined to be somewhat satisfied with his present layout and did not warm up to suggestions that would entail new equipment. The plant had a number of old machines in the "line," a K, Md. 2, some high base 5's and a high base 8. The ad alley was well equipped on the other hand. It had three Model 30 (72-90) machines and one Model 30 (72-90) for heads.

My problem was to sell them some new machines for news and classified to replace the old numbers. The

machinist did such a good job of keeping them running that the superintendent felt new machines would not benefit them in any way. I had to sell him on the idea first before approaching the front office or my suggestions would have been turned down before I could get the buyers ready to sign an order.

I worked slowly on the superintendent and machinist and many of the composing-room force by attending their bowling parties and making a point to be very sociable whenever the occasion presented itself. Gradually I was accepted as "one of the boys" and this went a long way in this office inasmuch as the entire force associated as one big happy family in and out of work.

During my calls I would try to be as helpful as possible and always watch for some way to improve on the appearance of the paper. At one time I noticed that the 24 point Metromedium Italic two-column heads below the fold were not printing sharp. The descenders were breaking down on the molding. The superintendent and the machinist were fighting this problem before I had called and were both of the opinion that it was due to the mold on the Model 30 head machine. I checked the 24-point slugs and they seemed in fairly good shape. I suggested in a round about way to them that they check more carefully on the news matter slugs being received from the older line machines, mentioning that due to the age and wear they may be the cause. The machinist then went into extensive checking and replacing worn parts on these old machines to get a better trimmed slug. On my next call about two weeks later I made it a point to get into the composing room just about the time the final edition was on the press. I came upon the machinist and the superintendent looking over the

molded type form of the front page. The 24-point heads had gone "down" in the mold and they were both to a point of distraction as to how to overcome it. I took the foot bar out of the chase so the bottom of the type page was exposed. Then I asked the superintendent to give me a 36-point Monotype quad. He handed it to me and I placed it up against the bottom lines of the open page form. Then I told them to get on the side of the form and look at the space that was open at the base of the quad and the last line of the page. The form had about eight points white space at this point, proving the news slugs were off and causing the page to mold "off-its-feet." This of course would break down the descenders of the 24-point line placed near the bottom of a newspaper page. It was a dramatic way to prove my claims that the line machines were causing their difficulties and then I went to work on convincing them that they should be replaced.

Next day was spent conferring with the publisher and my proposal to replace six of the old machines with new Model 31 Linotypes was accepted. The orders were placed at once. All machines have been installed.

In addition to this at a later date I was able to sell six new Mohr Saws to replace the ones in use on the ad machines.

In conclusion I would suggest to watch for any improvement you can make in the methods or quality of the papers we call upon. It seems this is a sure-fire way of getting new business.

SMITH

Don't Knock the Competitor's Product

PRESENTED a proposal for a Model 29 this afternoon and in the course of the call had a chance for a few words with our good friend, Joe N-----, machinist, who told me the following story, which just might come under the category of case histories:

When he was working for Intertype a few years ago he was riding a bus up the San Joaquin Valley when it broke down in a small town just north of M-----. Having a couple of hours to kill he called on the local publisher who told him when he introduced himself that he was just at the moment writing Intertype a letter and was glad he dropped in, as he wanted some information.

The publisher told him further that the Linotype salesman had been in a few days before and that while he, the publisher, hadn't much more than just heard about the Intertype, the Linotype man spent so much time telling him what was wrong with the Intertype and little, if anything, about the Linotype that he thought he might be smart to find out something about this machine that had gotten so far under the hide of its detractor.

The upshot was that Joe walked out of there with \$200 and an order for a new Intertype.

I know that the old hands at the game wouldn't get off to a bad start like this, but it might have a moral for some of the younger fellows just starting out. And I might add, parenthetically, that it was also a nice little reminder to keep tucked not too far in the back of my own head, either.

HOPGOOD

"Selling People—Not Machines"

THIS covers the sale and installation of two Model 32s and one Model 31 and a number of fonts in the Jewish F-----, which is a large Yiddish newspaper, and to begin with is a cooperative association in which most of the key people, mechanical as well as others, have a co-equal share—management and all. Theoretically, there is a general manager, a production manager, a superintendent, a foreman, and various sub-foremen, like most fairly large plants. But there the similarity ends. Each man is a boss himself, and a vote in any deliberations, and a strong voice in any decision. The executive in any case, I have found, has only the responsibility and the headaches with, generally speaking, few of the powers.

When I took over the account five years or so ago I found that the head machinist was the son of a second-hand dealer, supposedly a pal of the other people; there were two Intertypes (not too new), and seventeen Linotypes ranging from Model 22 (42-em) to three Model 9s, with various 8s, 14s and 18s or 19s.

As many of the newer men may not know, each magazine on a machine carrying "Hebrew"—which is not the classical Hebrew, which can not be produced practically on a Linotype—has two fonts, for instance a 9 point and an 11 point, with a single set of figures and points. The type is cast upside down from English, the alignment being made on the constant edge of a slug instead of the rib edge, and the slugs must be reversed on the galley so they can be read from right to left.

Well, to get to work on this job after making the "layout."

First, one has to understand that in most cases in one of these foreign language setups, the first and sometimes the hardest job is to get everyone's confidence. There is a certain amount of suspicion of any salesman, and if he doesn't get around that one, he will never sell anything in a plant of this sort. But, correspondingly, once one obtains it and does nothing to shake it, the chances are he has that account in his pocket.

I found, of course, that there was a desire on the part of some of the men, especially the operators, for new machines. (And incidentally, the ad men here are also op's and set their own machine matter.) That made

it easier to sell machines for the ad alley. And that's where the fun began. Because they had been using Model 9s, the cry among a lot of them was for mixers. But I know these people, especially the operators, too well to want to give them any Model 29s or 30s to play around with. What they can do to a machine if not watched carefully is a machinist's dream! There was also a strong cry on the part of some of them that they should have more Intertypes because "they are better machines," or because they shouldn't carry all their eggs in one basket, and all the other arguments. There was also some sentiment to trade out the two Model Cs which are used for news, and make the plant 100% Linotype. The latter, of course, from my seat, sounded good, but I am strong in the belief that my responsibility is to see that the customer should be protected even from himself if necessary. (Sounds crazy, but that's the way I was brought up in the Linotype business.)

Therefore, after getting well acquainted with the plant it was quite obvious that the weakest place in the composing room was the old Model 9s, and that's where I pointed whenever I had a chance. Down time, parts, breakages, mat spoilages—all were good ammunition. And the fact that their mechanics weren't too hot on the Model 9 worked right with me.

Eventually I was able to figure the right people in the organization to work with and on, and fortunately they got a new machinist who had at one time been a factory hand instead of being a used dealer, and that helped a lot. I would like to make it plenty clear right here that perhaps half of the weight on my side was the operators, who when they found that I was interested in them as people and that I would squat down and talk with them and kid them, were right up my alley. If there was any help they could give me any time, they were right there. Eventually, I wasn't selling machines, I was selling people. And, brother, it works!

Of course, there were bugs from time to time, like the time they had a 42-em disk go to hell which Brooklyn claimed was their fault, but as long as they felt that I was on their side of the fence instead of fighting them, they came right along. And when they learned that after I had recommended they junk the Model 9s for which they couldn't get enough to pay for carrying them out of the building, instead of a trade-in allowance, or a fair price for some other model. But when they saw what I had done for the plant in making it more productive and versatile instead of a headache, the other things didn't matter. When people are convinced you are working for them, they will also work for you.

Before I ring this one off, I'd like to leave an impression of what these Model 32s can do in this ad room, with nine two-letter fonts and three one-letter display fonts on them! They are real type foundries.

