



APR 24 1947

ANSER-'EM CONTEST!

On the pages that follow you will find the answers to the twelve questions of the Anser-'Em Contest.

In the preparation of the portfolio there is embodied those answers that received the highest rating as each problem was judged. You are given the replies of the five winners of cash awards and the five who received honorable mention.

We want to take this opportunity to commend the winners for the excellent answers that were submitted and particularly those representatives whose names were prominent among the winners not once, but several times.

Every person involved in the selling of Time-Tested Products right from our Regional Directors and Sales Managers through the entire Stores Organization down to those at the Order Desks will be benefited if they will give these answers the time and study they justify. Don't just read them but study each one so that the excellent sales points that have been brought out here will become firmly embedded in your mind. Why not sit down and write a composite letter embodying the strong points of each answer for yourself.

The Glidden Company has a substantial investment in this Contest, still it is the feeling of our executives that this will be time and money well spent if you are benefited by these letters which portray the experiences of fellow salesmen. We urge you to guard this portfolio carefully, refer to it continually and study it carefully. If you have met an obstacle in closing a prized prospect these letters may be a clew to the reason for your failure and suggest a new approach and bring about better success on your next visit.

Your agency record in 1943 will indicate how helpful the Answer-'Em Contest has been to you and how successful to your Company.

THE JUDGES:

Dwight P. Joyce, Vice-President	P. L. Lotz, Advertising Manager
J. M. Stadter, Purchasing Agent	T. J. Wiegand Director Trade Sales
L. A. Radloff, Specialty Sales Dept.	

Meldrum & Fewsmith, Inc.	{ Barclay Meldrum Jos. Fewsmith E. T. Morris
Advertising Counsellors	

Tough Sales Problem No. 1

A good prospective agent stops your effort with:

"The big paint companies are all alike. You have good products but your prices are so high that if I took on Glidden I could not compete with those dealers who buy paint from small manufacturers at lower prices permitting a low resale price—a resale price level that would not give me a satisfactory profit on Glidden. I can't see how I can, nor why I should handle a line that will not let me compete with those dealers and with the big mail order houses and the chain stores. Thanks a lot for offering me Glidden again."

1-A

Mr. Dealer, wouldn't you rather make sales that repeat than those which merely compete?

• True enough there are products on the market selling for less than Glidden gallon for gallon. However, your responsibility as a reputable dealer doesn't end when the cash register rings.

As a successful dealer you must build a back log of steady, satisfied customers. Is your small manufacturer strong enough and his materials of high enough quality to assure you this type of trade? Mr. Jones may forget in six months what his mail order paint cost, but its lack of decorative appeal and durability are constant reminders to buy quality next time.

Today people are buying goods which give service, not materials at a price. Our

Glidden proposition will help you get this business without your sacrificing a fraction of your due profit.

When you handle Glidden paints your customers know, through national advertising, that you carry the best paints available. You yourself need no compunctions when you sell paints approved for dependable service by Time-Tested laboratories.

May I point out also that the spread between your cost and selling price on inferior goods is usually smaller than that same spread on Glidden products.

Line up with Glidden today Mr. Dealer, get a 33⅓% or better mark up on your paint, compete on a quality basis and watch that repeat business boost your volume and profits.

NOTES: _____

★ ★ ★ ★

1-B

You are overlooking the most important thing in business today—in your business or any business—it's merchandising that sells goods.

Our merchandising set up lifts you out of the price class because Glidden agents perform a very important service to their customers. This not only eliminates price selling but it also appeals to the higher type of trade—the quality, style minded individual or the profitable type of trade. Don't forget merchandising and advertising on paint that appeals to this plus buyer will not only help paint but will create the right type of customer—the extra profit boy—for your other lines.

You talk about price and profit—I can take the leading paint stores in town from a volume standpoint—get their resale prices and you can sell the Glidden line today at their prices and average a gross of over 32%.

The other day in Kewanee, Illinois, I got Sears' Prices and proved that with the Glidden line you could sell 12 out of 14 paint items at Sears' prices and average over 30% gross.

Now what Glidden can do for you is this—first, give you a nationally advertised line, which means acceptance or easy selling—second, a well rounded out merchandising plan; a plan not only Tailor Made for you and your store but one appealing to that plus buyer the fellow you make the dough on—and the most complete line of paint on the market today priced at a figure that will enable you to be competitive and average 33⅓% gross on retail sales.

Our prices and merchandising must be right—of the five leading paint manufacturers Glidden is the youngest—yet we are second in sales—we will go over 60 million this year. This means successful dealers and if you want to be successful, one of the easy ways is to associate with successful people.

NOTES: _____

ANSWERS TO QUESTION 1

1 - C

Mr. Prospect: You will agree that it is hardly possible for you to get all the paint business in your town, nor could you get much of your competitors' business away from them on an equal price basis. One or two of them would soon establish a lower price. There is no bottom to cut prices and merchandise can always be obtained to sell at such prices.

The larger manufacturers' standard brands are very much alike in quality, resale price and advertising promotion. My survey shows that your town has five stores featuring one or the other of such brands, none of them having any particular advantage over the other either in price, profit or quality.

Now, your choice would seem to me to get in either at the bottom as a low price man, or at the top as a quality man. There is no advantage in being in the middle ground. In the low priced field you get a floating trade, never satisfied with the quality, but price minded. Most of them gravitate to better goods eventually. With the "Time-Tested" Glidden line you have an outstanding quality which would enable you to set the High-

est Standard of Paint carried in your trading area. In other words, be "on top of the world."

It is an old and true saying that "Quality is remembered long after Price is forgotten."

By establishing a higher resale price than your competitors, you insure a fair profit for yourself as well as instilling in the customer's mind the idea that you have a better product to sell. When people like your merchandise, repeat business comes easier, continual advertising is not so necessary.

Because my survey of your town convinced me that you were best fitted to market a line such as ours, I give you the picture of your problem as I see it.

Are you going to be a Price Cutter and absorb all the grief that goes with it?

Are you going to stay on Middle Ground with all its limitations?

OR, are you going after a larger share of that Middle Ground business with a higher quality product?

NOTES: _____

★ ★ ★ ★

1 - D

You are certainly welcome, but haven't you overlooked the most vital feature of being identified with nationally advertised quality paints? First, there isn't any bottom price on local manufacturers' products. You will give up before you even try to meet all price competition. Why be one of the mass and have a notion paint store, and be unable to merchandise a product on its merits! Your reputation is at stake. Carry a line of Glidden Time-Tested products, complete in every respect for all types of trade. The majority of the paint trade look for a standard advertised quality product, and they are not buying price when you are in a position to give them good paint service.

You mentioned mail order and chain store prices. Don't you realize that they have "loss leaders"! They may squeeze your regular profit on one or two items, but they don't undersell on all items. What is to prevent your doing the same thing? Each year we offer special sales for your benefit to bring good prospects to your store, plus a variety of advertising to fit your particular needs.

You know this old world is changing fast, and the paint industry is too. There will be new formulated products, pioneered by us. You will benefit by this. You, good merchant that you are, will be envied by competitors when you have a Glidden Time-Tested store. Your stock order doesn't have to be big; we place on your shelves the products that will move. This \$500 stock order, for shipment December 1st, will start you off nicely.

NOTES: _____

1 - E

Mr. Hammer, the reason all big paint companies are alike, is the fact that they have based their main retail outlet in the hands of thoroughly competent dealers like yourself. Without these hundreds of good dealers our company would never have reached the heights it has. It is through the efforts of these dealers we have been able to increase our volume, and improve the paints we sell. Being able to serve the public with the best on the market makes us feel that we are justified in asking a little more for our merchandise.

Here is an interesting note too, in a recent survey made by the State of Tennessee Department of Distributive Education they have found that 85% of the paint and kindred items sold, are bought by the women.

First in this survey the women wanted suggestions, and that is why we can help you sell with our Color Prescription Cat-

alogue and Giant Color Selector. The most difficult selections can be worked out with a minimum of effort.

Secondly they ask for quality. You certainly won't have to sell this idea with the Glidden Line on your shelves.

Third and the most important item in your mind was price. Think of it, the price with 85% of the buyers was third on the list.

The results of this survey alone should prove to you that on this basis your competition from mail order houses and small manufacturers would be at a minimum.

Now don't you feel that our nationally advertised line with all the selling helps will put you in the No. 1 spot with the large percentage of buyers, and at the same time give you a proportionate increase in profits.

NOTES: _____

★ ★ ★ ★

1 - F

Building a paint business is not a question of price because the average person is not "Price-conscious" regarding paint. He buys it so seldom. It is primarily a question of the right kind of merchandising.

No matter which small manufacturer you choose and no matter what price level you establish, you will still have lower priced competition. Isn't that true in every department in your store? There is no bottom and if you try to keep pace with cheaper lines, you will be lowering your standards; you will lose your better class of customers and will have to sell more merchandise to make the same profit.

The aggressive, alert merchant builds for the future. He builds his business from the standpoint of quality and service and takes advantage of the manufacturer's advertising, dealer helps and merchandising ideas. He handles lines which have consumer acceptance; lines he knows are second to none; lines he can recommend to his customers because he knows that the manufacturer is behind him one hundred per cent.

Years ago, The May Company decided to build their business on Nationally Advertised lines. They were offered hundreds of lines to sell cheaper but they stuck to their guns. Today, The May Company is the largest establishment of its kind in the state and still growing.

Glidden offers you top, uniform quality always. You get the advantage of resources behind twenty-six paint laboratories where the skilled personnel is working continuously to achieve new standards of perfection for YOUR protection in paint products. This, the small manufacturer cannot offer.

You know that during emergencies like the present, the small manufacturer feels the pinch, due to raw material shortages, much quicker than the large manufacturer who controls his own raw materials, and YOU, Mr. Dealer, are directly affected.

NOTES: _____

ANSWERS TO QUESTION 1

1 - G

Mr. Dealer: Answering your argument in a very few words, I would like to take just a minute to go over this mail order catalog with you. This catalog is one put out by the largest single factor in the United States in the retail paint business. Going over these catalog prices, item by item, as compared with our retail prices (which show you a very satisfactory margin of profit) you see that on the average our prices are exactly in line with those shown. This definitely proves that your argument in regard to price is wrong, plus the fact that if you were to take a cheaper line, you would naturally sell at a cheaper price.

For instance: If a small manufacturer's house paint retailed for \$2.50 a gallon and showed you 35% gross profit, there would not be as much profit in this in dollars and cents as there would if you were to sell our paint at \$3.15 per gallon and which showed you the same margin of profit, plus the fact that quality is still uppermost in everybody's mind.

However, this is not the problem that you are exactly trying to solve because that is one of how to get increased volume and increased profits. We have a proved successful method of achieving this desire for you, but this we will go into at a later date.

NOTES: _____

★

★

★

★

1 - H

You are correct, Mr. Agent, in part of your statement, but not in all of it—When you enter into partnership with The Glidden Company you are joining hands with an organization that has a background of seventy-two years of experience in the paint and varnish business, and first and foremost in the minds of our Directors and chemists has been the purpose and desire to produce a "QUALITY" piece of merchandise, and as you well know—price must be consistent with quality.

The progress that our company has made should prove to you that quality and not cheap paint would be the best foundation for a concern that expects to grow and prosper, and surely that is what you intend to do.

There are many advantages that you will have as a Glidden Agent that you can't possibly expect to get if you were to make a connection with a line of merchandise of which the only talking point is price, as you will always find that your competitor down the street can find something cheaper to sell.

Public acceptance is something priceless which we have built up over a period of many years through giving the buyers a fine piece of goods for any type of painting he may have to do; this fact coupled with National Advertising has familiarized practically every man and woman with the Glidden line. You will reap benefits from this acceptance as soon as you place Glidden paints on your selves.

The Glidden line is complete; you don't have to buy from several manufacturers to have a complete paint stock.

When you display the Glidden "Time-Tested" trade mark in your store and windows you immediately derive benefits from National and Local Advertising, for which you pay nothing.

The selling helps which we give you in the "Age of Color" catalog and the "Color Selector" together with the decorative service available from the Nationally known decorator Roberta Ross are selling aids that no cut-rate manufacturer of inferior paints can give you.

When you become a Glidden Agent you will be recognized by the paint buyers in your community as a dependable, reliable source for information and paint of the highest quality.

NOTES: _____

1 - I

Any dealer depending on price for his success in the paint business has a tough job. His buying is never finished. He never reaches the bottom. He is never sure of his quality because price merchandise is bought on the assumption that it equals so and so's. This is particularly true of paint because the major manufacturers develop and establish paints and their values.

A price dealer, who is honest with himself, is never thoroughly sold on his line and his sales force is never completely convinced their price line matches the quality of a standard line like Glidden.

The Price dealer's buyer is always on the hunt for the lowest prices in town. This necessitates an expensive advertising campaign to keep bargain hunters coming. There is no loyalty among price buyers.

With the Glidden Time-Tested Line

you have none of the problems outlined. Your buying job is completed with the signing of our Tailor Made Agreement which gives you a well rounded out complete merchandising plan. Neither you or your sales force will have to make excuses for Glidden Products. They all carry the famous Time-Tested Mark of Quality on the Label, which takes all guess work out regarding their fitness for the job specified. The Glidden Line is complete and the established prices make you competitive with all dealers handling quality materials.

Further proof that it is to your advantage to handle a quality line such as the Glidden Company has to offer is the fact that the major companies which you can count on your fingers do more than twice or three times as much business through their dealers than the combined sales of the several hundred price line manufacturers all put together.

NOTES: _____

★ ★ ★ ★

1 - J

In a survey recently made we learned that paint, not being an item purchased everyday like food, consumers are not price conscious. People guessed prices of house paint from \$2.00 to \$9.00 per gallon; the average \$3.50.

We also learned from Washington that your city leads national average for "Surplus Buying Power" by 18 points. "Surplus Buying Power" is income available for spending for luxuries. In a city with 18% more than the national average to spend on luxuries, people demand quality products.

It has been proven that hundreds of dollars are spent for quality paints for each dollar spent for cheap paint. When you carry cheap paint you not only have cheap merchants with whom to compete, you also have for competition the largest market—the merchants who have the quality lines. You make your competition a market much larger than the market you select for yourself. With a cheap line you have deliberately closed your doors to the hundreds of dollars to one market.

Consider your profit:

Quality Paint.....	33 1/4% on \$3.50.....	\$1.20
Cheap Paint.....	33 1/4% on \$1.75.....	.55

Cheap Paint.....Your loss\$.65

Unlike cheap paint manufacturers we have all grades for all requirements. The cheap paint manufacturers cannot furnish "Quality Paint" but we can furnish you a low price line of excellent quality to sell where price is all important.

Remember nothing was ever made that could not be made a little worse for less money. There is no bottom to cheap paint price or quality. The public knows Time-Test products are made to a standard and buy Time-Tested quality at fair prices.

We have spent \$25,000.00 on a film talkie. I have a machine set-up in the back of your store. \$25,000.00 spent just to show and let you hear what Time-Test will do for you.

NOTES: _____

Tough Sales Problem No. 2

A fine hardware account with a good paint sales history has slipped in it's volume for a number of years—says,

“My experience as a hardware dealer shows the lumber and building material yards get the first crack at the paint business—and they're getting more and more of it right along. I'm sure of a limited volume on shelf goods but that's about all now—and that's with a good line, too. Guess I'll just let 'er ride now and spend my time on items they have to come my way for.”

2 - A

Dear Dealer: There is no reason why the lumber and building material yards should get the first crack at the paint business, because the Architect Building Contractor, Painter, and the Home Owner plan the building and painting long before the lumber and building material yards know anything about it. Glidden Advertising is directed to the Architect, Building Contractor, Painter, and Home Owner giving you, as a Glidden agent, first crack at the paint prospects.

Let's make your paint department the most profitable department in your store by using the many sales helps that The Glidden Company offer you which will tie your store with their National Adver-

tising and bring new customers into your store. This will give you more than a limited volume on shelf goods, it will bring Painters and Building Contractors into your store. Let's bring your paint up to the front of your store and keep a window decorated at all times with Glidden Time-Tested Paints and displays. Make regular outside personal calls on the Architects, Building Contractors, Painters, and Home Owners, and I will assure you that you will build your paint business in 1942 and the lumber and building material yards will not get any of your share of the paint business in your community.

NOTES: _____

★ ★ ★ ★

2 - B

It is true, Mr. —, that the lumber and building material yards do get the first crack at the paint business on new buildings and on re-modeling jobs, otherwise they have no advantage over the hardware dealers of equal aggressiveness.

Year in and year out more paint is used on old, on standing buildings, than is bought for new construction. You have better than an equal chance in that field. That painting, in most cases, is done by the painting contractor and the painting contractor can be any dealer's customer.

Even on new buildings the general contractor usually lets the painting to a painting contractor and permits him to use whatever brand of good paint he prefers and which the painting contractor buys from the dealer of his choice, whether it be a hardware store, a lumber yard or a paint store.

The painting contractor is the important factor in this paint business!

Mr. —, I'd like to suggest a plan of mine which has already proved helpful to several of my hardware store customers who had the same problem you are now facing. It's like this—

You put one of your men in charge of your paint department and instruct him to go out after this painting contractor business. I'll go with him to call on all the responsible contractors. We will sell our Painting and Decorating Contractors line, which The Glidden Company developed for that particular purpose.

After this initial canvass of all the Painting and Decorating Contractors I'll spend a day each trip with your paint salesman working on the outside. In addition to the contractors we will also work the Maintenance Trade, featuring Spray-Day-Lite.

Let's add the volume paint orders to the shelf goods business you now have!

We can stop the lumber yards!

NOTES: _____

ANSWERS TO QUESTION 2

2 - C

Your statement about lumber and building material yards getting more of the paint business every year is correct. It isn't just because they get first crack at a prospect, they are doing a much better job of selling. They have tied up with manufacturers who are able to educate their entire personnel on their line, so that when they tell you the price of their house paint is \$3.25 per gallon they can prove to you by demonstration and sound selling story that it is just the proper material for your job.

Now let's look at your picture, you've had this line for twenty some years and you have five salespeople on the floor. If I were to wander in and ask anyone of your clerks the price of house paint, how many intelligent sales presentations would I get—not very many—most of them would just give me the price and let it go at that. Now this condition isn't

your clerk's fault nor is it yours, it is your paint manufacturer's. He may have supplied you with national and local advertising, countless display features, window trims, store identification and many other merchandising helps to get people into your store, if he hasn't educated your organization on what to do when a customer does come in he has defeated the whole program.

Your sales curve on electric refrigeration, until Government restriction entered the picture, clearly demonstrates that your personnel, with proper education on a product's merits, is capable of doing a fine job of selling. Instead of taking what comes in, let Glidden put you back at the top of the paint picture here. We can give you anything any other national manufacturer can, plus that extra something that makes you sell paint instead of handle it.

NOTES: _____

★ ★ ★ ★

2 - D

Yes, you are correct in your statement that the lumber and building material companies get the first crack at the paint business on new construction—but let us consider the tremendous volume of paint business from other sources.

I have just completed a survey of your trade territory, and there are eight hundred homes in your section, and most of the owners know you personally and have traded in your store. Do you know that the average home owner purchases between \$20.00 and \$30.00 worth of paint each year? This would mean in your immediate vicinity there is purchased between \$16,000 and \$24,000 worth of paint annually—astounding figures—aren't they?

There is no reason for you not getting your share of this business. Arrange with First Banccredit or CIT or time payments on house paint jobs, and let your customers pay these loans out monthly at a rate of \$5.00 or \$10.00. Not only will you sell your share of paint, but you can also sell them more new hardware, screen wire, door checks, stoves, etc.

None of your competitors can offer a more complete service than you will be able to, since you will have this Professional Color Selector, The Age of Color Book, and an unequalled Decorative Service from our home office.

The fact that the average citizen visits his hardware dealer ten times more often than he does a lumber yard gives you all the chance in the world to talk paint—and when he needs paint products your store will be first place that enters his mind—so by all means have a complete stock on hand and eliminate any possible excuse for going elsewhere.

NOTES: _____

2 - E

Mr. —, paint is one of the many items you see; let me cite you this: The corner grocery, drug store and even the service stations are selling every day items of hardware, aluminum wear, knives, bicycles and a number of other items. This business is all taken from the hardware dealers. Now we cannot sit down and let the lumber yards, building material yards, take away our paint business. You have a well displayed, attractive store, and I am sure you can arrange for one of the boys on the floor to go out during the day and contact prospects, and bring them into the store. With local and national advertising, window displays, etc., that we have for you, your

store will be known as paint headquarters. The lumber yards and building material yards do get "first crack" at new construction, but if you arrange to contact these jobs when you read in your local newspaper for building permits granted or see the foundation, you will get your percent of the business.

