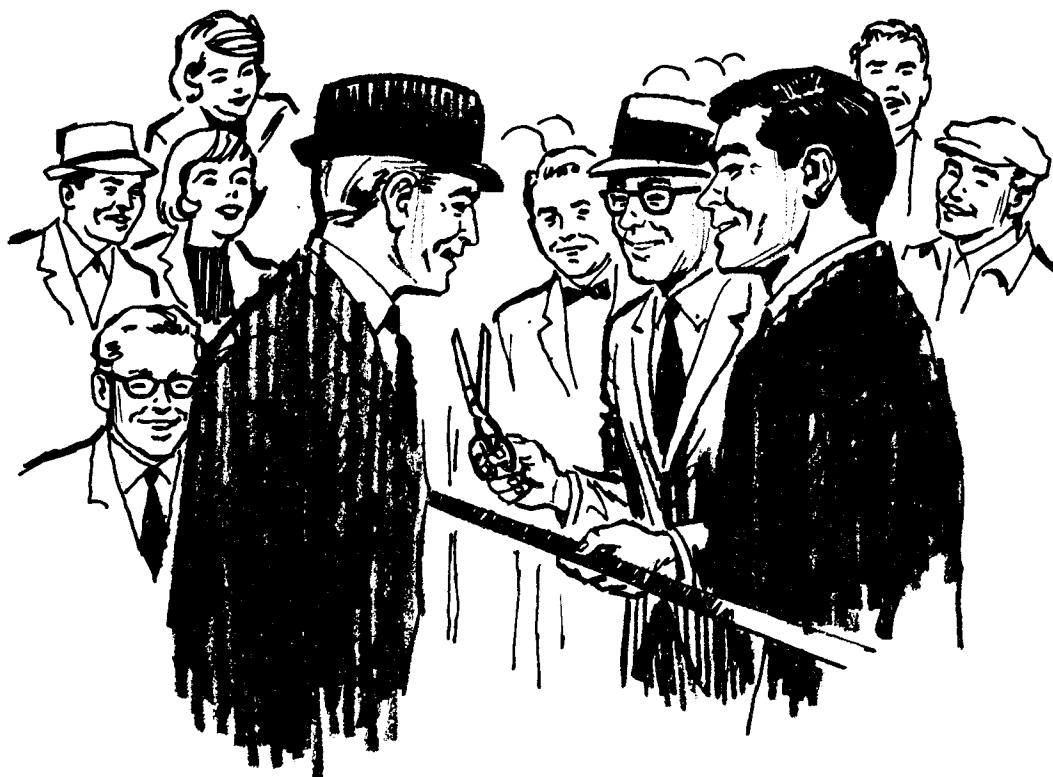


# HOW TO BE A SUCCESSFUL



 **GRAVELY**  
DEALER



## PREFACE

What makes a business successful?

There are four main factors that govern the growth and success of any business. They are:

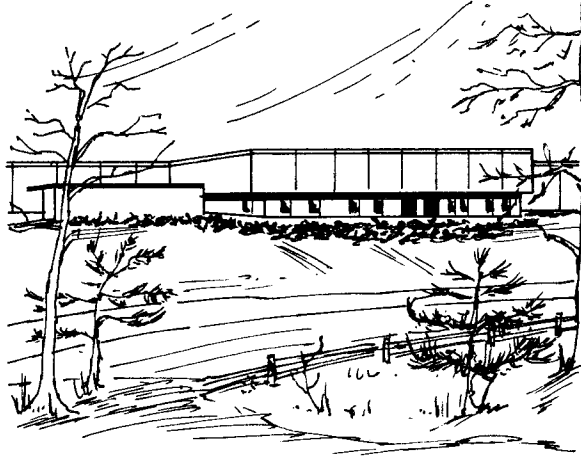
1. Good Management
2. Good products with consumer acceptance
3. Constant selling and promotion effort
4. Good service

In this booklet, we will discuss some important principles and facts you need to know to operate your Gravely Dealership profitably.

We will, of course, tell you some things you already know. But, it never hurts to be reminded of basic principles, and to reinforce your knowledge of facts that can help you grow and keep on growing.

And you may find some new ideas that will help you.

Gravely products are manufactured in a multi-million dollar factory, built in 1968, on a 100 acre garden-park tract of land 11 miles west of Winston-Salem, N.C., at Clemmons, N.C. The beautifully landscaped acreage also contains the administrative offices of the Gravely Division. In 1973, the factory was expanded 50%, in an effort to keep pace with Gravely growth.



The Gravely Division manufactures and markets Outdoor Power Equipment. Its sister Division, Clarke, is a world famous manufacturer of Indoor Power Equipment—sweepers, scrubbers, and other industrial cleaning power equipment.

The two divisions form the Clarke-Gravely Corporation, a public corporation, listed on the American Stock Exchange. Studebaker-Worthington, Inc., one of the top 200 United States Corporations, owns a substantial portion of the stock. You are in good company when you join Gravely. . . the good company of well-managed, financially sound organizations with a commitment to growth and quality products.

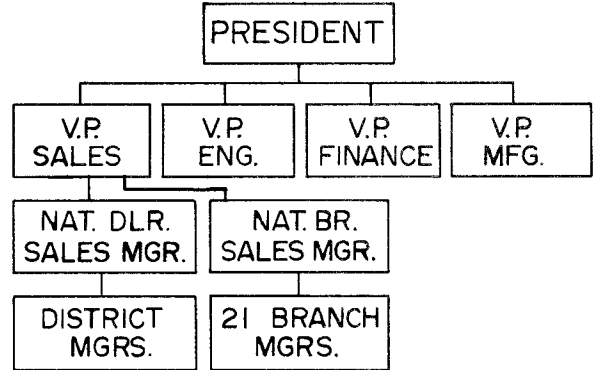
Clarke-Gravely Corporation really consists of four operating entities, structured geographically.

