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THE UNIVERSITY OF CHICAGO

C O N T E N T S

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INTRODUCTION

THIS Sales Manual contains facts that will help Ford Salesmen sell more Ford cars. It is based largely upon the experiences of successful Ford Salesmen—outlines the fundamental principles of salesmanship—covers the salient talking points of Ford cars—and enables you as a Ford Salesman to sell the prospect who is hesitating to buy an automobile, by breaking down arguments advanced.

This Manual is for your personal use and guidance. It is prepared to provide for additions or changes from time to time.

You are not expected to memorize every word in this book, but you should read and re-read it so as to become thoroughly familiar with its contents—and at all times make use of the ammunition it contains.

SECTION I

Fundamental Selling Principles

Know the Ford Motor Company

THE SALESMAN'S greatest source of inspiration is his knowledge of the Ford Motor Company, and his enthusiasm will increase as he becomes more and more familiar with the company and its endeavors.

The history of the Ford Motor Company is the outstanding marvel of modern industry—a story of achievement without parallel.

It is only a little more than a score of years since the Ford Motor Company was organized. Yet, in that short space of time, it has grown from a small concern manufacturing but a few hundred cars annually to an organization extending throughout the world and producing close to 2,000,000 automotive units every year.

From the first modest factory building, there has grown a vast group of manufacturing units, including scores of other plants extending to practically all the principal countries in the world, with the production center in Detroit, where the mammoth Highland Park and Fordson plants—spreading out over hundreds of acres of ground—form the world's greatest industrial development.



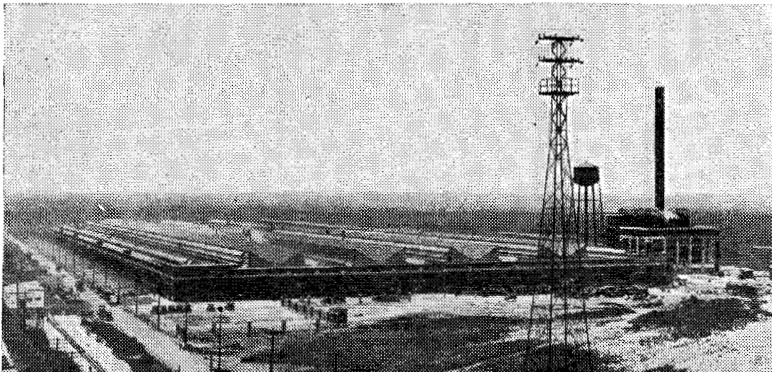
The first factory of the Ford Motor Company



The Highland Park Plant

Into these gigantic plants come daily thousands of tons of raw materials—coal and iron from the Ford mines and lumber from the Ford forests—to be turned into finished products in the form of cars, trucks, tractors, and parts for such Ford products in use. These materials are transported on Ford trains, in Ford boats, and via air, where Ford airplanes daily wing their way through the clouds, carrying thousands of pounds of Ford Motor Company mail and freight.

Embraced in this vast organization are steel mills, blast furnaces, machine shops, body and assembly plants; gigantic manufacturing units where glass, artificial leather, cloth, wire, paper, and numerous other products are made; great coke ovens where by-products are reclaimed—mammoth holdings representing millions of dollars of invested capital.



The new Assembly Plant at Chicago

There are more than 120,000 employees in the Detroit plants, to say nothing of the thousands in assembly plants and branches throughout the United States. In addition, there are close to 10,000 Ford dealers in the country engaged in distributing Ford products, and more than 30,000 stations for servicing Ford cars.



The Fordson Plant

It would tax the most fertile imagination to try to visualize all these physical aspects of the Ford Motor Company, but nearly everyone can appreciate the economic advantages it enjoys through this extensive organization. Its advantages permit the company to incorporate the highest quality into its products and still sell them at the lowest prices.

The salesman is an essential figure in the Ford organization, and as his knowledge of the company and its products increases, he is able more effectively to carry his message to the public.

You should, therefore, carefully read *The Ford Industries* booklet for complete details of the Ford Motor Company, its history, and its products.

Know Yourself

Before you can interest a prospect, you must be interested yourself. If you try to interest the prospect haphazardly, he will invariably limit the extent of your interview. Make your statements brief and to the point and avoid argument. You gain nothing by starting or continuing an argument. Many sales have been lost by salesmen who thought that winning an argument was as important as getting an order.

It is absolutely essential that a salesman have confidence not only in the company that he represents and in the goods which he sells, but in himself, also. Your capacity as a salesman depends on the knowledge which you possess. Your ability to use this knowledge depends on keeping physically fit so that the functions of the body and of the brain are active.

Every salesman, when he comes in contact with a buyer, needs a clear head and an active brain, for the making of any sale is a battle of wits. Keep good hours and spend some time in study every day. Remember: *it's not only the hours you spend on the job that count but how you spend the hours when you are off the job.* The most valuable product in the world is time, therefore your greatest asset is your time.

Be honest and reliable—never exaggerate. Mr. Ford says, "The facts are big enough; don't exaggerate."



Be neat appearing, keep a clear head, and when you call on a prospect, see that your demonstrator is clean and inviting in appearance

Your customer will lose all confidence in you if he finds that you have been endeavoring to mislead him. Ability and reliability are the two qualities that any employer especially wants in an employe. Add to these hard work, and success is assured.

Don't smoke in a man's office or in the showroom. It is oftentimes very objectionable. Your own demonstrating car should not smell of tobacco. Always take off

your hat indoors in the presence of a prospect. Don't lean on the car or sit on anybody's desk.

Hard work is the prime requisite of success regardless of the undertaking. One salesman may be unusually gifted in the technique of selling, but to be a leader, he must *work* and *work hard* or he will be classed as mediocre, for in the final analysis, *hard work* is productive of the greatest results.

Know the Product

A man's opinion on any subject is only as valuable as his knowledge of that subject. The best salesmen are those who are prepared and do not attempt to present their proposition until they know what they are going to talk about. To succeed in interesting prospects, you must be master of the situation, and to be master of the situation, you must be prepared. Therefore, spend at least a few weeks in the shop of your dealer, working



Salesman familiarizing himself with Ford car by working in dealer's shop

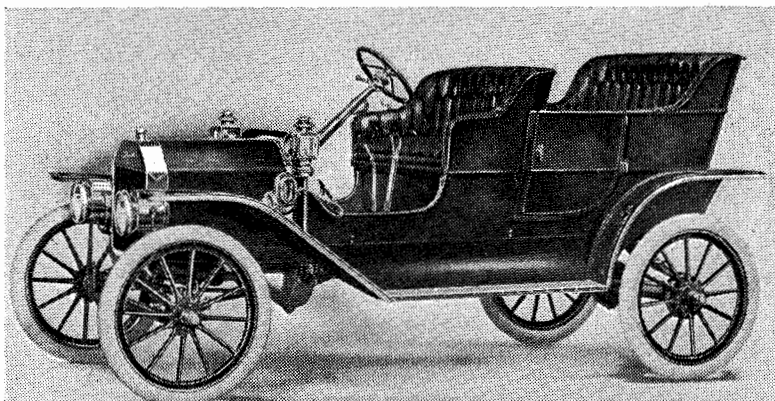
on the various parts of the car, so that you will understand the relationship of all parts, each to the other, and their functions. If possible, take a trip through a Ford assembly plant, following each operation carefully, so that you know how the car is assembled.

In the last analysis, salesmanship really consists in presenting the good points of the product offered, in a

way that results in sales, without belittling the products of competitors. A product cannot be successfully sold unless the salesman is himself sold on it, and honestly believes that his product is actually better than any other similar product on the market.

You should read and thoroughly know the information contained in the book, *The Ford Industries*, published by the Ford Motor Company. You should also read each issue of *Ford News*, published by the company semi-monthly, in order to be more familiar with the development of the company.

Read the *Ford Manual* and the book, *Ford Service*. The *Ford Service Manual* will help you in your work in



The 1908 Model T Touring car which sold for \$850

the dealer's shop and help to provide you with a thorough knowledge of the goods you are selling.

Learn how to drive a Ford car and how to demonstrate it to a prospective buyer.

Even though the Ford car is known around the world, don't take it for granted that your prospect knows all about it. It is better to assume he knows nothing about it. Talk quality, economy, reliability, durability, simplicity, and value, and explain the features which embody them.

Never use the word *cheap* in connection with Ford products. They are lowest in price, but they are high in quality.

The Ford car and the quality of its parts deserve the greatest respect. You will agree with us after you have read the descriptions of major parts of the Ford car.



The present Model T Touring car which sells for \$380

Heat Treatment

Heat treating, in general, is the imparting to a metal or an alloy of metals, by heating and cooling, certain properties not found in the original metal or alloy.

When an alloy steel is heated gradually to a certain temperature, known as the coalescence point, changes in its internal structure and its molecular arrangement take place. The heat-treated alloy becomes, for industrial purposes, entirely different material from that placed in the furnace. By proper heat treatment, steel may be rendered at least five times as strong, and many times as tough and elastic as the same steel untreated.



Heat treat furnaces in the Highland Park plant

An excellent example of the Ford heat-treating methods, in some respects years in advance of the usual methods, is found in the rear axle shaft department.

Ford rear axle shafts, in a semi-machined state, are heat treated continuously. They roll by gravity through electric furnaces between two layers of electric heating elements which raise the temperature of the shafts to 1470° F., the coalescence point of the material from which they are made. Rolling out from this oven, the shafts are immediately gripped at each end by a machine which, revolving them at the rate of 400 r.p.m., plunges them into a caustic soda solution held at a temperature of 65° F. This is called quenching.

The shaft is now many times as strong and tough as it was before going into the furnace. However, the heat treating is not yet finished, because the shafts come from the quench with a tremendous tension, or pressure inside their surfaces, due to the fact that the surface of each shaft cools first, when quenched, and contracts with tremendous force on the metal which lies inside the surface. This internal strain must be relieved or the shafts will gradually warp and change their shape as this strain works out.

The strain is therefore allowed to work itself out, by passing the shafts through another furnace and heating them to 450° F., a process known as annealing. This removes the internal strains but still leaves the shafts too hard to finish-machine. A conveyor now grips the shafts in a manner which permits each end of each shaft to be dipped, alternately, into a vat of molten lead held at a temperature of 900° F. This softens the ends of the shafts sufficiently to permit finish-machining, but does not soften the body of the shafts which must withstand the hard usage to which these parts are submitted.

Ford rear axle shafts are so perfectly heat treated that Ford cars and trucks overloaded to a point which bends the steel axle housings fail to break the axle shafts.

This method of heat treating was developed by the Company and perfected to a degree which attracted the attention of the United States Bureau of Standards,

which bureau printed and broadcast the details of this process throughout the country, with the result that this method of heat treating has been adopted by innumerable plants throughout the world. This is but one of many similar Ford processes evolved in the ceaseless effort to build lighter, stronger, and less expensive automobiles.