Do not overlook the number of old houses that need repainting. Let's go after this, too. In fact, I would like to take the young fellow in the front, and make some calls now. I am interested in your paint volume and your success means my success.

NOTES: _____

★ ★ ★ ★

2 - F

Mr. Hardware Dealer: A dealer on my territory was faced with a similar condition. When he first stocked and sold a full paint and varnish line, he had the field to himself; as time went on exclusive paint stores and lumber yards in his vicinity started to push paint lines in his market and he decided to do something about it rather than lie down and let the other fellow steal his painter and maintenance business.

First he checked the location of his paint department, from the rear of the store he gave it a spot up front where customers would be made paint conscious. He paid more attention to his window trims. He gathered his floor men together and gave them a talk on suggestive paint selling when talking with his trade.

Because of the hardware he sold for maintenance work and building supplies, he had plenty of prospects for personal calls and paint promotion and this work he found most valuable for not only did he pick up some nice paint business, but he also sold many sundry items as well. He reasoned that the day had past for expecting to increase your business just waiting for things to happen; he had to go out and make them happen! On the basis of sitting back he figured not only would his paint department dry up but his whole business would go the same way. He found the paint manufacturer was anxious to give to him sales helps and the salesman on the territory more than anxious to do his part. The merchant showed a substantial increase last year beside adding one of the best realtor companies to his paint accounts on master painter items.

May I suggest you put a good sized looking glass in the center of your next paint window, build your display around it and have a card neatly lettered underneath, This is the picture of a person we would like for a customer and see what happens.

NOTES: _____

ANSWERS TO QUESTION 2

2 - G

If that is the case in your community, then the way to get that paint business back is to get out and pitch for it the Glidden "Time-Tested" way....

Maybe the lumber dealer does have an opportunity to figure paint when he sells lumber... don't let that stop you... you sell hundreds of items that are used in and about the home—when you sell these items remember to talk paint along with them.

Your paint department can be made to pay you a good profit and I'll tell you how you can hit your stride with Glidden paint....

First, select a lady in your community to make a canvas of your prospects... give her a handful of these Glidden "Age of Color" Consumer Books and a supply of these "Painting Prospect Reports." Send her out to ring doorbells... she will bring back a list of prospects for paint.

There isn't a better place to sell paint jobs than right at the home where the

paint is to be used. Tuck these three Glidden "Age of Color" books under your arm and call on the prospects your solicitor has turned over to you.

These books are powerful ammunition—they score a direct hit on sales resistance.

Don't forget—when you take on the Glidden line of paint products you become known as the "Time-Tested" paint dealer in your community. "Time-Tested" paints are nationally advertised in magazines—"Time-Tested" appears on billboards—"Time-Tested" is featured throughout our paint selling campaign.

Hardware dealers through the nation, who have become Glidden "Time-Tested" paint dealers, are bringing paint business to their stores... they are doing this through the assistance of the great Glidden Sales Method—the "Tailor Made" Sales Method—it's tailored to fit your own paint department.

NOTES: _____

★ ★ ★ ★

2 - H

Any man in your position realizes the importance of statistics. I have some figures here that will prove very interesting to you. Government statistics show that every dollar spent for paint is broken up into these different outlets:

Paint and Glass Stores.....	37¢	Lumber and Building Material Yards....	04¢
Hardware Stores	18¢	Variety Stores	04¢
Department Stores	13¢	Mail Order Houses.....	04¢
Farm and Implement Supply Houses.....	09¢	General Merchandising Stores.....	03¢
Lumber Dealers	05¢	Miscellaneous	03¢

These figures prove that hardware store outlets are getting four and one-half times more paint business than the Lumber and Building Material Yards. Your store, with its fine reputation, can do four and one-half times as much business as your competitor the Lumber and Building Material Yard and The Glidden Company can show you how to get it.

You will not be content with doing a limited amount of business on shelf goods, for this is comparatively small when you consider the large volume of business to be had through an outlet such as yours. Our company sells many hardware dealers like yourself and just as many Lumber and Building Material Yards like your competitors and we know by past experience that any hardware can run rings around them. You're going to need help and the Glidden Company can assist you in getting the big volume paint business.

The success of any concern is due to thorough and effective merchandising methods. Paint, like other commodities, has to be merchandised. The Glidden Company have spent thousands of dollars to find out the best methods to use in selling paint for their dealers. This money was not wasted, for in the Glidden proposition I can show you paint merchandising methods that you've never before seen. Let's take a few minutes and look over The Glidden proposition and I can assure you that you'll soon see how Glidden can help you get back the business you've lost and a lot more.

NOTES: _____

2 - I

From statistics we have gathered and from personal experience in selling Lumber Companies, I can say that the average lumber company will never be as successful in merchandising paint as the aggressive hardware dealer. He eats, drinks and sleeps lumber and only put in paint because he can get some "plus" business without any effort. The same thing is true of hardware, nails and other items he carries in competition to you. He does not merchandise these items like he does lumber. He has them "just in case".

He does not have the location or adequate display space. His place isn't attractive, and women, who dictate most of the buying do not visit the lumber yard. He does not get the "drop in" trade and due to his set-up, he cannot profitably merchandise anywhere near as complete a paint stock as you can and he does not attempt to do so. He gets his

business largely from the sale of low profit bulk goods to contractors.

Now, if he can sell enough paint with his methods to become serious competition, you, with the advantages of location, knowledge and natural "drop in" trade can certainly do a better job. You can make paint the most profitable line in your store.

The average person still thinks of the hardware store for paint so get a fresh viewpoint, a new approach. Tie up with Glidden, talk paint to everyone who comes in your store, suggest "companion sales", display paint prominently in order to create a desire on the part of your customers to buy YOUR products, study our up-to-date methods of merchandising paint and become known as "Color Headquarters". With our help you will still get the over the counter trade and be able to swing the bulk business besides.

NOTES: _____

★ ★ ★ ★

2 - J

It may be true that the lumber and building material yards are getting the first crack at the paint business but that does not mean that they are selling all the paint in town. The only reason they are selling this paint is that they are exposing themselves to it. There are more surfaces already built to be painted than can be built in many years.

You have more items to sell than they have; therefore you have more store traffic. Maybe you are not exposing yourself to the paint business that already comes into your store. Your line is O.K. but I do not believe your set-up is flexible enough to get you this business. You realize your paint business is slipping. If your supplier is on the job he also realizes this and still has no solution to offer. When you lose a paint customer you also lose a hardware customer. If it continues your general business will suffer.

The time has come to inject some new blood into your paint business. I'll guarantee that I have the answer in Glidden's Tailor Made Plan. Let's, if we must, forget about the new building and go after the business that is here for the asking. First we have the Painting Contractor. They are not all working on new work and are the largest volume buyers. Let's go after the maintenance jobs with our Spray-Day-Lite set-up. Last but not least the customer is still the largest user of package goods and they still are the best money makers.

You do not have any problem in your store that we cannot overcome with our Tailor Made Plan. What's more, you can stack all the lumber and building material yards together and you are still the best paint outlet in this town with the right set-up.

Let's get together tonight and I honestly believe that we can find the solution to your paint business by going over our Tailor Made Plan."

NOTES: _____

Tough Sales Problem No. 3

The account has carried another well known brand for ten or more years and does a good job with paint and says—

“Now look—I’ve handled this line all these years. It’s been a good line. Folks come back for more. It would be a tough job for me to change all these good customers over to Glidden. My effort over these years would be wasted and I know if I give this line up Smith Hardware will take it up right away. Nope, I’ll stick with it for a while longer.”

3 - A

There is a possibility that a few folks might be a little difficult to change, but don't forget most people come in here to buy paint because it's Blank Hardware and not because of any particular line you carry. You could sell any one of a dozen good lines and do as good a job as you are doing.

The reason we are so insistent is, we are convinced that you are capable of doing the finest job of paint merchandising in this community, or we wouldn't be offering you the Glidden franchise.

We have to look at this picture from a ten year angle and not just look at the coming year. There is absolutely no one in the paint business with a future as bright as ours, with products like Ripolin, Japalac, Endurance House Paint, Euston Lead and Reflectolite to lead your volume up where it belongs, a technical staff miles ahead of the field in the development of soya bean paints which are with-

out a doubt going to eventually replace linseed oil paints. The Reflectolite I mentioned before is a soya bean paint and there is nothing that even approaches it. There is a lot of satisfaction in handling a line of a producer that is tops and on their toes in the development of new materials.

In addition we offer our Tailor Made Advertising Program, not just a program to fit all dealers everywhere but a special program to fit your own individual needs right here.

We hold schools to keep your sales personnel constantly informed on Glidden products so they can sell with the confidence which comes only from knowing what's in the can.

These all add up to more than any other manufacturer can offer—better come on, let us help you put this program over here.

NOTES: _____

★ ★ ★ ★

3 - B

Did it ever occur to you that you are the one party plus the help and guidance of your supplier that makes the success of any sale. What you say about Smith Hardware taking all your customers away from you providing you changed lines is untrue. In the first place you have built up a successful and profitable business due to hard work and treating your customers squarely. If your trade did not believe and like you they wouldn't come into your store regardless what paint line you handled, so you see it's up to the individual.

Knowing the community as I do, I am sure that in changing to the Glidden Time-Tested franchise it would strengthen your following, for your customers would know and feel that in making the change, that it would be for better and superior merchandise.

You know, you have been doing a nice paint business here but you haven't been showing the increase that you should, so some thing is lacking and I am sure we at Glidden's can correct it by bringing into your paint department new merchandising ideas as to how to sell Color along with many specialty items that you are not now carrying such as Spray-Day-Lite and Reflect-o-Lite which eventually could be worked up to be the backbone of your paint department.

In making a complete change in your paint department it would stir up new life and pep for you and your whole organization which would be very beneficial to your business as a whole. With your established business and your following, I am positive we at Glidden's with our vast resources can assure your paint department a steady sales increase and a more profitable department at the end of each year.

NOTES: _____

3 - C

Mr. Prospect, no doubt you investigated thoroughly all the paint lines offered to you ten years ago, and found the line you bought to be the best at that time; but since then, times and conditions have changed materially.

I notice you have changed lines on the automobile tires which you have been handling—also you have put in a complete line of Westinghouse Electrical Appliances, whereas in the past you have only handled a cheaper line—you have made several such changes—Why? It is because you have kept up with progress and improvements made in these various items—so why not do it in your paint department also.

The Glidden Company is never satisfied with products as they are, and constantly strives to improve its products to keep pace with the changing world.

Take White Lead for example—our company was not satisfied with White

Lead as it was made in the past, and has produced a 100% Strictly Pure White Lead, which is whiter, finer ground, and consequently a better covering Lead than any on the market today.

Casein Paints is another field in which The Glidden Company has made great strides, having pioneered the use of Soya Protein instead of milk in this type of material, still retaining all the good qualities of Casein, eliminating all the objectionable ones, and adding several more good qualities.

Item after item has been improved upon from time to time to keep up with changing conditions.

As for your customers being tough about changing over, I think they would be glad to have the Glidden line available; if anything you will have Smith Hardware Company's Painters coming over here for their paint requirements.

NOTES: _____

★ ★ ★ ★

3 - D

When you go into your regular grocery and find that they have changed brands of peas or corn you naturally make some comment about it. However, when your grocer tells you that he made the change as the new brand is a superior product, you believe him and buy the new brand. After all he has been selling you for years and has never led you wrong. Also he is in the food business and you have confidence in his knowledge about food products. Therefore when he tells you that the new brand is better you naturally take his word for it and give it a try.

If you put in the Glidden line of paint and explain to your customers that it is a better line and that it was for their benefit that you changed lines, do you think that they will walk out without their paint. No, they will do just as you did in the grocery store; they will try it on your recommendation. After you have given them such good advise for all these years they will surely respect your knowledge of the paint business to know that you are doing what you think is best for them.

Suppose that Smith Hardware does take on the line you now have, he already carries the same brand of roofing, sporting goods, and several other items, that you carry. However he is not taking your customers away from you, is he? He is not, because your customers like you and will come to you first. This same principle will apply to your paint just as well.

Also you don't want to overlook the added profits and sales helps that Glidden has to offer you. With these features you will not lose any business but will have an increased volume with higher profits.

NOTES: _____

3 - E

Mr. Dealer: For ten years you have handled your present line and have enjoyed a nice volume of business, and a large percentage of repeat business—but is your business increasing? How many new customers are coming into your store and calling for the paint you handle by name? Do your old customers reorder paint by name or number, or do they order the type of paint they want and depend on you to give them the proper product for their purpose?

What I'm at is this: I believe you're giving too much credit to your line of paint and not enough to the sales ability of your own organization. During the past years you have built a reputation for fair dealing and a knowledge of the paint business. This reputation will hold your old customers with any good line of paint you may handle. What you need now is something to stimulate new business and still take care of your old customers.

Before we offered you the Glidden line we investigated your past records and your sales possibilities and the findings of that investigation are the very reasons we have made you our dealer proposition. We are not at all interested in putting a stock of paint on a dealer's shelf

to become shop worn. We want a real merchant as our dealer, one who can cash in on the cooperative sales help that we have proved to be productive.

Don't misunderstand me—I don't claim that all of our advertising and merchandising plans together will ever sell one gallon of paint. That's your job and you have qualified for it. But they will attract attention, create interest and bring more people into your store and pave the way for you to sell more paint to more people.

You say that Smith Hardware Company would take your present line, if you were to drop it. I expect Smith Hardware Company would take on our line if we offered it, but we're not interested in a dealer who wants to sit still and try to cash in on someone else's efforts.

We know that it takes several things to make a successful paint dealer—quality merchandise, a complete line, a hard working capable dealer with a reputation such as yours and complete cooperation between the dealer and manufacturer.

We believe that the combined efforts of your organization and the Glidden Company will prove highly profitable to both of us.

NOTES: _____

★ ★ ★ ★

3 - F

Mr. Prospect—I agree, you are selling a well-known brand of paint, and the reasons you have offered me for not changing your line make you all the more desirable as one of our Authorized Time-Tested Paint Dealers.

Your objections convince me that you are paint-minded; that you personally have built your paint patronage. Therefore your effort to change your trade to Glidden would be very simple. After you and I have gone through the Glidden merchandising program we will figure out a plan that is tailor-made for your local trade area; one that will not only hold and satisfy your present trade, but will build new and welcome paint patronage—and after all that is what you want to do.

When you assist your trade in their paint problems in your usual manner, plus the assistance we can offer you in our "Age of Color Book, Color Selector, Color Prescription Catalog, Munsell Charting System, and Home Decorative Studios" you will find that your years of effort in building up a substantial paint volume have been far from wasted, but instead very valuable when used in conjunction with our helpful selling ideas and our local and nationally advertised program.

Don't let the Smith Hardware worry you—let them handle your present line to their sorrow—they can't hurt you, because your customers have confidence in you, and when they see your Glidden line they will at once know you have improved your paint department to their advantage.

NOTES: _____

3 - G

In presenting the Glidden proposition to you, we have taken into consideration, the fact that you have handled your present line of paint for a great many years with success.

In reference to your ability of having your present customers accept the Glidden line of Time-Tested paint products, the fact that you have served them to their entire satisfaction in the past with your present line of paint, would no doubt create in their mind a psychological effect. They would feel that if you changed your present line of paint, very likely you will give them a paint product that would be superior to the one that you are now selling, otherwise, you would not have made the change. Another phase, that must be taken into consideration is that you are a successful dealer, would be the dominating influence at the point of sale in your community.

To bring about the necessary change in your present paint line, we will promote your community with every form

of advertising as outlined in our Tailor Made Plan, and in addition to this, whatever you may think is necessary to further the sale of Glidden Time-Tested Paint.

In your particular change of paint line, we will circularize and publicize your store with an attractive two page broadside, 18 x 24, with unusual price values in paint product that will be of interest to all paint minded people. We will also emphasize the fact, that your store is the Color Center, where you can give to the people of your community, authentic paint information and let them see for themselves the proper color styling that could be used by them to advantage.

With a proposition such as ours, we know that you will be able to retain your present customers, as well as getting a great many new ones, for you will be known as the store, where the proper paint as well as the correct information can be secured.

NOTES: _____

★ ★ ★ ★

3 - H

Mr. Dealer: You are the leading paint account in this area and for that reason I came here to offer you the Glidden proposition first. You have proven to me that you are aggressive by handling a good line of paint, and building your business to the point that even you, yourself think that it would be a tough job to change your customers over to "Glidden". You may also think that all your past effort has been wasted if you give up your line. Let's look at it in a sensible way. You are doing a good job, because you are aggressive and have a good line to sell, but you now know that Glidden Company is the most aggressive paint manufacturer with just as good a product as money and science can develop. They make a more complete line of Paint Products and have an advertising set-up that will enable you to get that type of advertising that will keep you the leader at the least possible cost, through their "Tailor Made" Sales plan. Every Glidden Labeled Product carries the "Time-Tested" Seal of quality. Mr. Dealer, you state that Smith Hardware would take on your present line if you gave it up. Why, because he is a follower and wants to enjoy that business which you built by giving your customers satisfaction to the best of your ability. To keep this leadership you must continue to do so, and the best way to do it is to become associated with an aggressive organization like Glidden Company, who will not only give you a good line of paint but that cooperation on all features of your paint business that is so necessary today to maintain leadership.

NOTES: _____

3 - I

You have built up a good paint business. Your customers come back to you because they have confidence in you and in your merchandise.

If you decide to take on the Glidden line don't think for a moment that you would lose any but the odd customer but consider how many NEW ones the modern merchandising methods used by Glidden in our sales plans will open up for you.

We actually bring customers into your store to buy other things as well as paint.

When you say you'll stick with your present line for a while longer it convinces me that you would like to make a change—so with that in mind perhaps you would be interested in these facts.

Last year seventy-five successful Canadian Merchants changed their paint line in favor of Glidden—dropping many well

known brands. They ALL had to make the same decision that is facing you—yet none of them made a mistake. They all report increased sales and profits.

Consider too that if Smith Hardware takes on your old line that many of his present paint customers will be drawn to your store by Glidden advertising to buy from you.

Why not continue to be the aggressive merchant that you have been and take on the Glidden line for the good it will do you and let Smith look out for himself.

We want only to be associated with aggressive, successful agents, because we are that kind of a company.

We offer you increased sales and profits but unless you are willing to join hands with us in an all-out effort to sell more paint—by all means stay with your present line.

NOTES: _____

★ ★ ★ ★

3 - J

Mr. Smith, you tell me that you have handled this line of paint for ten or more years. I agree with you that it is a good paint, and that folks come back for more. It would not be a tough job for you to make a change, because you have forgotten one thing, and that is that you are the dominant factor in this community. You have had ten or more years of paint experience, enabling you to give your customers the proper instructions as to preparing surfaces and applying paints, which is 90% of the success of retail paint business.

As for trade acceptance, I am offering you a "Time-Tested" product, the mark of quality sponsored by 26 paint laboratories representing all of the oldest and best known brands of paints; these laboratories are unceasing in their development of new products.

With our Color Harmony we will educate you to sell color, as well as paint, and my company is the only company which offers you this elaborate sales-building color manual. We also offer you Color Harmony recipes for the home, envelope handbills, newspaper advertising, window banners, background window displays, on-the-job signs for paint contractors, attractive window valances, merchandising and promotion stunts to create store traffic. My company believes in a vigorous point-of-sales program for increasing store traffic and making bigger profits.

All our products prominently display the "Time-Tested" mark of quality on each package. The "Time-Tested" story is forcefully told to millions through national magazines and national sign advertisements. We also identify your store as headquarters for "Time-Tested" paints and keep telling your customers that you sell "Time-Tested" paints with free features of prominently displayed posters, display cards, etc.

I knew, Mr. Smith, you would agree with me, and I have your opening order. Just sign right here. I assure you we are going places!

NOTES: _____

Tough Sales Problem No. 4

Evidently this attractive account is sold on Glidden but says—

“Not bad—sounds good—maybe I ought to switch to Glidden—but what am I going to do with my present line and stock of paint if I take on Glidden. That would be a real headache for me.”

4 - A

Mr. Prospect, let us look over your stock and pick out the dead items. After we have a complete inventory, including the dead or less saleable items, then we can start to group items together. After we have made up unit groups of good saleable items including some of the dead goods, these will be sold only as a unit at an attractive price, similar to a one cent sale.