Headquarters of the Clarke-Gravely Corporation, and the administrative and manufacturing facilities of the Clarke-Division are located in Muskegon, Michigan.

Gravely Division headquarters is at Clemmons, N.C. In Canada; Clarke-Gravely Canada, Ltd. 24 Constellation Court, Rexdale, Ontario; and in Europe by Clarke-Gravely Europe, S.A., in Battice, Belgium.

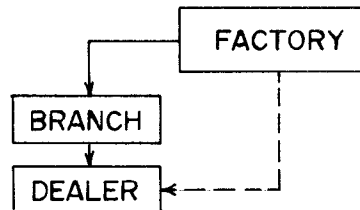
## ORGANIZATION

The Gravely Division is organized as shown in the following diagram:



## DISTRIBUTION

In the United States, the flow of products is illustrated in the diagram below.



The distribution steps are from the factory to the Branch; or direct from the factory to the Dealer. The Dealer may also purchase equipment and parts from the Branches, although in most cases the Branches serve dealers primarily as an emergency wholesale point.

Gravely dealers generally order their equipment from the factory in trailerload lots, or in some fraction of a trailerload. Gravely stocking plans and policies make this practical and economical for its dealers.

In Canada, Gravely products are distributed through Clarke-Gravely Canada, Ltd., 24 Constellation Court, Rexdale, Ontario. All orders for parts and equipment should be directed to Clarke-Gravely Canada, Ltd., which has complete warehousing facilities and stocks of Gravely parts and equipment.

## PEOPLE

With this booklet is a current listing of all Gravely factory personnel, both in the United States and Canada, with an indication of their responsibilities.



## DISTRICT SALES MANAGERS

Most of the United States and Canada are served by District Sales Managers. These men are skilled, experienced professionals who are qualified to assist you and truly make your business a successful Gravelly business.

The District Sales Manager in your area will call on you periodically. He is available to assist you with solving problems, counseling and advising you about every aspect of your business management, selling plans, advertising and promotion. He is your contact with the factory, the first person to call or see when you need assistance or information.

## CUSTOMER SERVICE DEPARTMENT

When you have mechanical, technical, or "customer" problems, the Customer Service Department at the Gravelly factory in Clemmons is staffed with competent, trained personnel to assist you. The department is charged with the responsibility of communicating all important service and technical information to all Dealers and Branches.

Service schools are also a responsibility of Customer Services, and these schools are held periodically in the field to help you by providing competent mechanical and technical training for your personnel.

## PRODUCT DIVISIONS

### Tractors

Gravelly manufactures three types of tractors, according to the Outdoor Power Equipment Institute definitions.

1. Gravelly Convertible Tractors, which are two-wheeled walking-type tractors which can be converted to riding units by the addition of sulky (riding) attachments. Horsepower ranges are 7.6, 10, and 12.
2. Gravelly Lawn and Garden Tractors, which are four-wheel riding tractors, capable of using "ground-engaging" tools. Horsepower ranges are from 10 to 16.5.
3. Gravelly Lawn Tractors, 8 Horsepower tractors primarily for mowing, with a few attachments, but not designed to use "ground-engaging" tools. (Ground-engaging tools are attachments such as plows, harrows, and farm and garden type of attachments.)

### Attachments

A large variety of attachments are manufactured for all Gravelly Tractors. Almost all of the attachments are interchangeable between the Convertible and Lawn and Garden Tractors, with the use of kits. Of course, some of the attachments are designed for specific use with the higher horsepower riding and walking units. For complete information, read the current literature carefully.

Gravelly also has made available to its dealers certain "Allied Equipment" attachments, manufactured by other concerns for use with Gravelly Tractors. These Allied attachments are approved by the Gravelly engineering department in only one way. . .that is, the use of that particular attachment on the specified tractor, will not harm the tractor or void the Gravelly warranty.

Gravelly does not warrant or guarantee allied equipment to the customer or the dealer. . .that is the responsibility of the manufacturer of the equipment. Gravelly does

not stock parts or accept orders for Allied Equipment, the Dealer buys direct from the attachment manufacturer.

The important thing is that you have a wide variety of tools and attachments to offer. This means greater opportunities for sales—not only by meeting the needs of the customer on the initial order, but also by providing a way to do additional business with that same customer over the years by supplying tools and attachments to meet his changing needs.

Please refer to your current literature for complete information on Gravelly attachments. Their availability is an important source of profit for you.



## BASIC GRAVELLY MARKET CLASSES

Gravelly dealers serve two basic markets. The first is the Homeowner; defined as a person who buys the equipment for his personal use. The second is the Commercial/Industrial Market; defined as purchasers who buy the equipment for use other than a personal tool: for example, a Park, Industrial Plant, Hospital, etc.

There is an important distinction to be made in the approaches to the two markets. Although the same tractor and/or attachment is being presented, the rationale for buying is considerably different. Therefore as a Gravelly Dealer you must realize the difference in selling philosophies for the two markets.

Over-simplified, the Homeowner buys for a number of reasons, most of them emotional.

The Commercial/Industrial buyer has the same emotions, but he is restricted in his choice by a number of factors. . .his superior's

expectations, a budget, specifications laid down by others, etc. Therefore his buying is based more on price versus quality factors. He does not have the same freedom to indulge his emotions as the Homeowner.

You are presenting the same features from a technical or mechanical standpoint. All-Gear-Drive, for example, is an important feature for either person.