Pyrometers Tell Correct Temperature

Accuracy in determining high temperatures is secured by a device known as a pyrometer. Every heat-treating furnace, where accuracy and uniformity of operation is paramount, is equipped with one or more of these instruments. Briefly, a pyrometer consists of two wires of different metals, with one pair of their ends fused together and the other pair connected with the terminals of a very delicate voltmeter. The fused ends of these wires are inside the furnace, and the other ends, connected to the voltmeter, are outside the furnace. The difference in temperature of the two ends of this pair of wires of dissimilar material causes a very minute electric current to flow within the circuit formed by the wires. The strength of this current, which is in direct proportion to the difference in temperature between the outer and inner ends of the two wires, is recorded by the voltmeter which it calibrates to give a direct reading in degrees Fahrenheit (or Centigrade) of the heat generated within the furnace.

By means of these pyrometers the utmost accuracy and uniformity of heat treating is insured.

Steel Alloys

Steel is iron alloyed with carbon to make it stronger and tougher. Other metals, such as manganese, chromium, tungsten, vanadium and the like, are also added to iron along with the carbon to impart other qualities to the resultant metal. Unlimited patience and innumerable experiments are necessary to discover the correct analysis and the heat treatment of steel alloys which will give the greatest strength, the lightest weight, and the most economical cost for a given purpose. These metallurgical problems are the daily concern of a group

of scientifically trained engineers in the Ford Motor Company. Step by step, they follow one problem after another through to solution and always with one end in view, namely, improving the materials from which automobiles may be made. The cost of this research constitutes only one element of the annual research expenditures of the Ford Motor Company. Inasmuch as the Ford Motor Company is one of the few companies able to afford research on the scale necessary to the automobile industry, it is not surprising that the Ford Motor Company has always been many years in advance of other manufacturers in all matters dealing with the technical side of the motor car industry.

Accuracy of Measurement

Next, do you realize the accuracy with which Ford parts are machined and finished?

One of the Ford principles is to have good workmen and extraordinary machines for machine shop work. Ford machining of parts is accurate to a degree never before achieved in quantity production. If you stop to think for a moment, you will realize that this must be true, because Ford parts are so uniform in accuracy that they may be shipped to England, to Japan, to Australia, to all the thirty-five assembly plants and branches in the United States, to the 9700 dealers and 30,000 service stations, *and all these parts*—wherever they are sent—*fit to the thousandth of an inch!*

That accuracy is further secured by the Ford-Johansson system of measurements. To the layman, the fact that Ford-Johansson gaging tools are now produced and used by the Ford Motor Company, and that C. E. Johansson is in its employ, does not, perhaps, carry the full significance that it does to the engineering world.

Standard Measurements of World Used

It can be better appreciated when it is realized that C. E. Johansson is the recognized world-authority on precise measurement, and that his system revolutionized all previous conceptions of precision in manufacture.

The Ford-Johansson gaging system is standard every-



Milling a fixture with the aid of Ford-Johansson gages

where—these measurements have been accepted as authentic by the bureaus of weights and measures of all the foremost countries of the world, after many scientific tests.

Mr. Johansson, after years of the most exhaustive and painstaking effort, found a way to produce hardened blocks of steel—flat, parallel, and of the utmost accuracy ever attained.

A full set of Ford-Johansson gages consists of 81 steel blocks with surfaces flat, parallel, and accurate to within a few millionths of an inch.

Utmost Care Taken

By simply sliding block upon block, thousands of different measure values may be obtained with such accuracy that distances may be measured within a few millionths of an inch. Consider that a human hair is about 1-1000 of an inch in diameter, so a millionth of an inch would be 1-1000 of the diameter of a human hair.

It is difficult to conceive such accuracy of measurement. When you press your thumb upon a steel plate, the plate is distorted more than a millionth of an inch. When you raise a glass of water, the glass is distorted more than a millionth of an inch by the pressure of your fingers in lifting the glass.

Yet these things may be measured, and such instru-

ments of accuracy are actually used in securing uniformity of Ford parts.

Cloth Tests

Fabrics are tested with as much care as metals. First, the cloth is examined for color and structure of weave. Then a half-yard sample is sent to the laboratory for both chemical and physical examination. The weight of a square yard of the material is first taken by either weighing a half-yard of the material or cutting four-inch squares from six sections of the cloth, weighing them, and then calculating the weight per square yard.

Five samples, two inches wide and five inches long, are cut from the running direction or the warp of the cloth. Then five more samples are taken from the cross direction or the woof of the cloth. These are then put in a standard testing machine and the tensile strength of both warp and woof is measured.

While our requirements are fifty pounds per inch, tensile strength, the cloth that is being used at the present time shows a tensile strength of 85 pounds per inch on the warp and 101 pounds on the woof. The number of strands of warp yarns per inch and the number of strands of woof yarns per inch are then counted.

The next test is to determine the percentage of wool in the yarns. Four-inch sections, cut from the samples, are thoroughly dried and weighed. They are then put in a



Scene in the upholstery department at the Highland Park plant

potassium hydroxide solution which dissolves the wool. What remains is then thoroughly washed, dried, and weighed. The difference in weight from the original weight represents the wool in the cloth.

Other samples are then taken, sewed together in four-inch strips, and a cushion is trimmed with this material.

In order to make the wearing test of the cloth, this cushion is turned upside down with its surface against the cloth of another cushion which we know from former tests meets all requirements. A known amount of weight is placed on these cushions, and then a machine rubs them against each other, traveling a space of two inches, backward and forward, 120 times per minute. If the cloth submitted does not come up to our requirements, it is rejected.

Spring Tests

The completed rear spring is given the Olsen weight test in a machine that registers the amount of compres-



Testing Ford springs

sion caused by a known weight applied to the springs. Standard measurements are taken under a load of 400 pounds. The spring shows a compression of three-quarters of an inch for each 400 pounds additional weight put upon it. Weight can be added until the rear spring is straightened completely or even bent the opposite way. When the weight is removed, the spring returns exactly to its first position. In testing, the spring receives test weights in 400-pound increments up to 2400 pounds, which is many times the load any Ford car spring will ever have to carry.

The spring is then subjected to an endurance test in a machine that forces it up and down through a $3\frac{3}{8}$ -inch stroke under a load of 1850 to 2200 pounds. These strokes force the center of the front spring below the eyes at the ends, and are repeated 120 times per minute, or twice per second! The rear spring will withstand 40,000 continuous strokes and the front spring 50,000 continuous strokes *without a rest and without oil*. If given a rest at intervals and oiled, the rear spring will withstand 80,000 strokes and the front spring 100,000 strokes.

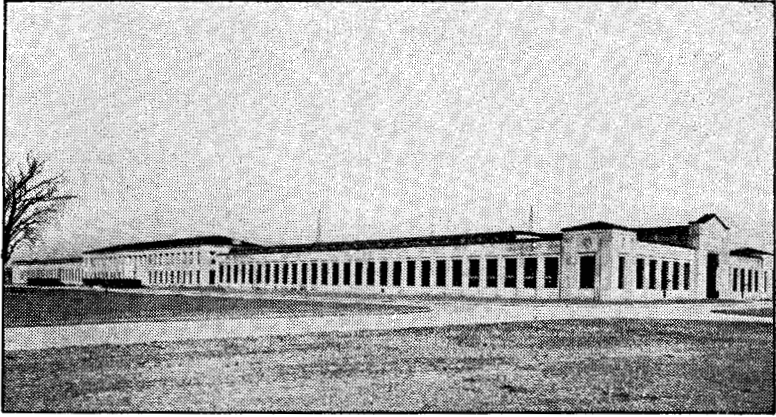
Think of it! 100,000 strokes at the rate of 120 per minute under load of 2200 pounds on one spring, forcing the spring past center at every stroke. No automobile springs ever have to stand such a test in actual driving conditions.

Knowing this, do you not gain a new respect for Ford springs?

Many Other Tests

We have described tests of a few parts of the car, and given you information concerning the heat treatment, and also some information concerning the testing of fabrics. Similar tests are given top materials, sheet steels, wheels, etc. In fact, everything that goes into the car must stand the severest kind of test or it is rejected in our own manufacturing plants.

Ford salesmen—do you really appreciate what you have to sell, what you are offering to the public in quality, accuracy, price, power, and service? Is it still “just a Ford car” to you, or has this analysis of our thoroughness, carefulness, accuracy, and progressive-

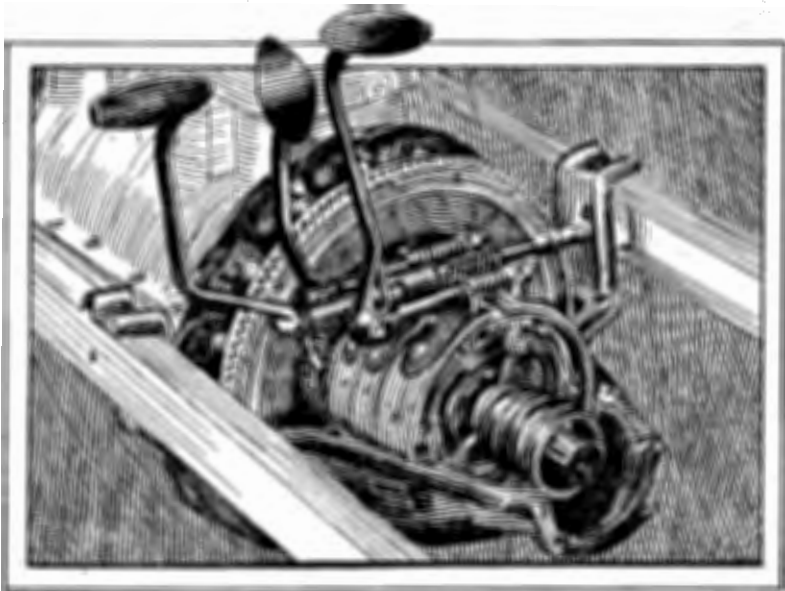


The Engineering Laboratory at Dearborn

ness given you a different opinion, a new respect for the Ford car, the Ford truck, the Fordson tractor, and genuine Ford parts?

Planetary Transmission

The type of speed-changing device used on the Ford car is known as the *planetary transmission*. It was developed as the simplest, and most direct, and reliable means of gear control for light cars. While it costs more to build than the sliding gear transmission, its advantages far outweigh this consideration. The car is more flexible in traffic—with starts, stops, and speed changes



Planetary transmission

made faster and more easily than with any other type of transmission.

Complete control through foot pedals makes it unnecessary to remove the hands from the wheel. And even with the most inexpert driving, it is impossible to strip the gear teeth, which are always in mesh. Moreover, the planetary transmission being attached to the flywheel, adds to its weight, giving the engine more constant pulling power through hard going.

Three-Point Suspension

In the Ford car the power plant is suspended from three points on the chassis. This is possible because the Ford engine and transmission are built as a single unit.

The engine is supported at the rear by two brackets fastened to the frame. In front, a single trunnion bearing allows sufficient movement to compensate for the twists and strains imparted to the frame by road irregularities.