Now Mr. Prospect, let us plan a sale and the advertising for a sale. We will furnish this hand bill which will not only announce you as a Glidden dealer, but also announce a money saving paint sale of your present stock and a few Glidden introductory items. Also, we should put an ad in the local newspaper just prior to the sale as well as spot announcements on the local radio station. The distribution of the hand bills should be carefully

put out by a good distribution agency, so that these bills are not wasted. Also it might be advisable to mail out some hand bills to the surrounding rural box-holders.

The night before the sale gets under way we will come down to your store and clean up the stock, dust it off and arrange the unit groups. Also, we will move it out to the front of the store and display it on tables in the aisles. We will put it where people can not help but see it, and if they do not see it, they will stumble over it. Also we will decorate the windows with banners and signs and also put the signs on the unit groups. In the morning we will put banners up on the outside advertising the sale.

If we do these things well, you will find little left of your present stock and ample room for your Glidden Stock.

NOTES: _____

★ ★ ★ ★

4 - B

Of course, Mr. Dealer, we can readily see the undesireability of carrying over your old stock after taking on Glidden. It represents money tied up, and until you unload it could hardly expect a concerted sales effort in back of the new line.

Here is what we suggest you do. Run an extensive advertisement in the local paper announcing the fact that you are now selling Glidden, and at the same time make mention of the fact that your present stock of the old line will be closed out at bargain prices. We will stand half of the cost of the advertising. On looking over your stock I see that you have 250 gallons of house paint, assorted; 140 gallons of wall finishes, assorted; and about 75 gallons of specialties mostly in smaller sizes. To encourage large purchases give your customer a concession of twenty cents a gallon on "house lots"—that is five or more gallons. Your prices will be sufficiently high to still allow you some profit.

As a further incentive we would suggest that with every purchase amounting to twenty-five or more dollars, you will give without charge a gallon can of Glidden Reflectolite to acquaint your customers with the type of quality they may expect on their future purchases of Glidden.

Another thing I would suggest is that you and I take an afternoon next week to call on the painters, who have been buying from you. We will talk to them about your plans for the future with Glidden, and, at the same time we will propose some attractive prices on the old stock to move it. If we can get a commitment for future delivery, we will promise to hold for a period of sixty days.

Yes sir, I know we have the solution to that ticklish problem of getting rid of the old stock.

NOTES: _____

ANSWERS TO QUESTION 3

3 - C

Mr. Prospect, no doubt you investigated thoroughly all the paint lines offered to you ten years ago, and found the line you bought to be the best at that time; but since then, times and conditions have changed materially.

I notice you have changed lines on the automobile tires which you have been handling—also you have put in a complete line of Westinghouse Electrical Appliances, whereas in the past you have only handled a cheaper line—you have made several such changes—Why? It is because you have kept up with progress and improvements made in these various items—so why not do it in your paint department also.

The Glidden Company is never satisfied with products as they are, and constantly strives to improve its products to keep pace with the changing world.

Take White Lead for example—our company was not satisfied with White

Lead as it was made in the past, and has produced a 100% Strictly Pure White Lead, which is whiter, finer ground, and consequently a better covering Lead than any on the market today.

Casein Paints is another field in which The Glidden Company has made great strides, having pioneered the use of Soya Protein instead of milk in this type of material, still retaining all the good qualities of Casein, eliminating all the objectionable ones, and adding several more good qualities.

Item after item has been improved upon from time to time to keep up with changing conditions.

As for your customers being tough about changing over, I think they would be glad to have the Glidden line available; if anything you will have Smith Hardware Company's Painters coming over here for their paint requirements.

NOTES: _____

★

★

★

★

3 - D

When you go into your regular grocery and find that they have changed brands of peas or corn you naturally make some comment about it. However, when your grocer tells you that he made the change as the new brand is a superior product, you believe him and buy the new brand. After all he has been selling you for years and has never led you wrong. Also he is in the food business and you have confidence in his knowledge about food products. Therefore when he tells you that the new brand is better you naturally take his word for it and give it a try.

If you put in the Glidden line of paint and explain to your customers that it is a better line and that it was for their benefit that you changed lines, do you think that they will walk out without their paint. No, they will do just as you did in the grocery store; they will try it on your recommendation. After you have given them such good advice for all these years they will surely respect your knowledge of the paint business to know that you are doing what you think is best for them.

Suppose that Smith Hardware does take on the line you now have, he already carries the same brand of roofing, sporting goods, and several other items, that you carry. However he is not taking your customers away from you, is he? He is not, because your customers like you and will come to you first. This same principle will apply to your paint just as well.

Also you don't want to overlook the added profits and sales helps that Glidden has to offer you. With these features you will not lose any business but will have an increased volume with higher profits.

NOTES: _____

3 - E

Mr. Dealer: For ten years you have handled your present line and have enjoyed a nice volume of business, and a large percentage of repeat business—but is your business increasing? How many new customers are coming into your store and calling for the paint you handle by name? Do your old customers reorder paint by name or number, or do they order the type of paint they want and depend on you to give them the proper product for their purpose?

What I'm at is this: I believe you're giving too much credit to your line of paint and not enough to the sales ability of your own organization. During the past years you have built a reputation for fair dealing and a knowledge of the paint business. This reputation will hold your old customers with any good line of paint you may handle. What you need now is something to stimulate new business and still take care of your old customers.

Before we offered you the Glidden line we investigated your past records and your sales possibilities and the findings of that investigation are the very reasons we have made you our dealer proposition. We are not at all interested in putting a stock of paint on a dealer's shelf

to become shop worn. We want a real merchant as our dealer, one who can cash in on the cooperative sales help that we have proved to be productive.

Don't misunderstand me—I don't claim that all of our advertising and merchandising plans together will ever sell one gallon of paint. That's your job and you have qualified for it. But they will attract attention, create interest and bring more people into your store and pave the way for you to sell more paint to more people.

You say that Smith Hardware Company would take your present line, if you were to drop it. I expect Smith Hardware Company would take on our line if we offered it, but we're not interested in a dealer who wants to sit still and try to cash in on someone else's efforts.

We know that it takes several things to make a successful paint dealer—quality merchandise, a complete line, a hard working capable dealer with a reputation such as yours and complete cooperation between the dealer and manufacturer.

We believe that the combined efforts of your organization and the Glidden Company will prove highly profitable to both of us.

NOTES: _____

★ ★ ★ ★

3 - F

Mr. Prospect—I agree, you are selling a well-known brand of paint, and the reasons you have offered me for not changing your line make you all the more desirable as one of our Authorized Time-Tested Paint Dealers.

Your objections convince me that you are paint-minded; that you personally have built your paint patronage. Therefore your effort to change your trade to Glidden would be very simple. After you and I have gone through the Glidden merchandising program we will figure out a plan that is tailor-made for your local trade area; one that will not only hold and satisfy your present trade, but will build new and welcome paint patronage—and after all that is what you want to do.

When you assist your trade in their paint problems in your usual manner, plus the assistance we can offer you in our "Age of Color Book, Color Selector, Color Prescription Catalog, Munsell Charting System, and Home Decorative Studios" you will find that your years of effort in building up a substantial paint volume have been far from wasted, but instead very valuable when used in conjunction with our helpful selling ideas and our local and nationally advertised program.

Don't let the Smith Hardware worry you—let them handle your present line to their sorrow—they can't hurt you, because your customers have confidence in you, and when they see your Glidden line they will at once know you have improved your paint department to their advantage.

NOTES: _____

ANSWERS TO QUESTION 3

3 - G

In presenting the Glidden proposition to you, we have taken into consideration, the fact that you have handled your present line of paint for a great many years with success.

In reference to your ability of having your present customers accept the Glidden line of Time-Tested paint products, the fact that you have served them to their entire satisfaction in the past with your present line of paint, would no doubt create in their mind a psychological effect. They would feel that if you changed your present line of paint, very likely you will give them a paint product that would be superior to the one that you are now selling, otherwise, you would not have made the change. Another phase, that must be taken into consideration is that you are a successful dealer, would be the dominating influence at the point of sale in your community.

To bring about the necessary change in your present paint line, we will promote your community with every form

of advertising as outlined in our Tailor Made Plan, and in addition to this, whatever you may think is necessary to further the sale of Glidden Time-Tested Paint.

In your particular change of paint line, we will circularize and publicize your store with an attractive two page broadside, 18 x 24, with unusual price values in paint product that will be of interest to all paint minded people. We will also emphasize the fact, that your store is the Color Center, where you can give to the people of your community, authentic paint information and let them see for themselves the proper color styling that could be used by them to advantage.

With a proposition such as ours, we know that you will be able to retain your present customers, as well as getting a great many new ones, for you will be known as the store, where the proper paint as well as the correct information can be secured.

NOTES: _____

★ ★ ★ ★

3 - H

Mr. Dealer: You are the leading paint account in this area and for that reason I came here to offer you the Glidden proposition first. You have proven to me that you are aggressive by handling a good line of paint, and building your business to the point that even you, yourself think that it would be a tough job to change your customers over to "Glidden". You may also think that all your past effort has been wasted if you give up your line. Let's look at it in a sensible way. You are doing a good job, because you are aggressive and have a good line to sell, but you now know that Glidden Company is the most aggressive paint manufacturer with just as good a product as money and science can develop. They make a more complete line of Paint Products and have an advertising set-up that will enable you to get that type of advertising that will keep you the leader at the least possible cost, through their "Tailor Made" Sales plan. Every Glidden Labeled Product carries the "Time-Tested" Seal of quality. Mr. Dealer, you state that Smith Hardware would take on your present line if you gave it up. Why, because he is a follower and wants to enjoy that business which you built by giving your customers satisfaction to the best of your ability. To keep this leadership you must continue to do so, and the best way to do it is to become associated with an aggressive organization like Glidden Company, who will not only give you a good line of paint but that cooperation on all features of your paint business that is so necessary today to maintain leadership.

NOTES: _____

3 - I

You have built up a good paint business. Your customers come back to you because they have confidence in you and in your merchandise.

If you decide to take on the Glidden line don't think for a moment that you would lose any but the odd customer but consider how many NEW ones the modern merchandising methods used by Glidden in our sales plans will open up for you.

We actually bring customers into your store to buy other things as well as paint.

When you say you'll stick with your present line for a while longer it convinces me that you would like to make a change—so with that in mind perhaps you would be interested in these facts.

Last year seventy-five successful Canadian Merchants changed their paint line in favor of Glidden—dropping many well

known brands. They ALL had to make the same decision that is facing you—yet none of them made a mistake. They all report increased sales and profits.

Consider too that if Smith Hardware takes on your old line that many of his present paint customers will be drawn to your store by Glidden advertising to buy from you.

Why not continue to be the aggressive merchant that you have been and take on the Glidden line for the good it will do you and let Smith look out for himself.

We want only to be associated with aggressive, successful agents, because we are that kind of a company.

We offer you increased sales and profits but unless you are willing to join hands with us in an all-out effort to sell more paint—by all means stay with your present line.

NOTES: _____

★ ★ ★ ★

3 - J

Mr. Smith, you tell me that you have handled this line of paint for ten or more years. I agree with you that it is a good paint, and that folks come back for more. It would not be a tough job for you to make a change, because you have forgotten one thing, and that is that you are the dominant factor in this community. You have had ten or more years of paint experience, enabling you to give your customers the proper instructions as to preparing surfaces and applying paints, which is 90% of the success of retail paint business.

As for trade acceptance, I am offering you a "Time-Tested" product, the mark of quality sponsored by 26 paint laboratories representing all of the oldest and best known brands of paints; these laboratories are unceasing in their development of new products.

With our Color Harmony we will educate you to sell color, as well as paint, and my company is the only company which offers you this elaborate sales-building color manual. We also offer you Color Harmony recipes for the home, envelope handbills, newspaper advertising, window banners, background window displays, on-the-job signs for paint contractors, attractive window valances, merchandising and promotion stunts to create store traffic. My company believes in a vigorous point-of-sales program for increasing store traffic and making bigger profits.

All our products prominently display the "Time-Tested" mark of quality on each package. The "Time-Tested" story is forcefully told to millions through national magazines and national sign advertisements. We also identify your store as headquarters for "Time-Tested" paints and keep telling your customers that you sell "Time-Tested" paints with free features of prominently displayed posters, display cards, etc.

I knew, Mr. Smith, you would agree with me, and I have your opening order. Just sign right here. I assure you we are going places!

NOTES: _____

Tough Sales Problem No. 4

Evidently this attractive account is sold on Glidden but says—

"Not bad—sounds good—maybe I ought to switch to Glidden—but what am I going to do with my present line and stock of paint if I take on Glidden. That would be a real headache for me."

4 - A

Mr. Prospect, let us look over your stock and pick out the dead items. After we have a complete inventory, including the dead or less saleable items, then we can start to group items together. After we have made up unit groups of good saleable items including some of the dead goods, these will be sold only as a unit at an attractive price, similar to a one cent sale.

Now Mr. Prospect, let us plan a sale and the advertising for a sale. We will furnish this hand bill which will not only announce you as a Glidden dealer, but also announce a money saving paint sale of your present stock and a few Glidden introductory items. Also, we should put an ad in the local newspaper just prior to the sale as well as spot announcements on the local radio station. The distribution of the hand bills should be carefully

put out by a good distribution agency, so that these bills are not wasted. Also it might be advisable to mail out some hand bills to the surrounding rural box-holders.

The night before the sale gets under way we will come down to your store and clean up the stock, dust it off and arrange the unit groups. Also, we will move it out to the front of the store and display it on tables in the aisles. We will put it where people can not help but see it, and if they do not see it, they will stumble over it. Also we will decorate the windows with banners and signs and also put the signs on the unit groups. In the morning we will put banners up on the outside advertising the sale.

If we do these things well, you will find little left of your present stock and ample room for your Glidden Stock.

NOTES: _____

★ ★ ★ ★

4 - B

Of course, Mr. Dealer, we can readily see the undesirability of carrying over your old stock after taking on Glidden. It represents money tied up, and until you unload it could hardly expect a concerted sales effort in back of the new line.

Here is what we suggest you do. Run an extensive advertisement in the local paper announcing the fact that you are now selling Glidden, and at the same time make mention of the fact that your present stock of the old line will be closed out at bargain prices. We will stand half of the cost of the advertising. On looking over your stock I see that you have 250 gallons of house paint, assorted; 140 gallons of wall finishes, assorted; and about 75 gallons of specialties mostly in smaller sizes. To encourage large purchases give your customer a concession of twenty cents a gallon on "house lots"—that is five or more gallons. Your prices will be sufficiently high to still allow you some profit.

As a further incentive we would suggest that with every purchase amounting to twenty-five or more dollars, you will give without charge a gallon can of Glidden Reflectolite to acquaint your customers with the type of quality they may expect on their future purchases of Glidden.

Another thing I would suggest is that you and I take an afternoon next week to call on the painters, who have been buying from you. We will talk to them about your plans for the future with Glidden, and at the same time we will propose some attractive prices on the old stock to move it. If we can get a commitment for future delivery, we will promise to hold for a period of sixty days.

Yes sir, I know we have the solution to that ticklish problem of getting rid of the old stock.

NOTES: _____

4 - C

Your main concern, Mr. Dealer, is to dispose of your old line stock within the shortest possible time at a price showing some kind of a profit, regardless of how small it might be. Right? We have thoroughly studied this problem and, based on experience, can lay out a sales program for you which will not accomplish this but also actually prove to be a productive advertising medium in itself.

First, go over your list of paint customers and select the good ones—the ones whose business you value and want to keep. Write them a personal letter in which you tell them of the change in your paint line and, in appreciation of their past business, you are giving them the first opportunity of buying your old brand stock at reduced prices before offering it to your regular trade. List the principal products in the stock and their costs. Enclose a self-addressed penny post card on which they can specify the materials they would like you to send them or hold for them. Follow those who have still not replied within a week or ten days with a friendly reminder letter or telephone call.

This "preview" sales letter to your good customers will create some good will, dispose of many items of the old

stock and also personally inform them of your new Glidden line. After the "preview" sale run a newspaper ad announcing your appointment as a Glidden Agency and include a list of your old stock close-outs. Set up the balance of the old stock in a prominent place in your store, place special price cards on the different products and have your clerks mention it to every customer they wait on. This will, of course, enable them to also mention your new line.

If there is still some old stock left distribute handbills in your trading area containing the same general copy as the newspaper ad.

We can supply you with both the newspaper mat and handbills, the latter imprinted with your name, address and telephone number.

These promotions and sales will have disposed of all but a few tag end items. Put a special lump sum price on everything that is left and offer it to one of your painter customers who can find ways to use it. Or, if you prefer, put it on a "bargain counter" in your store and let the bargain hunters and price buyers clean it out for you. They will, in a short time.

NOTES: _____

★ ★ ★ ★

4 - D

It will be a headache only if we just let it sit there and wait for it to move out on its own. But it will be a different story if you use the handbills that we will furnish you. A couple of thousand if you want them whereby we announce you as the Glidden paint and color center of town. In this handbill we advertise your old stock as being closed out at reduced prices.

That will get people into your store.

Now I have found this little merchandising plan to work swell.

Take the harmony chart of our Speedwall Color Card for instance—make up a bathroom selection of the colors that are in harmony out of the colors in your old line. Also a selection for the kitchen and you might have some of the hardware (door knobs and cabinet handles) handy. Sell the idea of a complete color change in the home.

Have two, three or four different color schemes for both the bathroom and kitchen. Use the same idea for other inside and outside surfaces of the house. Keep changing the color schemes to fit the colors you have left on hand of the old line.

As the faster moving colors are sold out of your old line I won't object your selling out of the Glidden line. This little idea will work every time.

NOTES: _____

4 - E

The disposition of your present paint stock, after changing to Glidden, will not be such a headache as you are inclined to imagine.

The important factor to be considered, first, is the amount of capital invested in your present paint department and the number of items per year you turn this capital invested.

According to your figures you turn your invested capital in paint at least four times yearly. The Glidden Company will put into your store a complete and balanced paint stock, composed of all the latest and fastest moving paint items, and give you an extra four months dating. This means that you will be able to get your entire capital investment out of your present paint stock and have an extra month's time in which to clean up the odds and ends before investing your money in the Glidden opening stock.

It is true that some "stickers" will turn un during the change of your paint line to Glidden. These "stickers" or slow moving items are in your present stock and are not noticed by you because all of your present paint labels look alike. If these "stickers" or slow moving items were pointed out to you now, you would put them on your bargain counter with other slow moving items and get your money out of them. The change of lines will bring these shelf warmers to your attention and you will naturally move them out.

Summing the situation up we come to the following conclusions: First, because of the extra dating, Glidden offers, you do not increase your investment in paint.

Second, you find out definitely those slow moving items in your present stock, get you money out of them, and put it to work on more active items, thereby increasing your paint department's profits.

NOTES: _____

★ ★ ★ ★

4 - F

For years we have successfully assisted in the disposal of stocks on hand. With the new government simplification program you need our help to sell a large amount of your present line. For example, your House Paint line has been reduced from 32 colors to 18. Discontinuing half gallon cans and many other sizes gives you another problem. In a word about 25% of your stock has been made obsolete. The 18 colors retained will sell readily as they were continued for that reason. But what are you going to do with the 14 discontinued shades? There is where Mr. Glidden will jump in to help.

First of all the 18 colors retained can be sold at near regular price. To sell this discontinued stock we have a Giant Handbill which we furnish FREE—enough to blanket your entire trading area. Coupled with this, we furnish a tieup newspaper advertisement.

We will decorate your windows and set up your store with "Sales Pennants".

After the sale we can sell to owners of low rent buildings to whom color does not matter.

Good painters can mix color-in-oil in poor colors to make a shade he desires and he is always in the market for an undercoater as well.

Odds and ends can be thrown into a container and sold as a quality Roof and Barn paint.

You cannot lose as our Tailor Made for You Sales Program will more than offset the slight reduction you make for the sale and at the same time you clean out stock discontinued by simplification program.

NOTES: _____

4 - G

Getting rid of the old paint line isn't nearly as difficult as it appears. First of all, we'll put new enthusiasm in your paint selling organization through a series of educational meetings on paints. Then you take all your old paint down off the shelves and pile it on sales tables, and in bushel baskets, so that customers can rummage through it and find what they want.

Price the paint as low as possible, and feature it in newspapers, handbills, and an abundance of point of sale advertising around the store, all the advertising to feature price prominently.

Run a contest among your employees, with several prizes to the winners for selling the greatest amount of the paint on sale.

This procedure will not only sell the big bulk of your old paint, but will sell

a large quantity of additional items you carry here, thus you not only get your money out of your old paint stock, but you make a substantial profit on the other items sold throughout the sale. This will enable you to get back of Glidden 100% and do a real job for yourself and us.