EDWARD

Sell the Whole Outfit on Linotype Superiority

SEVERAL years ago this school, a unit of the State School System, installed a small printing department to be used in connection with their courses in Journalism. Only hand-set type was used and practically no production work was done in the plant. At that time I became acquainted with the personnel of the school, from the president on down, and especially the head of the Journalism Department and the Instructor in Printing, in an effort to interest them in enlarging their facilities and installing Linotypes. Made them a proposal at that time but was told it was entirely out of their reach but that their ultimate goal was to have a complete plant. This rocked along for about six years until finally, after a new head of Journalism, Dr. B———, was appointed. He got busy and in some way put the idea over to install about a \$50,000.00 plant, provided the State would appropriate the funds. This being a State institution, all purchases of equipment must go through the State Board of Control, and are purchased on bids, with all dealers in the various pieces of equipment being invited to submit bids and the order usually being awarded to the lowest bidder—although there are other considerations when the particular school or institution particularly stresses equipment of one company, or make, over the others.

About two years ago, when matters reached this point, we prepared for them a second proposal, for two Model 31 Linotypes, made up the actual specifications, and even secured a tentative order for them. At this time, Mr. D———, Instructor in Printing, spent many hours with me at different periods, selecting the type faces, the extra equipment, etc., and learned everything he could about Linotypes and what they will do. In other words I believe I had him completely sold on our equipment, and he helped me a lot in getting Dr. B——— in the same frame of mind.

At this time the school officials believed that it would not be necessary for this order to go through the Board of Control on bids, but that it could be bought merely with a purchase order from the school, as is sometimes permitted. It was for this reason that on each of the two Linotypes a Thermo-Blo Mold Cooler was included along with other additional items of extra equipment.

Finally, when the school was given permission to buy the equipment, it was definitely decided that bids must be asked on everything, and, without notifying me or the Linotype Company, Messrs. D——— and B——— made out the list of equipment themselves and sent it to the Board so they could request bids. When I received a copy of this list I discovered that they had made the list from the first paragraph of my proposal, and NOT from the specifications as should have been done. Many of the items, such as fonts of matrices, etc.,

were not itemized as to the number of mats in a font, etc., but the Thermo-Blo Mold Coolers were included. We went ahead and submitted a bid, with explanations, but, fortunately for us, Intertype wrote them that their information was not clear and asked for further details on the equipment. This gave us a chance to demand that both bids be thrown out and new bids asked from each company. Rather the School officials had this privilege and I immediately contacted Messrs. B----- and D-----, and the School Purchasing Agent, and they agreed to do this. I suggested that I assist them in making up the list as it should be and they were perfectly willing that I should do so. Now, knowing that Intertype at that time included an air mold-cooler in their standard equipment, and that our Thermo-Blo Mold Cooler would add an additional \$175.00 to each of the two machines, putting us at a decided disadvantage in the bidding, I simply brought this to the attention of Messrs. B----- and D-----, explaining the superiority of our device over that of our competitor, and explaining that after their machines are installed, or before, if they actually desire this feature, they could purchase the two Mold Coolers on another order, either by seeking bids, or on an open supply order. They agreed to this, new bids were asked from both companies, and as this second list, which I prepared personally for them, included only specified Linotype features, such as swinging keyboard, spiral automatic distributor clutch, etc., etc., and had each size and face of matrices definitely specified with our triangle number, etc., we were awarded the order for the two machines.

The point I am trying to make in this case is that on deals of this nature it is first absolutely necessary to sell the man who uses the equipment on our merchandise. Then, with his assistance, sell the higher-up officials, and to constantly keep after them, as in this case the deal was strung out over a period of five or six years. If these people had not been thoroughly sold on Linotypes over the other equipment I could never have taken the chance of bringing the matter of the Mold Coolers to their attention as they would more than likely insisted that these be included and that as Intertype were "giving these coolers to them as standard equipment" we should do the same thing. Actually they knew that we were charging them the sum of \$350.00, over and above what our competitors were for what could be listed as the same equipment.

McCORKLE

"Sending a Boy To Do a Man's Job"

THE A----- Press is owned by Peter M-----, who started his printing career in the Intertype Corporation and worked with them for several years. Finally going into business he had several Intertypes but during the

depression he lost his business and when I knew him he had a small business with a Model 5 Linotype which he was trying to use for display work as well as his usual line of small work. Pete cursed this Linotype quite a lot and asked my help on several occasions in making adjustments. At least once each month I would stop by and Pete would send out for sandwiches and coffee and we'd have lunch in the shop. I finally started talking about "sending a boy to do a man's job" and about the improvements we had made in Linotype. The question of depreciation was also discussed as a tax factor. Finally Pete asked for figures but stated he wouldn't buy a Linotype. These figures were supplied on a Model 32 with extra equipment. Pete signed and has since accepted the machine.

The pertinent sales factors involved here were patience and a sincere desire to make friends with Pete. Pete is of Italian extraction and one of the nicest persons I would want to meet. It was no effort on my part to be friends with Pete. In the beginning there was no possibility of a sale until Pete became friendly enough to tell me about his business and what he was striving for. Through Pete's influence I sold a lot of supplies and matrices to other small printers in B-----.

JONES

Converting the Small Non-User

HAVING only come in contact with small job plants and trade plants while with the Company, I have not had the occasion to come through with any spectacular case of "beating the competitor punch." However, I have had considerable experience with the small non-user.

In most cases, I find that small non-users would like to have their own typesetting equipment and in most cases they are not in the position to have equipment, due to either lack of volume of work or their financial position. Most of them are still in dream stage of the future.

However, they are worthwhile spending time with, as once-in-awhile you come up with one, who is spending sufficient money on the outside for composition, to afford his own equipment. When you have run into one of these fellows, the first step is to find out the actual amount of money he spends for composition, whether or not he or a son, if any, is interested in the operation of a machine, or if he has an apprentice in the plant interested, whether or not he loses considerable time between his plant and outside composition suppliers. If these points are in your favor, you can readily figure in your mind, while talking to him, what his cost would be, to own his own machine against his outside costs.

From then on you have many points to talk on. Namely, operation or labor, service by having his own machine, less press hold-ups, when corrections in forms are necessary, free hand in usage of type faces, making

of own border material, less purchases of foundry type, and the overall cost against that of outside composition.

Of course this procedure will back-fire lots of times, with customer worked up to the point of wanting a machine, but only being able to purchase a second-hand machine. O.K., if you can't sell him new equipment, keep him interested in Linotype, and if he is hot on it, steer a second-hand Linotype his way, so that he at least will become a Linotype user and your efforts were not in vain.

You have another Linotype user, another buyer of parts and matrices and perhaps a buyer of new equipment some day. Your efforts have either sold him new equipment, interested him in buying a second-hand Linotype and kept Intertype out of the picture.

If no gain at all at the present, you have at least interested him in Linotype and your Company for the future. From small acorns, great oaks grow.

WEINERT

Friendly Customers Save State Institution Order

ON Tuesday, May 26th (during wartime restrictions on sale of new machines) the writer called at the State School for the Deaf and Blind, in order to see if it would not be possible to make some definite arrangements on the used Model 8 from a Los Angeles plant. In talking with Superintendent T----- about this machine, he finally told me that at their Board meeting on May 11th, they had decided to buy a new machine as the State could secure priority for this equipment and that it was the decision of the Board to purchase a Model S Intertype, which is comparable to our Model 5 Linotype. I wanted to know the reason and he was very evasive in his answers. I asked to see the figures in order to find out if we were high on our quotation furnished them in a written letter by our San Francisco office several weeks ago. Mr. T----- said that I knew our figures, but he did not have at immediate hand the figures of the opposition but that the prices were very close. Further quizzing brought out that they had a new printing instructor who learned his trade entirely on an Intertype and thought it best to secure the proper machine for the printing instructor. I asked Mr. T----- if I could talk with the operator and was informed he was away due to the fact they were graduating and closing the school on that day. I finally told him that I thought they had been very unfair and was certainly going to contact members of the Board. He always mentioned to me that it was the Board which decided the type of equipment they should purchase. He followed me out to my car and just as I was driving away told me our proposal was lower than that of the Intertype Corporation, and hoped we would still be on friendly relations.