The three-point suspension principle has been a feature of Ford car design for 18 years, and has been widely adopted for other cars. Combined with a light, but strong and flexible frame, it protects the engine from distortion, and minimizes the necessity of repairs due to resulting misalignment of engine bearings.



Three-point suspension

A Simple, Reliable Lubricating System

The long life of the Model T engine is assured by the simplicity and reliability of its lubrication system which combines gravity flow with the splash principle. Complete lubrication is effected simply by the rotation of engine parts. As long as the engine is running, it is self-lubricating, all moving parts being covered with oil.

Furthermore, lubrication starts immediately when the engine starts, even in cold weather. There can be no possibility of damage to the power plant through clogging or freezing of the oil pump, for no pump is required.

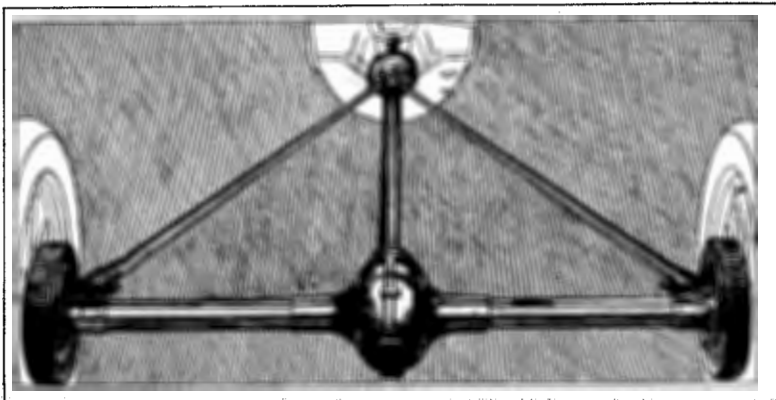
The simplicity of the lubrication system is in keeping with the principle upon which Ford cars are built—efficiency and reliability through simplicity of design.

Torque Tube Drive

One of the notable features of Ford car design since 1903 has been the torque tube drive, a method of applying and controlling the driving and braking forces which has definitely and conclusively established its superiority.

This is accomplished simply and effectively by means of a single torque tube surrounding the drive shaft. Not only are the torque reactions taken up, but the driving thrust is carried to a point well forward on the chassis—giving the most efficient application of the car's motive power.

With this construction, two diagonally attached radius rods are used, assuring alignment of the rear axle



Torque tube drive

and leaving the springs free to act solely as flexible supports for the load.

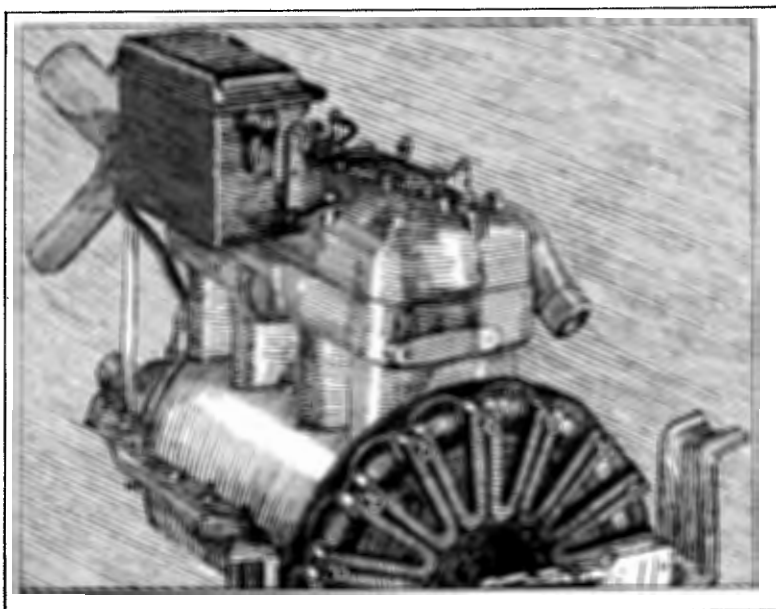
Ford Clutch

The Ford multiple disc clutch, running in oil, is positive in action, yet the smoothest and most easily operated type of clutch built. So smooth and silent is the action that you are scarcely aware the car has a clutch. There is no jerking, nothing to overheat or get out of order, even with inexperienced driving. The oil bath assures constant and thorough lubrication—with films of oil between plates to soften the engagement and prevent wear and strain. So slight is the wear that adjustments or replacements of clutch parts are practically never required.

While more expensive to manufacture than the average, this type of clutch alone provides the connecting unit between crankshaft and drive shaft which gives the highly efficient, trouble-free operation that Ford standards of reliability demand.

The Magneto

The magneto is an integral part of the Ford engine, consisting of large magnets, mounted on the flywheel,



Magneto

which rotate in front of stationary coils. Its high efficiency is due to its extreme simplicity of design; its long life, to the permanent magnets which retain their strength through years of service.

The elimination of the magneto, which is common practice in automotive design, would considerably lower the cost of Ford manufacture. *But Ford standards of reliability demand absolute assurance of uninterrupted service under all conditions.*

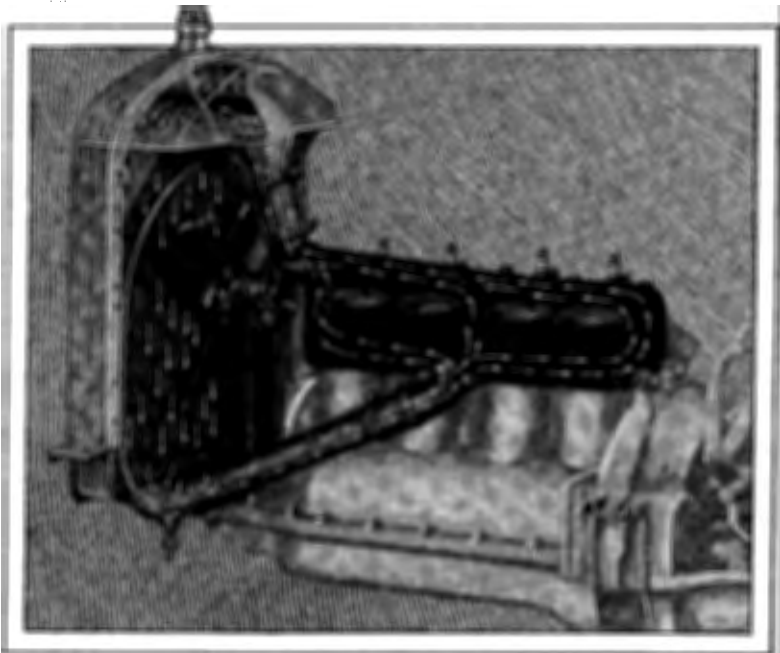
Ignition for Ford cars is provided either by (1) the Ford magneto, or (2) the generator and storage battery.

Even in sections where there is no battery service, the Ford owner may use his car without interruption—the magneto making him independent of battery current.

Cooling System

The Ford cooling system is the thermo-syphon type, and is extremely simple yet highly efficient.

The circulation of water is entirely governed by engine temperature—the flow starting as the motor warms and being most rapid at the point of greatest heat. This insures the even temperature necessary for efficient operation.



Thermo-syphon cooling system

On cold mornings, the Ford engine warms up quickly, because the water does not circulate from the cylinder block until it becomes heated. This not only results in more efficient utilization of fuel, but tends to prevent the flow of gasoline into the crankcase and the resulting dilution of the oil.

In warm weather, the cooling capacity of the radiator, large in proportion to the heating surface of the cylinders, likewise tends to keep the engine at proper temperature.

The Ford thermo-syphon system also eliminates the necessity of a waterpump with the likelihood of leakage and need for frequent packing adjustment.

Springs

Ford springs are made of the very finest material produced. Each leaf is heat treated to 1500 degrees, Fahrenheit, and quenched in oil. The forming and quenching are done at almost the same instant on an automatic machine of Ford design. There are no machines like these found elsewhere. The leaves are then drawn for 25 minutes in sodium nitrate at 875 degrees, Fahrenheit, which insures uniform heat and prevents scaling.

Front Axle, Spindle Body, Frame, Etc.

Instances of breaking a Ford front axle are rare. If a Ford front axle is fastened by one end and a three-foot cranking lever attached to the other end, it is necessary to place a load of $5\frac{1}{2}$ tons at the end of this three-foot lever to twist the axle. If this leverage is continued, the axle, even when cold, may be twisted up like a cork screw without breaking. The same is true of the connecting rod, spindle body, hub flange and most of the metal parts of the Ford cars. The frame of the Ford cars weighs about 70 pounds, yet this same 70-pound frame supports the loads, and the overloads, which are placed on Ford cars the world over.

Genuine vs. Imitation Ford Parts

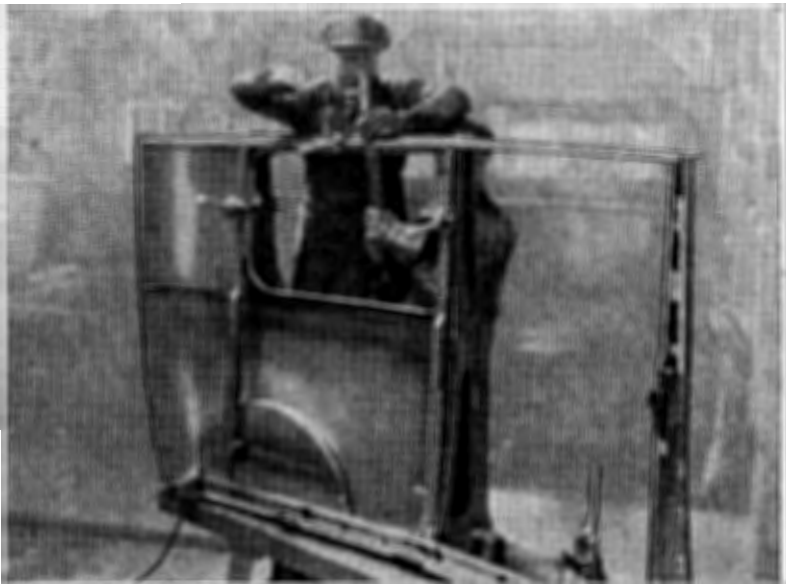
The foregoing description of the research and experiments upon the manufacture of Ford parts has been in-

cluded in this book to impress you with the excellence and the uniformity of these parts.

There are a great many parts for Ford cars manufactured by companies other than the Ford Motor Company. A few of these imitation parts are of a fair quality but most of them inferior in every way. Without exhaustive tests in a fully equipped chemical and physical laboratory, the purchaser of an imitation Ford part is unable to tell whether it will well serve the purpose for which it was designed. Economy, safety, and common sense continue to recommend the purchase of dependable, uniform, *genuine Ford parts* in preference to any of the many more expensive and less satisfactory substitutes to be found on the market.

All-Steel Bodies

Open bodies, as well as the Coupe and Tudor sedan, are built of steel to provide maximum safety and service, and are as carefully manufactured as the Ford engine and chassis. All panels are stamped from 24-gage steel.