If you take on our line and attempt to sell your old line out "piece meal", you'll be forever and a day cleaning it out, and your organization won't be able to do a good job due to a split in loyalty between your old line and ours.

The most successful merchandisers have found that when they decide to change a line, they make a clean break and get rid of the discontinued line as rapidly as humanly possible, and do not under any consideration attempt to carry both lines for any extended period.

NOTES: _____

★ ★ ★ ★

4 - H

That is a fair question, Mr. Dealer, and a good one, for your present stock of paint represents an investment that you will want to turn back into cash at the earliest opportunity.

The best way to dispose of your present stock of paint is put to it out on the "SPECIAL SALES COUNTER" and price it for quick selling. You don't have to cut these prices to your cost or below because the merchandise you have on hand is salable and should bring a profit; however, in order to make room for your new stock of Glidden paint you will want to clear your present stock as rapidly as possible.

You will find many of your customers are interested in buying odds and ends and if your display of this merchandise is set right up where your customers can see it, and if the prices are boldly marked to show the savings that can be had by buying this paint on sale, you will find the switch in your paint lines almost no problem at all.

To assist in this special sale Glidden has prepared an opening handbill and newspaper campaign for new agents such as yourself. If you want us to do so we can insert a block of copy in the handbill telling about the sale you will have on paint. Likewise, we have left a spot in the newspaper advertising layouts so that you might insert whatever copy you desire to use in telling the story of disposing of your present paint stock.

The handbills and newspaper advertising will bring people into your store and if you have, as we suggested, prominently displayed your present stock with prices plainly marked to show savings that can be had, the question of what you are going to do with your present stock of paint is going to give you little difficulty.

NOTES: _____

4 - I

Closing out a paint stock may seem like a headache. However, from a merchandising standpoint, it can be of real value to you. As you know, business today is built around merchandising features to bring customers into your store. Undoubtedly this is what has attracted you to our line. True, you will sacrifice mark-up on your present line, but in so doing you are attracting interest to your establishment and getting store traffic. Suggestive selling to this shopper will, if properly done offset the loss sustained by your mark-down and more than pay you with additional profit items sold. The small stock of odds and ends can be placed on a special price table, surround-

ed by low price items that are bought by eye appeal, and the sale of these items will further help to compensate you. Your local good painting contractor may have a barn to paint, where color is not a factor, and a good price to him on a quantity of material will make him a better customer for you. Using the old stock as a leader will also give you a chance to introduce our material, and with more store traffic you will gain new customers, who will be paint prospects at a later date. Stock that does not move is of no value to you, and money taken in on slow moving stock can be put in merchandise that will move, and your loss will come back to you in stock that will sell.

NOTES: _____

★

★

★

★

4 - J

Mr. Dealer, Let's see just how bad this problem is.

Let's reduce it to a figure and then just judge that value as compared to your advantage in our line. First of all, we know that 70% of all sales are usually Whites, Ivories and Creams. Your stock will undoubtedly carry at least that percentage of whites and off whites. They can always be worked off before starting our line and fill in behind it as you are nearly cleared out. Many of the other colors can likewise be worked off before our colors are placed in stock.

You probably have a lot of Specialties: Varnish, Stain, Wax, Lead, etc. These are rarely a problem. The chances are that you have no greater problem than 5 to 15% of your stock which can undoubtedly be sold at cash or better with our opening announcement handbill on a special sale. If your stock is valued at \$500.00, probably \$50.00 is the potential loss from which you should be able to salvage full value at book value. Maybe that portion is deadstock anyway and should be salvaged.

Now then, if our line is worth considering, and we agree it is, certainly an investment of this size is unimportant. I can save that much in turnover with our service and extra volume getters in less than a year.

NOTES: _____

Tough Sales Problem No. 5

In this case good old "loyalty" comes to bat and the prospective agent says—

"Now listen, I'll admit your Glidden proposition is better—seems so at least—than what I have now—but these people played along with me 7 years ago when I started, and while it was tough goin' again a couple years back, they stuck with me. I can't let them down and run out on them now to take on Glidden. Sorry, old man, but that's the way I feel about it."

5 - A

Mr. Dealer, there is nothing to be more admired than a spirit of loyalty. It's a necessary quality of every good citizen in our land.

But, Mr. Dealer, don't mistake loyalty for something else quite different.

It's true your present suppliers did help you out when you started in 7 years ago and again a couple of years back, but would not we or any other responsible company have done just the same had we the opportunity to do so.

Helping out a customer in whom we have faith for the future is part and parcel the policy of any good house, and frankly it isn't done with any other mo-

tive than to secure a likely and responsible outlet in a given locality.

You do not owe your present supplier one iota beyond the business you have given him in the past 7 years.

You have been loyal to him. You have done your duty to him. Now the opportunity presents itself to be loyal to yourself.

Being loyal to one's self is the one thing that will keep you in business; that will make you prosper.

Yes, Mr. Dealer, you have fulfilled your obligations to the past and the future beckons brightly to you with Glidden.

NOTES: _____

★ ★ ★ ★

5 - B

We appreciate your loyalty to your old supplier and indeed that is a very strong factor which our company took into consideration when our liberal and more profitable proposition was offered to you.

First and foremost your supplier had faith in your ability to develop a business and they based their judgment on your past record which was good, and they could afford to advance the necessary credit. However do not overlook the fact that they knew they would make money on the deal.

Remember too, that you had a risk involved during the hard times. Suppose your supplier could not have carried on and had been forced to cancel his commitments, would not that have forced you to suspend operations? I suggest that the whole transaction was one of mutual benefit and also of mutual risk rather than one of sentiment.

It is necessary for a manufacturer to have retail and wholesale outlets for his goods and in building these outlets he has provided for certain losses and failures in his basic prices to take care of certain misjudgments which occur due to human infallibility. Therefore, I cannot quite agree that they have made you any concessions but rather carry out the normal business routine.

If our organization offers you a more attractive proposition it is because we have the vision to see a more substantial return which enables us to take less profit at the same time sharing our gain with you enabling you to increase your earning capacity which after all is a reward for faithful, energetic and progressive effort.

Sir, I submit that you owe it to yourself to progress with us.

NOTES: _____

ANSWERS TO QUESTION 5

5 - C

Loyalty is a trait that is always admired and respected. Let us analyze for a moment, however, just to whom you really owe your loyalty.

Your success as a merchant depends primarily upon your ability as a good purchasing agent, your ability to serve your customers with the best value "dollar for dollar" that they can procure.

Your business is built only as your customers built it through their patronage, which depends entirely upon their confidence in you and your store. When

this confidence is established then they become loyal to you.

You have agreed that Glidden has the best proposition for you, then certainly it must also be the best for your customers. Then I believe you will agree with me that you owe your loyalty to those who make your success possible,—your customers for without them all the merchandise that your store will hold will not bring you success.

Let's sit down right now and work out your Tailor-Made Advertising Contact.

NOTES: _____

★ ★ ★ ★

5 - D

I can appreciate your loyalty and it is very commendable. However, if you believe the Glidden proposition is better as a good business man you should make the change immediately.

Your customers also have been loyal to you and they depend upon you to give them the best in every way for their money. If you were to ask some of your good friends or customers I am sure they will agree with what I say. These friends and customers also stuck with you during the tough going.

Competition is the life of business. The merchant who keeps ahead of his competitors with the best values and lines invariably makes the most progress.

Remember the old time grocer who called at homes for orders, then delivered and charged in his grocery book. He was paid weekly or monthly—maybe. If things got tough with customers he carried their accounts. Where is he now? Chain stores and modern competitors who did not call for orders, deliver or charge accounts have taken over his business. They gave more value for the money. Sure he was very loyal to his jobbers and customers but unless he met competition he was forced out of business.

At all times the best interests and values to your customers should come first in your business. They will only continue to be your customers when you do this. Suppose a competitor were to handle Glidden products and took away considerable of your paint business, could you blame your customers for leaving you? Glidden also is loyal to their accounts. However, the best way to avoid tough going is to take on Glidden which will increase your business and profits thereby providing a reserve for any future tough going.

NOTES: _____

5 - E

Your loyalty to your present supplier is very commendable, Mr. Prospect. But—did you ever stop to figure out that they must have had confidence in your ability to pull through and that by helping you in a time of stress they were sure of ultimately profiting from so doing? Modern business is not run by philanthropists. Modern business is a matter of cold hard facts and these boil down to the ability to produce net profits from its operation. Net profits are what buy a better living for you and your family, they pay for that long dreamed of vacation trip and provide security for your old age.

You say our plan is better. Why? Because it provides the extra net profits that give you a more comfortable living. That is the important thing Mr. Prospect. To make profits is the reason for your being in business. Loyalty or a sense of obligation to your present supplier may make you feel good but it does not put money in the bank for you, but rather it pays dividends to their shareholders.

So the sooner you tie in with us—the sooner you will begin to enjoy extra volume and extra net profit.

NOTES: _____

★ ★ ★ ★

5 - F

Your loyalty is very commendable and I'm sure you would be a good loyal Glidden account, if you will make this change. Let us discuss this from a business standpoint.

The first and most important point. You are in business to make money. Now where does this money come from? No doubt 95% from good established customers who have traded with you for a number of years.

In starting your business you saw an opportunity to be of service to this community—to establish a trading center where these people could buy the things they need. You are also indebted to you community and the people you serve, and when an opportunity presents itself which will enable you to become a better merchant, serve your customers better, to do more business, naturally you will take advantage of it.

There are people who still keep the old horse in the barn; because they haven't the heart to get rid of it—but they use their automobile when they want to go places.

You admit our proposition is better—you are sold on it—it's new, complete—one that can be molded to fit your community—will make your customers color conscious—sell more paint for you—increase your sales, and you as a progressive merchant want to do just that.

If and when the hard times come again, you will find Glidden Company also has a certain sense of responsibility to its customers. Will devise new ways and means to make people want to buy, and perhaps the times won't be so tough, for you will be the leader then and will get your share of business and more.

Now let's put in the complete Glidden line!!!

NOTES: _____

5 - G

Conditions governing your business are not the same today, Mr. Dealer, as they were 7 years ago, 2 years ago, 1 year ago or for that matter 30 days ago.

If you ran every department in your store on the basis of what might have been good business 2 years ago, you'd now be well on your way out of business.

We all know there are certain moral factors governing your business, just the same as ours, such as integrity, fair values, honesty in all your dealings and other actions along the same lines without which, no business can succeed.

However, keeping pace with the times and supplying your customers with continually increasing better made merchandise is your duty if you are to warrant their trust and continued purchases from you.

Loyalty to any firm you buy merchandise from, that does not keep abreast of the needs of your customers is misplaced loyalty.

Continuing to try to sell merchandise to your customers that was good enough

7 years ago when your competitors all around you are now offering present day merchandise under present day merchandising plans with the myriads of added customer services, we make it possible for you to give those customers, will quickly place you in position of equality if not superiority in this city, in your paint department or store.

Furthermore, don't you sincerely believe that the added years you have remained loyal in spite of chances to take on a progressive and modern line of paint, is paid interest enough on the "loan" or somewhat extended "credit" that firm gave you for a comparatively short time? Of course it is. Your slate is more than clean. Morally as well as financially you're no longer obligated.

Trying to do business under the oxen yoke of obligation to a bank, a loan company or a manufacturer isn't any fun, Mr. Dealer, and I don't envy you the experience you have passed through.

But you have passed through it; close your mind on it and having done so, close your books on it.

NOTES: _____

★ ★ . ★ ★

5 - H

Has it occurred to you that the loyalty you express might be misplaced? We all admire a man who appreciates what others have done for him, but don't let this unduly influence your sound judgment.

After all—from a hard boiled business viewpoint—you have given them your business for 7 years—that's a long time—they sold you paint and paid them for it. You supported their line and they supported you, but what about the future?

You admit our set up is better, and you will need a better proposition to hold your own in the difficult times ahead of us.

If you stay as you are knowing you could do better, you will not be doing what is best for your business.

We can't get by with our dealers by telling them we treated them right two or three years ago. I certainly believe no company could have been fairer with their dealers when the going was tough than Glidden was—but as I say that's not what holds them today.

It's the progressive and aggressive policy of developing new sales plans, new merchandising ideas, the transfusions we give to your paint department every year. That's what holds our accounts and, Mr. Merchant, that's what you need.

NOTES: _____

5 - I

I am happy to have you admit our Glidden proposition is better than the one you have. We are confident that our methods are ahead of the field because our sales prove it.

Perhaps you didn't realize it but you have been carrying the load. We would like to help you. It is only natural that you would be sympathetic to the line that you have always carried but sooner or later you are bound to make a change.

You want to increase your sales and make more profits and in order to do that you will have to adopt more aggressive methods. Glidden are past Grand Masters in the art of merchandising. We are the only Paint People who really Merchandise Paint.

Self preservation is the first law in business. You owe it to yourself to offer the best the market affords. With Glidden you not only get a superior product but you get complete co-operation with the pick of advertising features to help

you draw new customers to your store.

Don't take my word for it when I tell you that our plans are successful—let me show you photostatic copies of actual letters we have received over a period of years from men just like yourself who tell us the good news.

Making more sales and profits for you is part of our work. Let's not sit around waiting to see what happens, let us lay out an individual Sales Plan for you and make things happen.

Nothing succeeds like success. When you take on the Glidden Line that is already a success your business is bound to go ahead in other line as well.

I am going to have Harold Smythe of the Smythe Hardware in Peoria give you his personal story about his success since taking on our line because he had almost a similar decision to make as the one you have.

Just say the word, Sir, and we will attend to all the details.

NOTES: _____

★ ★ ★ ★

5 - J

Mr. Dealer: I admire your loyalty to the people you are patronizing at present—it's a wonderful spirit to possess. However, when you and I have reviewed our merchandising plan in comparison to what you now have, and you admit our program is superior, you are absolutely right, the plan really merchandises when used with your full co-operation. Your loyalty inspires me to the extent that I want to endeavor to show you that you possibly are carrying that spirit so far that it really has boomeranged; I mean it is taking money right out of your pocket. In our Tailor-Made Advertising Plan we know we can increase your present volume at least twenty-five per cent, if our sales features are used and we have your full co-operation. Now, take your present source of supply; they have enjoyed your volume for better than seven years. Don't you think that if they were not "soldiering" on you they would have a plan formulated for you where you could see no superiority in our plan. I think they should.

I think, Mr. Dealer, if you will turn these thoughts over in your mind you will realize you are paying rather heavily for your spirit of loyalty; in fact a penalty that is all one-sided—all right out of your net profits.

In these days of up-to-the-minute merchandising by our chain store and department stores an independent such as yourself has to connect himself with firms like Glidden who really are merchandising experts in the paint world today, and keep going forward—improving the advertising features each year, which creates additional profits for you, and, last but not least, forms a bond of loyalty which is not all one-sided.

NOTES: _____

Tough Sales Problem No. 6

The best account in the town of 10,000 people brags a little with:

"I've been here handling paint and watching paint brands for a long time. I've had several lines at different times—but I can't remember but a few people a long time ago who came in and asked me for some Glidden paint. I don't believe you've got the acceptance most other brands have—at least in this town."

6 - A

Dear Mr. Dealer: In a recent survey an unbiased agency revealed that 7 out of every 10 dealers could sell successfully any high grade line of paints and varnishes, irrespective of brand name. This shows us that the dealer is the dominating factor at point of sales in the community.

My contention is that unless the 10 largest and best known paint brands are all represented in a community, those not so represented enjoy no sales. We know that our national advertising creates acceptance and lessens sales resistance but

that until this national acceptance is tied up with one focal point of sales in a given community, we, like competition, would not achieve appreciable results.

No paint line is good for you that does not sell in your town even though a dealer 200 miles away is doing a wonderful job with it. You will appreciate how fine a job Glidden can do for you after you've given our local advertising program for 1942 the once over.—Will you let us tie this program up with our goodwill in this town and by our concerted efforts really put your store and our line across.

NOTES: _____

★ ★ ★ ★

6 - B

This town is no different from hundreds of others. The people are much the same. Their modes of living are the same as the average. They read the National Publications. There are 1054 Saturday Evening Posts, 262 Country Gentlemen sold weekly in this town, also 546 Ladies Home Journals sold monthly. Surveys show that each of these publications are read by five persons, therefore more than 6500 persons read the weekly publications. Close to 3000 read the monthly issue, these readers are mostly women who do 85% of the household buying. 90% of all the readers read the advertisements.

We use these mediums to reach the better class of people, who represent the buying power of the nation; most of these people own their own homes. The name Glidden is photographed on their subconscious minds. These same readers own 99% of the automobiles. They see our Glidden Time-Tested road signs, and another picture is registered.

Top this market with a Glidden neon agency sign. Decorate your windows with our sales appealing displays, feature Glidden's national known products carrying the Time-Tested label. Use our Product Displays, Counter Features and Sales Banner, etc.

Promote a sales campaign using hand bills, newspapers, direct mail or better still our house to house canvass. These will bring Glidden paint buyers. Explain your Color Service, Age of Color Book, Color Selector and Chart and Prescription Catalogue. Give each a consumer's Age of Color Book. They will be clamoring to know more about color. Glidden alone puts all these in your reach. You will be accepted as an authority. Wagging tongues of satisfied customers will do the rest. The opportunity is Golden—Glidden's acceptance will reflect in your volume and profit this year.

NOTES: _____

ANSWERS TO QUESTION 6

6 - C

Naturally you will not have the calls for Glidden paint so long as you are not pushing it. Just to prove to you that we do have consumer acceptance and demand, let me show you a few of the requests we have received at our Cleveland headquarters for our Age of Color book and for other requests to our National Advertising. You know The Glidden Company as we show here advertise in magazines many of which come right into the houses of your customers. Here I have a list of the magazines and the number of each which come right to your own trading area. Many of these are your own customers and many more of them would be if you had the Glidden line.

All these requests for literature and so forth which I have shown you would have been referred to you, had you then

had the Glidden line. When you do put in the Glidden line you will find with what ease you can sell Glidden paint because it is well advertised and it is something most of your customers will have read about in our magazine advertising or have seen advertised on any one of the numerous billboards and highway signs scattered throughout the country.

Then notice too how all the advertising ties in, every bit of advertising points to the "Color for America" book which they will be able to see in your store. Everyone is interested in new ideas. This is a new idea on home decoration which is bound to bring people in your store. I am sure you can see now that our present plan of advertising will not only create consumer acceptance—it will create consumer demand.

NOTES: _____

★ ★ ★ ★

6 - D

Did you ever hear of Jap-a-lac, Mr. Dealer? Of course you have. There are very few people in this town who haven't heard of it and probably used it at some time or other. It's the best known name in paint today and has been since 1898 when it was first put on the market.

The Glidden Company makes Jap-a-lac. What better brand acceptance could you have backing up a paint line than this nationally known product? Can you think of any product sold by any paint manufacturer that has more unquestioned acceptance? If you have any doubts about this let's ask the next ten customers who come into your store if they ever heard of Jap-a-lac. I'll assure you that nine out of the ten will not only tell you that they have, but will also go on to tell you of some interesting experiences they have had using it. I have tried this test many times and it never fails to produce the same results.

Glidden is doing more national advertising today than ever before. 28,000,000 readers see our ads appearing regularly in Saturday Evening Post, Better Homes and Gardens, Successful Farming and leading trade papers. Over 1,000,000 motorists see our Time-Tested and Glidden Highway Signs throughout the country every day. That's creating consumer acceptance for you, Mr. Dealer, in a big way.

People in your community today know which line of paint you are selling and naturally do not ask for Glidden or any other brand. When they want Glidden paint they go to the nearest Glidden dealer for it.

Brand acceptance is fine. It makes selling easier. Glidden has it and it won't take us long through our cooperation and complete dealer merchandising program to inform everybody in this town that your store is the place to buy our products.

NOTES: _____

6 - E

Mr. Dealer, you can buy Gillette razor blades almost anywhere and Carnation Milk at any grocery store—but these are items in general use every day by almost everyone. If you should want to buy a Hart-Schaffner and Marx suit, a Dobbs hat or a pair of Florshiem shoes you would know before hand which store you would have to go to get them. These are exclusive brands handled only by the better type merchant, who features the best quality for particular customers.

The same is true of Glidden paint products—they are not to be found on every paint dealer's shelves, but their sales are restricted to the dealer with the reputation of always giving his customers the best. The Master Painters, and the large painting contractors know who handle Glidden products in their town, and go to him.

The Glidden slogan "Everywhere on Everything" and the "Time-Tested" mark

of quality which appears on all Glidden products are just as familiar to the paint trade as the name "Glidden" itself.

