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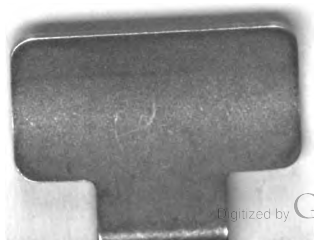
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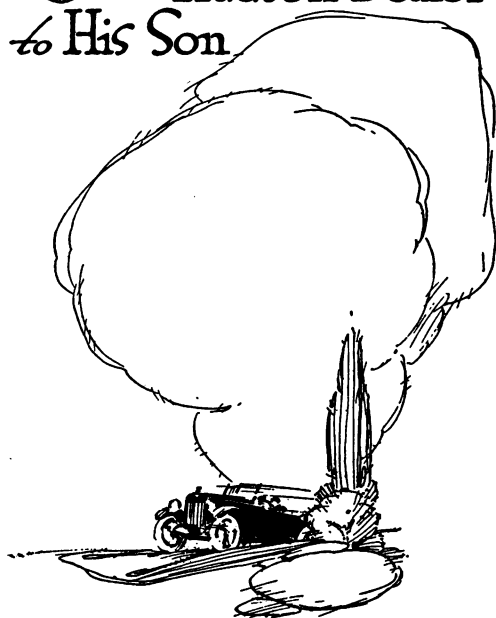
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Letters from a successful Hudson dealer to his son

Hudson Motor Car
Company



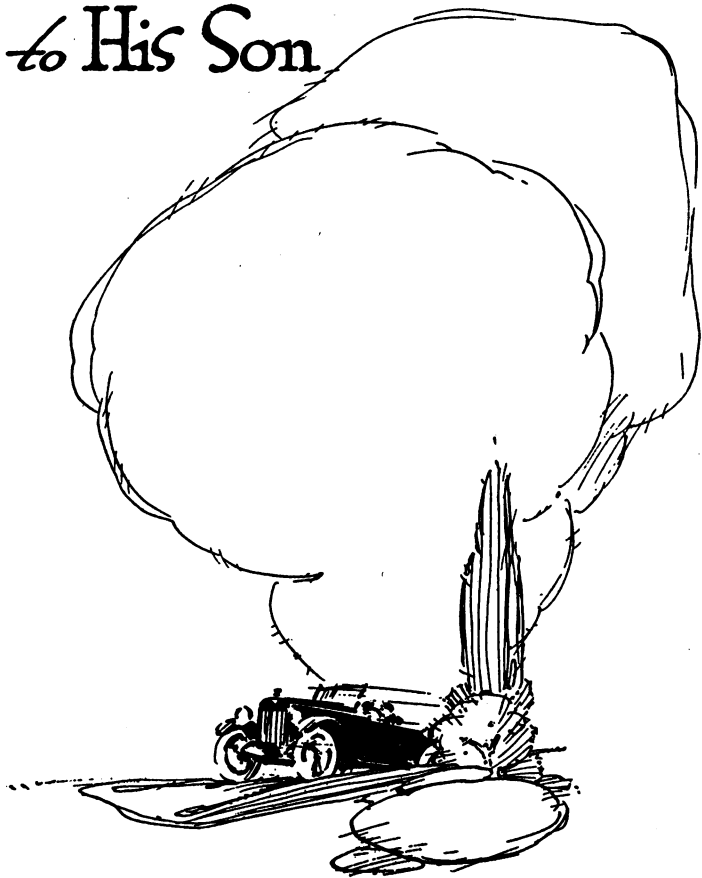
Letters from A Successful
Hudson Dealer
to His Son



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Letters from A Successful Hudson Dealer to His Son



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Making the Start—Analyzing a Territory— Importance of Rural Business

April 24th.

MY DEAR SON:—

I have your letter telling me that you have picked out your selling field, and that with a little addition to your capital—that I am willing to supply—you will be ready to begin business as a Hudson dealer.

Selection of Car

I am glad you selected the Hudson car. I am sure you will find it to be a winner. It is everything that the makers claim, and is so splendidly advertised, and so well and favorably known that it is practically half-sold when you get it. This is a very important point and I congratulate you on having sense enough to see it.

You ask me to go over the various things you should do and should not do in order to be successful. I will try and do this, basing my remarks partly on my own experience and largely on the methods of successful dealers I have known.

Analyzing Territory

To go briefly over your territory and expectations.



I understand that you have twelve counties with a total population of about 600,000. You have in your territory 30 towns of 1,000 population and over. The total number of cars now owned in the territory is 5,317 of which only 185 are Hudsons. Your territory is partly manufacturing and partly agricultural. Land averages in value \$75 per acre.