Building Ford all-steel bodies

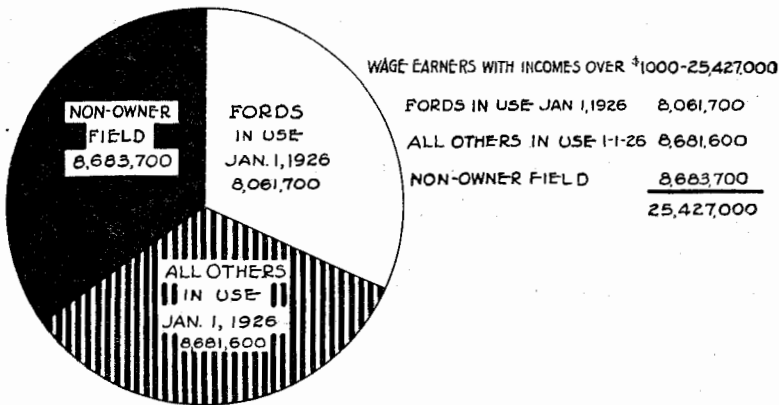
You should now have a better knowledge of Ford products and a better appreciation of their quality.

SECTION II

Marketing Field

To VISUALIZE the tremendous field the Ford salesman has for the sale of Ford products, it is necessary for you to keep constantly in mind that there are more than 25,000,000 people in this country earning more than

PASSENGER CAR MARKET



\$1,000 per year, and that practically one-third of these people are non-car owners, which is proof that there still remains a large field to cover that will result in business without any used cars to handle.

Where and How to Locate Prospects

The best and most successful method of obtaining prospects is by means of a canvass. Advertising helps, and many prospects are secured through contact with owners, that is, using the user. The most effective and thorough plan is to map out a certain district, and then either have canvassers, who know how to obtain tactfully the required information, cover this district or spend a few hours each day yourself canvassing the district.

When canvassing, the following information should always be obtained:

- (A) Has the person interviewed, a car?
- (B) If so, what is the make, model, and year?

(C) Is he a prospect for a new car?

(D) Is the car he owns giving satisfactory service?

A big advantage in this house-to-house canvass plan is the listing of non-owners—persons who can afford to buy Ford cars and have none. Few salesmen fully realize the large number of people who do not own cars. Just think of the millions of families in the United States that are without a car. Many of these families may live in your neighborhood. How many of them are residents of the district for which you are responsible to your dealer? Only a thorough canvass will disclose the number. Remember, there is no used car to delay these sales—it's all good, straight, clean business, the kind that both you and your dealer prefer.

Always carry current Ford literature when canvassing, and leave at least one piece to "work" for you between calls.

Know Your Prospect

A *prospect* is someone who has use for your goods and can pay for them. Re-read this definition and get its significance firmly fixed in your mind.

Your work centers on helping a prospect to make up his mind to buy a Ford car. Pay attention to his questions, and answer each one intelligently. Never ridicule, no matter how absurd a question may be. If you don't know the answer, don't guess. *Get* the answer and give your prospect the facts. You will learn much yourself by following this suggestion.

It is of the utmost importance that you carefully plan your sales talk. Know in advance what steps you intend to take and what points you are going to make and emphasize. Remember, a few strong, convincing facts properly presented, are much more effective than a large number of points haphazardly and weakly presented.

Your approach has a vital bearing on the sale, and much depends on how you attempt to get the attention and interest of your prospect. Character analysis is frequently helpful. Entire books have been written on the subject, but unless the salesman makes a special study of it, it is advisable not to consider the different mental

and physical characteristics displayed by men of various types. In many cases, you may learn in advance sufficient about your prospect to enable you to build your sales talks accordingly. However, this is unnecessary in most cases, as the interest of the average prospect may be obtained through beginning your sales talk by mentioning Mr. Ford, the Ford Motor Company, or your dealer.

Avoid giving the prospect the impression that you are trying to force him to buy. Make him feel that he is buying of his own good judgment. If he objects to signing when the order blank is presented, find out the real reason why. *The chances are that this is the very reason why he should buy.*

Concentrate your whole force on one good, strong point. Appeal to his judgment and get him to acknowledge that what you say is true.

Remember that salesmanship is the art of persuading or influencing people to buy your goods at a profit to the dealer and the salesman, and for the benefit of the buyer.

When attempting to sell a car to a married man, don't minimize the importance of his wife's opinion. An old saying is, "Sell the wife and you have sold the husband." Just remember that, and you will find it much easier to break down sales resistance. Appearance, comfort, economy, ease of control, and service are the principal features which interest the average woman. Be sure to invite every prospect, whether man or woman, for a *ride* in the car.

Preparing Way for First Call

The most successful salesmen pave the way for the first call by either writing a letter to the prospect, introducing themselves and the Ford car, or they have the dealer do it for them. Some dealers write three or four letters in advance of the salesmen's calls. The first letter should deal particularly with the history of the Ford Motor Company and the resources back of its products, and it should explain how these resources are a direct benefit to the owners of Ford products.

The second letter describes the pleasures of owning an automobile, *any* automobile.

The third letter states very pertinently that the prospect should purchase a Ford car, because by so doing, he will (1) save money, (2) avail himself of Ford service, (3) profit by the low cost of parts, (4) take advantage of its economy in operation, and (5) enjoy the ease with which it is both driven and parked. The letter is signed by the dealer, and reads: "We have asked our Mr. Jones to call on you and leave one of our latest catalogs."



Meeting the new prospect

These letters are sent to introduce the car and the salesman to the prospect, so that the salesman will be expected and may obtain an interview. They also aim to reduce the number of calls of the salesman. A salesman's call, figuring twelve calls per day, costs on the average, seventy-five cents. Three letters, as described above, will cost not more than ten cents. If they will reduce the salesman's calls by one, they have made a profit for both the salesman and the dealer, at the same time serving the much greater purpose of assisting the salesman by arousing the prospect's interest sufficiently to grant an interview.

Interviewing the New Prospect

What should the salesman say in meeting his prospect for the first time?

"How do you do, Mr. Blank. You received a letter from the Smith Automobile Company, which I represent, stating that I would call on you and give you one of our new catalogs."

This gives the salesman an opportunity to open his portfolio, take out the catalog that he is to leave with his prospect, and at the same time refer to his *Sales Data Book*.

The prospect may reply, "I am not interested in the purchase of a Ford car."

The salesman's reply then should be, "I know you are not, Mr. Blank. If you were, you would have been over to our place of business, and already have ordered a car for yourself. However, I came over here particularly to show you our catalog, and if you will just give me a few minutes of your time, I will appreciate it very much."

It would be well, then, for the salesman to refer to his *Sales Data Book* and ask the prospect if he knows Mr. Smith, the Ford dealer, pointing to his picture. Then follow with some pictures of the place of business, explaining how good the service is, which will lead on to the pictures of the prominent people owning Ford cars.

The salesman should now tell the merits of the improved Ford car, the new accessories, mentioning especially the good looks, invite the prospect's comment, and determine, if possible, how his wife or children feel about his purchasing a Ford car.

Know Who Is Real Buyer

Oftentimes it is the decision of a man's wife, or son, or daughter that counts most in making the sale. They are really the ones who should be called on, and at this first interview, the salesman should endeavor to find out who the real buyer is and which model is preferred.

SECTION III

The Sale

SALES may be divided generally into two classes, non-competitive and competitive, however, in either of these classes, all objections advanced by the prospect must be answered and the prospect's interest and desire-to-own awakened through the salesman's talk on simplicity and efficiency of the Ford car, as well as the quality of manufacture and the many improvements.

The salesman should invite his prospect for a ride, being careful to take the actual prospective purchaser of the car, because his wife, or son, or daughter, may make the final decision.

Be sure the demonstrating car is in good running condition, springs well oiled, everything adjusted—in other words, all ready for the prospect.

The proper thing to do, of course, is to drive the car yourself at first, pointing out the most recent refinements and mechanical improvements, and explain the correct operation of the car which may best be demonstrated while you are at the wheel.



A demonstration in the showroom

Then get your prospective buyer behind the steering wheel, and give him all your attention. Show him how to drive carefully and how to use the pedals. Then stop, if possible, at the dealer's place of business, where you may proceed as follows:

Explain Car Operation

First, call his attention to the pedals and show him what he was doing when he pressed on a pedal, how he tightened the bands on the drum and stopped the drum from turning, causing the gears to work—what he did when he pushed the hand-brake lever forward or pulled it back. When a man understands what he is doing, it is easier for him to do it.

Then you should go to the front of the car with your prospect and start in on an explanation of the mechanism of the car, as follows:

“You probably know, Mr. Blank, that there are four things necessary to the successful operation of most gasoline engines: gasoline, oil, water, and electricity. The less complicated or, let us say, the more simple these systems may be made, the more reliable they will be.

Gasoline System

“Let us, therefore, consider first the gasoline system used on a Ford car. The gasoline tank is located here in the cowl. It is filled through this opening in the top, and you will notice that there is a trough around the opening—which will take care of any overflow through a pipe draining directly to the ground.

“This (*pointing*) is the sediment bulb. You can readily appreciate how difficult it is to get underneath a car to drain out dirt or water, which may freeze in winter. This is made easy on a Ford car.

“You will note that on the Ford car there is only a short gasoline pipe from the sediment bulb to the carburetor and the tank is high enough so that gasoline will always flow to the carburetor regardless of the hill that the car may be climbing. You will agree, Mr. Blank, that this system of handling gasoline is certainly not

complicated—it is much simpler than on the average car.

Lubricating System

“The oiling system is even more simple. Oil is put in through the breather until it flows out through the top petcock (*show him these petcocks*). The flywheel and magnets running in this oil, splash the oil over all the working parts in the transmission, so that everything is bathed in a mist of oil. Some of the oil falls into this cup (*points*), and through a pipe is carried to the timing gears at the front of the motor. This oil then flows back along the bottom of the motor to the reservoir.

“The connecting rods splash in this returning oil, making a spray all over the inside of the motor, so that the camshaft, pistons, and all bearings are kept thoroughly lubricated.

Cooling System

“The motor is cooled by the thermo-syphon system, which works upon the principle that warm water rises and cool water settles. The hot water in a hot water heating furnace rises through the house without the aid of a pump, so, to simplify the cooling system in the Ford car, the same principle is employed as that used in the heating systems in modern buildings.

“In the Ford motor, the water around the cylinder head becomes warm first. The water does not start to circulate until it has become warm. In a pump-cooled car—unless there is a complicated, thermostatic shut-off—the water begins to circulate throughout the motor and radiator, and never warms around the cylinder head until the temperature of all the water in the cooling system is raised.

“When the hot water rises from the top of the cylinders to the radiator in a Ford car, it is cooled by the draft of the air drawn through the radiator by the fan.

“The rate of circulation is directly proportionate to the heat generated by the motor. In other words, the greater the heat, the faster the circulation. This gives the most efficient temperature in the cylinders, and hence the best carburetion. There is no such trouble as leaky packing around a pump shaft, no pump to

freeze and cause trouble in winter, and no lost motor energy in operating a water pump.