Nearly every housewife in the country knows "Jap-a-lac" Enamel, although she may not be aware that it is a product of The Glidden Company.

The same is true of "Ripolin" Enamel and other individual items in the line that have nation-wide recognition with everyone who ever used paint.

I don't believe you can really appreciate what acceptance is until you begin to display Glidden products, and let it be known that you are THE Glidden representative in your community.

And proper display is certainly important. Even with an item as universally popular as Wrigley's Gum, the sales have been known to drop fifty percent when it was not prominently displayed.

NOTES: _____

★ ★ ★ ★

6 - F

If I were a customer and wanted some Glidden paint I wouldn't come into your store and ask for Glidden's, seeing all these Lowe Brothers signs in front. First because I would hesitate to ask any one where I could buy his competitor's product, also I know that you would try to sell me your brand instead of what I wanted.

The Glidden Company sold seventy million dollars worth of Glidden products last year, which puts its sales volume in top rank with the biggest paint companies in the country and it takes a lot of acceptance to do that.

I have made a survey of the painter and maintenance trade in this town asking them what they thought of Glidden paints. All of them knew of Glidden and were agreed that it was among the best. Many of them would be glad to use it if they could buy it in this town.

Now, if the Glidden Company can stock your shelves with a paint that has such a record for sales all over the country and then put the full power of their paint selling machinery behind your organization it would mean plenty more sales for you and that would mean more profits.

I want you to be the judge as to whether they have missed even a single bet in going all the way to make it profitable for a dealer to handle Glidden Paint.

I have a talking picture slide film that gives an interesting story about how they do it. What evening can I have you as my guest at my hotel to show you this business getting set up, and why the Glidden line is the most profitable line you can handle.

NOTES: _____

ANSWERS TO QUESTION 6

6 - G

I am sure you are willing to admit that the Chevrolet automobile is a well known car. Yet can you imagine anyone in your community walking into the showroom of a Ford dealer asking to see a Chevrolet? The same holds true on paint for the public knows paint, too, is sold on an exclusive franchise basis, and that if you fail to advertise Glidden paint locally, then obviously you do not handle it.

I would like to prove to you just how many people in your community know Glidden paint, and how many prefer it; but I can only do so with your cooperation. If you would be willing to place an order for a representative stock of Glidden paint, and advertise locally on a cooperative basis with us that you do have Glidden paint on your shelves, then I will guarantee that you will not be

surprised at the number of people who know the name, but the number who actually prefer it and buy it because at last they are able to get it from a local source.

The Glidden Company over a good many years has advertised on a national scale. As a result, not only is Glidden a familiar name to most people, but almost every housewife is familiar with Jap-a-Lac, every painter familiar with Euston Lead, and every architect familiar with Ripolin Enamel. Think of that. Do you know of any other paint manufacturer who can say as much?

How about it? Let me prove to you just how much the name Glidden means in your community. An opening order plus the right local advertising to tie in with our national advertising will make money for both of us.

NOTES: _____

★ ★ ★ ★

6 - H

Because you don't have many calls for Glidden Paints, does not prove a lack of consumer acceptance for the Glidden Line. The Glidden Company is one of the largest paint manufacturers in the world. They have occupied this high position in the industry for many years. Glidden could not have reached this fine position or continued to have stayed there without consumer acceptance.

You have a very fine established business and have the confidence of your regular customers so that they do not ask for specific brands. They tell you what they have to paint and accept your recommendations for what they should use. You will continue to enjoy this established paint business so long as you recommend quality materials to your regular customers, regardless of the brand name.

The point is, however, that you cannot forever exist on your present established trade. New customers must be added to replace those who die, move away, or are attracted to your competition by a more aggressive merchandising plan than you use.

The Glidden Sales Plan will attract new customers to your store because they are modern, aggressive merchandising plans tailor made to fit your business and community.

You will continue to get the paint business from your established trade and at the same time add many new customers by using this modern Glidden Plan. The addition of new customers means more profit for you. The Glidden Tailor Made Sales Plan has proven to hundreds of dealers throughout the United States the way to greater paint sales and profits.

NOTES: _____

6 - I

Mr. Dealer, I can explain this to your complete satisfaction—I hope.

Years ago when you first started in business people were not too familiar with the brand of paint you carried, and consequently you had inquiries for Glidden. As the years went on the citizens in this town became more familiar with the line you carried. Naturally as the leading outlet in this town you enjoy the best part of the paint business. You have your shingle outside the store broadcasting to the public the brand you now carry. People in this town are aware of the Glidden name, but they no longer associate your name with it. I could show you a number of requests received at our headquarters from people right here in this town, asking us where they can buy Glidden Paints. We realize a paint can only be as strong as the retailer behind it, and that is why we want you to take on Glidden. We know

the potential demand in this town exists and we want you to help us "stir it up." Mr. Jones over in Rockford increased his paint sales by 48% after switching over to Glidden, and he used to carry the same line you now handle. What has been your increase in the past year? He has identically the same conditions to contend with as you have.

I'll wager The Saturday Evening Post and Better Homes and Gardens circulates in at least 50% of the homes in this town. They see our advertisement and dismiss it with the comment "Sounds good but nobody here sells it,—guess I'd better forget about it." If we had our Time-Tested Banner outside your store in conjunction with a local advertising campaign you would get buying action, wouldn't you? In a nutshell human nature reasons thusly—"Out of stock, out of sight. Out of sight, out of mind." Let's Gliddenize this town today.

NOTES: _____

★ ★ ★ ★

6 - J

Mr. Johns, you say you have been handling paint and watching paint brands for a long time. You also say you have had several lines at different times but cannot remember of any who came in asking for Billings Chapin Time-Tested Line. I doubt, in your experience of carrying so many different lines, if you ever have had any one come in asking for one of the lines which you carried first. I admit, you have a well known line, however I have an account in the next town, "The Smith Hardware" which you know very well. He has not made as many changes as you have as I have sold "The Smith Hardware" our line for the last twenty years and you will admit that "The Smith Hardware" does a good job for he is the leading paint outlet in the town.

I will pay the telephone expense and you call Mr. Smith and ask him how many calls he gets for the line you carry. I am sure he will tell you he cannot remember of ever getting one. Mr. Johns, you will admit our advertising set up and customer builder is the best you ever have had presented to you and that is what counts. You will also discover after you have our line a short time no one will be asking for any of the several lines you have carried in the past.

NOTES: _____

Tough Sales Problem No. 7

This good prospect admits and insists he knows paint and paint quality. He's from Missouri and says:

"You certainly must think me a fool. I've looked them all over, I've tested them all, I know the formulation of paint and right now I've got the best paints in the world for any trade. Your sales talk is great stuff—but it isn't enough—A lot of you salesmen talk better paint than you make. I know how good this line of mine is. I'm not going to gamble on Glidden."

7 - A

Your present line is a good one, no one knowingly would question its quality, however the day of mystery oils and pigments in the paint business is passed. All good manufacturers maintain large technical staffs whose sole duty is to improve their own material and constantly check and analyze competitive materials to see if anyone has perfected some new product or improved an old one. There are no patents recognized on trade sales merchandise. As a result, as soon as a manufacturer perfects something new, all our salesmen buy a can as soon as it hit's the dealer's shelf. These are sent in to our laboratory and after extensive testing to find out what the material is really made of and how it works, we compare it with a comparable material in our lines. If it's better than ours, we try to improve on it before changing our formula. In the big majority of cases this is possible.

This sounds like we were in a thieving industry but it has really been a wonderful thing—instead of one manufacturer making a fine flat wall, another a fine

four hour enamel, another a fine floor paint and another a fine house paint, we all make fine lines from top to bottom. The competition on quality among top manufacturers has been terrific and as a result the American Public has been buying much better paint each year.

All the oils and pigments used in the industry are available to all manufacturers, as is the machinery used in manufacturing. In addition to this no one manufacturer has a corner on brains even though some of them give you that impression.

This all simmers down to one thing, the integrity of the organization. If a manufacturer really wants to make good paint he can certainly do so.

I've been with our company about as long as you have handled your present line, and I'm just as certain of our quality as you are of —.

Just as a sporting gesture, I'd like the opportunity of demonstrating some of our materials against your present line.

NOTES: _____

★ ★ ★ ★

7 - B

Mr. —, the quality of your paint is all right. So is mine. And there are a number of paint factories in this country making paint just as good as either of them.

There's no secret to making good paint. Any company big enough to maintain a well equipped laboratory employing competent paint chemists and with modern production machinery can make good paint—and plenty of them are doing it.

Naturally you have confidence in your paint or you would be afraid to sell it, but after all several of your competitors here in town have lines that will match yours in quality.

Paint buyers don't shop for quality these days. They take that for granted. What they want is correct color harmony in their painting and decorating—and the fellow who can render them the greatest service along that line is going to be the leading paint dealer in any man's town from here on.

The Glidden Company began selling Color instead of just cans of paint five years ago. They pioneered the Color Selling idea and today they lead the field.

Our "Color for America" book is absolutely "tops" in color selling equipment and will keep Glidden dealers way out in front in their respective towns.

Hadn't you better be the Glidden dealer here?

NOTES: _____

7 - C

You have made a very broad statement; one that I think you could get lots of argument on. But I didn't call on you to give you an argument, but to present a few good sound solid facts.

We'll just suppose for the present that you do have the best paint in the world as far as formula is concerned. You still have a job of selling to do with each paint customer. The average buyer of paints, except the professional painter, has very little knowledge of formulas, pigments, oil, etc. He is primarily interested in whether his job will look as good as his neighbor's, or if you could suggest a better color scheme. Today the world is color conscious—so much so that it is a definite part of our every day life; from the planning of colorfully served meals by the housewife, to the colorful restful sheets you have on your bed at night when retiring.

Today our best quality products in all lines of manufacture have color injected into their sales promotion. Quality alone

is not enough. That is exactly what the Glidden Company is offering you—Quality products, plus the added value of selling your customer Color; a completed job with eye appeal; one that will make a lasting impression of beauty and color.

Bear this thought in mind. The Glidden Company pioneered this field of selling color, and every other paint manufacturer has followed us.

Now just one more point which should answer your question as to quality of our products. We have been manufacturing quality products for over 70 years, and have increased our sales volume each year. In 1917 our sales were only 2 million dollars, but in 1941 they were 72 million.

Surely we must have the quality as well as the right idea of merchandising paint in order to build up that volume and trade acceptance. You will note that all our products carry the Time-Tested mark of quality.

NOTES: _____

★ ★ ★ ★

7 - D

I am willing to admit the paint you handle is good. I am sure you are broadminded enough to concede that the paint I sell is likewise good. That being the case, let's forget about paint as paint and look at it from another angle.

Why do people buy paint—especially women? To preserve and beautify, of course. Then isn't it true if you have only quality to talk about you have only half enough to talk about and are apt to lose fifty percent of all your possible sales? We believe in quality, too, but we also believe in beauty and in giving our agents the tools necessary to convey that beauty to their customers.

Women want paint as a background in their homes—a background to set off their furniture, their drapes and themselves to the best possible advantage. They are interested in more than paint—they want color and decorative ideas. Did you ever try to sell a woman the paint to finish her living room off a color card? I have. It's a tough job. She can't visualize the finished room so she doesn't buy, at least from you.

That is why we developed our "Color for America" book. It enables you to show your customers just exactly how Glidden paint will look on their walls. This book makes you more than a paint dealer, it makes you a decorator. With Glidden paint, you will not only be selling quality, you will also be selling color.

And that is just the start—we have a whole advertising campaign to acquaint your customers with the fact that you not only sell good paint, but offer color, beauty and decorative ideas as well. We give you the whole sales argument, not just half of it.

NOTES: _____

7 - E

Formula of paint means a great deal, and I am glad to hear you have what you think to be the best. We, as individuals, have different ideas about what is best, and customers are no different than you and I. To sell someone on formula alone involves dispute, and in some cases may cause the loss of a sale. I would rather leave formula out of my sale's talk and rely on the judgment of a company who has a history in back of their success, knowing that they have spent thousands of dollars on research and would not put a product on the market that has not proven itself. We started to do business in "1870", and last year our total sales were over sixty million dollars for the company as a whole, sixteen million of this in paint and a good

portion of the balance in raw material controlled by our company, sold to competitors. Why take the hard old time method of selling, when you can have merchandising sales helps and national advertising to bring customers into your store. We value our customers, for we know they must be a success or we ourselves could not succeed, and our past record speaks well for the kind of material we make and ideas we have, to do a healthy and profitable business. Fortunes are made or lost on a gamble, but successful business is good management and a good product. I am sure you will agree that with our background and proven success, it would not be much of a gamble, but a good company to do business with.

NOTES: _____

★ ★ ★ ★

7 - F

I have no comment to make on the quality of paint that you now handle. Evidently it is good or you would not handle it. There are a number of good paints on the market.

In buying paints of you, your customer (who in most instances does not know very much about paints) has to depend upon your honesty and integrity as to its quality. Most paint cans on the outside look very much the same, except for the label. None of us can look at the outside of a can and tell anything about the quality of its contents without the label as a guide.

You too, as a dealer, must in a large measure depend upon the honesty and integrity of the manufacturer of whom you buy.

Products do not sell themselves, and this applies to paints more than other items you sell that the customer can see the quality of at a glance. For instance, an experienced carpenter can tell the quality of a saw by its appearance, and the ring of the steel, as well as being guided by the manufacturer's trade mark. There are probably other cigarettes that are as good as Camels, Luckies, and Chesterfields, but these three brands are by far the largest sellers because of advertising. The same applies to paints.

With the aggressive sales helps and advertising I have shown you that we can give you on Glidden Paints, backed by Glidden's seventy-two years of successful manufacturing of quality products you can increase your paint business to where this department will be much more profitable to you without any additional effort or expense on your part.

NOTES: _____

ANSWERS TO QUESTION 7

7 - G

Your paint is one of the best...and I admire and respect your line of thought.

You seem to be making a sincere and commendable effort to satisfy the needs of your customer. We both know that merchandise whose quality appeal is firmly established in the customers' mind, is the first requirement of successful dealings with that customer.

But...the success of a product...and its saleability...does not rest wholly, or even importantly upon this appeal and that is why the superior quality of Glidden Time-Tested products is only...the beginning of my story.

As a salesman, I realize that my future success is at stake in each selling transaction. Obviously, I could not afford to sell goods of an unreliable nature...nor could I afford to sell paint whose merit depended solely upon a good formulation.

Likewise, Glidden dealers do not sell mere cans filled with good paint. The

sell Glidden Time-Tested Products...by demand, in volume.

This is because The Glidden Company has reinforced a National reputation for Time-Tested quality with Special Products and Special Sales Plans to satisfy the needs of the dealer.

Glidden executives, advertising and merchandising experts have combined in developing these plans and the results of their efforts is an enviable sales record. They realize that the needs of a Glidden dealer in Metropolitan New York, contrast sharply with those of Mr. Prospect in rural Iowa.

My portfolio is complete with new ideas and sales plans fitted to your needs

...Tailor-Made especially for you. Sales plans that will take the mystery out of profit-making...and put it in the minds of your competitors.

For instance...the keystone of Glidden Color Selling Equipment is... "Color for America."

NOTES: _____

★ ★ ★ ★

7 - H

Mr. Prospect: We'll grant you quality in your present line for any type of paint trade, and we'll also grant the Glidden line through all their twenty-six testing laboratories quality personified in their Time-Tested products, which have world-wide public acceptance, by the industrial and retail trade. But, Mr. Dealer, quality in the line you handle is not enough to do a first-class merchandising job, although it is vitally important.

Selling the public on just quality or formulations is old stuff—the public in this new era of merchandising demands something new, something different, a service if you please. The Glidden Company in their sales plans have just that type of service for you to extend to your paint trade. After you have studied the Flow of Color for the home so ably shown and described in our new "Color For America" book you really are "color authority" in your trade area, and of immense assistance in helping Mr. and Mrs. America select harmonious color schemes for their home requirements, and when you do this, Mr. Dealer, you are in a position to capitalize on this service to the trade because that is what they are looking for, instead of selling a gallon of paint you are selling a complete color job, and naturally at a higher mark because you are no longer just a "paint peddler", but a color expert with equipment to assist and help your trade to have color correct decorative schemes throughout their homes, the flow of color from one room to the next; a beautiful and profitable service to everyone concerned.

NOTES: _____

7 - I

You certainly have a good line of paint. The paint line you are handling is fine, but your customers are not paint experts and don't know all the things about formulation that we know, and this necessitates you selling every customer on the quality you are handling, which takes your time and time is money. Prospects know about this line and, as you know, buy nationally advertised merchandise. You don't get a chance to sell 10% of the paint consumers in your city. This costs you business in other lines. John Jones, who is in Springville, handled your line and he thought very much as you do. However, we prevailed upon him to look at the Glidden Advertising

Proposition and put our line in. His business has increased in a substantial manner, and he has discovered that our merchandise not only has quality but has customers' acceptance, and it is not necessary to sell the customer on Time-Tested Paint because our advertising has them sold already, and our dealer advertising brings them in the store. To convince yourself, call John Jones on the 'phone and ask him. Then look at what we have to offer. At the same time, if you want to talk quality, don't forget we have Ripolin, Jap-a-lac and many more items whose quality is nationally recognized.

NOTES: _____

★ ★ ★ ★

7 - J

Let us check the facts with regard to "Glidden Quality" and then determine if the word "gamble" is the correct one.

The "Paint Business" is not a static industry. Research is constantly developing new and improved formulations.

Several years ago the Glidden Company took still another revolutionary step in the Paint Industry and organized the "Time-Tested Paint Laboratories". Covering the entire range from raw materials to finished products twenty-six laboratories pooled their individual store of knowledge and research. The prime objective of this step was to twenty-six times assure the Dealers and Consuming Public the labeled "Time-Tested" package represented the last word in paint manufacturing skill.

Subsidiary Glidden Companies produce the basic products contained in "Time-Tested" Paints. This places the "Paint Manufacturing Plants" in a position to produce a continuous flow of uniform quality products.

From mixing to filling operation every step is taken under the guidance of trained Paint Chemists. Through the use of scientific equipment the finished product must meet exacting requirements. In diverse weather zones we have outdoor test panel racks. These are checked daily in the search to improve formulations. In addition all finishes undergo a Weatherometer test. A few hours are sufficient for us through the use of this machine to visualize years of weather exposure.

From start to finish a neverending search for formula improvement and new products is the watchword of "Time-Tested Laboratories". Among many Firsts scored by Glidden, "Soya Bean Protein Paste Paint" is just one example of recent developments. Other Firsts are now nearing the final stage. As to correct formulations all materials bearing the "Time-Tested" mark assure you twenty-six times you are buying the best paint possible for the purpose intended.

When it comes to "Quality" the word "Gamble" is not in the "Time-Tested" picture.

NOTES: _____

Tough Sales Problem No. 8

How would you successfully change the mind of this "best account in town" who brags as follows:

"It doesn't make any difference to my customers what brand of paint I sell—it can be unbranded as far as they are concerned. When I tell 'em it's OK, that's enough guarantee for them. It's me that tells 'em and sells 'em."

8 - A

This may be true of your old customers as long as you make sure that the paint you do sell them is equal in quality to any of the well known brands. However, there are other conditions that enter into this picture. Your old customers are dying and moving away at the rate of ten percent a year, and to overcome this you have to increase your new customers at least the same amount to hold your own in volume. We can't go along year after year just trying to serve your old customers, the percentage will soon catch up with us and make it unprofitable to operate. All increases in number of new customers must go beyond the percent before it materially affects your volume.

In these times particularly the wise retailer is handling brands with the least amount of sales resistance. All stores are extremely busy and operating with limited personnel, and the closer a store can come to handling brands that literally sell themselves the better job they

are going to do. Your store cannot instill confidence in new customers unless they see brands on your shelves that are familiar to them. If they haven't developed that confidence on their first visit, they never will come back.

You may make a few more pennies per sale by selling unknown brands, but to old customers, as well as new, it requires much additional time to make each individual sale. This is time that could be spent waiting on additional customers and making a great many more sales per man. Some of your clerks would double their number of sales per day. Do you mean to tell me that even at slightly less profit per sale this wouldn't be more profitable?

Some of the largest chain food, drug and variety stores have hired the best brains available to defeat this trend, but they still feature branded merchandise.

NOTES: _____

★ ★ ★ ★

8 - B

I always did maintain that the local dealer is the principal factor in merchandising any commodity, but I also maintain that Nationally Known products play a big part in the continued success of any dealer.

