

Four Veterans Talk About Sales

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AN AGENCY SALES MEETING at Chicago was keyed to a healthy discussion of the problems that confront a Linotype Production Engineer. Four subjects that are particularly well-adapted to this Manual were assigned to men whose records of successful selling give them "Veteran" rating. Their papers were sent to Brooklyn with the suggestion that they appear in the Executive Letter. But these four talks about sales will serve a broader and a more permanent purpose in this Sales Manual. They need no further editorial comment.

How We Can Improve Our Sales Organization

ANY IMPROVEMENT in our sales organization must start with each individual in his own job. These remarks are some of the things I should do, or try to do better, suggested by my past failures and successes. All of you know these points, but perhaps one or two of them may bring an awareness that you have grown careless of them.

First, I must learn about the history and romance of our Company in particular, and the printing industry in general, and keep abreast of trends and innovations so that I may talk more intelligently with my customers. I must learn even more about the mechanics of the Linotype and be familiar with all improvements. After all these years I have been around Linotype machines it seems surprisingly easy to stump me on the function of certain parts.

It is essential that I become something of an expert on Typography so that I can be of greater service to my customers.

In selling, there is no substitute for making calls. The more calls the more sales. The more calls in the right places and at the right times mean even more sales.

My literature and selling aids must be organized and readily available so that I do not have to fumble for them, or return to the car after them. Something should be left with the customer on each call to help

him remember the Company and me. The literature may seem commonplace to me, but it is new and interesting to him.

When the successful advertising salesman goes out to sell an ad, he has a preconceived layout drawn up, complete with copy apt for the occasion with the customer's name thereon to personalize it. The sale is half made. I should know the man's plant and needs, and before going in have a tangible presentation to lay before him, not only on machine sales but on type faces, parts and appliances. To ask, "What can we do for you today?" provokes no response. How much better to have observed a need and be able to lay before him a solution.

I must believe in the Linotype Company and its products so strongly that my faith will be evident to the customer. Of course I must never knock our competitors or their products, but this must not be a fetish that prevents honest comparison. I have heard too often from our own ranks, myself included, that on certain points Intertype has the edge on us. It is a bad mistake to harbor this thought in your own minds. Even if you would never think of uttering it aloud it tempers your convictions. If I do not believe that Linotype is far superior in every respect, I will never be able to convince my customer that it is.

To agree with a customer that "they are both good machines" is a tragic mistake unless I follow this up with a recitation of the main points of Linotype's superiority. Agree with the customer that Intertype is a good company and doing a fine job. That is far enough to go. Then begin to hammer home the reasons why Linotype is so much better.

Sales efforts in an all-Intertype plant are apt to be weaker than in others, when if anything they should be stronger. I must remember that probably at one time this plant was all Linotype, and that some good salesman made the conversion. It can be done again. Publishers and business managers are certainly endeavoring to run their plants as efficiently as possible. There is no mystic bond of affection between them and Intertype. There is no reason they should change to Linotype if they feel it is only just as good as Intertype. What I am doing to constantly impress upon him that Linotype can give him what he is looking for: a better product more economically produced? A long-range program of attack should be worked out for use in such cases.

Conversely, I must never assume that an all-Linotype plant, on the best of terms with us, will not suddenly buy Intertypes. If it has more than one machine, my competitor is probably getting in some pretty good licks. Some of the publisher's friends, whose judgment he may respect, are constantly telling him that Intertypes are a better buy.

I must be careful that I am calling on the right individual. The final decision on what to buy rests in different levels in various organizations. Minor executives may often give the impression they are in complete control of equipment purchases. Once in a while call at the top to make certain that you are not making a mistake. He will tell you upon whom he wants you to call. Don't call too much at the top and neglect the composing room. A superintendent or foreman has that job to relieve the boss of the worry and responsibility. Their recommendations will probably be followed.

It is a mistake to judge a plant by size and appearance. Machine sales will develop in the strangest places if I will call and try to sell. To form a preconceived notion of inability to buy can be disastrous.