Ignition System

“We are particularly proud of the ignition system. We have the only low-priced car that has two systems of ignition, a magneto and a battery. Our magneto is a low-tension one. There is a field coil bolted to the



Pointing out engine features to prospect

rear of the cylinder block, and there is a set of magnets bolted to the flywheel. These magnets, revolving in front of, but not touching, the coils, induce a low tension current. This current goes to four induction coils, which step it up to high-tension current which produces the sparks in the cylinders.

“The advantage of this system is that it gives two different sources for the necessary electric current, as against one in the ordinary car. There is practically nothing to wear or get out of order. There are four coils as against one used in the ordinary ignition system, and should one of these coils “go bad,” the driver may easily drive home on the three cylinders not affected. This magneto is Ford developed and is used exclusively on Ford products. If a single unit coil is used, and it

burns out, all cylinders fail to function.

“The magneto and battery systems, Mr. Blank, on the Ford car are the simplest in use, and this accounts, in part, for the supremacy of the Ford in the light car field.”

Front Axle Design

The front axle is an I-beam, simple and strong. You should explain to your prospect that a broken front axle on a Ford car is almost unheard of, and it is unlikely that one was ever sprung, except by accident. Explain the reason for this to your customer (see page 22).

Front Spring Suspension

Call your prospect's attention to the front spring suspension and the front radius rod. Show him how the front wheel may drop into a rut without dragging the car after it, due to three-point suspension, which is one of the main mechanical features of the Ford car. This three-point suspension gives the Ford car very great flexibility, as is easily seen.

It is possible to drive a Ford wheel up onto a high curb and still open the doors of the car, showing very little twist in the frame and body, whereas in many other cars, this cannot be done.

Transmission of Power

You should call his attention to the Ford planetary transmission—the fact that it is ideal for light cars because of its simplicity of operation, and further that it costs more to build than a sliding gear transmission, but is used on the Ford car, regardless of the extra cost of manufacture, to secure utmost simplicity and ease of handling.

While on the subject of the transmissions, if the prospect questions the difficulty of band changing, point out the ease of changing transmission bands after removing the top transmission plate. Then call attention to the single universal joint and the three-point suspension of the rear axle, and the torque tube drive.

This drive was originally designed by the Ford Motor Company and is used at present by many of the higher-priced cars. You will note that the car is not driven through the springs.

In a Ford car, the rear radius rods and the drive shaft housing meet at the universal joint, and when power is applied to the rear axle, it pushes up through the radius rods to the universal joint and motor, and on through the front radius rod to the front axle and pushes the car ahead.

Improvements

It will be well for you at this time to call attention to our improved fenders, which are of very excellent design, also to the all-steel body which has the advantage of great strength, lightness, and durability. In other words, this demonstration, or trip to the dealer's place of business, should be one of education to the prospect on the quality and the construction of a Ford car, as well as an opportunity for you to point out the various improvements in the car which have not been mentioned above, such as:

Chassis frame lowered 1½ inches.

Metal coil box more conveniently located and equipped with gasket and drain trough on cover, so that rain does not affect starting.

Fan raised to add cooling efficiency and equipped with easily adjustable belt tightener.

Crankcase strengthened to prevent vibration and oil leaks.

Transmission cover reinforced with two bolts to cylinder block.

Hand brake drum increased in size and brake shoes lined with an asbestos composition.

Larger service brake.

Brake and clutch pedals farther apart, with wider surfaces.

Five-to-one steering gear reduction to accommodate balloon tires.

Larger steering wheel.

All-steel dash.

Lamps solidly supported with cross bar.

Lower and wider running boards.

Tire carrier built to accommodate Ford wire wheel or demountable rim.

Balloon in place of high-pressure tires.

Lower, longer bodies.

Closed cars in colors.

One-piece windshield in coupe and tudor.

More complete equipment.

Two doors on runabout, four on touring.

Starter and balloon tire equipment standard on all cars.

Improved window lifters.

Steering column lowered.

Greater visibility because of narrower front pillars.

Improved sun visor.

Since 1908, the Ford Motor Company has built over 14,000,000 cars. This is more than all other present companies combined have produced. This is due, without question, to the unusual design, construction, and quality of the materials that have gone into Ford cars. It should not be hard for you, as a salesman, to enthuse over the product that you are selling, and remember that enthusiasm is contagious. Your prospect will enthuse also.

Creative Desire

Take it for granted that practically every person has



Demonstrating to the prospect and his family

an inherent desire to own an automobile some day. It is possible, however, that you may meet some man or woman who really believes that he, or she, has no desire

to own a car. In this case, the first thing you must do is to create a desire to own some automobile, and the second, see to it that it is a Ford car.

The demonstration with the prospect behind the steering wheel is one of the best ways to create desire. There is something about taking the steering wheel of a car—that feeling of control of power—which creates a desire to own a car.

Talk Pleasures of Motoring

The Ford salesman, in talking to the prospect who states that he really has no desire to own an automobile, must be able to picture to him the pleasure trips, the vacations, the hunting and fishing, the picnics. Every week-end may be a vacation for those who own automobiles.

Picture to the prospect, the Ford owner who drives up in front of his home in his car on Saturday afternoon, and very soon, with his wife and the children, and probably the dog, lunch basket, and fishing tackle all packed away in the car, he starts for the country, out into the woods, out among the flowers, and out where fresh air and health are to be found.

Then picture the opposite. Have him visualize his wife and family sitting at home, warm, tired, and uncomfortable, with scarcely a breath of cool air moving. Instead of getting cool before retiring, as may easily be done by taking an automobile ride, they retire overheated and do not sleep, while on Sundays or holidays, or during vacations, they remain in the city instead of enjoying the things that their neighbors across the street are enjoying. This is a contrast that every salesman should be able to picture.

This contrast—with the demonstration—will often create the desire to own. Then it is necessary that you be able to prove that a Ford automobile is the one which should be purchased. This may be done along the lines suggested.

The salesman should remember that until he has overcome the objections of the prospect, whether they be to looks, price, lack of money, waiting for Spring, etc., it

will be almost impossible for him to make the sale.

We will now tabulate the objections that we have heard various prospective buyers make, with such answers as a good salesman might make.

If these answers are the best—and we believe they are—every salesman should know them by heart, so that there will be no hesitancy on his part in combating any objections suggested by the prospect.

Ford Quality

Question: “Is it a fact that Ford cars are not as good as they used to be?”

Answer: “That is an easy question to answer, Mr. Blank. ‘Good’ means quality of material and quality of workmanship. Since 1908, when the first model T touring car was built and sold without top or windshield for \$850, we have added top, windshield, and balloon tires and starter, and now sell this car, which is a better car, for \$380.

“Other improvements on the car have been the addition of an all-steel body, a steel coil box, better coil units, Ford alloy steel in axle shafts instead of cold rolled steel, a larger door in the top of the transmission cover to make transmission bands easily changeable, larger brake drums, both in the transmission and on the rear wheel hub, lined brakes on the rear axle, roller bearings on the inside of the rear axle housing, and on the end of the drive shaft instead of plain babbitt bearings, rear wheel hubs tapered to fit a tapered shaft, which is the latest construction in automobiles, artificial leather upholstery instead of the fourth or fifth split of real leather, a larger steering wheel, an improved front radius rod, new fan adjustment and pulley, valve covers, spiral gear drive on the camshaft, new fenders of very excellent design, one-man top, curtains that open with the doors, balloon tires and starter, and many other changes. With all these improvements, the price has been steadily reduced. *We have never lowered the quality to reduce the price.*

“To improve the quality of our labor, we have raised wages. No piecework is done in the Ford plants. We bought the C. E. Johansson Company, makers of the

world's finest gages, in order that our mechanical operations might be made more accurate.

"We have constantly endeavored to improve the quality of our material and the quality of our workmanship in order to build a better product. Therefore, Mr. Blank, do you not really believe that the Ford car is better, in fact, much better each succeeding year?" *Assume that he is ready to place his order, hand him a pencil and the order blank in a matter-of-fact manner, and point to where he should sign.*

Prospect Wants to Wait

Objection: "I won't buy a car until Spring."

Answer: "Mr. Blank, I have heard many men make that same statement, and invariably I have found that on the first bright, warm day, whether it was in February or March, these same buyers hurriedly made up their minds that they wanted their cars at once. You know, roads are considerably better than they used to be. It takes only one or two warm days now for many roads to get in fine condition. After being shut in for several months, people welcome a bright spring day, and they like to get in their new cars and ride.

"I believe you would be just as disappointed as these people I have mentioned if your car were not ready for delivery when you wanted it. We have more time now to teach you and your family how to drive. We can get you a car now promptly. If you wait until Spring, I cannot guarantee you immediate delivery."

Does Not Want to Part with Money Now

Objection: "I don't want to pay for the car until Spring."

Answer: "Well, that is all right, Mr. Blank. If everybody waits until the first of April to buy their cars and to take delivery, some of them must be disappointed. The Ford Motor Company cannot build enough cars in March and April to supply the demand. We make the proposition that if you will sign an order for your car and give us a note payable the first of April, or previously (if you take earlier delivery), we will get your car in stock immediately and have it ready for you when you want it, upon one day's advance notice."

All-Year Advantages

To get immediate delivery, you must be able to picture the pleasures and comforts of winter driving.

"You know, Mr. Blank, there is really more necessity for a person owning a car in Winter than in Summer. People seem to think that all the beauties of nature exist only in Spring and Summer.

"As a matter of fact, if the roads are open, there is nothing more beautiful, and at the same time more comfortable, than driving through the parks or even into the country in Winter. The brisk, frosty air and the bright sunlight are very invigorating.

"You know, we have the thaws and rains of Winter, when it is sloppy under foot and wet and damp in street cars, when everybody's clothes seem to be reeking with moisture. It is then that you will appreciate getting into your own car at your own door and stepping out at your office, or at church, or at the theatre, or taking the children comfortably to their school and calling for them again when school is out in the afternoon.

"It does not take many doctor bills to pay for a Ford car. Yet a Ford will save, during the Winter, many doctor bills by its protection and by the healthy rides you may take in the open air in comfort."

Thinks Car Too Light

Objection: "The car is too light."

Answer: "I am glad you mentioned that, Mr. Blank. A heavy car is comparatively easy to manufacture, but it takes money and brains to develop steels that enable the manufacturer to make the parts small and yet strong enough to do the work.

"You would not want to carry your grandfather's watch that weighed about half a pound, when a watch weighing two ounces will tell time more accurately. Neither would you buy a heavy draft horse to ride. Every ounce of weight requires power to move it along. It costs money to produce this power. The lightness of a Ford car is one of its greatest advantages. It is quality, not quantity, that you want in an automobile."
(Have him agree with you on all your statements, and as

you have removed all his objections, present the order blank for him to sign.)

Roadability

Objection: "They say the car won't hold the road."