On Wednesday, May 27th, I talked to the publisher of the local paper and told him the story. He

immediately said they couldn't put any kind of a deal over without a battle as he saw no reason why the State should pay more for equipment just to satisfy a lightweight like the superintendent of the school. He secured a list of the Board members for me who include a former Governor of the State, the State Superintendent of Schools, and three prominent citizens.

The publisher friend then telephoned one of these Board members for me and she stated that at the Board meeting Supt. T----- told them an Intertype would fit in with their purposes better and not knowing anything about machines voted as he informed them. This same story came from another member whom our friend contacted by telephone. In other words, this was a direct contradiction of the story that had been told me. The publisher then suggested that I contact another influential publisher by telephone for his advice, which I did, and he told me he would come to the Capital Sunday and we would take this matter up with the proper officials on Monday. The first publisher then went with me to see the local manager of the W.P.B. office, to see if an application for W.P.B. approval had been filed in his office for typesetting equipment. Nothing had been filed but the manager said he would let us know if it came through though thought it would under normal procedure be handled from the Capital.

I met the other publisher (of a group of papers) in the Capital on Sunday, May 30th and he said for me to go out to the State Capitol and find out just how the appropriation was introduced at the last legislature and the wording. If the appropriation specified *LINOTYPE* they could not purchase anything else.

Due to Monday being a National holiday, the State Capitol was closed. However, I had a chance to talk with F-----, who was Chairman of the Nine-Man Appropriation Board during the last legislature held in February and March. He asked me how soon we were going to install the new Linotype machine in the State School for the Deaf and Blind. I told him they had decided to purchase an Intertype. He said they could not do any such thing as T----- met with the Appropriations Committee and all the discussion was entirely about a Linotype and no other make of typesetting equipment was brought up during the discussion. Further that he was the only member of the Appropriations Committee who knew anything about printing equipment and it was largely through his efforts the bill passed the committee. His firm incidentally has purchased three Linotypes from the writer. He suggested a line of procedure to follow, which dovetailed with that of our publisher. Due to being a Legislator, he said he could not enter the picture as they would figure he was receiving a "pay-off" if he went to bat for our Company. However, he was definite in his statement that the appropriation called for nothing but a *Linotype*.

Yesterday, I called on the State Librarian and in charge of all House and Senate Bills and explained to him the story. He told me that if it said a Linotype they could not purchase anything else from the allotment and read the State law on the subject. He is an old-time printer and said "there is only one Linotype," so he could not see how they could purchase an Intertype. His suggestion was to see the Attorney General, for a legal ruling and then see the State Auditor, who is the "watchdog" and who okays all purchase orders and then orders payment of warrants. Our publisher had already contacted the Attorney General for me and we were to meet in the afternoon. The Librarian secured a copy of the House Bills and this is the way it read:

GENERAL APPROPRIATIONS ACT—Chapter 96,
Laws 1943—State School for Deaf and Blind

Subdivision 42
Capital Investment:

Linotype \$4000.00

I took a copy of this back to the hotel with me. This was shown to the Attorney General for the State and he stated they could not by law purchase anything but a Linotype. He cited a case of typewriters. If the appropriation specifies Remington then Remington equipment is all they can purchase and not Underwood, L. C. Smith or any other brand. He thought none of the members of the Board knew anything about typesetting equipment and naturally went by the recommendations of the Superintendent of the School. After a clarification of this matter as regards law, the Attorney General telephoned the State Auditor for me and I then went out to see her.

The story was then told over again to the Auditor. She had a copy of the Appropriations Act on her desk, showing an appropriation for Linotype, \$4000.00. She said she would not okay the purchase order for anything but a *Linotype* nor would she pay for anything other than a *Linotype* and gave me examples of why, similar to that told me by the Attorney General. She further stated that they had to spend the money for a Linotype during 1943-1944 or the money returned to the State's general fund and a new appropriation would have to be made at the next Legislative session for typesetting equipment two years from now. She further stated that we had nothing to worry about as the purchase order had to come through her department and that she herself would write to Mr. T----- pointing out to him the Appropriations Act called for a Linotype and that was the only machine for which she would okay a purchase and make payment on. It was her suggestion that I see the Superintendent of Schools and explain the situation as he was one of the Board members and a very fair man, but we found he was out of the city until next week. She also mentioned that she

doubted if any of the members of the Board with the exception of the Governor, knew anything about the printing business. It was also her suggestion that I see the Governor while in the Capital building and then come back and see her.

I finally secured an audience with the Governor after waiting in the reception room for one hour and a half. The story was again explained. He told me that he remembered the case and that Mr. T----- informed them an Intertype would fit in better with their needs and that he, the Governor, was a friend of the Manager of the Intertype Corporation. The Governor also told me (which T----- would not) that our quotation was about \$15.00 lower than our competitor's, but that where a piece of equipment is purchased which costs less than the appropriation they can then purchase "the lowest and best." He tried to tell me that Linotype was merely a trade-name, but after pointing out this error on his part he said it was then up to the State Auditor, and the Superintendent of Schools. I told him that both the Attorney General and the Auditor stated that only a *Linotype* could be purchased by law. He wished me well and said it did not make any difference to him what they purchased but that he would leave the matter entirely in the hands of the Superintendent and the Auditor to settle.

I went back to see the Auditor and told her of my conversation with the Governor and she is writing to the Superintendent. However, she suggested it would be a nice gesture on our part to telephone the Superintendent, and then in about two weeks drop in and work out details on the order, so as to have as friendly relations as possible on this machine transaction. It was too late when I left the State Capitol to call T-----, but will telephone him Thursday morning from Los Angeles when I return and explain the circumstances to him. Will then take a train over in about two weeks and get this settled.

This has taken a lot of time on a small order, but I felt it was warranted under the circumstances. I don't know what the Intertype Corporation told T----- and care less, but felt a fast one was being pulled. It will be up to the Auditor's office to file for a War Production Board Approval on the purchase of the machine, although the order can be placed at anytime. When I talk with Mr. T----- on the telephone will find out what time will be the most convenient for me to see him. I doubt very seriously if the Intertype Corporation will take this set-up without a fight but they haven't a leg to stand on particularly since the Attorney General and the State Auditor both know the circumstances and will stand by the letter of the law.

We owe a great deal of thanks for the fine advice and assistance on this matter to our customers who went to bat for us.

HANCOCK

"Something Can Always Gum Up a Sure Order"

ONE of the most interesting experiences we have had concerning the sale of Linotypes was experienced recently while trying to close an order for five new machines to the B----- News.

This firm has had a new addition to their present building under way for the past several months and had hoped to have this addition completed by January of this year, giving them more space in their badly congested composing room and at the same time providing space for the addition of six more Linotypes to their present battery of 31 if business warranted their addition.

Working with our Manager of the Southern Agency, we began a campaign to sell this firm two Model 35 Super-Display Mixers to handle their increasing grocery ad composition and other composition that required mixed lines. As this campaign progressed a Model 33 was added to this proposal for a headletter to handle heads that were being set on the Ludlows at a large cost and finally two additional Model 31s were added for line machines.