I must not assume a customer knows anything about our modern machines and appliances. It is surprising how ignorant many of them are of our improvements. Now and then I run across a publisher who still

thinks that our mixers have a primary distributor.

The only place I can be selling our products is while talking with the customer. It cannot be done behind the steering wheel of my car. Some way must be devised for better routing and less driving.

An actual demonstration far surpasses mere words and pictures. Also, the trip with a customer produces a camaraderie that often helps to swing the deal in our favor.

Don't always pass up that small out-of-the-way plant ten miles south on the gravel. My impulse to do so may mean that others have missed it, and now and then a good mat order is waiting.

Never give up on a sale until the competing machine has been installed. There is many a slip, etc., and my continued interest and service could pay off.

I must remember to accord the same respect to the small town publisher who is covered with grease and ink that I do the executive of a large daily. He will resent bad manners just as much. We will be selling Linotypes for a long time. The influential men of tomorrow are no doubt being slighted today because of the smallness of their jobs. How I sell the name Linotype to them now will stay with them for many years.

If there is any merit at all, I must compliment the customer on his plant and paper. It is his life's work and he is probably pretty proud of them, though they look like a mess to me. If I am going to suggest a change in layout or type faces it should be done diplomatically. To tell him straight out that his front page is lousy is no good, and will not foster a sale for my products.

True success comes only from a sincere service to others. I should forget that I am *selling* Linotypes, and really become imbued with the thought that I want to help each publisher in my territory in his efforts to print a better paper more efficiently.

I must try most of all to develop conviction, enthusiasm, and optimism. Conviction that I am working for the greatest company in the world, making the greatest product. Enthusiasm for the results that can be achieved for my customer by the proper use of these products; optimism for the present and future of the country and the printing business.

Top management is doing its job admirably. It remains for me as an individual salesman to do my job better. That is the way I can contribute to the improvement of our sales organization.

Organizing a Sales Territory

ON THE ASSUMPTION that this will apply to a new representative in a territory for the first time, the initial step is to be equipped with a card index system on each office in the territory. This card should carry the names of those persons with whom the representative will come in contact as well as the model and serial number of all machines in that particular office. The cards can be filed alphabetically under the name of each town and kept in a two-drawer steel cabinet that fits nicely in the front seat of a car.

As the representative progresses from town to town during the day, the cards on each office are removed from the file. When the daily reports are being written, these cards are available for such data as must be entered on the reports. The date of the call can then be entered, together with such pertinent information as will be useful on the next call. It does not take too much time and space if the representative will adopt a code that he and others following him can understand. By entering the date and a short memo on what occurred during each call, the representative can refer to his card and know the status of each office in his territory. If he is moved to another territory, the man succeeding him can go over the cards and see exactly what has transpired over a period of time.

When these cards are made up at the agency there will be errors due to changes in personnel and machines sold or bought that have not been reported. On his first swing around the territory the new representative should check machine models and numbers and be certain he has the names of all persons in each office who should be seen.

Then there is the method of making calls. In the smaller offices you will likely find the proprietor working along with the employees. This call means talking with everyone in the composing room and finally getting an order from the operator.

In the larger commercial plants and dailies, the publisher, purchasing agent, or superintendent usually is located in a private office. While these men are busy they are glad to spend a few moments with a representative of the Linotype Company, and then refer him to the machinist who places orders for current supplies. Orders for machines will be secured from those in charge of purchases and production. There are front and back entrances to the larger shops. The one certain way to miss sales is for the representative to get the habit of using only one of them. There will be times when you will find it advantageous to go in the back way to the composing room to learn what is going on before approaching the man who does the buying.

Many times new equipment has been discussed among the front and back offices but such information

will be withheld by the purchasing agent because he is not ready to spend the necessary time with you. If you have the proper contacts in the composing room, the new equipment information will be disclosed and you can then approach the buyer in such a manner that the conversation can be directed and held where you want it to be. If you should have called on this gentleman first and he informed you that nothing in the way of new equipment was being considered, then later in the composing room you learn that they actually are in the buying mood, it is rather awkward to make a return call to the front office without tipping the source of your information. In such cases, make the composing room first, then see the buyer.