But the appeal to the Homeowner may be convenience. He doesn't have to spend time changing, adjusting or replacing belts; or the satisfaction of owning the best—an all gear drive tractor.

As an example: the appeal to the Commercial/Industrial prospect might be savings in money with no belts to purchase constantly; no down time to change broken or slipping belts, thus more production per manhour.

Key your presentation to the market and you will be more successful in making the sale.

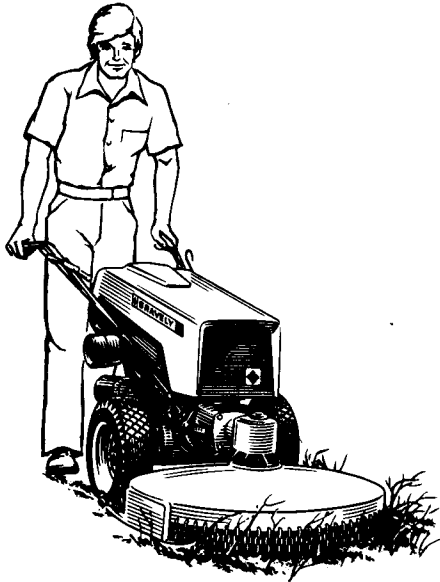
## THE PRODUCT AND THE MARKET

### CONVERTIBLE TRACTORS AND THE HOMEOWNER

The basic selling philosophy of the Convertible Tractor line is that there are people who enjoy doing tough jobs. They enjoy clearing their own land, plowing it, planting it in grass or garden. They enjoy growing things. . .vegetables, flowers, berries, or even small orchards.

For the person who gardens, the Gravelly Convertible is a real growing machine. Rotary Plow, Rotary Cultivator, Tool Cultivator are all quickly interchangeable with each other or mowers, snow removal equipment, etc. Convertible tractors are really the most versatile tractors, and their versatility is a strong selling point for them.

We call them "Convertible" tractors because they can be quickly converted from a two-wheel walking tractor to a tractor you can ride behind by the addition of Sulkies. Both a steering and a riding sulky are available. These are attachments, and can be detached or attached very quickly.



Market research studies have shown that the great majority of Gravely equipment of all types is sold to homeowners. The exact percentage varies, but generally it is about 70 percent homeowner.

The "typical" Gravely Convertible prospect is a man in his forties, married, with two children. He lives on a two-acre plot of land. He gardens, has a lawn to mow, a drive (in the North) which requires snow removal. Some of his plot is rough, rolling or otherwise not in lawn and garden and usually not flat land.

He has a full-time job; usually commutes. He drives a low or medium priced car. He shops for what he buys. He is interested primarily in performance, secondarily in versatility and thirdly in maneuverability.

He is interested in buying quality equipment. He intends to do most of the work himself. He wants a rugged, dependable, high performance tractor that will give him a good return on his investment. He is proud of his home, and one of his main interests is keeping it looking attractive and well kept.

He gardens for fun; flowers, or vegetables, or exotic plants. His hobbies are gardening, golfing, hunting, fishing, spectator sports. He has some college or technical training. He likes to work with his hands. He makes about \$12,000 a year. He is interested

in service and parts availability. He uses installment plans.

It must be understood that this is the AVERAGE profile. There are all kinds of variations about this central theme. Still, where a prospect lives is a good clue to the kind of equipment he will buy.

We divide our two-wheeled tractor market into four main divisions:

1. The "Exurbanite" who lives outside the city in a rural area.
2. The "Suburbanite" who lives in the metropolitan area or the immediately surrounding area.
3. The "Farmer" who farms enough to qualify as a farmer under the Federal criteria which means at least \$500 income a year from farming.
4. The "Estate Owner" who owns a large acreage but does not farm.

The Exurbanite: He lives on two to ten acres in a rural area and not always near a metropolitan area. Primary use is mowing; secondary gardening; possibly snow removal. He uses a wide variety of attachments because of the variety of tasks he has to perform.

The Suburbanite: Suburbs are usually located either within or closely adjacent to a metropolitan area. Many suburban homes are, of course, on small plots. But many others are in large developments with minimum one or two acre lots. The Gravely two-wheel tractor is, of course, the best choice for suburbanite with two or more acres.

The Farmer and Part-Time Farmer: Anyone who sells crops or livestock of any kind for a total income of more than \$500 per year is classified as a farmer in the census.

The part-time farmer is the person who has a steady job elsewhere and farms in the evening and on week-ends. Gravely fits into their need for mechanical help since their time is limited. The fact that it is rugged, and powerful, and has a wide variety of attachments used on one tractor (one investment) is important to them.

The full time farmer is an excellent prospect for Gravelly equipment. He needs small tractors to keep his home up. He has a lawn to mow, he has long driveways for snow removal, he has a small garden to plow and cultivate. And the Gravelly tractors can be used for cleaning out barns, mowing fence rows, and other tasks.

The Estate Owner: Another major market for Gravelly equipment is the estate owner. Estate Owners make no pretense of farming. They just own large tracts of land with magnificent homes on them and feel their need to keep these places in apple-pie-order. They usually have groundskeepers or grounds maintenance people who live on the estate and whose job it is to keep the premises mowed, the garden in order and the walks and drives clear of snow. You can appeal sometimes to the "reverse snob" instinct of the estate owner to use small equipment as a means of exercise. More often, you need to reach the gardener himself to sell the equipment, since he is usually going to get what he wants.

