

10: LINA MASTER

SOME PREVIOUS
THOUGHTS! CLAY



To: Jim Heffron

From: G.B. Hill

Re: Market Plans For Power Generation
Industry

Date: Sept. 12, 1980

As you may or may not know, Jack Chickos was assigned as the Power Generation regional specialist for this region. Attached is his plan and I think you'll agree, it is excellent. This program has been developed by Jack for all our salesmen. It will be monitored by Dave Walters.

When our new non-asbestos sheet is ready, it will be included in all programs.

Mr. Walters will keep you advised on all programs developed throughout the region. Jack has been very successful in this market and we want all our people to follow through immediately and turn this into a regional success story.

GBH/bf

cc: All Salesmen
B. Birrittella
K. Harboe
→ C. Jewett
E. Kukkonen
R. Stay
D. Walters

Received
APR 14 1986
Sales Manager

POWER GENERATION MARKETING PLAN

I. Selecting the Distributor

- a. This is the most important aspect of the entire program. If the distributor does not follow through after you have made the initial penetration, the plan will fail.
- b. Get a commitment from the President of the distributor and from the salesman responsible for calling on the account. The best commitment that I can think of is that the salesman and the President agree that the salesman will call at least one day a month, at each plant location for which he will be responsible, for the next twelve months.
- c. In order to get the commitment:
 1. Explain the program that you are going to initiate.
 2. Let the distributor know that you are going to get the business with or without him. If they do not choose to work with you, explain that you are going to work with another distributor, or if necessary, sign a new one.
 3. Point out the dollar value of Garlock products that each power plant uses a year. At the time of the national sales meeting in Aspen, Al Smith and I figured that for every boiler a power plant had, they used approximately \$9,000 worth of Garlock products. Today it's probably closer to \$12,000.
 4. Agree to make as many calls with the distributor salesman as he feels are necessary.

II. Penetrating the Power Company - Central Purchasing

- a. Arrange a meeting with the Purchasing Agent and any of his buyers that buy Garlock products.
- b. Take the distributor salesman to the meeting.
- c. Explain to the PA and the buyers that one of the services that Garlock offers is a combination pump packing training program and non-asbestos seminar.
- d. Explain that Garlock has made the announcement that, with the exception of compressed asbestos sheet, we will be out of the asbestos business by the end of the year.
- e. Next, show them the "What's New in Garlock Packing" brochure and explain it and the slide presentation.
- f. Next, show them the Mechanical Seal Training Program.

- g. Go through the Non-Asbestos and Power Generation brochures.
- h. Explain that you intend to contact each plant superintendent by letter to let them know what you are offering to do.
- i. Obtain from purchasing a list of all their plant locations, with mailing addresses, plus the names of the plant superintendent, maintenance superintendent, storekeeper and training manager at each plant.

III. Penetrating the Power Company - Individual Plants

- a. The distributor salesman should then write a letter to the superintendent of the largest plant, with copies to the maintenance superintendent and the training manager, offering to put on the training program.
- b. One week after mailing the letter, call the plant superintendent and follow up the letter by asking for one hour of his time, so that you can elaborate on the letter.
- c. When arranging the meeting, make sure that the maintenance superintendent will attend and if possible the training manager.
- d. For the meeting with the plant and maintenance superintendent, take the following:
 - 1. Copies of "Whats New in Garlock Packing"
 - 2. Power Generation brochures.
 - 3. Non-Asbestos "
 - 4. Synthepak "
 - 5. Graphitic Products "
 - 6. Thermo-Sil "
 - 7. Kevlar flyer
 - 8. The Mechanical Seal Kit and brochures.
 - 9. The sample kit from Compression Packing in the wooden box.
 - 10. Synthepak samples
 - 11. Thermo-Sil samples
- e. Begin the discussion by making them aware that Garlock has announced that by the end of 1980, we will no longer make asbestos products with the exception of C/A sheet.
- f. Next, explain the "What's New" training program, pointing out that it covers the different materials that packings are made from, types of construction, lubricants, applications, but most importantly it shows exactly how to properly pack a pump. Also, point out that the slide program takes about forty minutes and with questions after, the entire session usually lasts 1 1/2 hours.