I like the way you go about this. You show that you appreciate the fact that careful analysis, and thorough knowledge of your territory is half the battle. Very many old experienced dealers don't know as much about their territory after years of working as you already know of yours.

Don't lose confidence in yourself just because your retail selling experience has been in another line. It isn't always the successful retail salesman who makes the best manager. There are many places where the power to pick and manage is worth more than individual selling ability.

There is a good supply of men of the capacity to make successful retail salesmen, but it is much harder to get executive ability and organization capacity. These are of much greater importance to you than the mere ability to go out and sell a car. I know thousands of good retail salesmen who would fail utterly as dealers because they lack the executive and organizing ability.

Importance of Management

On the other hand, the most successful dealers I know are men who practically never sell a car themselves. They are successful because they are managers of men, because they know how to organize, how to analyze, how to systematize. Don't worry, therefore, because you are not a retail salesman. You have other qualities much more necessary than that. Lay out your system and you can hire what retail salesmen you need. Your work lies along other lines, which I will presently tell you about.

On carefully examining your territory, sales and other details, I see at once that what is needed there is *wholesale* work. You have a good retail territory in your home city but your big opportunity lies in organizing and working your outside market. And in this I am in accord with the factory for you say the Sales Manager talked volume, volume, volume, all the time. You can only get volume by thorough working of every promising spot in your district.

I notice in one of your counties are two towns of 12,000 and 10,000 population where there have been sold only three Hudsons in 1915. Yet the county has 3,344 farms of an average value of about \$10,000 per farm. Now you can see yourself that there has been neglect there for certainly a county so rich and populous with two good small cities can absorb more than three Hudsons in a season.



Working All the Territory

I speak of those points because I want you to get the conviction at the start that if you are to be a success you must *work your territory*. You may sell 50 to 75 cars a year right in your own city by devoting your thought and attention to retail efforts, but you can sell 150 cars in the territory if you put a good man or two on your retail work and then go out yourself after the organizing and working of your *outside territory*.

Your profit per car on wholesale will not be as large as your retail profit. But it will cost you less to job cars than it will to retail them. And you need by no means neglect your city trade because you think also of your wholesale.

To your local or associate dealers you can offer a very satisfactory profit. Yet because of the number of cars you distribute at wholesale, and the reduced selling expense per car, you will find it will pay you exceedingly well to devote lots of time to this phase of your business.

I figure you should do in your territory from 150 to 200 cars. You say 103 has been the best record, and that was made this season. But it is quite evident even to a casual examiner that wholesale work has been practically neglected and that the whole effort has been put on retail selling in the cities in the territory. You can change all this in six months and I will bet you a good dinner that the factory will give you the glad hand of commendation if you cover your outside territory in better shape than it now is, and increase their volume of sales to possibly 200 or more next season.

Aim at Big Volume

I feel certain that Hudson factory men, like other successful automobile builders, are keen for volume. They show this by their past record. As I recall it their production has jumped from a value of 10 million dollars a year or so ago to something like 18 million dollars for this season. For 1916 it will be more than double that. That shows *they* want volume. Now the dealer who sticks close to his factory and to his factory policies eventually wins. So trim your "sales" to conform with the factory desires and you'll go a long way along the road to success.

I'll write you next week more in detail as to how to start your accounting, sales promotion, and other departments.

Your mother sends love.

DAD.



A Letter to the Big Dealer—Or the Man Who Wants to Grow Bigger—Dealer Reports and Accounting

MY DEAR SON:—

May 1st.

Out of your estimated total sales of 150 cars per year you probably will find that 120 cars will be wholesale. In other words that is to be the important part of your business. Therefore I speak first of the handling of wholesale.

Multiplying Selling Units

Large volume of wholesale business comes from the multiplication of selling units. The law of probabilities and averages works as perfectly in selling motor-cars as it does everywhere else in the



world. A life insurance company can tell you how many men in a thousand will die in a certain time, of what disease they will die, how many will be left in their families, and a lot of other information. Much the same sort of statistics may be secured for motor-car selling.

You know your selling population, the value of land, the number of farms, the value per farm. You can get a lot of this information from census reports that Washington will send you on application. County records will give you some. Tax lists will show you the men who own property and who have incomes. The state treasurer or the county officials will tell you who own cars, their age, and their value.

From all of this data you can construct a table of possibilities and probabilities that will give you a basis on which to work. You will know how many cars a certain district has absorbed and how many it should continue to absorb. You will know the men who have bought and the men who can buy.