Always be helpful, especially in the smaller offices where the operator also is the machinist, although he does not understand all of the adjustments and how and when they should be made. If these fellows ask a question and you do not have the answer, refer it to the trouble department of your agency and ask that a letter be sent to the machinist-operator telling him how to overcome his trouble.

Always carry a parts catalog and part and mat order blanks, and see that the customer has a supply of these on hand. Never refuse to make out an order. Many customers do not know how to find what they want in our parts catalog and wait for the salesman to call and assist them. Your failure to do so will result in many orders going to competitors.

When making your first call, leave a card with everyone from the publisher to the operator—especially the operator. The publisher may throw it away but the operator will file the card for future reference. On later calls, keep handing out cards until those with whom you come in contact remember you and start calling you by name.

Cultivate the friendship of as many persons in the composing room as possible and make it a point to speak to them during a call. Have a kind word for the apprentice—he may be the foreman or superintendent in a few years.

If you make an error in ordering supplies, or the factory slips up in filling it, do not tell the customer to return it and write an explanatory letter. He did not make the error and does not feel compelled to spend the necessary time to straighten it out. Handle it yourself and you'll get another order next time you call.

Keep yourself on a level with those on whom you call. Adopting a know-it-all attitude means you will miss many important bits of information that otherwise would come your way.

Use discretion in ironing out misunderstandings between customers and the Company, but it should

never be necessary to misrepresent anything to a customer. His loss of confidence means lost orders.

The friendship of other salesmen in your territory is an asset but do not go overboard in pushing the product of any particular salesman.

Understand and be completely sold on the product you are selling—Linotype. You will then be able, in your daily conversations, to pass along this feeling of confidence and superiority to those with whom you come in contact. Answer customers' letters speedily and encourage them to write to you whenever they have the urge. This means a little more paper work but it pays dividends.

In the last few years there have been many changes

made in the various models of Linotypes. More changes undoubtedly will be made in the near future. In most cases the men operating and maintaining recent models know more about them than the salesman. This is because the salesman sees these machines only after they have been erected and placed in operation. Personally, I do not relish going into an office and asking questions on how this or that operates. The next time a machine sale comes up and there is a controversial point under discussion, the machinist or superintendent, remembering our ignorance on certain points when the last machine was installed, might be inclined to doubt the statements being set forth to promote the sale of another new machine.

Wisconsin Goes For Mixers

IT BECOMES NECESSARY at times for each of us to look back into events that have occurred in our territories which have set a trend or precedent that has affected the buying motives of our customers. In doing so we are better able to project ourselves into this trend and use it to the best advantage toward furthering the sales of our equipment.

We are all familiar with the present trend toward the use of the Teletypesetters and I merely wish to draw upon this specific example for the moment to show how sales result from the introduction of a time-saving unit in the field. You have all seen the result when one publisher has put in Teletype to overcome his immediate problem of help shortage and, by his experience, other publishers profit. They met at their various meetings and asked what they could do to overcome similar problems and the man who had the new unit got up and explained what results he had gained. The publishers sold themselves on the idea and it merely became a problem of active follow-up by the field men of the equipment companies to complete the sales of these new units. A trend had been established and the buyers will invariably follow it.

My project today is to show how a similar trend has been set up in the use of mixer machines in the territory I serve. Several years ago when the use of mixers was limited to a very small field, we introduced our present line of Blue Streaks. The salesman who was located in my territory had the foresight to see the great possibilities in getting in on the ground floor by selling the idea of using mixers to every daily paper in the territory.

To be sure it must have been a hard job to get the first few machines out in the field but after this was done, the same trend pattern developed. The savings that became apparent in the setting of all kinds of ads

or heads were told to fellow publishers by the buyers of this equipment. In fact they became very enthusiastic about what was being accomplished and as a result, in many cases, softened up the prospect for the sale of another mixer installation in a new office.