You mention selling an unbranded line of paint. I agree that you could sell this line to your friends but how about selling it to the large potential volume available in your community that you are not reaching at the present time.

For your information I have made a very thorough survey of the possibilities in your local market which I don't believe you are aware. I will admit you are doing a nice paint business, but it is only a small portion of the amount available right here in your own backyard. You owe it to yourself and loyal friends to tie up with a Nationally Known quality concern such as Glidden Time-Tested.

What would you think of a close friend of yours in the automobile business trying to sell you a Johnson automobile or a Murphy automobile; wouldn't he have a thousand to one better chance to sell you a Chevrolet, Ford, Plymouth or Buick? It's only natural for the public to buy products that are Nationally Known, not only as a safeguard for quality and service but also for the feeling and satisfaction that they have bought the best and the pride of ownership.

It's the same in the paint business. Your loyal friends are buying paint from you because it's you, but they would much rather buy a Nationally Known line such as Glidden Time-Tested. It would open the doors to a tremendous amount of additional new business.

NOTES: _____

ANSWERS TO QUESTION 8

8 - C

Right you are, Mr. Dealer. I've noticed while waiting here that just as you say, your customers sure are on the beat of terms with you personally and will take your word that what you are selling is O.K. They know they can trust you to give them value.

But do they feel just the same about it when your clerks try to sell them an unknown brand? They definitely haven't the confidence in your clerks they have in you, and you certainly cannot serve them all.

Glidden agrees with you, the dealer is the dominating factor at the point of sale. But think how much easier it is for you to sell a branded line than one unknown.

Why, you're adding an unnecessary lot of work to your already heavy duties when you make a sale of an unknown, which demands in order to sell it, a long winded explanation of what it is and what it will do. You could much easier sell Glidden, which is already known

favorably to every buyer of paint.

For years Glidden has consistently advertised nationally in newspapers, magazines, trade journals, billboards, radio, etc. They have done your selling job for you. Why make it hard for yourself when you don't have to?

And think, Mr. Dealer, of the buyers of paint right here in your district you don't sell; those who do not know you and are not so likely to take your word that you are giving them facts.

It is to this great number of potential customers, as well as those you already have, that the name Glidden means something.

We don't want you to sell only your present customers but rather those others, too, that now are passing you up.

That's why Glidden advertising and the Glidden line will increase your sales, put more dollars in your pocket than the unknown brands. Let's get busy and give it a try.

NOTES: _____

★ ★ ★ ★

8 - D

Mr. Dealer: You're right! It is you that tells 'em and sells 'em but Glidden paint will reduce your "telling" time and increase your "selling" time and thereby increase your profits. Your regular customers accept your knowledge and recommendations, that's why they are your customers. It is my belief, however, that there are people in this town who are not but could be your customers if you had Glidden paint.

As you have seen in our proposition we are doing an outstanding job of national advertising and have provided tools for our agents to tie in with it. That means that we have accepted our responsibility in "telling 'em" for you so that all you have to do is "tell 'em" that you have Glidden paint. Advertising creates consumer acceptance and moves people towards the goods; merchandising moves the goods towards the people, and that is where you really come in and where you make your profit.

People are brand conscious as is evidenced by the sales of Arrow Shirts, Camel Cigarettes, Maytags, Frigidaires, Fords, etc. When people buy those articles most of the telling has been done by the national advertising of the manufacturer thus leaving more time for selling by the dealer, and the record sales speak for themselves.

Mr. Dealer, will you let the Glidden Company do the "telling" and you do the "selling"?

NOTES: _____

8 - E

You are perfectly right and it is too bad more good hardware men don't think the same way.

You are a real shrewd business man to build up such a large and prosperous business. You think and are not led away by paint salesmen's talk about their paints being in such great demand. I feel sorry for a hardware man when he admits that he has had a certain line of paint for so many years and it would be impossible for him to change.

All paint companies want their accounts to think that. But you are wise and not only own your own business but run it with that thought in mind. You must be interested in our line because we offer you cooperation that other companies do not. Look at the growth of our company, from two millions in 1916 to sixty-eight millions in 1941. That is a stupendous growth, caused by free thinking like yourself along with vision and foresight.

When a company is growing with such speed as we are, there is a good reason for it.

The paint line you have, do they give you all the cooperation you want? Does the salesman line up new maintenance accounts for you? It is true with all Glidden salesmen as it is with our keen thinking agents. There is a spirit of team work that creates vision which causes our agents to become very paint conscious.

I can point out to you agents that have come to us in the last few years that have doubled and trebled their paint sales. Why? Because it is much easier to play with a team than being a lone wolf.

We want all our agents to be a real partner in our business because unity is strength. That is the spirit of The Glidden Company. We need you and you need us.

NOTES: _____

★ ★ ★ ★

8 - F

This is a record you should be very proud of and can only be attained by selling quality merchandise which has built that confidence over a period of years. There isn't any question in my mind but what you could do a good volume of paint business with any first quality line. In fact, you are the type of account we are looking for to be an agent for Glidden products.

In the first place, you would not experience any difficulty in changing your paint customers from your present line over to Glidden. Being able to do so, this would mean no loss in paint sales.

With our national advertising and the numerous sales helps given you to tie your store in with our advertising program we can definitely show you whereby we can increase your store traffic, bringing new paint customers into the store that you are not at present selling.

Having one of the most complete paint lines to offer you, we give you painter and maintenance items which you do not have, thus opening a much larger field in this direction.

Present day conditions make it imperative that an agent such as yourself be affiliated with a source of supply whereby you can feel reasonably certain you will not be in the position of not having merchandise to sell or that the quality cannot be maintained as in the present.

Giving you the assurance we can continue to furnish you with paint of the highest quality, giving you outstanding products which other paint manufacturers cannot offer, increasing your present paint volume which in turn means greater profits to you are reasons why you should become a Glidden agent.

NOTES: _____

ANSWERS TO QUESTION 8

8 - G

There is no question but what your plan of "telling 'em has sold 'em", which is evidenced by the fine store you've built after all these years but a frank analysis of the actual situation in your town proves that the turn over in your old customers is becoming a problem.

The local chain hardware and auto accessory stores, the addition of paint to the local and chain lumber yards, are big factors in the total volume of paint sold in this area.

These and the catalogue houses are all selling paint in your town, to the younger generation who have grown up and to the new comers to the community. This you can't deny. These people are buying paint that they have read about in National publications or local papers, or heard of over the air. Maybe, those that

come from other locations, have had experience with your competitors' brands and again buy it. These young folks that have grown from babes to manhood have seen the modern trend of advertising, and look to that source for their guidance in merchandise selection.

Its peculiar too, that you take the view you do of paint, but do not carry the same idea through your other lines—Your refrigeration, washers, radios, guns and ammunition, stoves and roofing are all well known lines, well advertised and because of this activity and help you get from your supplier, you're doing an outstanding job of selling them.

That analysis we spoke of earlier, will prove to you that your paint department is not keeping abreast with the other departments and must be modernized to hold its own. Here's our proposition—

NOTES: _____

★ ★ ★ ★

8 - H

You are to be congratulated for having done an exceptional sales job in your community, but I believe we should amplify your first statement, "It doesn't make any difference to my customers what brand of paint I sell"—and we might add, "As long as I continue to give them the greatest possible value per dollar spent with me".

A reputation such as you enjoy hasn't been built accidentally. You have given lots of thought to the products you sell to your customers and you make it your business to know about new developments and improvements so that you can pass these advantages on to them.

You realize that you have an obligation to your customers and as part of that obligation I am asking that you investigate the Glidden proposition and give its outstanding features every consideration—there may be something there that your customers ought to have and have a right to expect. It will only take a little of your time to justify the confidence they have in your judgment.

Before going into this, however, let's remember that there are lots of people who do buy advertised names. If this were not true large manufacturers would not spend millions each year for advertising. You add to your customer list many new names by taking advantage of the Glidden Program.

NOTES: _____

8 - I

Do you know, Mr. Dealer, that the Glidden Company made a survey back in 1927 of Paint Accounts in a cross section of the entire country only to find what you state is true. All our advertising has been based on this fact since that survey. Our advertising department has had fifteen (15) years of experience in planning the advertising of the dealer in his vicinity which certainly has proven its merit by increasing our dealers' business thereby increasing our own volume. Each year we check back, take all the best sales helps that have proven a benefit to the dealer and add additional new sales features that always keeps our agents the dominant factor in his vicinity.

From our experience, we have devel-

oped out Tailor Made Sales Plan for you, whereby you can select all the very best type of advertising that will do you the most good for the least possible expense.

We can, with your cooperation, bring more people into your store and that is what you are interested in mainly, with our Tailor-Made Sales Plan.

With Glidden Time-Tested quality products and the Tailor Made Sales Plan working for you, giving you all those benefits, that you as an individual, or a small company, would be entirely too costly to obtain, you could without a doubt be the dominant factor in your field, in your vicinity and remain so with Glidden cooperation.

NOTES: _____

★ ★ ★ ★

8 - J

Mr. Dealer, you're in a sweet spot! But anyone who thinks you didn't have to work to deserve it is plumb crazy!

Through the years, you have been called upon to make many decisions, decisions upon which rested your chances of maintaining your good name in the paint business. Obviously, your line of reasoning has been healthy in almost every instance; your enviable position in this town stands as convincing testimony to that effect.

Mr. Dealer, your customers would swear on a stack of Bibles that you have available to them every service known and accepted by the painting and decorating industry; that, of all the merchants in town, you are the man to see for the latest and the best.

Now, then, let me ask you this: Do you have a color service organized to handle any type of decorating problem, regardless of its complexity, at no charge to yourself or to the customer? Your customers will swear that you do, but I fail to see any equipment comparable to our Color for America book. Color, you know, is the horse that pulls the paint wagon!

Your customers depend on you for the latest and best paint formulations. Still, I fail to see any of the new Soya Protein Paste Paint on your shelves. That material is receiving unanimous acclaim; where is it?

Of course its true that you are sincere in your efforts to furnish the best, but one man's time and money can accomplish only so much. Take on Glidden as a silent partner and let our tremendous advertising campaign, featuring the Color for America Book; carry the burden of pleasing old customers and attracting the new.

In other words, Mr. Dealer, I suggest that you capitalise now on your years of hard work, and invest your reputation wisely on a sure thing to greater profits. Your position in the paint business will never be threatened if you progress with the industry. Cover yourself on color; cover yourself on materials and cover yourself on good intelligent advertising, the front line of any business! You owe it to yourself to take on Glidden, and its your duty to the faithful. Here's how!

NOTES: _____

Tough Sales Problem No. 9

The account is a strong hardware, implement and building material outlet in a small (1500) town and says,

"Oh, I can't get enough paint business to make it pay anymore to go through the trouble of changing lines. The farmers, my best customers, patronize the mail-order houses, and there are only a couple of house painters in town and they claim they only use White Lead. It just ain't in the cards here to do a good paint business even tho' I do swell on everything else."

9 - A

Glidden cooperation.

Dr. Dealer, you are missing a good bet. I can see that you are not doing a good paint business, mainly because your paint source is not explaining all the selling points to you. You can put in my line and make money. It's as easy as A B C.

I will get acquainted with your painters and show them how they can make more money by using the latest in paints. We will give you some attractive store and newspaper advertising to reach the consumer. We will set up counter displays to attract your store traffic. We will offer you our "Color for America" Book and that alone will set you up as a color authority on interior and exterior decorating.

By displaying your paints, you can have the women in the city coming in and

asking you questions about redecorating, and Glidden has the complete set-up to answer all questions.

As for the farmers, you know most of them personally, and if you will tell them what you have, you can get all of that business, just through friendship alone. We have the materials to meet the competitive mail order houses, and you know that through your relations, that you have the first shot in selling them their material.

Then, you can count on me to give you full cooperation. If at any time, that I can assist you, I can make your calls and get the business. In this way you have an extra employee, and it will not cost you one cent. We have the materials and I know that you and I can get the business. Let's get after this business now.

NOTES: _____

★ ★ ★ ★

9 - B

The Glidden line is your solution.

As long as your farmer customers are coming in to buy hardware, implements, and building materials, you can easily divert their business from the mail order houses with the right kind and the right amount of advertising and merchandising helps. In one respect farmers are no different from any other consumers. They like to see what they are buying before they "lay their money on the line." So with the aid of the proper customer guidance you can readily take advantage of the fact that they are already in your store to sell them their paint needs.

In addition to this, the farmer of today is not the isolated worker he used to be. Today Mr and Mrs. Farmer have access to magazines and journals other than mail order catalogues and to towns and cities of considerable size. These facts have played a great part in making the farmer and his family style and color conscious.

The Glidden Company, more than any other paint company, has the facilities to help you to work with Mr. and Mrs. Farmer on their painting and decorating problems. The Glidden "Color for America" Book has a wide variety of color schemes and decorating plans to solve the farmer's problems from the interior and exterior of his house right down to his smallest piece of equipment, including implements, all of his barns and out buildings.

Put a fresh stock of Glidden Paint on your shelves and keep it fresh in the customer's mind with Glidden's fresh merchandising ideas. This "fresh" combination is unbeatable.

Today, as never before, the farmer must paint because he cannot replace, so let your store "ask him in" with a modern Glidden Paint Sign and a cheerful, bright Glidden window display; then let your store "ask him to buy" with the wise use of Glidden's store merchandising novelties and display features.

And don't forget that good stock of Euston White Lead to capture the painter business.

NOTES: _____

ANSWERS TO QUESTION 9

9 - C

Mr. Dealer, the farmer market has always been a good one and at present it is a splendid one for, as you know, the farmer has more money than he has ever had before. Many farmers, now that they have money available, will arrange to paint these buildings that have been hungry for protection and beauty for years.

I am told you dominate the market in this area and perhaps you may not realize that in this town of 1500 you actually have in excess of a \$6,000 volume—this is based on a per capita figure of \$4.00—a very conservative figure, too, at this time—for paint consumption. Much of this business we can help you obtain.

From a profit standpoint paint carries a very handsome return and at this time will give you a product that we can deliver to offset some other items you cannot obtain during the duration of this war.

And look at this interesting and very colorful business getting Rural Electrification Folders that will command attention and bring your customers in.

Paint should be a most solid and desirable line for you. It never reaches the saturation point and should grow year after year. Selling paint calls for a good practical knowledge of it and we can assure you that we can very quickly show your boys a far more effective way to sell it than any mail order house can hope to. Certain surfaces call for special treatment and only those that are in contact with the ultimate user can hope to offer proper help.

If your painters insist on White Lead, our own Euston Lead will give them a whiter job, as well as more gallons to the hundred pounds.

NOTES: _____

★ ★ ★ ★

9 - D

In the first place, it won't be too much trouble to change over to Glidden because we have a plan which will move your present stock at a profit, and in the second place you can get enough paint business to pay you a handsome profit with our proposition.

Why do the farmers buy paint from the mail order houses when you admit they are your best customers for other merchandise? They can buy this other merchandise from the mail-order houses, too, so there must be some reasons for your lack of paint business and here they are—

1. They think they can buy cheaper, or
2. You don't carry an adequate stock of paint to service them promptly.

The mail-order houses having nothing to offer your customers besides service on deliveries and advertising low prices on "lead" items. We can show you by comparing their entire price list against ours that we are as low or lower—everything being considered—on 75% of our items.

The mail-order houses can't offer the services we do, "Color for America" Book and circulars, National advertising in magazines with a circulation of twenty-eight millions, local advertising, road signs, direct mail, personal solicitation, local meetings, etc., and you, as our agent, are right here to handle any situation which may develop knowing the Glidden is behind you 100%.

We can get the painter trade, too. We have the finest White Lead on the market and can prove to them, by actual demonstration, that by using our Master Painter line, they can save time and money.

Our Tailor-Made plan will fit your needs like a glove and will bring in customers. Glidden offers you first quality merchandise, consumer acceptance and the finest merchandising plan in the industry, a plan which is making money for thousands of dealers like yourself.

NOTES: _____

9 - E

Let me analyze your present paint market for you. Your town has a population of 1500—average five to a family—or 300 homes. Your trading area has at least twice as many homes or a conservative total of 900 of Town and Farm homes. You agree I am about right?

From figures given us by the U.S. Chamber of Commerce we know the average American family of five people purchase \$25.00 a year in paint products. Accordingly your paint market in the past should have exceeded \$20,000 yearly.

You say a good portion of your business is with farmers. I agree they haven't been buying paint for several years. They didn't have the money.

Analyze your farmers market now. Their farms and properties certainly need paint. Farmers are getting more money for their products and will have more money to spend this year than they have had since the last world war.

Today they cannot buy many things such as autos, radios, washing machines, trucks—even wire fencing, in fact, there are only a few things they can buy to improve their farms. Paints are outstanding in what they can and will buy. Your paint sales to farmers should be four to five times greater than they have ever been. They all need paint for every purpose. We realize this and are extending ourselves as I explained in all our National and Local advertising to get this Farmer business for our Glidden Agents.

In addition farmers are going to save their autos and tires and not drive to larger cities to do their buying as in the past. Your business will greatly improve as a result.

Let us help you to get more than your share of this profitable paint business. Don't delay. Now is the time to put in a stock of Glidden Time-Tested Quality Paints.

NOTES: _____

★ ★ ★ ★

9 - F

What you say no doubt is true, but did you ever try to sit back and analyze the cause of your not getting the paint business?

It is true mail order houses handle nearly everything you do, yet you are doing well in the other lines. Do you think it possible you have lost interest in your paint business? To me that looks like the most likely reason for your lack of sales.

You know good ready-mixed paint is better than lead in oil. Have you taken time with these painters along with the paint traveler and made definite explanations and tests? You know it, yet you will not take time to explain it to your best possible customers.

When you have a change in implements, don't you immediately circularize the farmers and then explain to your good prospects the advantage of them getting new equipment. Sure you do. Well then, why not paint?

There is such a good reason for your losing interest. It is because your source of supply has allowed you to get that mental attitude. With us, each year our full line accounts have to increase their purchases. If they don't, then the traveler has to explain the reason, and believe me it has to be good. We have taken accounts such as yours and have built them into real accounts with proper co-operation.

Mail order houses are no opposition because you know the people and can sell as cheaply as they can. I have shown you that. It is a known fact people would rather buy at home. Why not let us help you?

Therefore, it all comes back to the real problem, getting paint minded by associating yourself with our company and building a real paint business. We know it can be done. It means more money to you on your money already invested in paint. Let's help you—we have the equipment to do it. That is proven by our growth—two million in 1916 to sixty-eight million in 1941.

A firm, like people, catches the enthusiasm of those they associate with. Let's go.

NOTES: _____

9 - G

Mr. Dealer, let me illustrate to you what we accomplished for Bill Smith, who was confronted with the same situation and operates exactly the same type of business that you do in the next town just twenty miles away.

After Bill had received his opening order, we arranged a very attractive Glidden window display. A thorough distribution was made with a large newspaper type of handbill that we furnish announcing the change in paint lines and offering all other stocks of paint materials at attractive prices. We also used the weekly newspaper and our ad tied up with our handbill. We not only cleaned up most of the old paint stock but sold quite a bit of Glidden products that had been put on sale at attractive prices to acquaint his trade with the high quality and beautiful effects easily secured with Glidden products.

Bill Smith talked Glidden paint to each farmer that came into his store. Bill Smith assisted these customers in selecting the correct colors and mainly the correct type of material to do the job.

He found that many of these customers wanted to put correct color harmony into their homes and when he showed them this beautiful well planned "Color for America" book, explained the free decorating service, the color schemes to make rooms beautiful without changing the furniture, in other words making a lovely home without expensive remodeling.

He very soon changed their habits of patronizing the mail order houses.

Bill Smith also worked with the Painters. He kept them busy estimating and working on jobs that he had closed and pretty soon these painters realized the economy of using Glidden's Prepared Paints. Color schemes were recommended and the exact type of finish and color could be secured already mixed. These same painters are now Bill Smith's best boosters, and believe me, they are going to town with their paint business.

Yes Sir, we did it under the same circumstances in the next town just a few miles from here with exactly the same type of trade and we can do it for you.

NOTES: _____

★ ★ 9 - H ★ ★

Your general building material business is going to suffer this year, due to the shortages of many of the essential materials used in new construction. The same is true of your general hardware lines, there being a definite shortage of many of the best selling items in your hardware stock. You say the farmers are your best customers, and that certainly will be true this year, as the farmers are in much better shape financial condition now than they have been for some time, and will buy a great deal more in your Farm Machinery line, and with the Automobiles and Tires and many of the other items that they have been buying frozen, they naturally are going to buy more paint. Many of the Farm Buildings have needed repainting for years, but the farmers have been spending what little they had for these other items, and letting their building rot down for the want of paint. Many farmers I have talked to in the last few years all admitted their buildings were sadly in need of paint, and that their fences were in bad repair. The Fences have been repaired and the building will be painted this year, so go after this business and as I have shown you The Glidden Co. is really doing a real job in helping you obtain this business, with the strong advertising we are doing in such magazines as Successful Farming which reaches 43% of all the farms in the country.