Distribution of Local Dealers

Now, with this information before you, lay out your campaign. Put your local dealers in sections where they will be centrally located in a good buying community. Locate their headquarters at a central trading section. See that they are equipped to handle service, and to carry demonstrator and stock cars. Arrange to assist them to secure sufficient banking facilities. I don't mean to endorse their paper or loan them money but put them in right with the bank at places where they need help. Educate them where they require it. Some to be sure will be quite independent of this, but others will be glad to have you give them counsel, advice and aid.

Reports from Dealers

I recall that in telling me of the provisions of your contract form with your dealers that provision was made there for weekly and monthly reports of cars in stock, cars sold, used cars, prospects, resident dealer conditions, and other matters of this kind. I would suggest that you make this clause a *live one*. See that these reports *are made*. Don't let any dealer get the impression that he can do this or not just as he pleases. The very life of your wholesale rests on your intimate and accurate knowledge of conditions every day. *Insist* that these reports be made.

Cover the outlying sections with resident dealers. Make sure that your dealers co-operate with you in this respect. Where a dealer refuses to follow your plans cancel his contract without compunction and get another dealer. If a dealer works his territory well and enters whole-heartedly into your methods help him and favor him



to the limit, but if he is mutinous and refuses to follow his captain, set him up against a wall and shoot him! That is your only hope to control your territory and to be a big dealer. The organization comes before the individual.

You may reply that local dealers are hard to get in some places, and that you have to take what is available and treat them gently or you will have no representation at all. But this is a dangerous practice. If you can't get the right kind of dealer, handle that point yourself by resident dealers and by frequent visits. By the time you have shown that Hudson Cars *are going to be sold there* you'll find dealers will come to you asking for the line and will be willing to work your way.

Sales Promotion and Circular Letters

Organize a "sales promotion" department to take care of such matters as resident dealers, circular letters, prospect lists, follow-up literature, and other matters of this nature. Put a man in charge of it who has had experience in this line and who knows how to make this work pay. The right man will be worth much more to you than the average retail salesman. Don't put an inexperienced man or a boy, or a stenographer on this job and then expect it to pay. It will only be an *expense* if you do that.

Not every man knows how to handle this line of work. There are many who *think* they do. The writing of proper letters alone is an art. Letters and printed material are simply *salesmanship on paper*. If it is difficult to sell in person and by word of mouth it is much more difficult to sell by letter and print. Better not do this at all than to do it wrong. And if you expect to get any wholesale business at all you *must* have an efficient and energetic "sales promotion" department.

Traveling Men Over Territory

Your territory is large enough to call for two, possibly three, men traveling it constantly. One trip and then a week in the office waiting for "something to turn up" will not build a wholesale business. Keep your men "hitting the trail" *all the time*. Put your wholesale men on a percentage basis so that it will be to their interest to get the cars out. There should be a minimum of course, and there should be graded rewards for cars delivered to dealers, and for cars sold and delivered to owners. Make it worth while not only to get cars into dealers' stocks but to get them *sold and delivered* to users.

So arrange your accounting system that you will know exactly what each department of your wholesale work costs you. And make it pay on its merits. Don't lose money on one spot and try to make it up on another. Coax and nurse and whip and beat each district into a position where it will pay its way. It can be done,



and it's up to you to do it. All will of course not be alike in sales or in profits. But each should return its proportionate share as based on population and buying power shown in your charts. Never be satisfied with it until it *does so*.

Your dealers must be prepared to stock cars in winter. Only by so doing can they ensure a supply to cover spring orders. No factory can cease production in winter and then in the spring jump to the big output demanded to fill the rush of orders.

If dealers are to have cars to supply spring orders they must have them on hand when the buying begins. They cannot hope to wait to sell a car and then send an order to the factory and get an immediate delivery. Keep this ever in mind, especially in the fall and winter. "Forewarned is forearmed." Don't wait until a crisis is upon you and then try to meet it. *Plan ahead.*