In order to sell this firm on the Model 35s we first had to sell the head machinist on these machines as he had a fear of these machines that had been impressed upon him by his predecessor. We then had to sell the composing-room foreman, the ad skipper and an ad operator who had been with this firm for many years. We also had a very "ticklish" situation to deal with, a retiring production manager and his successor, the retiring production manager having developed a jealousy toward his successor.

A trip to N-----, to visit the composing room of the B----- was arranged for the head machinist, the ad skipper and the ad operator in order for them to become acquainted with the operation of a plant using mixers. This trip was made with the writer and upon our return to B-----, all three agreed that the mixers were the answer to their composing-room problem and assured us they would recommend to the management they purchase the Model 35s. A meeting was held the day after our return to B----- and the recommendation was made. An appointment was made this same day with the president, publisher and the business manager for a meeting to make a final decision one week from this day.

I was met in B----- by our Manager on the day of the appointment and upon visiting the News found the retiring production manager had made one last stand on opposing the mixers and had convinced the composing-room foreman, the ad skipper and the ad operator that they did not need the mixers. The only one whose decision he could not alter was the head machinist, the one whose decision we had doubted from the beginning.

Another interesting event that happened this day was our meeting with several members of the editorial staff convincing them to change or to substitute type faces we could supply on the Linotype for heads they had been setting on the Ludlow. After several hours of debate these people finally agreed.

We finally secured an order for two Model 33s and two Model 31s. Some very fast talking was necessary to put over the sale of one of the Model 33s over the opposition of the retiring production manager who favored rebuilding a Model 27 now in this plant.

This was one of the most interesting sales I have ever been connected with inasmuch as it impressed us with the fact that no matter how near one is to the closing of a sale, there is always the chance that something may arise to change the entire picture.

McMILLION

Linotype Fame Beats Intertype Obscurity

THE A----- Printing Company was considering the purchase of a machine for their plant. They were a non-user at the time. The manager of the Intertype agency and the salesman called on Mr. F----- a few days before I made this particular call to try and close the deal. Mr. F----- told these gentlemen he believed he would buy a Linotype machine when a typesetting machine was bought. This, of course, brought the question from the manager and his salesman as to "why?" Mr. F----- informed these gentlemen that the name Linotype was known to almost everyone, but the name Intertype was relatively new, and not known by too many people. This, of course, brought on a heated argument by the manager and the salesman, claiming that as many people knew of Intertypes as Linotypes, and besides what difference was there in a name. Mr. F----- informed these gentlemen that he ran an ad once a week in the Tribune on the business page and that every month or two he was entitled to a story about his plant on this same page. Said if he bought a Linotype machine everyone who read the story would know what he had purchased, but if he mentioned in the article that he had purchased an Intertype not 10% of the readers would know what he had bought, and that he was depending on this sort of publicity to increase his business. About that time one of Mr. F-----'s salesmen came in the office. Mr. F----- asked the salesman if any of his customers had ever asked the question whether or not they had a Linotype machine. The salesman answered in the affirmative. Mr. F----- then asked his salesman if anyone had ever asked if they had an Intertype and the salesman said "no." The Intertype manager and salesman still persisted that the name Intertype was about as well known as Linotype, so to stop the argument Mr. F----- offered to bet these gentlemen a sizeable sum that he could take them to at least ten

business men in town and ask them if they knew what a Linotype machine was and that eight out of ten would give a good description of a Linotype machine, and that not over four or five of these same gentlemen would know what an Intertype was. The Intertype representatives would not take Mr. F----- up on the bet and as a result I later sold a Model 8, and later on a Model 31. A name of a good piece of machinery does have its merits.

JENKINS

Persistence and Courtesy Save Apparently Lost Order

ON my first call at this plant after a change of ownership I was greeted very pleasantly by the new publisher, Mr. F-----, who said, after the usual initial remarks, "Yes, we're going to have to have a new machine, and being perfectly honest with you, my foreman and I have pretty definitely decided that we will buy an Intertype. I was raised in an all-Intertype plant and my foreman spent several years on the J----- in P----- and worked on nothing but Intertypes."

I replied that theirs was a perfectly logical attitude and that there were plants where a lot of type is set on Intertypes, but the same thing is true of a greater number of Linotype plants over the country, and that if they hadn't already signed an order, I would like to have the opportunity of showing them our product and pointing out some of the features which not only would be interesting but would save them money in their operation. There would be no obligation whatever and it is possible that we might have something you would not want to be without.

Mr. F----- called in his foreman, told him what had transpired, and he agreed "Well, it won't cost us anything to look."

We had dinner and a very nice visit, most of the conversation being of things in general and having to do with typesetting machines only when they brought it up. On going back to the office we got down to cases, having no interruptions as would have been the case if we had attempted to discuss the Linotype while being served our dinner. During the presentation I mentioned not only operations with which I knew these men were familiar but also included some phases of my own experience, naming the plants and publishers, and how we had solved some of our problems.

This was the publisher's first venture on his own, although he had been for many years in the business, and since his problems were many and varied, he naturally was as much interested in drawing on my experience and background to the fullest extent as he was in learning about Linotypes. I gave him full rein and at every opportunity pointed out how we could overcome

his problems and just how certain equipment on the new Linotype would fit into the picture.

By the time the conference was over, which was quite late, incidentally, the attitude of both gentlemen was more than cordial but they still had an awfully warm spot in their heart for Intertype, and asked me to see them again the following morning.

The next morning there still was no decision except that they promised they would talk with me again before they did anything, a promise in which ordinarily I have little faith. Somehow, though, I felt they would keep it, and since I apparently could do nothing about it at the moment, I went back to P-----.

Three days later, on a Saturday afternoon, I answered the phone and you can well imagine my surprise to learn it was this publisher calling to say, "This deal down here looks pretty hot and if you could get down here I think you're in." I promised that I would drive down Sunday afternoon, which I did.

Monday morning I called and was told by the publisher that he was ready to go and would like to see what I thought they should have. Before I left the next day I had made a paste-up for a Model 34 as well as a scale layout for their composing room. When I presented it, all done up in a nice folder, they gave it what seemed to me only cursory examination, told me to make up the papers for the 34, which were signed almost without reading.

It was not until some months later, though, that I learned what had actually happened to swing the deal our way. Naturally, I thought I had just done a better job of selling, but that was not the whole story by any means. At the Oregon Press Conference some months later, this customer said, "Ty, I suppose you've wondered what swung our machine deal your way, haven't you?"

I replied that I had, naturally, but the main point was that we were very happy at the opportunity to be of service and the reasons were, of course, only incidental. However, it would be interesting if he cared to tell me what had happened. There were two reasons, he said, and he gave them this way:

1. When the Intertype representative called and was told they were going to put in another machine, he had said, "Well, there isn't any doubt in your mind what it will be, is there?" just as though all he had to do was start writing the order. The publisher said up to that point there hadn't been much doubt, but the Intertype man's cocksureness and use of the word "doubt" sort of crystallized in their minds that there was considerable doubt and set them off on an entirely new line of thought.

2. This new line of thought, he said, was that here is the Linotype man, facing an almost certain lost order, yet actually interested in us and our problems and willing to stay up to midnight to talk about them. I just

figured that it would be smart to tie up with an outfit like that.

There are two points to this story: 1. The other salesman crossed up himself by making the customer feel that he was a pushover and the deal was already in the bag; 2. I had let him talk about himself and his problems to his heart's content—I had been a good listener and thereby convinced him that I was just as much interested in helping him as in selling a Linotype, which actually was the case.

This plant is going daily July 1st and will be equipped with four Linotypes—a 36, two 14s and a 15. The program already drawn up calls for replacing one 14 and the 15 with a 33 and a 35 within five years. (The 34 order has been changed to a 36.)