## **SELL TO THE NEEDS OF THE MARKET**

In considering the markets, keep in mind that you will find many good prospects from ALL the categories we have discussed. The income factor is not as important as you might think. Gravelly equipment is purchased by everyone from retirees living on fixed incomes to very wealthy professional and business men. The criterion is the need rather than the income. It is always easier to sell to the man who has a lot of money, but if the factors of need are equal, it does not seem to matter as long as the prospect can make the monthly payments.

To summarize a complex subject: Gravelly Convertible Tractors and their attachments are for people who enjoy getting tough jobs done well, and fast. They give their owners the satisfaction of accomplishing work that other equipment cannot do as well, or as quickly. They are versatile, powerful, durable and dependable.

## **CONVERTIBLE TRACTORS AND THE COMMERCIAL/INDUSTRIAL MARKET**

The commercial/industrial prospect is looking for long life, low maintenance, simple

to-operate equipment that will do a job day after day at a minimum operating cost per hour.

And he is looking for the best price.

He needs equipment that is rugged and durable, because many times he is working in rough terrain, or is using operators that are low-wage labor and who, to be frank, sometimes couldn't care less about taking care of the equipment they are using.

Down-time is important to him. It is costing him money when his equipment is not operating. . .both in labor that is idle, and in extra time involved to get the job done. That is why your service capability is important to him, as well as such features as all-gear-drive, which means he will not be constantly down with belt breakage, adjustments.

Basically, the selling philosophy to the commercial/industrial prospect is cost-saving. . .both in original cost, in maintenance cost, and in labor cost.

Another important selling point to the commercial/industrial prospect is that since our models do not change radically, servicing is much simplified. Also, attachments do not become obsolete as soon as a new tractor is purchased. . .in most cases, old attachments will fit and perform well on new tractors, and new attachments will fit and perform well on older tractors.

Commercial/Industrial business is good business to have. It buys, generally, without particular regard to season. Instead, it buys as budgets become available for equipment, or as a piece of equipment has to be replaced.

However, Commercial/Industrial business generally does not come to you. It is necessary to go to them, and demonstrate your products at the site where they will be used before you can get the business. But it is well worthwhile, because many times this is quantity business. . .anywhere from one to fifty tractors at a time.

A partial list of Commercial/Industrial Markets that are prime targets for your sales efforts follows:

1. Cities and Towns-Street Departments, Parks, Sanitation Departments and City Buildings and Grounds Departments

2. Cemeteries, both private, parochial and public
3. Schools and School Boards
4. Colleges and Universities
5. Apartments and condominiums
6. Military Bases
7. Airports, municipal and private
8. Golf and Country Clubs
9. General Industries. Primary use snow removal and mowing. This is a fast growing industry because manufacturers are tending to move outside the cities to large sites.
10. Industrial Fishing and Hunting Clubs for Employees
11. Oil and Pipe Line Companies
12. Commercial Growers
13. Landscapers and Orchardists. In many sections of the country, large estates or even many small estates are being handled by companies who contract for the mowing and upkeep work. This is a large and flourishing business, especially in metropolitan areas.
14. Outdoor Advertising Companies. (Mowing is required to keep billboard sites weed-free)
15. Outdoor Theatres (mowing, clean-up)
16. Christmas Tree Growers. (Main use is between-the-row mowing of trees and harvesting.)
17. Large Roofing Contractors. (For on-the-roof power brushing, gravel dozing and materials hauling.)
18. Barge Owners. On some large inland and coastal waterways the use of barges for hauling "dry" bulk materials is prevalent because of its low cost. A Gravelly Convertible,

equipped with a bulldozer blade, is used to salvage the material remaining in the bottom of the barges after the usual clam shell operation of unloading. The Gravelly is used to re-pile the material so the clam shell can get it.

19. Foundries. Many small foundries and some large ones use the Gravelly Tractor to handle "Heats" - large buckets of the materials heated in the furnaces.



## HOW TO GET COMMERCIAL BUSINESS

The following guidelines should help you get started in commercial accounts.

First, to whom do you sell commercial equipment?

The USER of the equipment: NOT the purchasing agent because he could care less what equipment he buys. He's going to get what the USER told him he wanted. And when the USER gets what he wants, he will take good care of it. He will use it properly. He will want to buy more tractors just like it. But when "Somebody" forces him to use a tractor he didn't specify--he won't be happy with it. Sell the USER.

Here are some basic steps in getting the USER of commercial equipment:

1. Use Direct Mail: Direct Mail is the best method to find your commercial prospects. You can use the Yellow Pages and find apartment projects, convalescent homes, landscapers, contractors, etc. Mail them letters and brochures regularly. If you get a nibble go see them and make sure you find out who will be using the equipment if they purchase it. Then sell him.



The typical return on direct mail is five percent. But five percent of 200 letters could easily result in 10 good prospects and many tractors sold per prospect.

2. **Personal Calls:** Make personal calls on obvious prospects such as Highway Departments. Take a tractor along with you for an on-the-spot demonstration if they are the least bit interested. They will remember your demonstration for a long time.
3. **Get to the User:** This cannot be stressed enough. It is the single most important factor in creating a successful commercial business. You simply will not get repetitive commercial business unless the USER is satisfied with your product and keeps asking for it.
4. **Service commercial accounts well:** Your service reputation can make you or break you in commercial business. A good reputation spreads and sales grow. Service is vital.
5. **Get on the Bid Lists and furnish "Gravely" specifications for the bid specifications.**

It is really not possible to furnish a list of specifications for bid purposes to you, because changes occur in both our equipment and that of our competitors.

The secret is to be up-to-date on both Gravely and its competition, and develop some unique feature as part of the specification. The more unique features you can develop, the more business you will get. . . provided you can persuade the user or prospective user to incorporate your Gravely specifications in the specifications to be issued with the bid.