The Mail Order Houses have been doing a nice paint business for years because they have asked the farmer for this business, and have done a real job of selling. The Glidden Co. are doing everything the Mail Order House is doing to get this business for you, and as for prices the Mail Order House has no advantage over you, with the Glidden line.

The Farm Co-operatives have been showing a steady increase in Paint business in the last few years, and are looking for the largest volume this year they have ever enjoyed. They know the farmer is going to buy paint, and are making plans to get this business, and so can you. I really believe paint will be your salvation this year. As for the Painter business he can be sold also, but even if you get none of his business you can enjoy a large volume of profitable paint business by going after this farm business, and with your acquaintance with the farmers you are sitting in the driver's seat. Let us prove that this can be done.

NOTES: _____

9 - I

Your customers will continue to buy their paint from the mail order houses just as long as you are willing to let them—no longer. Numerous surveys which we and other paint manufacturers have conducted will show you that the big majority of people when buying paint seek advice and information before making their purchase. They are not familiar enough with paint products and their application just to pick up a catalogue and select their requirements from it and will not do so whenever a local merchant makes this help and information easily available to them on an accepted paint line.

Also consider the question of service and delivery. Your customer must wait for some time to receive his paint when he orders through a mail order house. You can give him immediate service.

Quality for quality and product for product you can be more than competitive from a price standpoint with the mail order companies, all factors considered, so that is no incentive for him to buy from them.

You can sell the few local painters just for the asking, too. They only use white lead? Alright, sell them the finest

lead they can buy, Euston White Lead. You can be competitive with Euston and still make a satisfactory profit. You'll be surprised at all of the additional paint products which they will buy from you when you offer them their principal item, white lead. They can't do complete painting jobs with just white lead alone.

The very fact that you sell your trade everything else but paint is proof enough that you can overcome your mail order house competition when you set out to do so. Don't forget that the mail order concerns sell all of these other materials too, so why should paint be an exception with you? There is only one answer. You need a strong line like Glidden which your customers know and recognize as tops in quality. Our complete advertising and merchandising program will get the story across to them and help establish you as their best source of paint supply.

How do we know all this? From our experience in selling Glidden Paints in farming communities in every section of the United States. We are offering you a proposition backed by this successful experience.

NOTES: _____

★ ★ ★ ★

9 - J

Mr. Dealer: Now that you have told me your problems, I believe that we have enough experience behind us to give you your answers. Jim Jones over in Milltown, Pete Smith in Punkin Center, and John Adams in Centerville, all had those same problems, but by Glidden's cooperation with them and their cooperation with us, all of them are enjoying a profitable paint business today.

I want you to give me two days and a night of your time. We'll go out together during the days and make some calls on those farmers. If they're buying from the mail order houses, we can save them money and give them better quality paint. Here's another thought—when times get tough for the farmer, you're the boy that stakes them, not the mail order house. That service you give should be worth something, shouldn't it?

As to the painters, if they're using White Lead, they can't beat Eustons and we'll get together with them one night and I can show them how to get more paint out of 100 pounds of Lead as well as have a whiter job when they're finished.

These are preliminaries, Mr Dealer. I believe that you can have a good paint business and I am more than willing to spend my time to help you get it.

NOTES: _____

Tough Sales Problem No. 10

This really fine outlet also carries another major brand alongside yours. He does a much better job on the other line selling about three times as much of it as of your line.

How would you go about it to reverse the situation and get the bulk—if not all—of that good volume switched over to your line?

10 - A

In my opinion, procedure to follow in reversing the situation as it now exists, would be to call on the various ladies organizations in this community, acquaint them with the "Color for America" book, secure their permission to hold consumer paint meetings, and at the same time arrange for various door prizes, price concessions for Time-Tested paint products at this meeting for those attending.

Hold painter meeting with some consideration for those painters attending. Arrange to see the architects in town and discuss with and show them "Color for America" book, with request that they specify our paint products. Visit the local school boards to acquaint them with our products, and at the same time, make an effort to secure some paint business and turn this business over to the merchant who is carrying our line in a secondary manner.

Discuss with the builders in this community our paint products, interview the interior decorators and let them see our "Color for America" book, and no doubt after seeing this beautiful book, they will be so impressed with same, they will

mention this to their clientele, and it is very likely they will purchase one of these books for their own professional use. Make personal calls on the various maintenance accounts, public buildings, hospitals, management and real estate concerns and personal solicitation of other paint business, and if successful in securing direct business, which would be turned over to our dealer in town, it will make a very desirable impression on this account, that in all probability, he will get behind the Glidden Time-Tested line of paint products.

Make arrangements to place an appropriate window display at such time as our advertisements appear in the various National publications.

With all of these helps and personal assistance, together with our Tailor Made plan and intensive national and local advertising, there is no doubt that there will be a decided improvement in the sales of Glidden paint products, and the merchant to show his appreciation will offer Glidden paint to those that are seeking to purchase or who are interested in paint.

NOTES: _____

★ ★ ★ ★

10 - B

In order for this account to give me the largest share of his business it is up to me to work, eat and sleep with this account for a while.

First, I would decorate his window with my line, also place my material in a prominent place in his store. Next I would get his consumer advertising in motion. To do this, first I would map out the city listing people owning their own homes. Then I would engage the service of a good looking, well dressed young lady and go personally with her to every one of those names listed, filling out a prospect blank and get what information we could on future paint requirements.

After these were gotten altogether I would take them in and lay them on my dealer's desk.

Next I would take my spray gun, go out and get some good Spray-Day-Lite prospects, possibly making some sales.

All these things help to build up your good will with your customers. It also shows them that you are really interested in their business. Before you realize it you will notice that you are getting the long end of his business and the other line is going out.

One cannot drop in and say hello—do you want anything—goodby and be gone for another month or six weeks and expect to get the lion's share of the business.

NOTES: _____

10 - C

This is a situation where no magic words are capable of switching this volume to you, it's a case of hard work and lots of it. The reason this situation exists is very likely due to too little attention paid the account and the other fellow has sold himself and his line.

To correct this situation you have to sell yourself to everyone in the store, not just the fellow who buys the paint but everyone from the delivery boy on up, organize a few sales meetings in the evenings after hours for all the store employees, show them our film on Glidden, the Color for America book and demonstrate how to use it, page by page. Also, discuss all our leading products and see that samples of each are brushed

out by one of the store people, contact all the painters in town with one of their men or put on a painters meeting for them.

Show them how to run our sales to their best advantages and see that they are taking full advantage of our co-operative newspaper and other consumer advertising to promote these sales and tie into our big national program.

Above all, have the utmost confidence in yourself, your Company and your products. Don't let them get the notion "that we make pretty good paint too". Make them feel and know that we make the finest paint that is put in a can, then you'll get that volume reversed.

NOTES: _____

★ ★ 10 - D ★ ★

The number of variables in a question of this type is multiple, and any one of them might materially effect my method of procedure. But, in any sequence of moves designed to swing this account to Glidden, the initial step is apparent.

I should, first of all, carefully analyze the account to establish the following constants:

1. The proportion of retail to maintenance sales.
2. The account's painter acceptance (degree).
3. Influence of sales force with customers (selling initiative or lack of it).
4. Use and success of color selling equipment on hand.

The first item is important, because a preponderance of maintenance business would indicate the necessity of my doing some field work to sell that type of account on Glidden before he placed his order. By and large, maintenance men place their orders by phone, and new products are best sold to him in his own plant.

The second point, painter acceptance, is an important one, too. If the accounts painter following is good, these men should be contacted individually and thoroughly schooled in Glidden products and in the use of Glidden advertising features, available through the dealer. Once sold on the Color for America Book, the estimating forms, the On the Job Signs, Etc., the painters would commence to ask for Glidden products. Once the contractors began to call for Glidden ideas and formulations, the dealer would quickly build up his Time-Tested stock. And the Painting Contractor Speaks film could be worked to good advantage on these boys, also.

With regard to the third point, the initiative of the sales force, much constructive selling could be done on intelligent, intellectually curious salesmen. At periodical sales meetings, it would be possible to thoroughly ground these men in the fundamentals of color selling and the progress of the chemists in formulating new materials. This type of selling would be indirect and effective, like cutting the competitor's supply line at its source.

The fourth point, use and success of available color selling equipment, brings our heaviest ammunition into the limelight. We can talk quality second to none; we can talk service on a par with any, but we can talk color equipment as first by any standard. This dealer would provide the ideal location for our display features to operate as we know they can.

In summary, the maintenance accounts should be hit with the Maintenance Catalogue, the painters with an advertising and new quality story and the sales force with a generally instructive and inspiring program. In time, with the help of the Color for America book, Glidden would begin to crack off the real volume and get the all-important backing of the dealer and his personnel.

NOTES: _____

10 - E

I would hold a store meeting after dinner the first night possible, having the owner and his clerks present. I would run two films, first "The American Plan" and then "All in a Day's Work". Then I would tell them about our powerful 1942 advertising plans, show actual copies of the ads that have been run in Better Homes and Gardens, Saturday Evening Post, Successful Farming and National Painter's Magazine, their circulation and selling power, etc.

I would sell them on "Color for America" and its powerful selling help, telling them the complete story of how our Company has made it possible for our agents to have this greatest selling help of all time.

Would arrange for a Painter's Meeting, call on the painters personally to insure good attendance. At this meeting I would

run "The Painting Contractor Speaks". I would demonstrate all our leading products. I would show and explain "Color for America" and solicit the painter's co-operation in getting their customers to use this grand book and also encourage their personal use of it. I would call on all the architects, building contractors, plant managers, school superintendents, sell them our products, including Spray-Day-Lite.

On all calls whenever possible I would take the store owner or one of his clerks with me. I would work carefully each trip with the owner and each clerk to improve their knowledge in the proper use of our products and how to sell them. There are more things I would do—too numerous to mention here—but above all I would work!—work each trip day and night and get this business for those who rightfully deserve it—Our Company!

NOTES: _____

★ ★ ★ ★

10 - F

Many years ago the writer was employed as a junior clerk in a large grocery store. Two Tea salesmen representing the two leading Tea producers in the country called about once each month. One salesman did not bother about any one in the store except the owner. The other always made a point of coming out to the back of the store and have a visit with the other clerks including myself. This went over big with me and as my job included the putting up of orders I was able to get salesman No. 2 over 90 per cent of all the tea business which ran into many hundred pounds each month. Why was this? Simply because one salesman made a point of making friends with the other clerks, who after all have the most to say what brands are sold—they actually are sold—they actually serve the customers and can make or break any line of merchandise.

This, most likely is the reason the competitive paint line enjoys three times the volume we are getting and the first step I would take would be to check up and find out what methods the other salesman was using, and set about to do better job with the store employes, especially those in the paint department.

I would endeavor to have one of the staff (the department manager if possible) go out and make calls with me. By contacting with him the local painters, school boards, hospitals, I would be able to obtain acceptance of Glidden products, and it is possible that much better co-operation from the store employes would result.

My second step would be to make sure that our advertising was being used in the proper way to bring the most customers to the store. If our advertising program was not creating a demand for Glidden products I would find out why, and if necessary adopt some other method. (The Glidden Tailor Made Plan permits this.) I would make sure that whatever plan we decided to use was carried out 100 per cent.

I would hold sales meetings with the store staff, and would include local painters and decorators as well as maintenance men from the various institutions in the community, and by using the films and other tools provided by the Glidden Co. would endeavor to make every prospect for painter familiar with our Time-Test merchandise.

I will repeat once again. The co-operation of every member of your dealers staff is necessary if you expect to get the bulk of the business in any store where more than one line of paint is carried.

NOTES: _____

ANSWERS TO QUESTION 10

10 - G

The first step is to thoroughly analyze the problem by placing in writing the reasons why my competitor enjoys the lion's share of the business. Next is to list the steps necessary to counteract these advantages. With this concrete information I would plan and carry through a definite selling campaign.

I would bear in mind throughout that my customer is interested in just one thing and that is the key to bigger sales. He is always in need of new customers and this is the Achilles Heel, or vulnerable spot, in breaking down competition and building good will for your company. Every buyer of paint gives recognition to new worthwhile business especially when brought in by the salesman.

If not already a fact I would make it a first to sell myself, the company and its products to each and every employee of the customer. One can not expect to even start on the right road with less than this selling job well done. Many a

business getting tip has been passed along to the salesman enjoying the full confidence of a customer's employee. Prior to starting a new business campaign it is necessary to have a heart to heart talk with your customer outlining your objectives and expectations. I usually have him agree to place orders for a minimum of double the amount of merchandise sold by me.

With a list of every desirable prospect the job simmers down to going after the business. I make it a point to sell items not carried by the customer in our line especially when he carries comparable products in the competitor's line.

In conclusion I make it a point to size up the customer's weak spots by acting on my own as though I was his Sales Manager. The surest way I know of to get the inside track and eventually the full co-operation of your customer is to go out and secure new and unexpected business.

NOTES: _____

★ ★ ★ ★

10 - H

First, I would make a survey of this account's paint business to determine from what sources come his present paint business.

Second, I would make a survey of the paint market available to this dealer in his territory, to determine what portion of his available market he is now serving.

After getting together this information, I would systematically lay out a sales campaign to increase this dealer's total paint business.

The method to be used to increase this dealer's paint business would be as follows:

I would adopt our Tailor Made Sales Plans to fit in with the market survey I had made of his territory. This method would increase his sales on Glidden trade sales materials.

I would solicit painter and maintenance business for this dealer. This effort would increase his present sales materially.

I would keep before this dealer by demonstration such outstanding items as Euston Lead, Dri-Wall, and Spray-Day-Lite. Also I would assist this dealer in getting large volume jobs with these items.

The aggressive selling methods as outlined above would produce plenty of increased paint volume for this dealer and convince him of the value of his Glidden franchise. Because of this support it would not be long before Glidden became the major line of this dealer and his other line would be put into the background or thrown out entirely.

NOTES: _____

GLD 040258

10 - I

The first objective would be to convince Mr. Dealer that our attractive and strong 1942 program is second to none in securing all types of paint volume, both large and small.

The dealer would be won over to our side by going through our program, step by step, explaining the possibilities of obtaining increased volume for him in using our system, and pointing out to him how strong our program really is in creating a service so pleasing and practical for his customers that they automatically become his everlasting trade; a trade that is a pleasure to deal with and profitable asset to his business.

Naturally Mr. Dealer is still thinking that he has sold more of the other brand in the past so we have to build up a program for him to fit his trade area that will bring the trade to use our service, and build up the Glidden volume to a point where it is far superior to volume in any other line.

Now that we have this plan formulated we put it to work—first a circulation of new agency handbills to the trade, a new agency ad in the paper, both inviting the public to come in and see the fascinating book "Color for America"—the most complete volume ever devoted to home

decorating plans, and also to take advantage of attractive spring specials on Rapid-Cote Varnish, Florenamel and Japalac 4-hour Enamel.

In the meantime his store really has been set up with store identification and point of sale features—Glidden Agency sign, Window Transfers, Color for America and Time-Tested Background displays—can top cutouts, and window banners, and a well-balanced stock of Glidden products.

We now have several young ladies out distributing consumer "Color for America" folders, using prospective report pads to list their desired prospects for office files for future follow-up letters, and personal calls, all potential paint volume.

We still want to give Mr. Dealer the real convincer, so he and I go out and make maintenance and painter calls, and demonstrate products suitable to the surface we have to treat.

Now we have created store traffic, made personal calls, and sold profitable items, built up a prospective list for future follow-up calls, and last but not least, Mr. Dealer is on the Glidden Time-Tested beam for a bigger and better paint volume.

NOTES: _____

★ ★ ★ ★

10 - J

— First, I would lay emphasis on our feature offerings which my competition cannot match. Specifically, I would exploit Reflectolite, Ripolin and Eudurance Base Coat, and dramatize our Color for America Book. The paints would be the subject of demonstrations both on this dealer's sales floor and in the field. These demonstrations will show the consumer and the dealer that these three products are above competition, and will ultimately give my dealer added dollars of profit.

The Color for America Book, and the use of the Glidden Decorative Studios, would be an integral part of this store's paint department. The parts of our Tailor Made Plan best suited to effectively identify his store, equip him with color-selling tools and lead the consumer to the point of sale, would be employed.

Second, and equally as important but habitually overlooked, I would teach the personnel of his store the salient points about Glidden Paints. No sale, Glidden or otherwise, can stick if the material is wrongly used; the improper use of our paints will not increase Glidden sales. A sales force which has an acquaintance with colors, a knowledge of surface treatments and preparation is bound to create satisfied users and repeat business. Moreover, the salesman who first learns paint through the efforts of my company is prone to be forever partial to Glidden.

In addition to these two fundamental undertakings to convert this dealer into a total Glidden buyer, I would help keep his paint department in selling shape, and contact his trade personally.

NOTES: _____

Tough Sales Problem No. 11

What's your plan to get into this big account in a large city who says:

"Sure, you've got a good line and a swell Proposition for the hardware man or the lumber yard or the small paint and wallpaper store, but—my business is practically all done with painters, contractors, maintenance accounts, etc. I don't fool around with quarts and gallons—I'm after the big stuff and your line is not rated as a 'painters' line around here, and painters know what they want and it's not your line."

11 - A

Mr. Prospect: Our Tailor-Made Time-Tested Proposition is made to fit your requirements just as well as it is made for regular retail outlets—when we say Tailor-Made, we mean just that.

To you our proposition is as follows:

1. Our Master Painter line of quality products is exactly made for your trade—gallons are the smallest size can available—a complete and high quality line like that meets the most discriminating requirements of painters and decorators. This line is sold at a price that enables you as well as the contractors to make a legitimate profit.

2. To get this “big time” painter and contractor business we have a Merchandising Plan without equal.

A. The “Color for America” Book is the finest selling “right arm” that you

have ever been able to offer to the public. Over three hundred ideas that can do more selling than a dozen salesmen.

B. The “Professional Color Selector”—the side-kick to the “Color for America” Book that enables you to offer your trade a tool to select their own ideas and then to actually see what they look like.

C. The movie film entitled—“The Painting Contractor Speaks”—a clever and interesting presentation of business building ideas for painting contractors.

So all we ask, Mr. Prospect, is a chance to present these ideas and products to your painters and the painters will let you know what they want and what they have been looking for is “Glidden”.

NOTES: _____

★ ★ ★ ★

11 - B

After this statement the first step I would take would be to return to our 1942 proposition and go over with the prospect the sections devoted to “Color Selling Equipment” and “Bigger Business Builders”.

The reason for this move is his statement indicates doubt as to our ability to meet the requirements of the bulk paint buyer. After explaining the merits of our contractors products I would turn to the page listing the four classes of “Paint Buyers”. I would recheck every “Sales Help” we have to offer in the particular field he is interested in and then have the prospect voice his preference as the the method he believes best to open the door to greater sales.

In large cities meetings have proven most effective and my objective would be to sell the prospect this idea of mass presentation. You reach at one meeting the maximum number of potential paint buyers. An immediate follow through by direct solicitation produces in practically all cases a greater amount of business than the dealer anticipates.

If unable to arrange a meeting at first direct solicitation of the major prospects in the selling area covered is the second step. Nothing convinces a prospect more effectively than to have a salesman bring in valued business without his assistance.

At first it may prove difficult to convince the prospect a meeting is the most direct line of approach to greater sales. However, after securing for him unexpected business through your own efforts you immediately place yourself in a different light.

Your prospect realizes his error in thinking your products failed to have large buyer acceptance and is then placed in a receptive mood to consider the holding of a mass meeting.

NOTES: _____

ANSWERS TO QUESTION 11

11 - C

After compiling a selected list of painting contractors in this city, I would make personal calls on these painters and demonstrate to them the utility of Painting Contractors Products, Euston White Lead, etc. At the same time, I would acquaint these painters with "Color for America", stressing its advantages as an effective selling help. Orders resulting from this procedure would then be presented to the prospect.

Likewise, after compiling a list of maintenance accounts and other large volume users, I would mail Spray-Day-Lite folders and arrange a minimum of ten (10) Spray-Day-Lite demonstrations. Then, I would urge the prospect to accompany me and witness these demon-

strations. Resulting orders would be presented to him.