HOPGOOD

Tenacity Saved This Order

HAD a close call on an order for a Model 32 Linotype. K. J. A----- was proprietor, and G-----, foreman. G----- also had a small interest in the business at the time, and had been A-----'s right-hand mechanical man for over 25 years, hence G----- was quite a factor in the deal.

A----- let it be known that he intended to buy a new machine, either to replace his s.k. Model 14 Linotype, which had given good service over the years, or add the second machine. I had known all along that G----- had become partial to the Intertype machine, largely through some of his good printer friends who happened to favor Intertype. While G----- admitted their Model 14 had been a very good machine he had become pretty well convinced that the new Intertypes had the edge over new Linotypes because of a supposedly superior self-quadder and also because of more simplicity of Intertypes over Linotypes.

However, I proceeded with a good deal of confidence because I felt that since they intended to keep their s.k. Model 14 Linotype I had quite an edge in my favor by pointing out the main magazines, liners, etc., would be interchangeable between a new Model 32 and their Model 14. The then Intertype salesman, Mr. B-----, was making calls here about as frequently as I was, and through bringing in as many outsiders, who favored Intertype, as possible, G----- became pretty well convinced that the superior merits of Intertype warranted changing over from Linotype, even though they did—then—intend to keep their s.k. Model 14 Linotype.

So, came the time when the order was ready to be placed B----- seemed to have G----- thoroughly sold, and while A----- felt very kindly toward our Company and toward the good service he had gotten from the Model 14 he more or less felt that he should not interfere in G-----'s decision to buy Intertype. I

made the first call on them the particular day the order was placed, and put up the strongest appeal to G----- and A----- that I could, and finally G----- said he would make one requirement of the Intertype salesman before he gave him an order for a new Model C4-4sm Intertype and that would be that B----- would have to agree to arrange with some source a "swap" of their present s.k. Model 14 Linotype for a used Model C3-1sm Intertype in equally as good condition as their present Linotype; and that B----- would have to arrange the "swap" of their Linotype for the used Intertype without any cost whatsoever to the firm. If B----- could do this, then naturally I would lose the advantage of my present position of arguing against mixing machines. All the while this talk was going on B----- was waiting in an outer office. I told G----- I would like to wait around until he finished talking to B-----, and that if B----- found he could not meet their proposal to furnish them a used Model C3-1sm in exchange for their Model 14, then I fully expected to get the order for the Model 32. G----- said no use to wait here in the office, and that he wasn't going to do anything that particular day anyway, and that he would certainly see me again before he made a final decision, so I went back to my hotel, which time was just before noon.

Along about 1 or 2 p.m. I was getting pretty anxious since G----- still hadn't phoned me and so I decided I better phone him, and to my dismay he told me that B----- had agreed to meet their proposition, by arranging a "swap" of their Model 14 for a Model 3C-1sm Intertype his company had just taken in trade at B-----, and which Intertype he was ready to guarantee as being in good condition as their Model 14. G----- said that he was frankly surprised that B----- did meet their demand and since B----- had now done so he had told B----- to go ahead and write up the order for the new Model C4-4sm. I reminded G----- that he had that morning promised me another chance before he signed an order and G----- said he didn't see anything further to discuss—that B----- had met their demands, and was therefore entitled to the order. Just who was going to absorb the cost of transferring the used Model C3-1sm Intertype from B----- to J----- I do not know, but I assume B----- was going to do so out of his own pocket. G----- said that B----- had left his office about half an hour ago and he supposed that B----- was now over at his hotel writing up the order for the new machine, as B----- had said he would return late that afternoon with the order drawn up ready for A-----'s signature. G----- expressed regret that he couldn't also give me an order for a new Linotype, and remarked that he hoped we would still be good friends, and that I wouldn't fail to come by and visit with them on my future trips to J-----, after which he broke off the telephone conversation.

Needless to say I was pretty badly wounded and shocked and dejected, and in a few minutes of meditation up there in my hotel room I decided I wasn't going to lose the damn order, because in my heart I felt we were entitled to it, and furthermore I realized it would mean the loss of a lot more business around J----- if A----- switched over to Intertype because he was considered one of the leading small printers in the entire South, and his decision and future recommendations would carry tremendous weight with other printers in this section.

After deciding that I must have the order regardless, I left my hotel room in a hurry to get back to A-----'s. Needless to say I was in a fighting mood, and I've never had such a battle before or since in trying to keep calm, but the fact that I did keep calm enabled me to be persuasive enough to save that order.

When I walked back into A-----'s, I saw A----- first, and noticed that he flushed a little bit, and seemed embarrassed to admit that G----- had given B----- the word to go ahead. I then asked if I could talk to both he (A-----) and G----- together and so A----- picked up the inter-office phone and told G----- that I was in his office and requested another conference—with the two of them together. G----- told A----- there was nothing else to confer about; their decision was made, and besides he was at that time too busy to talk further with me at this time, and this phone conversation ended with that. A----- turned to me with sort of a helpless gesture to signify there was nothing else to be done.

So, this was when I started in doing the hardest job of talking I ever did—something I should have done long before this stage of the game—and I was so wound up that for 15 to 20 minutes I never gave A----- a chance to cut in on the conversation while I again went back over the reasons I was confident he would be better off and far better satisfied to stick to Linotype; Linotype had helped him build his business to its present profitable stage, and that we valued him as a good customer and friend, and weren't willing to lose him as either, and I repeated some of my arguments on the mechanical superiority of Linotypes, especially some features such as our six-mold disk as compared to Intertype's six-mold disk, and at this point A----- cut in and said they had decided to take a four-mold disk on the new Intertype, and consequently wasn't impressed too much over our superior six-mold disk. I instinctively felt, right there, that B----- had sold them off a six-mold disk because he knew the weakness in his own six-mold disk, especially since it wasn't possible to change liners in his six-mold disk without great expense of having many different mold caps in the plant, and I further knew that since I had been unable to interest them in a Mohr Lino-Saw that B----- hadn't been able to sell them a saw either, and I knew

damn well that from the variety and sizes of type they required that a four-mold disk on an 8-magazine machine wasn't going to be satisfactory.

I then calmly told A----- that it looked like we had lost the order, but I was really curious to know just how a four-mold disk would do the job, and asked him if he would mind telling me just what sizes of type they proposed to set on the new C4-4sm. I could see this argument was having effect on A-----, and finally he picked up the inter-office phone again, and asked G----- to come in, and bring with him a list of the type sizes they intended to use on the new C4-4sm. This time it wasn't a request to G-----; it was an order for him to come in.

G----- entered, looking rather sheepish, and finally admitted there would have to be a lot of liner changing done on the C4-4sm to accomplish the results, and that a font of 30 point would have to be set on an overhanging slug, for lack of a 30-point display mold. G----- said he had been told by some very competent operators and machinists that he should steer away from six-mold disks, either Linotype or Intertype, and I then asked him if he would object to me making a few telephone calls to plants that were now using our six-mold disks and let them give him their opinion of ours. He said no, he didn't think he would like to debate the matter at this stage, and besides B----- was already writing up the order for the new Intertype.

At long last A----- woke up, and he then began to talk to G----- like a father, and told G----- that he inwardly had hoped G----- would decide in favor of Linotype because their old machine had been very faithful, and his dealings with our Company had been pleasant, and he actually had misgivings about changing over to another company and another make of machine. Naturally, that did it, and before I left the office G----- had the unhappy duty of phoning B----- at his hotel and telling him to hold up on the Intertype order (and by this time B----- should have had it about ready), and I was then given the final dope for specifications on the Model 32.

Incidentally, the Model 32 is giving good service, and a few months after it was installed G----- pulled out from the firm to go into real estate business for himself (he and A----- are still close friends, however). The foreman who replaced him is rabidly pro-Linotype, and everybody is happy with Linotype. So, you see, my hunch that the order *belonged to us* was correct and my obstinacy saved it.