To state the obvious. . . in order to quote on bids, you must be on the bid lists. You may ask to be put on any governmental bid list, and they are obliged to allow you to bid. One good reason for a personal

call. . . to be sure you are on the list so you know when purchases are being considered.

## THE PRODUCT AND THE MARKET

### LAWN AND GARDEN TRACTORS AND THE HOMEOWNER

Lawn and Garden Tractors are defined by the Outdoor Power Equipment Institute as those four wheel tractors that are designed to be used with "ground-engaging" tools.

Most Lawn and Garden tractors are know colloquially as "Riding Tractors". Ground engaging tools are, of course, such tools as plows, harrows, discs, etc. Of course, the predominant use is for mowing, usually large areas.

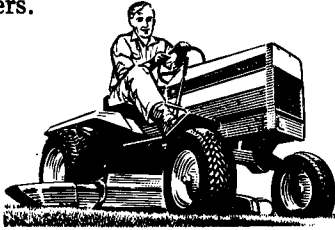
The homeowner buys Riding Tractors for many emotional reasons. The first is simply that Americans are used to riding. Riding is easy, and mowing is usually a hot chore. Riding also means that the job can get done faster, up to a point. Prestige also enters into it. Everyone knows a Lawn and Garden (Riding) tractor costs more than a walking mower or a small riding mower. Therefore. . . it becomes a status symbol.

Some elements of nostalgia enter into it also, especially among the older people. They remember the farm, the farm tractors, and it gives them a sense of remembering the good old days.

Younger people like them also, because the ambition of every boy and girl is to drive a car. A tractor is the next best thing; therefore Dad can persuade the teenagers to mow the lawn much easier.

Power enters into it also. A recent motivation study showed that many owners of power equipment equate horsepower with work done, that the noise of the unit actually gives them a feeling of satisfaction in controlling power. The more power you control, the bigger man you are in your own estimation. A natural human emotion, and one that explains the reason why people over-power their needs with high horsepower lawn and garden tractors.

The riding tractor owner's primary and almost sole use for his tractor is as a mower. His initial attachment purchase is the mower, his second purchase is a cart or SnowDozer or Snowblower. From that point on, his interest in attachments seems to wane, with lawn care types predominating, such as aerators, rollers, leaf baggers.



Acreage seems to have only a minor effect on his selection. The acreages vary from slightly less than an acre (even for the 16.5 HP Model!) up. In most cases he has a "finished" acreage and needs only to mow.

He has a full-time job. There is a large group of professional, managerial and skilled occupations and the median income is around \$15,000 a year.

Gravely riding tractor prospects tend to be value conscious, interested primarily in quality of performance, and although they "shop around" they are generally knowledgeable concerning the outdoor power equipment market. They have generally "traded up" from equipment that has proven unsatisfactory and are looking for a "final" investment in a quality unit that will do their jobs better, and last longer.

"Status" is a much-abused word, but it certainly enters in the decision to purchase a riding tractor. The affluence and influence of the owner are directly reflected in the equipment he uses. Riding tractors have become a symbol of status and affluence, and one reason they are purchased by owners of small lots where acreage is obviously not sufficient to justify the purchase is the desire to reflect this affluence.

Another interesting factor is family interest in the equipment.

There are many teenagers and wives who get into the act of purchasing a riding tractor. This is in direct contrast to the purchaser of two-wheel convertible tractors which are generally for the use of the man of the house and use by children or wives is discouraged by the owner.

## CONSUMERISM AND YOU

Consumer groups and the government on every level have become very interested in protecting the consumer from his own lack of knowledge and expertise concerning the goods he buys.

Particularly, the Government is concerned with consumer safety.

This affects you, as a Gravely Dealer, very directly. Both in your selling, and in your post-selling relationships with your customers.

"The Truth and Nothing But the Truth"

Gravely recommends demonstrations to prospects for several reasons. One is that it is your best salesman, the demonstration will do more selling than all of your words. But the second reason is also very important. This is the fact that if you have demonstrated the equipment to the customer, doing the jobs he is going to do, on his own grounds and under his conditions, the customer will be satisfied because he has seen and experienced the results he will get with Gravely equipment. To put it negatively, he cannot accuse you of exaggerating the ability of the equipment if he has seen it work under his conditions.

On the important matter of Consumer Safety, be very careful in counseling your customer on the equipment he needs for his jobs, and do not recommend equipment that might be hazardous for him to use under his particular terrain conditions.

As an example. . .if your prospect has mostly steep hills and slopes to mow, do NOT recommend a Convertible Tractor AND THE RIDING OR STEERING SULKY for those conditions. Advise him to walk, and operate the equipment with caution, according to the Safety Instructions in the Owners Manual.

The time to instruct the customer in operation is when you deliver the purchased equipment. Instruct him carefully in operation and in safety procedures. If possible, find out who else will be operating the equipment, and give them proper instructions.

Go over, one by one, the Safety Instructions and every warning and caution in the Owners Manual with the customer.

One of the most important facts about Gravely equipment that needs to be impressed upon your customer is that the Gravely is not a toy. It is a heavy duty, powerful piece of machinery. It is always wise to warn him NOT to allow Children to operate the equipment at any time, nor should he allow other adults to operate the equipment unless he is certain they are properly instructed, and will abide by the safety instructions.

We are not exaggerating the importance of these factors. For your own peace of mind, and for the safety of your customers, heed this advice.