Answer: "Roadability is one of our best talking points, Mr. Blank. The Ford car is famous for its perfect balance. Furthermore, the center of gravity has been lowered, and that enables the car to hold the road even better than before. More than 9,000,000 Ford cars in daily use is convincing proof of their roadability."

Individuality

Objection: "The trouble is, nearly everyone seems to have a Ford. They are so common."

Answer: "Not common, Mr. Blank, but popular—you wouldn't want a car no one else cared to own. But perhaps what you really mean is that they all look alike. Do you realize that we can give you wire wheels in various colors, or natural wood wheels, or bumpers, or other accessories so that YOUR car will signify your own individuality, if you wish?"

Extra Equipment

Objection: "Yes, but I have to pay for all these things. Why don't you fully equip your car?"

Answer: "When we build a car, we don't know where it is going. It may be delivered to you in the city. It may be delivered to a farmer in Illinois. It may be delivered to some lumber company in Minnesota, or it may be shipped to some foreign land. We have no desire to force a man to buy anything he doesn't really want. We sell him a quality car that is ready to run, at a very low price. Then he may add only such things as he wants.

"And, remember, you pay for everything that is on any car. Nothing is thrown in without charge. The difference is that you know how much you are paying when you buy from us. We give you the privilege of buying the car with or without the extra equipment to suit your individual taste."

Appearance

Objection: "My wife doesn't like a Ford car. She doesn't like its looks."

Answer: "Well, Mr. Blank, looks are a matter of opinion. You think a person is good-looking. I may think the opposite; that, too, is purely a question of taste.

"There are many people, you know, who would rather have a dollar watch in a gold case than an expensive movement in a silver case. Yet, after all, the case is not the important part. It's the movement that keeps time accurately. Well, it is just the same with an automobile. We give you a perfected movement, a wonderful chassis, and we give you a very good-looking, high-grade, long-wearing body also. We know it is high-grade. Looks, of course, are a question of taste, but remember, looks are not the only source of satisfaction. It's the works that count.

"However, we think the Ford car has very beautiful lines. The fenders are especially graceful, the body is low enough and wide enough to be symmetrical, and the colors add much to the beauty of these models. Add to this, the nickel radiator shell on enclosed cars, nickel headlight rims, the colored wire wheels, the balloon tires, and, really, the Ford car is as good-looking a light car as there is on the road."

Fire Hazard

Objection: "I understand that the danger of fire is greatly increased now that the Ford has the gasoline tank in the cowl."

Answer: "Mr. Blank, the Underwriters are the ones who really determine fire hazards, and help to establish the insurance rates. If the Ford car were a greater fire hazard than any other car, rates for fire insurance on it would be correspondingly higher. They are not, however. That really answers the question." (*Present the order blank to the prospect and assist him in making his decision, rather than merely asking him to sign.*)

When Prospect Claims Lack of Money

Objection: "I haven't the money now," or "I can't afford a car at present."

Answer: "Mr. Blank, we have several plans for selling Ford cars. The first way is for cash (hesitate, giving

prospect an opportunity to commit himself on a cash proposition). Less than half of the people to whom we sell cars pay cash, because most men of good judgment keep their money invested, not lying idle in a bank at a very low interest rate. Hence we have time payment plans. How much do you wish to pay down?"

Ford Weekly Purchase Plan

If the customer suggests a sufficient amount to warrant selling him on a deferred payment plan, obtain his order on that basis, but if he suggests less than a sufficient amount, you should immediately proceed to the Weekly Purchase Plan.

This plan was devised, first, for the benefit of the Ford retail salesman, to compensate him for the time spent in interviewing prospects financially unable to pay cash for Ford products or purchase through dealer's regular deferred payment plan; second, to assist the prospect to Ford ownership and the many benefits which thereby accrue to him and his family, and which justify our obtaining his order through the enrollment plan on his own terms. Remember, *Ford products* are to be sold (*not* the Enrollment Plan, which provides for the obtaining of a definite order, together with a deposit, the subsequent payments specified to be made regularly). You should not suggest the amount of initial payment or ask for a \$5 deposit. (It is not a \$5 weekly plan.) It is sufficiently flexible to fit the individual prospect's own terms of payment, so the prospect should commit himself on the amount of down payment. He will naturally make as large a payment as possible, which may mean a deposit upward to \$50, or even more, rather than a nominal amount only, as might be the case if you suggested the amount. The average maturity of enrollments is five months, and many present owners are using this plan in purchasing new cars. Use this plan to increase your earnings. Over \$6,000,000 have already been earned by Ford salesmen through its use.

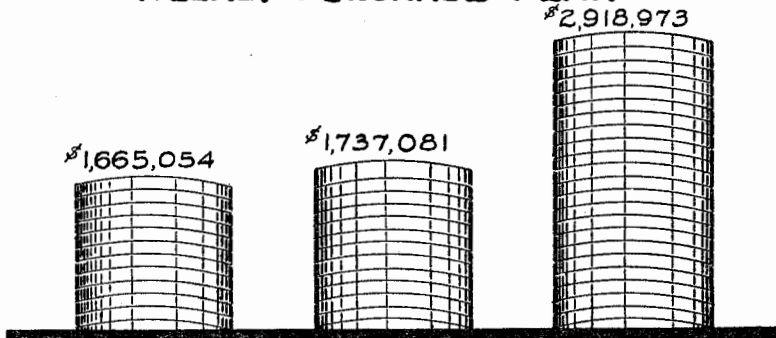
In referring to the Weekly Purchase Plan, proceed along the following lines:

How to Introduce the Plan

“And we still have one other plan under which you may buy on your own terms, paying any amount down you wish, and then, each week, adding to this amount whatever payment you, or any member of your family, may make. When the sum is sufficient for the down payment on a deferred plan, you will get your car and continue to pay for it out of your income—not out of your savings—until it is paid for.

“More than 300,000 people, Mr. Blank, have purchased cars on this plan, scarcely ever missing the money, and many of these people never would have had cars if they had not taken advantage of this plan.”

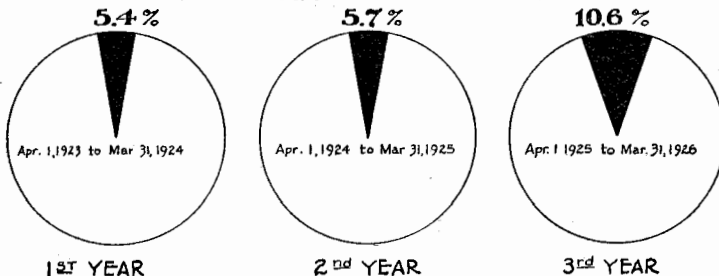
SALESMEN'S PROFITS FROM DELIVERIES THROUGH WEEKLY PURCHASE PLAN



1st YEAR 2nd YEAR 3rd YEAR

Sale of cars through Ford Weekly Purchase Plan is increasing each year as illustrated in the percentages shown below of Ford Weekly Purchase Plan sales to total sales

PER CENT OF TOTAL SALES DELIVERED THROUGH FORD WEEKLY PURCHASE PLAN



TOTAL SALES

“You are interested in knowing who take advantage of this method? I will tell you—salaried men, mechanics, clerks, teachers, stenographers, etc., usually those who have regular pay days. Then we have college and high school pupils, who buy these cars out of their allowances from their parents. Farmers and their wives have purchased thousands of cars out of their milk and cream checks or produce checks. Farm hands have purchased on a monthly basis, making payments when they receive their wages. In fact, people from every walk in life are numbered in the 300,000 who have taken advantage of this plan. Here’s the plan and the terms. How much do you wish to pay down?”

(This is a trial closing of this sale. Endeavor to get the prospect to sign an order immediately on the Weekly Purchase Plan.)

Competitive Sale

FIRST METHOD

“I know that you think a great deal of your wife and your children. You want them to have the same good things other wives and children have. You want them to have pleasures, rides in the country, or rides in the parks. Fresh air, you know, is better than doctor bills, and I know that you appreciate all your wife has done in raising your children and helping you to save and wanting you to be a success. You can best show this love and appreciation by signing this order. Surprise them with a car.”

This kind of “close” makes it easy to go ahead and difficult for the prospect to refuse, because if he objects to purchasing, he is really saying, “No, I don’t love my wife and children, and I don’t care if they ever get out,” etc. *(Present the order blank and say you think he is showing good judgment in the selection of the type of car he has shown interest in.)*

SECOND METHOD

And then there is another way to close, where you seem to have the prospect ready but he won’t sign. Try getting the answer to a minor question which means the great answer, like this:

“Mr. Blank, may I use your telephone, please?” (Call your dealer on the phone.) “Hello, Mr. Smith, I’m at



Securing the prospect's signature to the order

Mr. Blank's. . . . No, I haven't secured his order, but I want to know if I can get him a Tudor with green wire wheels (or any other accessory in which the prospect seems especially interested) this week." To Mr. Blank "Do you prefer green or red wheels, Mr. Blank?" If he states his preference he has practically given you the answer to the major question, that he is ready to buy. (*This is the point in the sale toward which you have been working. Present your order blank with every degree of confidence that the prospect is buying of his own good judgment and merely show him where to sign.*)

THIRD METHOD

Another way: While Mr. Blank is at the dealer's place of business, introduce him to the dealer as, "Mr. Blank, who is about to buy a new Ford car." Introduce him to your shop foreman or your service manager, and say, "I want you to meet Mr. Blank, who expects to be a Ford owner. I want you to know him and take care of him when he comes in." That makes it more difficult for Mr. Blank to change his mind when you get him into the showroom, for he has practically acknowledged that he is going to buy a Ford car. *Then ask him to sign the order.*

Depreciation

Objection: "I have about decided to buy a larger car."

Answer: "Mr. Blank, what do you mean by a 'larger' "

car? Do you contemplate buying a seven passenger car?"

This is an important point that comes up often in selling. If the prospect has a large family and a seven-passenger car is considered, in order to accommodate the family, there is only one thing you can do, and that is to suggest the purchase of two Ford cars. In other words, you may show that he can purchase a Ford sedan for the family and a Ford runabout or coupe for himself for less money than he would pay for the seven-passenger car.

Then it should be pointed out that this will make him independent of the family car, which his wife or one of the children may drive, and that he will have his own car to drive to business or use in any way he wishes. If, however, he doesn't need a seven-passenger car, and a Ford car, as far as passenger capacity is concerned, will serve his purpose, the sale again resolves itself into a competitive sale.

Competitive Sale

Question: "Do Ford cars depreciate as quickly as other makes of cars?"

Answer: "Mr. Blank (*refer to the newspaper want ads in the Sales Data Book*), here's a page from a Sunday newspaper. Cars are worth no more than they will bring in the market. Let's see what people are selling their cars for. Here's an ad: 'Ford 1924 model in good condition,' and here's the price. That is a depreciation in eighteen months of \$———. We can easily compare this with the other cars quoted here."

Salesman should be in position to figure out depreciations of other makes of cars by having their retail prices of a year ago and the present prices advertised in these want ads. It is well to have these marked in advance, so that you can refer to them to prove your statement.

Car to Trade

Question: "How much will you allow me for my used car?"