I occasionally see G-----, even though he is out of the printing business, and we have become pretty close friends. I think G-----, instead of feeling peeved at me, somewhat admired me for being so tenacious because of my convictions I was right.

BOWERS

Nine Years' Patient Persistence Breaks Monotype Monopoly

WHILE this is not my most competitive case, a Life Insurance Company's printing plant did provide more than usual sales resistance over a longer period of time than any other case.

I was confident from the start that this firm could use Linotype equipment to an advantage. Therefore, it was just a case of convincing the supervisors of their printing department.

I first called here in March, 1938 and was assured by the manager that they were not the least bit interested in Linotype equipment. Their composing room was equipped with three Monotype keyboards and five Monotype casters which handled all of the machine composition for this private plant satisfactorily. In fact, the entire procedure of their composing room was based on Monotype composition.

However, on this first visit I managed to learn that they did some machine composition that could be handled more economically on the Linotype. This is customary in all insurance company printing plants. My future visits were planned with this part of their composition requirements in mind. These visits were not frequent enough to become annoying and, as a result, I usually received an interview. I actually made only fourteen visits at this office over a period of nine years. I do not believe that a more aggressive program would have served any useful purpose, as their minds were thoroughly made up and it was not always easy to produce satisfactory material to justify further discussion more often.

The sales resistance was largely on the basis that they must have Monotype equipment for the insurance rate books and forms, and this same equipment could also be used for the balance of their machine composition. For some time they were not too much concerned over the extra cost involved. However, during my visits, I was successful in making them conscious of the higher cost for their publications, booklets, etc.

As the cost of their printing department increased during the past few years, there was more and more criticism from the home office. As a result, the plant manager was under considerable pressure to control these increasing costs for the first time in their many years of operation. In fact, there were threats that unless their costs were kept in better balance with commercial plants, there was a possibility their printing would be sent out for competitive bidding.

With such pressure on the manager of the printing department, he remembered some of our conversations about costs and finally requested a proposal for Linotype equipment suitable to handle just their four regular publications. The home office immediately approved

this proposal and appropriated the funds for the purchase.

This equipment consisted of a Model 31-4-90, electric metal pot, motor, Margach metal feeder, etc., and was shipped in April, 1949. They have, since that time, purchased additional mats, magazines, magazine racks, etc., in order to handle a greater percentage of their machine composition on the Linotype.

It is too early to predict to what extent, but I am sure that this firm will develop their Linotype department as they become more familiar with the possibilities of slug composition.

WAGONER

Monotypes' High Cost

THE prospect was an all-Monotype plant for many years until the late Fall of 1949, when they installed a Model 30.

They are considered one of the finest printing plants in the Mid-West. Also doing high-class ad work for foreign and local publications—the best in typography is their motto.

The writer made regular calls, endeavoring to sell them Linotype equipment. The answer was always that Linotype composition could not compete with Monotype.

Approximately a year ago, the commercial plants went out on strike, including their composing room. At this time they were forced to buy outside composition, of which the greater portion was set on Linotype.

After a three-month period, the strike was settled. During this time they learned the outside cost of composition was much cheaper than setting it on their own Monotype, and the quality equally as good.

This was the time they first became interested in installing line-casting equipment. The Intertype Corporation was in on the deal, as the buyer has several friends doing the same type of work using Intertype equipment—and these friends were using their influence in recommending the Intertype.

After two strenuous months, pointing out the advantages of the Linotype over the opposition, I was able to get the order. The main two-magazine and two-auxiliary Model 30 was equipped with self-quadder, electric heater, Thermo-Blo cooler, motor and the Mohr measure control. The last-mentioned device was recommended to do away with the odd-sized spacing material, which is essential for high-class ad work (especially contour work). The one-letter Italics and some Logotypes were laid out for the auxiliary keyboard. The most-used Logotypes run in the main magazine. Of course, some of the refinement characters run pi. It was also considered to run accents in the auxiliary, but due to added cost of magazines, etc., the change was to have

eight of the most-used accents out in the main, although they would be run in and out, when needed, to a great extent. They use the narrow-split auxiliary magazine, as 12 and 14 point will be the largest size used. The customer insisted on the three-quarter length for the main magazine, although I recommended full length right up to the last. These were later changed to full lengths, as recommended.

All series, including the special characters, special italics, refinement characters, and accents were contracted the same color, so that they can easily be detected and not be mixed up—also to keep out wrong fonts.

Due to the customer not wanting a Mohr Saw and the various changing of liners, the six-mold disk was not recommended.

The equipment has been in operation for four months and the buyer is well pleased. Stated he acted in the nick of time, for competition is back, and with the 35 to 40% saving over the Monotype, he can meet the competitive field. Expects to add one or two more machines within the year.

They will continue to use Monotype along with their Lino, due to some special work they handle and the large investment they have in the Monotype faces.

This was one of the most competitive deals with the opposition I have met during my five years with the Company. Stressing Linotype service, durability and versatility, I was able to be the one to prove Linotype can meet with Monotype composition in most cases.

JACOBS

Patience Without "Pressing" Wins Long-Pending Order

RATHER than dwell entirely on the subject of case histories that might be used in a Sales Manual I would like to bring out a few points in salesmanship that I consider important and that, in my opinion, should be thoroughly instilled in the minds of all salesmen.

A salesman should try and gain the confidence of the prospective purchaser of his equipment. To gain this confidence he should always be truthful and sincere, and never obviously try to high pressure them into buying. When this confidence has been won selling becomes easy.

A salesman should study his product, learn it well, study the prospective customer's requirements, be in a position to offer helpful suggestions when the opportunity presents itself, and always be able to explain in a convincing way any statement he might make. Never knowingly misrepresent anything.

If a salesman is asked a question he is not sure of the answer, he should not hesitate to say that he cannot answer the question. Tell the prospective customer he

will find out for him. The wrong answer will surely get the salesman in trouble.

During a salesman's calls he should study the customer's problems. When he is sure he has something to sell that will prove profitable to the customer, so advise him, and explain how the particular item would effect a saving in their operations. A buyer is always interested in saving money.

It has been truthfully said that a salesman does not have the right to ask a prospective customer to purchase his product unless he can show the customer where he can profit by the purchase.

A salesman should never criticize his competitor's product. Point out the merits of your product.

I will relate my experience with the A----- Herald from which we secured an order for a new battery of nine machines and complete new matrix equipment. Although a consolidation later with their competitive paper prevented us from delivering all the machines.

I had called on The Herald for several years and was well acquainted with the manager, Mr. B-----, and the supervisors of the composing room and members of the advertising and news departments.

When Mr. B----- showed real interest in modernizing his composing room I discussed in detail the type of equipment needed with the composing-room superintendent. It was found that he had little or no idea of what he needed in type faces or machines. I then talked with the men in the ad makeup department and the advertising department. From them I gained some idea of the type faces that had been requested by advertisers.

With this information I went to the news department for their ideas on the body type and headdress.

The type faces and sizes that had been suggested by members of these departments varied so greatly that I realized a suggestion would have to come from me incorporating some of their ideas as well as my own and, if possible, bring them together.

This deal broke on Thursday and had to be brought to a close as speedily as possible so I started Thursday night analyzing a week's run of their paper, studying their ads, makeup, etc.

I worked on this analysis through Friday, Friday night, Saturday and Saturday night. By that time I had come to a decision on the type faces and machines needed—two Model 35s, four Model 31s and three Model 5s.

I then prepared a pasteup showing all the type faces suggested, a pasteup showing how they should be arranged on each machine, plus clippings of ads using these type faces. I also pasted up a front page, sports page and society page with specimens of the suggested headdress.