The actual mechanics behind the sale were not as easy as that, so let us look further to see what was happening behind the scene. The use of good typography in ads and heads was advocated to instill a desire to improve the appearance of the papers. As a rule, these improvements were worked out so that the choice of a mixer machine to handle the work was more desirable. Then by selling the mechanical force on the ease of operation and many time-saving features of the mixer, the sales were accomplished.

Today we have reached a condition in the Wisconsin territory where all but three daily papers, with four machines or more, have a mixer machine. Of these three offices, we have inactive orders for mixers in two plants. The third office has been going over to the opposition for a number of years and now has only one Model 19 Linotype left with four Intertypes. Of course we have Intertype offices in Wisconsin also, however the number has been kept to a minimum by the extensive use of our mixer machines out in the state offices. The total number of Model 29 and 30 machines today exceeds the number of Model 31 machines in operation in the territory. This will give you some idea as to the penetration of the mixer machine in offices.

Naturally the question arises how we are able to sell so large a number of mixer machines when most of them go to the smaller or medium size offices. The proper use of typography sells most of the additional installations. Keep looking at each paper with a critical eye. Trying to improve the advertising by use of better faces or by suggesting additional type faces will always

get the office to thinking about what they can do to offer a better newspaper to their subscribers.

Show the office what can be done to produce a better looking ad. Sell them on the idea that it is an economy to put in new equipment with an extensive new type program. Do not sell extra magazines with type faces. Sell new machines to house the type. Have *every magazine on a machine in every office* in the state in all daily papers if it is possible to do so.

Do not sell a mixer machine with such an involved type layout that only you or the party you talked to while selling the machine will be able to run it efficiently. Sell faces that mix well and do not overload the machine with too many additional pi sorts or extra magazines. You are losing future sales when you do this as it cuts down on the high productive time of the machine plus stealing the advantage you will have in future sales by being able to suggest new type faces which are not in use by the office.

I am sure that each of you is highly capable of producing a very efficient type layout on a Model 30 and therefore I do not intend to show but one typical example to indicate what we are able to offer. This particular machine was just erected at the Racine Journal-Times, making it the fifth Model 30 in the office. From the paste-up which I hold up you will see that we have selected the popular Spartan series for the type faces on this machine. Its purpose will be to set general display advertising and food-store ads. In the main magazines we have 18- and 24-point Spartan Black with Italic which will be mixed with the 9- and 10-point Spartan Book with Heavy. In the auxiliary magazines we have the 24-point Spartan Black Condensed with 18-point Spartan Heavy and the 24-point Spartan Heavy with Medium.

In this layout we are able to mix three sizes and weights of the 24-point Spartan series and also mix them with the 10-point face. This proves very versatile inasmuch as the 24-point Spartan Black Condensed can be used with either the condensed figures, the medium figures or the full-width black figures.

Added to this we have supplied a set of 30-point Spartan Black figures cut pi, which can be cast on the $\frac{3}{8}$ Advertising Figure Mold to give added emphasis to price display. It constitutes a very simple type layout, yet one that is flexible to give needed range of weight and size.

The operator is able to handle a large volume of work with all faces on the machine at all times. The only pi mats, in 30-point, will have occasional usage and therefore will not slow him down. The machine was equipped with Quadder, Six-Mold Disk, Mohr Saw,

Thermo-Blo, Quick-Opening Knife Block, Food-Store Ad Shelf, Electric Pot and Motor.

I might add that if you have a prospect for a Model 30 machine who would like to see some good installations, you have two such demonstration offices located just north of Chicago. One at the Kenosha Evening News and the other at the Racine Journal-Times. I am sure all assistance from the offices would be accorded, so feel free to take advantage of this.

You will perhaps note that I have placed most of my emphasis up to this point on selling the prospect on new ideas and type faces toward the improvement of the newspaper. I might add that we all have our methods of selling and this happens to be mine. I purposely try to avoid bringing up the mechanical merits of our machine in comparison to the Intertype because in doing so, you will immediately find the prospect taking the side of the opposition machine and it puts you in an argumentative discussion which should be avoided.