Answer: "Whatever it will bring at retail, Mr. Blank, less our handling charges. New cars are worth the price quoted by the manufacturer or dealer who sells them,

and used cars are usually worth what the owners are asking for them in these newspaper advertisements. Your car is a 1924 Touring with starter and demountable rims.

"We do not make yearly models, but I use that term because advertisements in the newspapers do not quote prices by motor numbers, but usually refer to them as a 'late 1924' or 'early 1925.'" Here the salesman again refers to his *Sales Data Book* in which he has the classified used car advertising section of a Sunday newspaper. From this, he selects several quotations on cars similar to the one the prospect is trying to dispose of, and he finds that the prices of these cars are quoted around \$150. This course, simply an illustration.

"Mr. Blank, you have taken very good care of your car, although there are a few minor repairs which would be necessary had you intended to continue operating your car." The valuation sheet should then be shown to Mr. Blank, and by tactfully calling his attention to all necessary repairs, he will likely recall minor accidents and other causes for the present condition of the car, thereby lowering his original estimate of what he believed the car to be worth.

Question: "Does the Ford Motor Company compel Ford dealers to make 20% profit on their used cars?"

Answer: "The Ford Motor Company does ask its dealers to conduct their used car departments in a good, sound, businesslike manner, encouraging them to merchandise used cars in such a way as to give the customer satisfaction. This means that when a used car is accepted in trade, it must be put in good running order for resale, because the dealer as well as the buyer must be satisfied that the car will perform properly.

"No merchant wants to lose money in his business, and neither does a Ford dealer want to lose money in the used car department of his business. After reconditioning the used car, therefore, and adding the price of actual labor and parts used to repair the car, together with the usual expense encountered in the operation of the business, the net profit to the dealer is not over 5%. In other words, if a used car were sold for \$100, the

dealer's net profit would only amount to \$5. You would naturally expect any merchant to make more than this. For example, you would not expect to buy clothing, furniture or any other merchandise at such a small margin of profit as 5%."

Larger Allowance Elsewhere

Objection: "I can get more money for my car elsewhere."

Answer: "How much more, Mr. Blank?" (We will suppose Mr. Blank says, "\$50.") "Mr. Blank, there's a catch somewhere. I have shown you ads in the paper for the same model as your car for \$150.

"If he allows you more it is only because he is charging more for a new car. If the other sells for \$150 more than the Ford car and he allows you \$50 more on your used car, you are still paying \$100 more in cash than you would pay for a Ford car. That's the catch, Mr. Blank, as far as you're concerned, and that \$100 represents hours of work on your part. Why throw it away for something that won't do any more than a Ford car will do?"

Wants Extras

Objections: "Will you throw in a tire (or bumpers, or chains)?"

Answer: "Mr. Blank, if I gave you a tire and you saw your friend, John Jones, driving a new Ford, you would immediately wonder what extras he received when he purchased his Ford. No doubt you would ask him, or he would ask you. If he received less than you did, he would resent it. If you received less than he did, you would resent it.

"No, Mr. Blank, as a salesman, I cannot afford to give anything away; the dealer will not, and the Ford Motor Company has made its prices so equitable that there are no extra profits to give away to anybody. If I gave you tire chains after you had talked to me for half an hour, you would always wonder what you might have gained by talking for another half-hour. You would never feel satisfied that you received the rock bottom price, and you would lose confidence in me and the firm which I represent. Mr. Blank, I would not throw in any acces-

sory or give a discount if I NEVER made a sale.” (*Concentrate on this one point, as all other objections have been removed, place the order blank before him and assist him to make a favorable decision.*)

Objects to Planetary Transmission

Objection: “They tell me that the Ford planetary transmission is antiquated, and that the sliding gear transmission is better and more modern.”

Answer: “In the first place, Mr. Blank, the planetary transmission costs more to build than the sliding gear type. The Ford Motor Company has so stated in its advertising, and you know that they would not say this if it were not true.

Simplicity of Planetary Transmission

“One of the secrets of light car operation is simplicity, and of course the Ford has this to a high degree. The car with a sliding gear transmission is very complicated by comparison. You have to use both feet and your right hand for operating the accelerator, clutch, and gear shift lever on three occasions, once for each of the three speeds. Should you, however, have made a mistake, and pushed the gear shift lever straight ahead without going across, just imagine what would happen! You would have put the gears into reverse speed and probably broken the transmission or at least stripped some gears.

“Consider how easy it is to operate a Ford car under the same circumstances. We are at a street corner, and we get the signal to go. With both hands on the steering wheel, one foot on the low-speed pedal, you push the pedal into low, pull the gas lever down with right hand, without removing your hands from steering wheel, take your foot off pedal, and the car is immediately in high speed.

Advantages of Ford Transmission

1—“There is no danger of stripping the gears in a planetary transmission as there is in the sliding gear type, for in the planetary transmission, the gears are always in mesh.

2—“It is easy to handle, as we have just demonstrated. It is much easier to get into high speed from

low in a Ford car than it is in a car having a sliding gear transmission.

3—"In traffic, it is easier to get away.

4—"In parking, it is much easier and quicker to back a Ford in against the curb than it is a car having a sliding gear transmission.

5—"It is safer, because the hands are always on the steering wheel.

6—"In driving and suddenly going into mud or deep sand, the Ford driver, seeing the necessity of going into low speed, does so by merely pressing down on the left pedal, and without the car's losing momentum, he gets through this bad place; but when the driver of a sliding gear car gets into mud, or sand, and decides that he must change to low, his car is likely to stop and sink further into the sand or mud.

"Then it is much more difficult for the motor to pull the car out. This happens more often than the average driver would think. Such a situation brings out one of the great disadvantages of the sliding gear transmission.

"Surely the advantages of the planetary transmission so far outweigh any good points of the sliding gear transmission that there really is no comparison.

"In heavy cars, another gear ratio is needed to get the car in motion, but in a light car it is not necessary."

Gasoline Consumption

Objection: "They say the Ford does not give as much mileage on gas as other low-priced cars. How much mileage do you get per gallon on a Ford car?"

Answer: "Mileage on gasoline, Mr. Blank, depends on so many things, it is difficult to answer your question without going into some detail. I can tell you how much mileage I get on my car, but I hesitate to estimate what you may get on yours. City driving, for example, with its many stops and starts, takes more gasoline than straightaway driving.

"The fact that more than twenty thousand firms throughout the United States operate a total of several hundred thousand Ford cars is the best testimonial to the economy of Ford cars, for as you know, business houses insist upon economy in transportation. And more

important still is the fact that most of these concerns select Ford cars in competitive tests with other makes.”

(You should refer prospect to testimonial letter from a local commercial user commenting on the economy of Ford cars, which letter you should have in your *Sales Data Book*.)

Believes Other Cars More Economical

Objection: “But some of these other automobile salesmen tell me that they get two to four miles per gallon more than you do.”

Answer: “Well, Mr. Blank, anybody can make a statement, of course. I can claim high mileage on gasoline, but I want to tell you the truth and not exaggerate. Let us suppose you drive your car 3600 miles the first year. If you get eighteen miles to the gallon of gasoline with a Ford car, and many drivers of Ford cars get greater mileage, that would be two hundred gallons. At twenty cents a gallon, the cost would be \$40. If with this other car you speak of, you get twenty miles to a gallon, it would take 180 gallons. At twenty cents a gallon, it would be \$36, or a saving of \$4. Now this is accepting their word for their mileage.

“The difference is only \$4, and before I get through, I will show you how this \$4 is really insignificant in comparison to the difference in the cost of parts and depreciation between a Ford car and the car to which you refer.”

Ford Part Prices Lowest

Objection: “They say a Ford car uses too many parts.”

Answer: “The cost of repairing a Ford car does not exceed, *on the average*, \$20.00 a year for parts, which proves that the Ford car uses less parts than other cars, moreover 50% of the Ford parts sell for ten cents or less each. Let us compare the prices of replacement parts for the Ford car with the prices of corresponding parts for the car you mentioned. They are usually about 100%, or more, higher.”

Here the salesman should turn to his *Sales Data Book*, make this comparison, and explain the superior quality of Ford parts.

Speed and Power

Objection: "The car hasn't enough speed and power."

Answer: "We realize, Mr. Blank, that there are faster cars. There is one thing positive, however, the Ford car will break the speed limits on the State highways and at the end of the day, because of its reliability and durability, it has usually covered as many miles as any other car would have covered.

"You probably know that there are three speeds of gasoline engines used in automobiles: first, the high-speed engine; second, the medium-speed engine; and, third, the low-speed engine. The Ford motor turns over approximately 2440 times per mile. Other automobile engines in the small car field turn over from 2569 to 3765 times per mile.

"On a yearly basis, assuming an average of seven thousand miles run, the Ford motor turns over 17,080,000. Another low-priced car's motor turns over 17,983,000 times, or over 900,000 times more than the Ford motor.

"Another low-priced car's motor turns over 21,180,000 times, and another 22,855,000, while another turns over 26,355,000 times.

"It isn't hard for you to figure out the wear and the cost of turning these motors over the extra number of times. It is evident that the higher the speed of the motor the more wear on the bearings, pistons, and cylinder walls, hence greater upkeep expense and shorter life.

"However, Mr. Blank, taking the S. A. E. rating of horsepower on all low-priced cars, the Ford engine delivers 1.30 horsepower for every hundredweight of the Touring car. No other low-priced car delivers within 18% of this much horsepower, and some of them considerably less.

"The cost per horsepower of the Ford Touring car is \$17.17. No other car comes within 50% of this cost. On the Tudor sedan, the Ford motor delivers 1.14 horsepower for every hundredweight. No other low-priced closed car comes within 14% of this figure. Surely, Mr. Blank, this answers your question concerning power and speed." (*Assume the attitude that, as you have satisfied*

him on these points, he has made his decision and the signing is only a formality.)

Center of Gravity and Road Clearance

Question: "Is the Ford car as low as other cars?"

Answer: "The Ford car, from top to ground, is a little higher than some cars and lower than others, but it is low enough so that the center of gravity is well placed, which makes the car easy to drive over the ordinary roads. The main thing, is its road clearance, i. e., the distance from the axles to the ground.

"True, if you keep on the pavements or improved roads, the clearance doesn't make so much difference; but you don't want to be limited to driving on improved roads. We assume that, when you buy a car, you do not wish to be confined to improved roads—yet there are many cars which may be driven only on good roads because of their low road clearance.

"When a Ford car is built, we don't know whether it will be operated in the woods of Northern Michigan, or on the sands of the Sahara Desert, or over the snow roads of Greenland; but one thing we do know—it will be traveling over roads where few, if any, other cars can go."

Closing Competitive Sale

FIRST METHOD

Having answered all Mr. Blank's questions and objections, it is now time for the salesman to take the offensive and bring the sale to a close, proceeding as follows:

"You are a pretty shrewd man, Mr. Blank (all men like to be called 'shrewd'). \$150 (*write it BIG on a piece of paper and let him visualize it*) is a lot of money. That \$150 would buy you a radio, or would assist in the erection of a garage, or buy gasoline and repairs for more than a year, in fact, it would almost pay the difference in trading your old car at the end of a year for a new one."