The figures and covering letter were then prepared.

These were bound in one of our regular proposal binders along with showings of the type faces suggested, machine layouts and fitting literature.

On Monday morning I went over all this material with the manager. He accompanied me to a meeting of members of the composing room, then the advertising department, and finally the news department. The equipment suggested was explained to each of these groups, and oddly as it might seem, my suggestions were approved throughout and the order was secured without a change.

Our competitor had been making regular calls in this plant. He had extolled the merits of his equipment to the manager, but he had never gained the manager's confidence. When the deal broke he was not called in.

Gain the confidence of your prospective customer, study his needs, know your product and when the opportunity presents itself make your recommendations and be able to prove the need of every piece of equipment recommended.

I will relate another experience that was not quite so easy as the one previously outlined. This covers the sale of four machines.

The managers of this business, C----- and R----- P-----, had been trying to carry out a buying program set up by their father many years ago to keep their plant half Linotypes and half Intertypes. We had been selling one and two Linotypes at the time in this plant until the balance of machines was in our favor.

On a fifty-fifty basis this deal for four machines was due to go to Intertype.

When it appeared the deal was going to break, a proposal was prepared covering all four machines and submitted to C----- P----- . So determined was C----- to buy Intertypes this time that he called their sales manager in New York because he did not particularly like their local salesman.

When this sales manager arrived on the scene with the local salesman Mr. P----- gave him my proposal from which to prepare his figures. (This information was secured from Mr. P-----'s secretary who had been favorable to Linotype men.)

C----- P----- even took the Intertype sales manager and the local salesman on a week-end party at their mountain lodge.

At this point the situation looked pretty bad for us. The composing-room superintendent was the type of person that was favorable to the "side" that was present with the most liquor. I had become so disgusted with this that I had practically cut off our liquor supply.

We kept pushing our case and gained favor from R----- P-----, but C----- would not come through. The best he could do was stall the deal for almost a year.

In the meantime the liquor-drinking superintendent was fired and their night foreman was promoted

to superintendent. I had been friendly with this man for a long time and he responded favorably.

With this new superintendent's assistance we secured the order within a few months.

During the year that this deal was "hanging fire" I made frequent calls on the P----- brothers. Always pressing for the order, but constantly watching their reactions and if they did not appear favorable I eased off before I got a definite "no."

I was told that the Intertype salesman made a nuisance of himself during this year by constantly "going in for the kill."

In my opinion this order was secured by being friendly with all members of the composing room. Remaining on good terms with the management by not making a nuisance of myself by constantly pressing for a close when the "sense of selling" told me the time was not right.

Do not press your customer to close a deal when it is obvious that his answer will not be "yes."

HUIE

Mortgage Back-Fired When Intertype Filed It

I HAVE had many interesting experiences in meeting tough sales and taking machine orders away from Intertype. It would probably take a book to cover same, though, as I have worked through management in having superintendents changed, machinists and foremen changed and even in small shops—operators.

The one deal, though, that comes to my mind right at this time is one that I used in New Mexico. I have already reported this to Company but will repeat here—just in case it is being done in other states. I have run across it several times in West Texas and Panhandle Texas.

In New Mexico as soon as Intertype sells a machine on time payment and it is approved in New York—they file a mortgage in the county in which the machine is intended to be delivered and record the Sales Contract. The owners of the papers never know about this and are not notified and the only way they find it out is to read it in a legal publication or someone calls it to their attention.

The first time I ran across it was in a town in New Mexico where the competitive paper told me about a mortgage on file for \$9,000.00 for new Intertype for the paper down the street. I made a trip to the court house and looked up the files and this was true. I then paid a visit to the paper and in a round-about-way brought it up and the publisher broke down and told me that he did have an Intertype on order but it had only been six weeks and no one knew about it except himself and the salesman. He said he didn't know if he would accept delivery or not. He then wanted to know how I found

out about it. I told him I was in the court house checking some records for our Company and ran across the mortgage on file. He told me this could not be true as property had not been delivered in the county. I explained to him I might be wrong (I knew I was right for I had already seen it) and suggested we both go down to court house. We did this and sure enough it was on record. He came back to the shop—called West Coast Intertype Agency and raised hell and canceled the Intertype and gave me Linotype order.

After that every time I was in a county seat town—I checked the records and where I found one on file—I made it a point the publisher found out about it and in that way I got Intertypes canceled and got Linotype orders, in New Mexico and West Texas. This may be a practice all over the United States. Intertype told the publishers it was a State Law in New Mexico, but I checked and found this was not true. Even after several cancellations—Intertype still recorded them—so I don't know the answer but it was nice business for us and a good way to find out where they had contracts on time payment. Of course, they did not in all cases record them in Cash Sales. In all instances the publishers were always "red-hot" mad and only in one case did the publisher already know it was on file.

SHERROD

The Super Was the Whole Outfit—Said He

SPEAKING of case histories for Sales Manual, it is very interesting to hear of a certain case history on how I did it or how you did it but that is only a drop in the bucket for a new man trying to learn how to sell Linotypes.

I sometimes wonder how a man selling Linotypes has to take so much on the chin in order to sell a Linotype. One has to be able to be a good fellow, know how to talk and what to say and, believe me, know how to shut his big mouth at the proper time, say nothing about having to know as much about the printing business as the boss, the superintendent, foreman, production manager and I go further, the machinist. This all leads up to the case history I am about to write about.

Some years ago, a certain newspaper in B———, was equipped with both Linotypes and Intertypes. I was a slight greenhorn in this territory at that time and like all ambitious salesmen, I wanted to find out how it was done and how to get all the business.

This certain superintendent in this plant was a good man and knew his business and there are few that can tell him *anything* about a composing room, machines or type faces. However, when I first called on him, he gave me to understand, and he put it in no uncertain terms, that I was to see him and him only when it came to buying machines for this newspaper. After many months I got to know him very well and he be-

came one of my best friends. I gave in to him but I also made sure that I saw the publisher and the business manager although I never discussed Linotype equipment with them unless they brought it up. I am glad I did not because several months later, I was told by the publisher that anything his superintendent did was O.K. with him. After hearing this I knew enough to stay close to the superintendent because the publisher and the business manager backed him up, and they still back him up 100%.

Now the moral to this is, know who is who but know everybody in the plant and you will have a lot of friends that will help you.

This plant is now 100% Linotype and do not try to talk Intertype to them.

GEITLINGER

"Don't Mix the Plant"

THIS case came up at The A——— Journal for two typesetting machines.

Publisher B——— was sore at us for not delivering machines as promised during the past few years; Foreman M——— wanted to give his good friend and former employe of The Journal, Intertype salesman D———, some business, and The Journal had a credit with Intertype for \$500 for a machine that they junked a few years ago.

After many weeks of working on Foreman M——— on order for two machines to be used in his ad room to eliminate magazine changes he told us that he had made a recommendation to Mr. C———, an officer of this company, who was out of the city at this time, for two Model 31 Linotypes. He promised to contact us at our home or through Agency if C——— agreed to let him place the order. On Saturday morning Mrs. D———, wife of head machinist D———, called us and said her husband had asked her to call and let me know that the order has been approved. A short time later Foreman M——— called and said the order had been approved but that it would not be necessary for me to come to A——— before next Thursday because Publisher B——— would be out of town until that time.

We arrived at The Journal about noon Wednesday and talked with Head Machinist D——— before seeing M———. D——— told us that the Intertype salesman D——— and a vice president of Intertype had been in town a week working on the order and that we had better get busy. He also suggested that we call in my Manager to help with the order. (This was quite a shock to us as M——— had told us that he had recommended two Model 31s.)