## LAWN AND GARDEN TRACTORS AND THE COMMERCIAL/INDUSTRIAL MARKET

The commercial/industrial prospect buys Riding Tractors for several reasons other than strictly emotional. Of course, he is under the same budget restrictions, pressure for economy, as was mentioned under the Commercial/Industrial market for two-wheel Convertible Tractors.

The reasons for buying Riding Tractors for large area mowing are primarily economic. A Riding Tractor, with its larger horsepower can handle larger mowers, their speed range is higher, which means more work done in less time.

Also, the worker himself is demanding to ride, since it is much easier to ride a mower than to walk behind one.

Gravely, according to studies made in the last few years, is the tractor people buy after finding out that there is such a thing as false economy. Therefore, the approach to the commercial/industrial buyer is quality, durability and dependability of the equipment. The same features that convince the homeowner customer convince the commercial/industrial buyer. . .the difference is the appeal to cost saving, productivity of labor, and the all important availability of parts and service.

## SELLING THE MARKETS

Since the market for Gravely tractors is so large and varied, the dealers or you, the salesman, must know the equipment through and through. You must be able to adapt to new uses and new problems. You must know the equipment so well that its operation is almost automatic. You must know all of the selling points and be able to point them out to the prospects easily.

And that means you need plenty of first-hand experience in handling the equipment.

This experience is necessary for two reasons. First, if you know the equipment well, you can make demonstrations without having to concentrate on handling the equipment. You can talk, and you can demonstrate confidently, easily. Second, it is a peculiarity of any equipment that an inexperienced man handling it makes it look like hard work. Your posture, the expression on your face, a crouched look--these "don'ts" can make your demonstration on a hot summer day look like pure drudgery. That way you will lose a sale quickly. It takes practice to use any equipment well. You need to be able to show how easy it really is to use Gravely equipment.

And prospects sometimes want to know points about the equipment that may seem trivial to you, but which could be the point on which the sale hinges. You had better know the answer quickly.

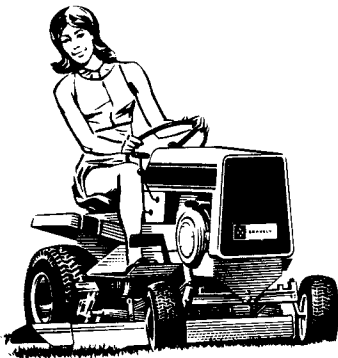
Most important, you will be sold on Gravely equipment yourself after you have used it. Sincere enthusiasm is one of the first essentials of successful selling.

In your verbal selling it is wise to be conservative about the ability of the tractor and the attachments. Often if you tell a prospect some of the things a Gravely does well, he won't believe you. It's best to show him. He will believe Gravely performance when he sees it.

Nothing can take the place of actually showing a prospect what the machine will do on his own ground and under his own conditions. The successful dealers have always been eager to give demonstrations to prospects because they have found that demonstrations sell the tractors.

It isn't enough to SAY that a machine will do the job. Even if you are a "hot" salesman, there may be a competitor who can talk just as fast as you can. Your prospect may have heard promises before. A DEMONSTRATION WILL CONVINCe.

And don't forget safety when demonstrating. Point out all the safety features of Gravely to the prospect. It's good business practice.



## THE LAWN TRACTOR AND THE HOMEOWNER

There is a large segment of the market for mowers who want to ride while they mow, but do not need the versatility of the Convertible Tractors, or the power and capacity of the Riding Tractors.

They also, for the work they have to do, are not convinced they need to invest the additional money required to purchase a Riding Tractor. Most of these people own an acre or less, have fairly level lawns.

The Lawn Tractor is defined as a tractor that does not use ground-engaging tools. The attachments available for the Gravely Lawn Tractor are a Snowthrower, a small dozer blade, and pull behind cart.

These tools meet the needs of many homeowners. Since the primary use is mowing, the Lawn Tractor gives the buyer a high quality, dependable and durable tractor that will outlast the ordinary riding mower many years.

## SELLING ON THE SHOWROOM FLOOR

Certain conditions must be present in order to make sales of Gravely equipment on the showroom floor.

1. Either the customer comes to the showroom seeking Gravely because someone in his family, a good

friend or neighbor has been using a Gravely and has recommended it to him.

2. Or he has investigated many products and has located people who are using the Gravely and has asked them about it. (He may even have borrowed or used the equipment to see whether it would do the job he wanted done.)
3. Or the Gravely national advertising or the dealer's local television and newspaper advertising attracted the prospect to the showroom.
4. Or he just happened to wander in.

In the first two cases, of course, the demonstration has already been done. It becomes a matter of pointing out the advantages of the Gravely and of convincing the prospect that he is on the right track, closing the sale and delivering the equipment.

But like numbers three and four above, a person who comes into a showroom with a variety of equipment in it, who has not known about Gravely from personal or even second-hand experience, will not be sold the Gravely tractor even by the most silver tongued orator in the selling business!

The Gravely is unique. . .it needs to be demonstrated to prove its performance capability. Of course, the first step is to find out what the prospects lawn and garden needs are. The selling job at that point is the job of getting a demonstration!

Once you get the prospect on his own property, and demonstrate the Gravely, under his conditions and solving his problems, the performance and superiority of Gravely equipment will be the key to the sale.

## SELLING

There are some simple, basic principles of selling.

1. Get the prospect's attention.
2. Arouse his interest.
3. Create a desire for your product.
4. Convince him of the merits of your product for solving his problems.
5. ASK FOR THE ORDER.

**Getting Attention:** Advertising gets the attention of prospects. Word of mouth about you and your service gets attention. A good reputation spreads among prospects. And when you are actually talking to a prospect, the very finest way to get his attention is to talk about HIS problems.