- g. Show them the different brochures starting with Synthepak, graphitics, non-asbestos and power generation.
- h. The last thing that you should show them is the Mechanical Seal Kit, brochures and training program, explaining that it takes about as long as the "What's New", and that you would like to hold a separate session for it, approximately 2 or 3 weeks after the packing program.
- i. Ask them if they have a day that they prefer and tell them that you can put it on any day within the next two weeks. They will more than likely have a day that they prefer.
- j. Before you leave the plant, stop over and introduce your self to the storekeeper. Mention that you just left the plant and maintenance superintendents, and let him know what you are doing. Try to find out whose packing they are now using, how happy or unhappy they are with it, and if they are using any mechanical seals.

IV. The Training Session

- a. Have the following items:
 - 1. A Garlock memo pad for each man.
 - 2. Case histories that you can refer to if necessary, on the products that you expect to talk about.
 - 3. A three prong adapter.
 - 4. If possible, an inexpensive pen for each man. (My distributors supply these with their company name on them.)
 - 5. A "What's New" brochure for each man plus brochures and flyers on all the products you expect to cover.
- b. Have the plant or maintenance superintendent introduce you and the distributor salesman.
- c. Have the distributor salesman explain that you work for Garlock and have him explain his company's relationship with Garlock and then let him turn the session over to you.
- d. Explain to the group what you are going to do. Tell them that you are going to start with the slide program, that it covers the different materials that packings are made from, the lubricants that are added, the different constructions, packing theory, and last, it goes through an actual packing installation. Let them know that when the slide program is over they can ask questions if they have any and that you'll pass around samples of some of the newer materials.

e. Mention that you will pass around brochures of the program so they don't have to bother taking notes, but that if any questions occur to them they may want to jot them down to ask later.

- DO NOT PASS THE "WHAT'S NEW" BROCHURES AROUND UNTIL AFTER THE SLIDE PROGRAM -

f. After the slide program, before you ask for questions, mention that Garlock is getting out of manufacturing products that contain asbestos.

g. Ask for questions! If you get none, I always ask if they are using any of the graphitic products or Kevlar.

h. If this starts the discussion, take it from there. If not, the following is a sampling of questions that you can ask that usually get a discussion rolling:

1. What are you using on your klinker grinders? How is it working?
2. What are you using on your boiler feed pumps? How is it working?
3. Have you ever tried solid graph-lock rings on your boiler feed pumps? (Penelec, PA Electric, at their Williamsburg and Seward stations, uses them with end rings and they last for a year at a time.)
4. Have you ever used graph-lock rings as a valve stem packing? Explain that almost all of the nuclear plants in the country have switched to graphite, and that Westinghouse is retrofitting all the valves that they are responsible for on nuclear submarines with graphite packing.
5. Are you using any mechanical seals?
6. Are you using any Garlock packing? Have you ever used any? What did you think of it?
7. Are you going back to Diamond Power or Copes Vulcan for your soot-blower packing? They never are, but you'll find out who they are buying it from.
8. Are they still using asbestos products, particularly cloth or tape?

During the discussion you'll discover who has the most experience and who has packing problems. Usually it's the same guy. Offer to give him a sample set of packing that you think will solve his biggest problem. This will give you an opportunity to return and get to know the maintenance people on an individual basis.

If all goes as well as it should, the maintenance superintendent should ask you to come back and put on the Mechanical Seal Seminar.

You now have your foot in the door. From this point it is up to the distributor salesman to continue to call and get to know the people, to reinforce the idea that Garlock and his company are interested in their problems, and that we have the products and know-how to help solve them.

V. Some Final Suggestions

- a. Avoid the stations shut down period.
- b. Emphasize to the plant & maintenance superintendents that one of them should attend each session.
- c. Limit the number of men in each session to 25 if at all possible.
- d. Make sure your slide projector works prior to the session.
- e. If the distributor has a packing cutter in stock, take it to the session.

JRC/bf