After talking with Foreman M——— he told me to give him proposal for the two machines so he could take it to Publisher B———. Knowing that M——— would let the Intertype people see the proposal we told

him that we would have it ready late this afternoon or early the next morning.

We called my Manager at the Agency and explained this situation to him and he arrived in A----- about midnight to give us some much needed help.

Knowing that we would have to overcome the \$500 credit with Intertype we started to thinking of some way to overcome it. Machinist D----- said we could eliminate some of the magazines from the two Model 31-4-90s and about equal the figure that Intertype would present. D----- joined us after work at the hotel and we wrote specifications for the two machines, eliminating some of the magazines. After D----- left we prepared cash contract.

Thursday morning we called on M----- and had long talk with him, explaining that he should not mix machines in his ad room and also emphasizing that Machinist D----- had recommended he buy Linotypes. M----- then went with us to see Publisher B----- who at first told him to buy the machines that he wanted. Later he asked M----- to meet with Business Manager P----- and decide on the machines.

We then talked with Manager P----- and explained that Machinist D----- had recommended Linotypes and also told him of the many new features of the present-day Linotype. P----- wanted to know what the two machines would cost and also when they would be shipped. We gave him a delivery date and also left the specifications with him. Up until this time Foreman M----- did not know what the machines would cost as we did not want him to have this information. P----- told us to return at 2 p.m., at which time he would let us know about the order.

Shortly after 2 p.m. Foreman M----- came to the composing room and told us to get out the fountain pen as we would get the order. Manager P----- told us while signing the order that our delivery promise was a little better than Intertype's was the reason he gave the order to us.

LANGLEY

Fewer Parts Claim Back-Fired

IN reply to request for information on sales problems I would like to discuss the very old claim of the competitor that his machine has fewer parts. As a general rule this is not too much of a problem but in one particular case the sale of two new machines and probable switching of the plant to Intertype hinged on the answer to this claim.

The plant was equipped with four Linotypes and one Intertype, the latter being the newest machine.

The purchaser stated that they had been satisfied with the performance of the Intertype and probably would buy more of them because the machine had fewer parts. He was asked where this information came

from and replied that the Intertype salesman had told him.

It was suggested that the Intertype salesman back up his claim by stating how many parts were on any of his machines, of a given model, and also tell the purchaser how many parts were on our equivalent model. The purchaser was advised that the writer did not know how many parts were on any model of Linotype and was certainly absolutely sure that the Intertype salesman did not know, and it was extremely doubtful if he knew how many parts were on his own machine.

This particular purchaser is a stickler for honesty and correct statements and realized that he had been either misinformed or had accepted a statement to be fact without further investigation. I am happy to state that an order for two Model 29s resulted from this conversation.

BURGOON

Selling a Prejudiced General Manager

IN my opinion the case of H----- Publishing Co., is an outstanding one.

When this territory was turned over to me I had no special information on this office but on my first visit to the office it looked like trouble ahead. On meeting the general manager he informed me immediately that he was against us. For one thing he was a bit peevish over the fact that we would not and could not take an ad in their 50th Anniversary Edition. A small matter but one that he felt right keenly and had written the office to that effect.

Then in meeting the mechanical superintendent I knew here was a fellow that would carry a lot of weight in buying equipment but he would not lean over backwards to go against the wishes of the front office if they did not wish to buy Linotypes. Also here was a fellow that knew his business and the mechanics of the machine, that is superiority of certain Linotype parts over the Intertype, would not make any difference to him as he would make either machine work and since he had told me that when they bought machines he would buy two at a time, the matter of interchangeability would not come up.

It appeared from where I was looking on that my best bet would be to cultivate this superintendent all the way. I made it a point to spend a great deal of time with him when I was in H-----. I was invited to join their press club where the superintendent, editors, advertising men, circulation, etc., gathered each day after work. The general manager also frequently joined "the bunch." In this way I became right well acquainted and in this way Linotype was more frequently mentioned than Intertype.

When they finally decided that they needed two new mixers for their ad alley the superintendent in-

vestigated both the Linotype and the Intertype but gave me the nod for the order. It was only through making these friendships that I was able to put the Intertype out of the picture here on this first order. They now have four mixers and the plant is still 100 per cent Linotype.

BERNARD

Ad Alley Survey Sold Two 35's

THE E----- Daily Journal, a mixed plant, had two Model Ctsm Intertypes with 23 extra split magazines in their ad alley. These machines displaced a Model 21-3-72 Linotype, one of the first lost orders I had when I took over this territory. I later was successful in obtaining their order for several Model 8s.

In later years they had a change in mechanical superintendents who did not care for the set-up in the ad alley and during one of my visits I suggested that he allow us to survey this department and submit a layout which would demonstrate what could be done with our wide range display machines such as the Model 35. Although there did not appear to be any chance for an immediate sale I suggested this would be good information for him to have in his file.

This was done with the assistance of the New York Agency and a follow-up call indicated that the general manager had been shown the layout and he was very much interested. In view of this a trip was arranged to another plant where both gentlemen had a thorough demonstration of the Model 35s. The Intertype salesman covering this office was a very close friend of the publisher and his family. At the time of his regular visits the mechanical superintendent brought to his attention the fact that he was not satisfied with his ad set-up but the indications are that this representative went on the assumption that no new equipment was to be given consideration and rode along feeling secure that he had control of the ad room equipment.

Two Model 35-4 (72-90) were purchased displacing the two Model Ctsm and the extra magazines. Intertype was not requested to present a proposal nor did their representative know about the change until the new Linotypes were installed. A third Model 35 was recently added. I feel sure, had this representative with his knowledge that he could do a better job with his later models gone ahead and endeavored to assist this customer with the problem, it was quite possible he could have installed two Model Gs and continued to control the ad alley. No plant is secure but if a customer is provided with the information as to what the later models will do, in advance of the actual demand, it is almost impossible to have an order placed without having your equipment considered.

BEDELL

Service and Attention To Customers

It has always been my contention that a great majority of our sales can be traced to that one great factor—SERVICE. Any help that can be given a prospective customer is a most valuable asset. Some of these services may appear minor, but when these things are remembered at the "crucial moment" are most important. And of course very little personal service can be rendered unless you make personal contact—this means calls—and a lot of them.

I have in mind the case of the B----- D----- W-----. Its publisher is John W-----. This plant was Intertype equipped. Upon my first call in this office I was advised that my competitor had not been in his office in years and that he was considering new mats. My third call there within a few weeks netted me the order for these fonts. Frequent calls were made in this plant, and still no indication of the competitor showing up. During this time I began talking display equipment to him and wound up with an order for a Model 34—with all the trimmings. This was at a time when shipment was very slow. Soon the competition heard of the deal, and then tried to interfere by making promises of quick shipment of his machine. These people did not forget the calls I made and a few "minor" services rendered—and politely explained this to the Intertype man. Today, Mr. W----- is Lieutenant-Governor and probably will run for the Governorship soon. He and the writer have developed a close personal friendship and he is always ready to pick up the phone and put an "erring printer" on the right path when he becomes a bit wayward. He has done this in two instances and saved orders for us.

The D----- H-----, another Intertype plant, favored us with an order for a Model 31 because they had received no attention in years.

R----- C----- N----- also favored us with an order after being neglected for many years. He was a Linograph user and a "natural" for our competition.

In other words—make calls—and these are the times when these small services can be rendered. You will win the confidence of these prospects by taking an interest in their personal problems—and, by all means, let them feel you are "on their side." It has been my aim to make "personal friends" of my clients and I do my best not to forget their names or faces when meeting them elsewhere than their own offices. This happened to me several years ago and I made the super faux pas of calling a man by the name of his opposition newspaper. That taught me a lesson long to be remembered.

If any of the above is of any value to the "younger generation" they are welcome to it—and may they all prosper.

KAERCHER