**Arousing Interest:** The prospect becomes interested if you can offer solutions to his problems.

**Creating a Desire for Gravely:** When you fit the model of Gravely tractor to the prospect's need and show him specifically how that model will solve his problems, save him time, beautify his home and give him status, you have begun to create a desire for Gravely Equipment.

**Convincing the Prospect:** Reassure the prospect that the Gravely is the only tractor for him. Sales are made or lost in this step. The best way to convince him is with a demonstration. Convincing the prospect is extremely important because only after the prospect has been convinced can you

**Ask for the Order:** The one mistake that loses more sales than any other is the failure to ask for an order. ASK HIM. If he says no, or hesitates, point out some other good features of the equipment and ask him again. Get down to figures with him. Show him how much he can save by buying a Gravely.

You don't have to be blunt about it. Ask him what he wants besides the tractor and mower. Ask him when he would like to have his new Gravely equipment delivered. There are many, many ways of asking, but ASK and KEEP ASKING until you can get a final answer!

And don't forget the wife. You can point out to her the advantages of more leisure for them together, a better and safer way of doing the home chores without endangering the health of her husband through over-exertion, the way the place will look when cared for by Gravely equipment.

## USERS

Studies have shown that one Gravely in the hands of a satisfied user will sell no fewer than two more Gravelys to his neighbors within a year. We have traced chains of sales that have reached the astounding total of 48

tractors, all of them resulting from a sort of chain reaction from one user's enthusiasm. So keep in touch with your users. Keep them satisfied! And don't be afraid to ask them for prospects!

## DEALERS WHO ARE NEW TO THE LAWN AND GARDEN TRACTOR BUSINESS

You need to get out and sell. You need to keep making calls every day. You need to call on prospects you have obtained and you must make cold calls on people you happen to see in your travels.

You need to perform service work and build a good service reputation.

You will have to administer your office. You must file reports, fill out forms, etc.

And most important, SELL. This means out-in-the-field selling. You cannot sell Gravely tractors sitting in an office chair. It's easy to get the habit of going down to the office in the morning, opening the mail, reading the paper, working on tractors, making a couple of phone calls, correcting a book-keeping entry, hunting up parts and going to lunch. By the time you get back from lunch and make a call or two it's four o' clock.



The end result will be a smooth running office, well-administered; but an office which has too few sales to support it.

Schedule your time. . .and stick to it. Schedule visits to prospects. Schedule demonstrations. Remember that the only way a salesman can spend his time wisely is to spend his time selling.

One suggestion is to develop a market plan. Schedule yourself to work on schools for a month. Next month plan to visit industries, etc. Plan to use direct mail and personal visits during the months these people will be purchasing equipment. There is a

logical time to sell each segment of the market, and selling in this manner will give you income all year instead of just during the Spring.

No matter what time of year you are in, **HAVE A PLAN** and carry it out. It will mean more sales and consistent income, and that is what really counts.

## **NATIONAL ADVERTISING**

Gravely has long believed wholeheartedly in promotional, merchandising and advertising programs. Advertising and merchandising have enabled the business to grow to the point it is today.

National publication advertising from Gravely appears in the top quality magazines in the country. Magazines like National Geographic, Better Homes and Gardens and many, many more. These ads increase Gravely "brand awareness" throughout the country. Thousands of inquiries received from these ads are passed on to Gravely dealers every year.

Gravely answers every inquiry with a form letter, a full line catalog, and a "Use Questionnaire" which gives the closest Dealer's name and address.

When you receive these inquiries from Gravely, they should be followed up immediately. Dealers tell us that with a prompt followup, the average result is a sale in one out of four calls!

In addition, Gravely uses television. The main reason is that television sight and sound really demonstrate the equipment.

## **LOCAL ADVERTISING**

Newspapers are the backbone of any advertising program. There is a special Gravely booklet on Newspaper advertising. Read it carefully.

For now, suffice it to say that Gravely has a generous cooperative allowance to dealers for newspaper advertising.

Newspaper advertising mats and proofs are available free to dealers each year. Some of these mats and proofs tie in with the current national advertising theme of Gravely.

Local advertising and promotion is a business activity and must be budgeted as a part of your business. We recommend that your advertising investment be not less than 3 percent of your anticipated gross sales. The most successful dealers invest 5 percent.

There are many different types of local advertising. It is up to you to find out which works best in your market. We have learned that newspaper works well everywhere. Television, when possible, will work well. But radio and special promotions such as open houses work some places and not others. Gravely supplies dealers with radio advertising tapes at no cost. We will co-op the cost of open houses if they are approved by your District Sales Manager.

## **TELEPHONE DIRECTORY ADVERTISING**

We believe that every Gravely dealer should have his name listed in the Yellow Pages of his home-town directory. Gravely will purchase a Trade Name Heading in the hometown Yellow Pages for you. You in turn pay only for your listing.

Presently, you may receive only ONE heading free from Gravely in the directory of your choice. The heading may be under "tractors" or "lawn mowers", whichever you wish.

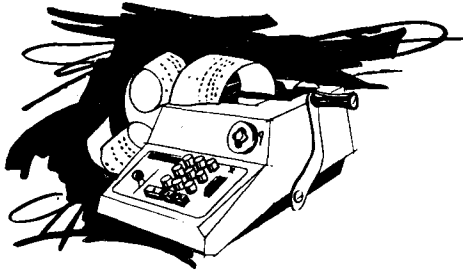
To participate in the program, write the Advertising Manager of Gravely and tell him you want him to purchase a Trade Name Heading in your directory. Give him the name of the directory and closing date (you can get this date by calling your telephone company). Also tell him how you would like to be listed, tractors or lawnmowers.