In cases where it does become necessary to discuss the merits of our mixer, I try to stay on the Linotype exclusively. I feel that in doing so I am better able to sell the customer on what we have to sell. Intertype has a man in the field and I am sure he can tell the prospect all about his machine. If examples are brought to attention of the use of an Intertype machine in another office, I point out the many other offices using Linotypes and try to get the prospect to visit one of these so that he can get both sides of the story before buying.

We all use this procedure and, in addition, it is wise to have several locations in which a machinist has called your attention to the superiority of our machine over the Intertype, which may be offered to the prospect as added inducements to make some field visits. By having the prospect visit several Linotype offices he will gain the confidence in our machine which you are trying to instill. This can be accomplished much faster and more surely by office visits than by trying to talk the prospect into it during a pro and con discussion.

In summing up let us not overlook the smaller offices when selling mixers. By getting them out into the state offices you will find that a great deal of confidence can be built up for our machines, due to the fact that most of the non-metropolitan dailies have mutual problems and our machine is bound to get a boost during discussions of them. In addition the fear of a mixer being too complicated is overcome by many of the smaller paper machinists if they note that some other paper of the same size uses a mixer and has no great problem in keeping it in good mechanical operation. The volume of sales lies in this field and we should all promote it.

Selling Wide-Range Linotypes

AS ALL of us know, the Wide-Range machines have an advantage in range over our standard models, as well as a greater range in type width than any models produced by the competitor. To equal the range of the wide 72-channel magazines the competitor must go to an auxiliary-main keyboard layout. In many cases our machine will produce sufficiently large faces without the use of auxiliary magazines, placing us in a favorable position because of the greater initial cost of machines with auxiliary magazines.

The competitor enjoyed an advantage by introducing his wide magazine prior to our Wide-Range machines. When our line was introduced, the competitor was well-entrenched, particularly with his Model G. This created a job of selling for our representatives.

World War II greatly restricted factory output so it was not until after 1945 that Super-Displays began to appear in numbers. Once our representatives saw the performance of these machines any doubts which they may have had were speedily dispelled, as it was evident that the Super-Display line would outperform the Model G.

In competitive selling it is well to visit a friendly plant where the Model G can be demonstrated. Perhaps the weaknesses of Intertype's distribution system should be stressed. A stop watch will show that distribution is slower on the G than on a 35 or 36. This may seem unimportant on the surface but eventually it will mean slowing down of production when fonts become depleted. Despite continuous attempts to educate markup men to use caps and lower case, a great many all-cap lines still appear. Since the caps take longer to distribute any shortage in that side of the magazine becomes noticeable. In addition, split fonts for our Super-Display machines hold one more matrix in each channel than does the Model G. If an attempt is made to speed up Model G distributors considerable damage results, both to thin matrices and the flexible channel entrance partitions.

It is well to permit your prospective customer to get a long look at the very complicated sorting mechanism in Intertype mixer boxes.

It should always be remembered that it is necessary to notch both 72- and 90-channel fonts on an Intertype mixer. By comparison our system of bridge notching is much simpler.

In one of the territories within the Chicago Agency four Model G's have been replaced by Linotype mixers, three within a few months. Five used G's have been sold in this same territory, indicating customer dissatisfaction with nine machines of that model. Of 19 Wide-Range machines installed in this same territory there has been only one case of customer dissatisfaction. The

reasons for this dissatisfaction are too complicated to discuss here.

Wide-Range mixers are easy to maintain in small plants. This statement is contrary to the generally accepted theory that Wide-Range mixers have no place in small plants where full-time machinists are not employed. The first Model 35 installed in Ohio was in the plant of a weekly newspaper. The results have been so gratifying to the management that they later installed a Model 33. In addition, the manager has been so enthusiastic that he has been very helpful in assisting to sell a Model 35 to another weekly and a 33 to still another.

In almost every instance you will find a user of a Wide-Range Linotype a valuable "assistant salesman."