With these things accomplished, it should be comparatively simple to make arrangements with this dealer to hold a painters' meeting (contractors, maintenance accounts, etc.) for the purpose of demonstrating Painting Contractors Products, Euston White Lead, Ripolin and Reflect-O-Lite. At this meeting, "Color for America" and all other effective selling helps offered by Glidden would be emphasized.

Aggressive and conscientious effort along these lines, should result in sufficient confidence from this dealer to obtain his business on all items important to his trade.

NOTES: _____

★ ★ ★ ★

11 - D

I would secure a list of all the painters my prospective account desired to sell, call on these personally, present our M.P. Handbook, go over our lines item for item. Sell a trial order through my prospective agent, go over our "Color for America" Book and interest them in its decorative value, sell the book through my prospect.

Building up a desire for our products through the local painter, securing some fine business for the Dealer, thus breaking down his theory that painters do not want our line.

Procedure to sell my prospect the idea of having a general Painter and Contractor meeting. I would show the film "The Painting Contractor Speaks", present our "Color for America" Book, Color Selector, Estimating Forms, "One the Job" Signs and acquaint them with our Roberta Ross Studio Services.

I would demonstrate our leading products such as Base-Coat and Endurance Paint, the team for two coat work, Soya Protein Paste Paint, Hydraulic Primer, Plastic Sur-facer, the time-savers and money-makers for the Master Painter, and Ripolin for their high grade jobs.

During the refreshment period I would secure the name and address of everyone present, follow with calls and promote from Advertising Headquarters, in this way securing a large part of the painter business for my prospect.

I would personally contact the maintenance accounts, demonstrate and sell Spray-Day-Lite through my prospective agent. This would be true of all the maintenance finishes. I would sell my services to my prospect so that I would be called in to work on the above type of accounts at all times. I would put this type of an agency on a functional discount so he could meet the direct manufacturers' stores competition when necessary.

NOTES: _____

11 - E

Mr. Dealer, you are certainly right when you say that painters know what they want, and I'm sure that I can show you that we have what they want. Our company has one of the finest and most complete "Painters' lines" manufactured and it has been accepted and in demand in all sections of the country.

It may be as you say that ours is not rated as a painters' line in your section, and perhaps that is my fault—why not allow me to correct that now? Will you give me the names of your best painter to meet us in a group some evening soon, customers, or even better, you write them and I will demonstrate to them what our painters' line is and show them the business getting "helps" we have for them in addition to our paint line.

There is no doubt in my mind that the orders you will take at this meeting will convince you that we really have something for the painter.

Regarding your maintenance sales, our set-up on Spray-Day-Lite, with equipment "deals", demonstration program, our Driwal, Vulcote Machinery Enamels, in fact, a complete maintenance set-up together with our available factory and laboratory assistance for special jobs should do "wonders" for you in increased paint profit.

(Selling one or more maintenance jobs, contractors and painters, Glidden materials through this prospect should assist greatly in closing new accounts.)

NOTES: _____

★ ★ ★ ★

11 - F

Mr. ———, when you talk about painters, contractors, maintenance accounts and real volume business your talking about The Glidden Company's line. We not only have a complete quality line for all these types, but we have a plan worked out with which to solicit each of these accounts.

Let's take the painter line known as our Master Painter Products which were developed by three of the most outstanding painting contractors in Cleveland in conjunction with our practical and technical laboratory staff. You can't beat a combination like that and I can honestly say I believe we have the finest painters line in the business.

You line up twenty painters you wish to sell and I can assure you we'll not only sell them but give them a service that will develop into making them better businessmen and color experts, resulting in better jobs and greater profits. Here are some of the tools we give the painter to sell his regulars and prospects. (Explain each of our Master Painters products and selling equipment. Open up your portfolios to these pages.)

Let's call on these building contractors. We have a distinct plan for them too, a real service from our Color Center Studios and a complete explanation of the priming and finishing coats inside and out.

The maintenance accounts will delighted with our new Maintenance Color Card. (Show and explain it in detail.) Line up demonstrations on this Spray-Day-Lite and let us prove to you that we can sell three out of four demonstrations. I have my spray equipment in the car and to prove my point let me show you how this product works. You be the judge and the jury.

NOTES: _____

11 - G

To interest this account, it becomes necessary to show him what we have to interest the painter and how we proceed to secure the type of business in which he is interested.

To create painter's interest we subscribe to trade magazine advertising. We also solicit the painter trade, conduct painter meetings, have a complete line of painter materials at competitive prices. We also solicit the architects and with the aid of our Architectural Specification Book endeavor to have them specify our paints and this in turn helps to create the painter acceptance of our products.

To interest the volume user and the maintenance accounts, we have a complete line of maintenance materials among which we have Spray-Day-Lite always serving as an excellent introduction to our many other products for

maintenance use. We are always glad to solicit this type of business and the dealers will not find too much resistance in selling our maintenance products.

The above, supplemented by our color service through the medium of our Color for America Manual and the services of our Roberta Ross Studio should go a long way in convincing this account that we are in the position to interest and sell the painter trade as well as to secure the large volume business from maintenance accounts. The record of our Day-Lite sales to the Industrial Trade during the past 10 years is sufficient testimony itself.

After telling the prospect how we do it, then the actual sale of our products to some of his painter accounts will be sufficient proof that our products are acceptable to the painter trade.

NOTES: _____

★

★

★

★

11 - H

No. 11 is a prospect who seems to have imagination—he also seems very friendly toward our line. Therefore, I would undertake to make him better acquainted with the very large volume it would be possible for him to secure with our line. I would startle him by pointing out the tremendous volume of business we are doing with our Spray-Day-Lite. I would go into this subject with him thoroughly, showing him for instance our Spray-Day-Lite Campaign Bulletin of April 20th, showing to date this year, 106,475 gallons sold to the largest institutions in the country. This bulletin would be interesting to anyone who has sufficient imagination to appreciate large volume.

I would also startle this customer by asking him if he would like to increase his business with each of his present customers by helping them secure additional volume. I would explain to him the survey which we have made among the successful contractors throughout the country, and secure permission to show him, and his customers at a meeting, just how the successful painting contractors are conducting their business. (This information should be vital to any successful contractor.) I would show them the Contractor Speaks Film, and after getting my appointment with them for this purpose, I would also bring along the other film, The American Plan. With this information I am sure our prospect No. 11 would have an entirely different concept of our company as he is already sold on the quality and states we have a swell proposition, with this information properly presented, he would be convinced that our company would be the one for him to tie to, and such a connection would enable him to increase the large volume of business which he seems to enjoy.

NOTES: _____

11 - I

We are doing a wonderful business in most of the large cities with the class of men you mention and we can do it here too.

Now here is the proposition. Let us have one evening with your decorators and I'll guarantee we'll have them talking our products and really enthused about our painter plans.

Let me show you right here now some of the painter helps we have perfected based on years of experience.

Just off hand can you tell me of any trade that has as low a credit rating as the painter trade? Why is this? Because they are poor businessmen. They estimate their jobs carelessly, they get hooked for extras and few of them keep any cost record of their jobs. This estimating form we have developed is designed to take the guess work out of estimating and you can give these forms to every decorator on your list.

How is it they miss out on so many

jobs? Lack of a systematic plan of developing prospects. This Painting Prospect form is designed to help the decorator plan his work on prospects.

What better means is available for the decorator to really learn all about color schemes than our Age of Color Book and our Color Selector?

Doesn't this show you Mr. Merchant that we know our stuff when it comes to decorators? Sure, we have plans for the small retail merchant but they are not the plans we have prepared for accounts like yours.

The products in our painters line have had years of testing behind them. The best house paint primer on the market is Basecoat. The enamel field is covered completely from the average price right up to the daddy of them all—Ripolin.

Yes,—we got the goods, the knowledge of what you need for your trade and the assistance all ready. Let's get this meeting arranged for this week.

NOTES: _____

★ ★ ★ ★

11 - J

I would find out just what he was selling his contractor and maintenance accounts and what margin of profit he expected to get from large volume buyers. I would pick items of the same type materials from the Glidden Line and check to see if he could make as good or a better margin of profit on these items.

Then I would call on a number of good accounts and get them to try some of Glidden's materials and get several of them sold on using Glidden's, and if possible have each one of them approach this particular account and ask for Glidden materials, telling him they preferred to use them when they are available.

All the time I would be trying to make friends of his salesmen and when the opportunity arose I would go out with them, maybe help them sell some of their own material and compare it with Glidden's in price, quality and easy selling points. If I could get his salesmen sold on the idea that they could sell more Glidden paint, the battle would be much easier because nearly always the salesmen are called in on such matters and asked if they think they could sell Glidden products.

With his sales force and several good contractor and maintenance accounts favoring Glidden materials, I should then be able to put on plenty of pressure to close the deal.

NOTES: _____

Tough Sales Problem No. 12

This is a very desirable all-around dealer handling the products of a small, but good manufacturer, native and strong in that section. The account says:

"I'm told all you big fellows are out on a big campaign to put your own stores in every important city and town. You are sure digging graves for the dealers. —I'm not going to help you get your brand going good and then have you throw me over and put in a factory store —Not me! Your stores do the dealers dirt and I'm not interested in helping you put me out of the paint business."

How would you successfully overcome such a situation?

12 - A

I've heard that story, too, Mr. ——. I don't know how true it may be concerning some of the other large paint companies, but it certainly doesn't apply to our company.

The Glidden Company definitely is not conducting a campaign to put its own stores in every important city and town. Our company policy always has been to market our products through regular Dealer channels and I see no reason for a change in that policy.

All the merchandising plans and Dealer helps I've just shown you should convince you that the distribution of our products is built around and dependent upon the Retail Dealer.

It is true that The Glidden Company operates some stores—about thirty in the whole United States. They are primarily warehouses set up to service

the Dealer trade in points distant from one of our manufacturing plants or in large metropolitan areas where the Dealers demand daily pick-up service from a local warehouse.

We put in a combination store-warehouse when our Dealers in that section need a local warehouse to draw their fill-in orders from. Our limited number of store-warehouses are maintained for the benefit of our Dealers and not as competition to them. Proof of this is the large number of Dealers we have in the territory adjacent to each one of these store-warehouses.

Better join hands with Glidden and take advantage of the merchandising plans that really sell paint for you. You'll do more paint business—and our company won't take it away from you.

NOTES: _____

★ ★ ★ ★

12 - B

I am very much interested in your argument, Mr. Dealer, for the very simple reason that it does apply to many companies and it is necessary to understand the company's policy which is endeavoring to establish their line.

In the first place the few Glidden stores in the country are for a definite purpose, namely, service depots. They are a help rather than a hindrance to the development of the dealer business. As it happens we do not have a store here, but let me explain how it works. In a locality where we do not have representation and it appears the paint business should be good we first endeavor to sell the local account. This fails. We then open a retail unit and start up business development. While we are primarily interested in selling our own paint, we unconsciously make the buying public paint conscious.

We derive a percentage of the resulting paint business but the other dealers derive benefit too because we can only obtain our share.

We may popularize our line as well or better than a competitive dealer's line.

We're not in the retail paint business. We're out to develop the retail paint business for the logical outlet, the paint and wall paper stores, hardware stores, etc. You handle our line here and you'll receive the same treatment and co-operation as one of our own units receive. If you develop the business, and you will if you co-operate, you'll be successful. In that case we have no need for a store at all because as I just mentioned we're not in the retail paint business. Yes, Mr. Dealer, it will pay you to join hands with us.

NOTES: _____

ANSWERS TO QUESTION 12

12 - C

There are a number of paint manufacturers who have chains of retail stores and have constantly been opening up more, but I can assure you it is the very definite policy of The Glidden Company not to follow this practice.

For many years we have had about twenty-eight retail stores located at strategic points throughout the nation. This is about one store to each two States where Glidden is sold. We need and conduct these stores as proving grounds.

Before we add new products to our line they must be retail trade tested. Before we adopt new merchandising or sales plans we must first give them a thorough tryout in our company stores. This gives us a first hand cross country National test.

Often new products, new merchandising sales plans or advertising ideas seem

to be perfect but when put to the acid test of really producing sales they do not function up to our expectations. Like new autos or other new things often they have bugs in them. By our own first hand tests direct to the consumer public, in many sections of the country, we learn to make improvements and remove any bugs. They must be successful in all of our own stores before we adopt them and give them to our Dealers. It assures our Dealers that they also will be successful. Like all Glidden Products they are "Time-Tested".

This is just another of the many added services we have for our Glidden Dealers which puts them in strong, enviable position to meet and beat any and all chain store or paint manufacturer owned store competition. Where these conditions do exist Glidden Dealers get more than their share of the business.

NOTES: _____

★ ★ ★ ★

12 - D

Some one has given you the opposite slant on our retail store situation. We usually place stores in large cities in strategic locations to take care of warehousing and shipping to a given territory distant from our factories, so we can give a better service to our agents in that territory. This territory is being serviced properly by one of our factories and we therefore have no reason for placing a retail store in your city.

Our stores are a great help to our Time-Tested Agents because the store eliminates the necessity of their carrying a large stock. The local store can immediately furnish a large order of Glidden Products for any large sale the agent may be successful in making. This greatly reduces the agent's investment, and increases his turnover.

The stores are also a great help to local Time-Tested Agents because we can afford to spend more money in their cities advertising Time-Tested Products—this is possible because of the larger volume of business that can be secured by both the local agents and our stores.

I wish you could visit some of our agents in cities where we operate our stores, and let them tell you in their own words just how much we really have been able to increase their business since we put in our stores. They will tell you that they are happy and are increasing their paint business from year to year, and our stores are cooperating with them 100%.

Yes, some one has given you the opposite picture—we greatly increase our agent's business when we put in our stores. I will assure you that our greatest desire is to build your business also. Let's sit down and make out your Tailor-Made Contract now so you can join the long list of successful Glidden Time-Tested Agents.

NOTES: _____

12 - E

We are interested in having Glidden represented in every town and large city, however, we are not going to dig graves for our successful dealers by owning stores in their vicinity. We, like yourself, are in business to make money, and a successful Glidden dealer makes us money and also enjoys a profit for himself. Some of our competitors may be doing what you say, and I don't blame you for the stand you are taking regarding large manufacturers. Still I don't want you to put us in that same class, for we have not, and will not open a Company store in any town or city where we are enjoying good dealer representation. You know the old saying, "A bird in the hand is worth two in the

bush". The same applies to good paint accounts. We know that a number of the Company stores opened by our competitors, in their own dealer's towns have shown a loss in more ways than one, and we have learned by their mistakes, therefore, certainly will not follow them. A large good aggressive Company like the Glidden Company can be of great help to you as a local merchant, and you likewise are of great value to our Company. We know from experience, the biggest part of a successful paint store is the local man, and we would not "change horses in the middle of the stream", or jeopardizes our good reputation by doing anything to hurt you or ourselves.

NOTES: _____

★ ★ ★ ★

12 - F

I am afraid, Mr. Dealer, you have the wrong conception of a "Glidden Retail Store". It is our policy to have factories, warehouses and stores located at strategic points throughout the country, but our store units operate as a combination retail store and warehouse. Our purpose in this is not to "dig graves for the dealers", but to be able to better serve the dealers and help them sell more Glidden Products.

This Glidden plan offers dealers all the advantages of buying from a national manufacturer with almost unlimited raw material resources, volume purchasing power, proven successful national advertising, which has created customer acceptance, years of manufacturing experience, and extensive research facilities. At the same time with the branches located in key cities, it offers all the advantages of dealing with the smaller more localized manufacturer—lower freight rates due to the nearness of Glidden Warehouses, closer friendlier relationship with the Glidden representatives, because they are people employed from your own community, more constructive personal sales assistance, because there is always a Glidden representative available, quicker deliveries for those rush jobs you may have, and something you probably won't find in the smaller manufacturer, a complete line of special items for every painting requirement always near for you to draw from when the occasion arises—therefore, you need stock only the fast moving items yet are in a position to supply your customer with any special product.

Glidden Stores are not in competition with their dealers, but cooperate with them in local advertising—maintain strict price levels, and painters and contractors are encouraged to buy through our dealers—so you see, Mr. Dealer, a Glidden store in your town, instead of being a detriment would be the greatest asset you could have.

NOTES: _____

12 - G

Some of the major manufacturers very definitely are putting stores in all the important towns and this type of competition is going to get keener. Just condemning this procedure is not going to keep it out of your community, it is coming just as sure as fate and those local dealers who stand by and don't do something constructive to combat this competition are going to find their volume slipping rapidly.

Small local manufacturers, no matter how loyal they are to their dealers, do not have the ability, the resources nor the merchandising to keep their dealers making progress against this type of competition. To keep your place in the paint picture here you must know the support of a national manufacturer with resources, ability and merchandising at least as good or better than your direct store competition.

We have some stores, that is true, but they are only placed in larger cities, far away from factory points where it is impossible to give good service to our dealers without opening local points of distribution. In towns of this size we are very definitely opposed to direct store distribution, we are convinced that the ideal set-up for a town like this is to get an outstanding local account like your own that has built up a fine name and following in the community. Tie this up with an outstanding manufacturer, like ourselves, who has fine products, National acceptance, unlimited resources and merchandising plans that are second to none.

If we both do a real job we don't need to worry in the least about any competition, either from direct stores or other dealers.

NOTES: _____

★ ★ ★ ★

12 - H

Our policy has been entirely the opposite of what you object to. In some sections of the country where we have developed a number of small town accounts. It has become necessary for us to service these accounts from a nearby central trading point, and in such cases we have maintained a store and warehouse stock from which quick deliveries could be made, and our salesmen travel economically.

Every assistance in our power is given to our Dealers in such areas and our store maintains resale prices that stabilize the line for all our Dealer Agencies.

Being able to get quick deliveries relieves the dealer from carrying a heavy inventory. Our salesman is always within quick call to help close a tough prospect, and there is complete uniformity of prices throughout the territory.

We have yet to hear of anyone being put out of business by this plan. It is definitely not our policy to open a chain of retail stores.

To the big city Dealer who will stock our full line exclusively we offer a franchise that will include practically everything we would do for a store of our own. We would be more than glad to participate in making and keeping yours the outstanding paint account in your city.

So long as we made goods your customers would like to buy, and you maintain your interest in selling them and paying for them, there would not be the slightest inclination on our part to upset your situation.

You have pictured a "bugaboo" that so far as we are concerned does not exist.

NOTES: _____

12 - I

I agree with you that some manufacturers are expanding their chains of factory stores to the point where it does take the distribution of their line out of the hands of the independent dealer. This does not apply to The Glidden Company in any sense of the word.

Glidden on the other hand works just the opposite. The entire Glidden plan of distribution is built around the independent paint merchant. The Glidden Tailor Made Sales Plans are adapted to independent merchant's problems and are so designed that they actually build the Glidden business around their respective dealers.

It is true that Glidden has a few factory operated stores. Wherever you find a Glidden store you will find it located as a distributing outlet to better serve the independent dealers. Any merchandising plans that are used to promote

Glidden store business are tied in and featured for their independently owned dealers in the vicinity of the factory store. The Glidden store is operated with only one thought in mind, that is to service their dealers with full stocks to better their dealer's turn over and keep down his investment.

Glidden never has tried in any way to crowd out the independent dealer or take away any business he has built up by sticking in a factory store next door to him. You need have no fear of Glidden running you out of business because the entire executive staff from the president of the company on down feel that the independent dealer is the most important factor in the distribution and as a result of this attitude our entire merchandising and plans board are continuously working out plans to develop the dealer's own paint business for him with the Glidden line.

NOTES: _____

★ ★ ★ ★

12 - J

Mr. Prospect: It is entirely unnecessary to operate and maintain factory owned stores, in order to sell Time-Tested products successfully.

This is because Glidden realizes that Time-Tested dealers are the hub of its existence and no effort is spared in establishing with these dealers, trade relations based on mutual satisfaction.

So, when some of the "big fellows" worked out plans to open up factory owned stores, Glidden worked out plans to enable Time-Tested dealers to compete with these stores.

Thus, Glidden executives, merchandising experts and regional managers perfected a sales plan which can be adapted to the specific needs of any dealer.

With this exclusive new plan, the Time-Tested mark of quality, ultra modern paint factories and branches in key locations from coast to coast (thus assuring prompt deliveries), Glidden is equipped to offer its dealers all the advantages of a large nationally advertised manufacturer plus those offered by the small local company.

It is impossible for you to fully appreciate the Glidden proposition until you have examined it in detail, then you will see what it will do for you and your store. Let's start with a showing of the Glidden film "The American Plan" and then, I will show you a preview of your new sales plans—Tailor Made for you and your store.

NOTES: _____