## **OUTDOOR ADVERTISING**

We have done extensive testing of billboards and the general report is the results vary due to purely local factors. Gravely will co-op your space expenses on painted billboards, and has Billboard 24 sheet paper available at cost.

## **POINT OF PURCHASE**

Gravely supplies you with many different types of point of purchase materials free of charge. There are additional displays and special promotions you can use which will cost you a minimal amount of money.



## DONATIONS

The amount you wish to subscribe to charity and community projects is strictly your own business, of course; but you should not charge these items to advertising or even consider them advertising. Programs, charity booklets, school annuals, etc., are of practically no advertising value. Consider them in this light and act according to your conscience. And remember, they do NOT qualify for co-op advertising.

## SERVICE

The Gravelly policy on service is simply stated. The customer should be given complete and satisfactory service on his machine at all times and at reasonable rates.

Service is vital to your success. It is ALWAYS TRUE that the satisfied customer can bring you more business. Most important, before you deliver a machine to a customer, the following steps should be followed without fail:

1. The machine should be set up according to the set-up instructions. You should check it before you leave to deliver it for easy starting, and have the machine thoroughly serviced as to gas, oil, grease, and all moving parts oiled.
2. When you deliver, plan to spend some time with the customer. Show him how to start and stop the machine, operate the clutches. Show him how to attach the implements, and how to shift the gears. Discuss safe operation of the equipment with him. Show him everything he needs to know before you leave him. In particular, go carefully over the "Safety Instructions" in the Owners Manuals, and all cautions and warnings. A few minutes spent in instruction can save you hours of time later.

## YOUR SERVICE DEPARTMENT

Service should NOT overshadow the sales function. Very few service shops in any business show a great profit to the proprietor. Most equipment dealers are satisfied to break even in their service shops.

Remember, the function of your business is to make a profit. The greatest profit opportunity is from Sales. In most going concerns the amount of time spent on sales will be at least 300 percent more profitable than that same amount of time spent on service.

The time to feature service is in the winter to bring in traffic and get equipment ready for spring use. This keeps your shop people busy and you will get orders for new equipment to be delivered in the spring. Run special service ads to accomplish this, and direct mail to your users.

## MANAGEMENT

There are some basic management principles that successful dealers follow carefully. They are:

1. Adequate Records: Uncle Sam is not happy with people who keep inadequate financial records. If they are inadequate, an arbitrary sum is assigned for taxes. And besides, it is essential that you know the standing of your business every month. Hiring an accountant or an accounting service saves money far in excess of wages and costs of the accountant or firm. A new dealer should require a monthly profit and loss statement from his accountant during the first year. After that a quarterly or semi-annual statement would be satisfactory.
2. Keep Overhead Down: Every expenditure that is not absolutely necessary to carrying on the business should be carefully reviewed.
3. Keep records of your users and your prospects. Users are a source of additional sales for attachments and service. Prospects need to be followed up and converted to sales. The records don't need to be elaborate, just kept up-to-date.

4. Discount your bills where cash discounts are offered. You can save up to 36 percent of your money by discounting bills. (Paying in time to get the cash discount.)
5. Route your travel. Gas and oil and truck upkeep cost money. Plan your travel to double up on service and sales calls.



6. Use the Yellow Pages. That's the first place people look to find a local dealer. And you might even consider an answering service if you have to leave the premises without someone to handle phone calls. Your customers will appreciate your being available to help them with emergency problems, and your good service reputation is vital to your business success.
7. Be prepared to work long hours, on holidays and weekends. Be prepared to work in the evenings during the spring season.
8. Keep a small parts inventory at first. As your business grows, you can afford to increase your parts inventory, to maintain your service reputation. Also, you probably won't know exactly what parts to stock first (this varies from location to location) so start small and re-order two parts for every one sold. This will build the proper inventory for your location.
9. Go easy on buying fancy tools, but buy good tools. You will need the special tools that Gravely recommends.
10. Ask for advice when you have doubts. Your District Sales Manager is an expert--use his counsel and knowledge to increase the profitability of your business.

## YOU WILL BE SUCCESSFUL IF YOU:

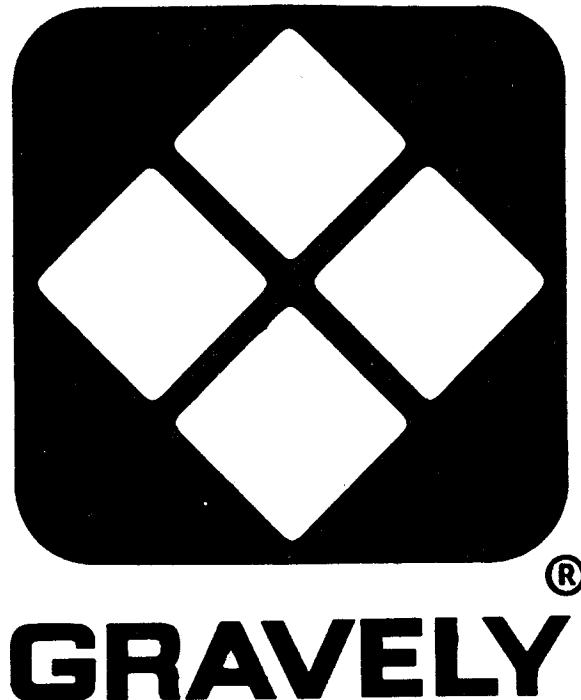
Run your business in line with good business practice.

Promote your sales by advertising, promotion, personal selling.

Give your customers the best service in your power.

Get out in the field and sell.

Make friends and talk GRAVELY!



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