It is probable the Wide-Range line will never completely oust our standard magazine models. If it becomes possible to produce a large size, black face slug which will give a good print on coated paper without "makeready" on the slug, the field for Wide-Range machines would be enlarged. Commercial plants would purchase these machines but the nature of some work does not require the larger machines.

We also have the problem of selling Wide-Range to all-Linotype plants, particularly where extra magazines are already in use and it would mean changing all magazines to the wide standard. This was a problem which presented itself to the competitor many years ago. The job will be tougher as time goes on, as the trend is to additional faces and sizes and magazines in which to house them.

Just as the mixer models of the Wide-Range line enjoy superiority over the competitive models, in the 2-in-1 versions, so the straight 90 Wide-Range mixer and non-mixers have an advantage over their counterparts.

Models C and F are at a very distinct disadvantage in range, when compared to 33s and 35s. This extra range is particularly desirable in the newspaper branch of the industry. It is true that there are certain sizes of desirable ad and head faces which will run in the standard 72-channel magazine which will not run in the wide 90s. An example is 36-point Bodoni Bold Condensed, still a very popular headletter size and face. Where a mixer cannot be sold, or there are objections to auxiliary magazines, or where it is necessary to keep the price of the machine to fit the purchaser's pocketbook, this question will be introduced should the customer desire a particular combination which will not run in the wide 90 non-mixer. Unless the prospective buyer can be induced to purchase sizes which will fit the machine we will have to wait until Typographic Development brings us the answer.

The competitor seems to have a very good knowledge of the greater range of our wide 90s and attempts to sell his mixer to overcome the deficiencies of the Model C.

Many of the older men in the Linotype organization remember when they were forced to fight with inadequate weapons. We now have the proper weapons and should employ such tactics as are necessary to infiltrate the competitor's position. There can be no set pattern for these tactics as each office has problems peculiar to that office alone. By concentration on the weaknesses of the competitor's machine we should, in time, be able to regain many lost offices. These same older men will tell you that weeks and months, and even years, mean nothing in our attempts to get a foothold in an office which has been lost. Sometimes we must wait for changing personnel, or for the competitor to make a mistake, or for some unexpected reason.

One instance of an error which seemed slight at the time but eventually proved very costly to the competitor and very profitable to us was the decision by the competitor's representative to ignore a request to visit a plant to sell two fonts of matrices.

The request was made by the son of the owner of a chain of small dailies. The son was just getting his feet wet in the business and resented the salesman's feeling

that he would get his share of the business through older connections.

Soon the son was given charge of all mechanical departments and he started buying machines. There were about ten Intertypes in the chain, representing about twenty-five per cent of the typesetting machines. The last new machines which had been purchased were Gs. The first machines which were traded out were Intertypes and today the entire chain of newspapers is solidly Linotype. In addition, several of the papers used a large number of Intertype fonts. Today there is one font of Intertype matrices in the entire chain, or was at the latest inventory.

In this same chain the two Gs presented the largest problem. Fortunately both were in one plant. When it came time for the representative to make his recommendations for restyling the newspaper the range of head-letter was recommended so that only a Model 35 would accommodate all of it since the purchaser has an aversion to auxiliary magazines.

This presented a splendid opportunity to show the wider range of the Super-Display machines and one was installed. Two 29s were ordered at the same time and the Gs were surrounded. Later the only sensible thing to do was for the purchaser to order another 35 and another 29 and dispose of the Gs.

The TEN COMMANDMENTS of GOOD BUSINESS



A customer is the most important person in any business.

A customer is not dependent on us—we are dependent on him.

A customer is not an interruption of our work—
he is the purpose of it.

A customer does us a favor when he calls—we are not doing
him a favor by serving him.

A customer is part of our business—not an outsider.

A customer is not a cold statistic—he is a flesh-and-blood human
being with feelings and emotions like our own.

A customer is not someone to argue or match wits with.

A customer is a person who brings us his wants—
it is our job to fill those wants.

A customer is deserving of the most courteous and attentive
treatment we can give him.

A customer is the life-blood of this and every other business.