(You should, if possible, find out any other purchase that the family is contemplating, and show how the saving can apply to the purchase of the article that they want most. What can be done with the saving is a most important matter.)

Let us suppose, for example, that Mr. Blank is a barber.

Show Savings

“Mr. Blank, \$150 is a lot of money. How many shaves do you have to give to make \$150; how many hair cuts to make \$150; how many long, long hours of hard work? How many nights have you been away from your family to earn this \$150?

“You are a sensible man, and you certainly are not going to throw your money away. You are not going to spend in one minute money that has taken you a month, or more, to earn, and then have something that won't do any more than a Ford car will do. Mr. Blank, I am asking you to sign here.” *Hand him a pen and the retail buyer's agreement, which should be made out in advance.*

Or let us suppose that Mr. Blank is a farmer who is going to spend this \$150.

Closing a Sale to a Farmer

“Mr. Blank, \$150 represents 125 bushels of wheat. At twenty-five bushels to the acre, this represents a crop of five acres. Do you mean to tell me that you are going to follow a plow over five acres, and then follow a disc harrow over five acres (*say it slowly and make it sound hard*), then follow a cultipacker over those five acres, then follow a seed drill over the five acres, and finally, in July or August, harvest the grain from the five acres, then thresh the grain from those same five acres, then with your truck or your horse and wagon, haul the grain from those five acres to town and then only receive \$150.

“Then what are you going to do? Spend it in one minute—that \$150 that has taken you a whole year to earn—for something that won't carry any more passengers and that won't serve you any better than a Ford car? I don't believe you are that kind of a farmer.” *Hand him a pen.* This argument can be worked out to suit almost any kind of business or occupation. The following incident illustrates the same point from another angle:

“Mr. Smith and his wife were looking out of their living room window one morning, when Mrs. Smith called her husband's attention to a new large car, recently pur-

chased, standing in front of their neighbor's residence. Mrs. Smith knew that her neighbor, Mr. Jones, did not earn more than her husband, so she asked, 'John, why can't you buy a car like Jones? You earn every bit as much as he?' Mr. Smith replied, 'I could, Mary, but I have made up my mind to buy you the diamond ring I promised you, and at the same time get one of those good-looking improved Ford Tudor sedans, with red wire wheels and balloon tires, and still have enough left to take you for a week-end trip to the lake shore.' The Smiths bought a Ford car, and when the Jones heard of Smith's purchase and Mrs. Jones saw Mrs. Smith's new diamond ring, she expressed regret that they had not thought twice before they bought their car, as did the Smiths."

Get the significance of that story. Does it remind you of the slogan, "Buy a Ford and spend the difference?" That is the point to make with your prospect, whether it is \$100 or \$1,000 saved, the *difference* will buy articles of value or will supply vacation money. It is up to you to use your imagination and point out what can be purchased with the difference. Refer to your *Sales Data Book* for illustrations of this point.

SECOND METHOD

Wherever competition is the most important problem to overcome in making a sale, the Ford salesman has by all odds the best opportunity to get the order, and we therefore are giving you some examples of figuring relative prices. The figures used, of course, are not actual prices, but are used only as an illustration.

"Let's figure out for you, Mr. Blank, the actual cost of buying a Ford car and owning it one year, as compared with the other car you mentioned. First, our price for a Touring car is \$380.00, F. O. B. Detroit. Their price is \$530.00.

"Now, the interest on that \$150 for one year at 6% is \$9. That's a saving, too. Let's put that down. *Use the current local delivered prices to illustrate this point.*

Parts and Depreciation Savings

"The parts used on a Ford car for a year average \$20

per car for all cars used. Let's suppose, then, that the parts you would use for one year on your Ford car cost \$20. Now, their cost of parts (here refer to your *Sales Data Book* where these comparisons are listed) show that their prices are 120% higher, or \$44, for like parts. That's a saving of \$24.

"Now let's look at depreciation. Let's see what year-old cars are worth. (*Refer again to the want ad page from the Sunday newspaper which you should have in your Sales Data Book, and pick out suitable cars for illustration purposes.*) Here's a 1925 Ford car, starter and balloon tires, in good condition, much like yours. Note that it is offered for \$280. That's a depreciation of \$140. Here's one of their cars (the competitor's). Their price quoted for a similar car is \$310. That's a depreciation of \$220 on their car for a year, or \$80 more depreciation on their car than on a Ford in one year. Let's put that down. Add it and see what you have."

Cost Chart

	Ford	Other Make	Saving
Touring car, starter, and balloon tires.....	\$380.00	\$530.00	\$150.00
Interest on \$150.00, 1 year, 6%.....			9.00
Parts used.....	20.00		
Like parts, their car.....		44.00	24.00
Depreciation, as shown in daily papers, of a car one year old.....	140.00	220.00	80.00
Total saving.....			\$263.00

(NOTE: You should make a similar cost chart for your prospect, and explain it along the following lines):

"Mr. Blank, there it is in black and white. Buy what you wish with the \$263.00—gas, oil, speedometer, tires, a new car at the end of the year, or a radio. That \$263.00 represent hours of your labor (refer again to the number of shaves, or the number of acres, etc., necessary to earn this amount of money). You, as a shrewd and sensible man, are certainly not going to spend \$263.00 more for a car that will do no more than a Ford and has not the

attractive features, such as low first cost, economical operation, simplicity of design, and lowest depreciation.

Prospect Wants Larger Car

“So now, Mr. Blank, you think that you would like to own a larger car? Well, that’s all right if you want to spend the money needlessly. But don’t think it is only the difference in retail price that you have to pay; or don’t let any salesman fool you, as many have been fooled, by telling you that you have to pay only a few more dollars down to get the car than you would to get a Ford. You have to pay the difference in retail prices no matter how you buy it.

“Let’s consider the Ford Tudor sedan, and compare it with the coach model of some other make. In the first place, our Tudor sedan has an all-steel body, well upholstered in high-grade material. It is built along sedan lines, rather than to the cheaper coach design. The difference in the prices of these two cars (at Detroit) is, we will say, \$275. The interest on \$275 at 6% for one year is \$16.50. Now, the average Ford car uses \$20 worth of parts a year.

“The prices of parts in this larger car are 195% greater than the Ford parts. The parts for one of their cars per year would be \$59.00, or \$39.00 more than a Ford car. The depreciation on the larger car, as per advertisements in the newspaper, is approximately \$100 *greater* than on the Ford car. Adding these figures, you find that the actual difference in the prices of the Ford sedan and the coach model of the other make, after one year’s use, is \$430.50, as follows:

Difference in price (at Detroit)	\$275.00
Interest on \$275 at 6% for one year . .	16.50
Difference in cost of parts for one year	39.00
Difference in depreciation for one year	100.00
	<hr/>
	\$430.50

“This is a lot of money, and will be more than sufficient to buy a new Ford sedan, if you trade in your old one. If you drive the larger car two years, you will have

an old car, worth relatively little. That's the real difference, Mr. Blank; that's the real saving.

"There is still another point you should remember. When you buy a Ford car, you can always trade it in to any automobile concern. If you buy the coach you mentioned, you do not have this advantage.

"No matter how much you may be dissatisfied, it is difficult to trade this car to any other automobile concern, except a dealer in this particular make of car. Of course, it is hard to trade it to a Ford dealer, because his profit on each car is so small he cannot often afford to take chances on trading other makes of cars.

"So all I ask you to do is to consider this very carefully. Drive a Ford car and spend the difference as you see fit." (*Suggest something appropriate that you believe will appeal to the prospect. Continue with illustrations of the amount of work of the kind the prospect is engaged in that would be necessary to earn \$430.50, as in the case of the barber or farmer previously referred to.*)

In case you have not been able to get the order, it is very evident that you have not found the *real reason* for this prospect's not buying. Therefore, follow this procedure: get up from your chair, put your books, folders, etc., in your portfolio, get your hat and coat, shake hands with the prospect, and say, "Well, good-bye, Mr. Blank. I am very sorry that I have not been able to get your order today, but before I leave, for my own satisfaction, would you tell me the real reason why you will not buy a Ford car?"

If the prospect gives you a reason for not buying that you judge is the real reason, then there is only one thing to do—see if you can get him to agree that if you answer that objection satisfactorily, he will really buy; and then start in again, using the best arguments to offset the reason that he has given you for not purchasing.

SECTION IV

General

Advertising

SALESMEN should make it a point to keep in touch with all Ford advertising activity, and not only be familiar with the latest booklets, folders, catalogs and other literature available, but study this literature for the information it contains, and make intelligent use of it. For instance, certain folders have a special appeal to women, while others are more general in nature, such as booklets or folders featuring details of construction, accessories, etc., as well as special literature covering various uses of our commercial products.

Direct mail literature is provided for mailing to prospects whom you are trying to interest in Ford products, and is very effective if regularly and systematically sent out.

See to it that the prospects upon whom you are calling are on your dealer's mailing list to receive such literature as will be of interest to them.

Contact With Owners

The Ford Motor Company was founded upon SERVICE. Keep this fundamental principle constantly in mind. It is the real reason why over 14,000,000 Ford cars and trucks have been retailed, and it will continue to be the outstanding reason for future business. Service means keeping the product running in such good shape that every owner is not only satisfied but enthusiastic about his ownership. This must be done at the lowest possible expense to the Ford owner, instead of with the desire to make the most money possible out of every service rendered.

Some salesmen have a tendency to forget their customers after getting their orders. This is short-sighted—and by following such a policy, you are unfair to your customer, to your dealer, to the Ford Motor Company, and to yourself.

Encourage every customer to bring his Ford car in regularly for inspection. Educate him on the importance of getting his service requirements taken care of at your dealer's place of business where genuine, guaranteed Ford parts and Ford workmanship are obtainable.

Make it clear to the owner that the authorized Ford dealer knows most about Ford cars—is more interested in the owner's welfare and satisfaction than anyone else in the community.

Surely you can realize the benefit to yourself of this practice and the assistance you can be to your dealer in the development of his service department. Also, the customer appreciates your personal interest in him, and becomes a booster for the Ford car, the Ford Motor Company, your dealer, and yourself. He tells his friends to buy Ford cars, and to ask for you, because you have always looked after his best interests as a Ford owner.



Be sure to make your service calls after the car has been delivered to the new buyer

It is a good idea to telephone and call regularly on every owner to whom you have sold a Ford car. The owner is a fertile source for prospects—if you cultivate his goodwill.

Retail Salesman's Agreement

In closing this Manual, we want to emphasize the importance of your carefully reading the Ford Retail

Salesman's Agreement. The Ford Motor Company is vitally interested in your success as a Ford Retail Salesman, and if you willingly and faithfully carry out the terms and stipulations of the Sales Agreement, you will place yourself in position to receive the help of the Ford Motor Company, which should result in more orders, with greatly increased earnings for yourself.

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