Buying Power of a Territory

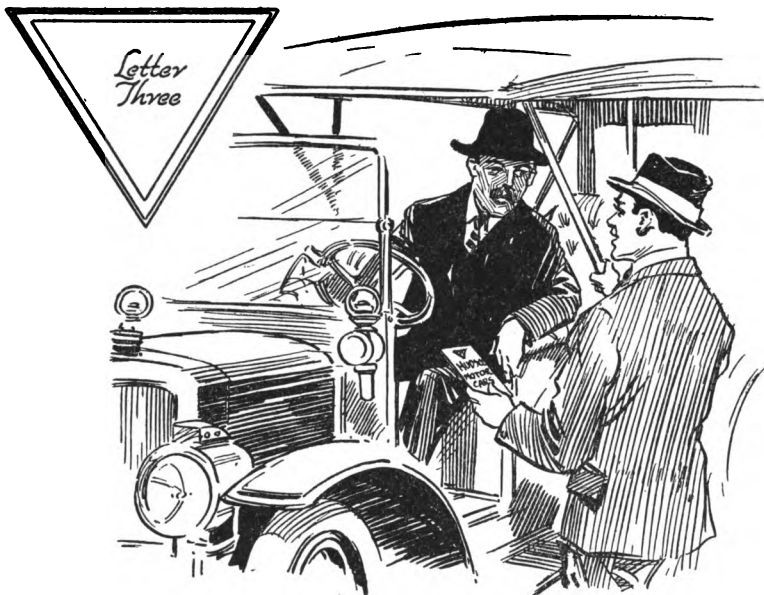
You will find that practically all your dealers will figure the buying power of their district *too low*. That is because they are not analytic, don't go at things systematically, and rarely appreciate the power of good salesmanship. They say to John Smith: "Do you want to buy a Hudson?" And Smith, of course, says: "No!" Then they report to you that Smith is "not interested" and is "not in the market." Yet a real salesman would first *make* Smith interested and then would sell him a car. The average small town dealer is merely an order-taker. He is not a creator of demand. There are *some* good ones, I very well appreciate. I am speaking of the average.

Know every morning the exact condition of every spot in your territory. Know the dealers who have cars on hand, how many they have, how many they have had, how many they have sold, their prospect list and every detail of the entire territory. If a dealer refuses to report get after him and make him "play ball" or give him the green ticket. *Absolutely insist* on knowing what every man is doing every day. You will be told this "can't be done." I say *it can be done*, and *must* be done if you are to control your territory.

Report this information to the factory. You will also be told not to tell the factory all you know. Again I differ. A big part of your success is going to come from straight, square, frank dealings with the factory. Keep them posted on your territory. Help them and they'll help you.

More anon.

DAD.



Selection of Building—An Accounting System —How to Push Retail Sales

May 8th.

MY DEAR SON:—

Your letter received. You ask a good many questions but I'll try to answer them all *seriatim verbatim*.

Expensive Building Not Always Wise

About that "expensive" building. *Don't!* You don't need a big, ambitious place to start with. Have it in a convenient location, with ample room for show-room floor, shop separated from office and show-rooms and in a good part of the city. I don't go much on costly show-windows. All very well if they are available, but the car is sold, after all, on the road and on the floor, not in the window. The "passing crowd" is all right, but the man *who comes in* is the man who buys. Do your advertising and circularizing right and you'll get the man inside the store.

Hold down your overhead. Don't skimp, but don't waste. Lots of dealers have fallen by the wayside because they worked in the dark. Money slips away where it might have been saved and they end up in the red ink figures. Ask the factory to put in for you a standard Hudson accounting system. They will show you how to do this.

Have a charge or credit slip for every individual item of income and outgo. The voucher system—if not made too complicated—is an excellent one. Install a shop-ticket method by which every job carries a record of time and material. When the job ticket comes back to the bookkeeper's desk you know to a cent what every repair job has cost and what is its profit or loss. Every minute of your shop time should check weekly against some job or some department. If it doesn't do it find out where the leak is and remedy it. (I learned this detail in a big printing office and it saves me many a dollar.)

You *must* travel one or more wholesale men. You can't do anything unless you do. The biggest part of your business is in the wholesale. I don't think you need fear those other cars you mention. The Hudson has ample prestige and class to enable you to get two or three hundred dollars more for it. If you can't get the orders the fault is in *yourself* and in *your salesmen*, not in the car.

Taking Small-Car Buyers "Up the Line"

Your territory is largely manufacturing, suburban, and small town. Yet I am sure you will find also that many of the better class of farmers, who are now coming "up the line" on motor-cars, will be easily sold. Many a farmer started with a low-priced car or a cheap used-car, who is quite able to buy and use a Hudson. Now that he has owned a car for a year or two he is ready to appreciate a really high-class article. Go after these farmer owners of low-priced and used-cars strong on this basis. Get a list of them and use "direct-by-mail" advertising on them. Educate your local dealers to concentrate their farmer efforts on this class. Don't spend time selling the motor-car *idea* to the farmer who never owned one. Pick up the easier sales to be had by selling the Hudson as a *better car* to the man who already owns a car. He doesn't need to be told he can get to town quicker, keep the boys on the farm, etc. That is all "old stuff". There are hundreds of thousands of farmers now "coming up the line" to the Hudson. The market is *bigger far* than any possible factory production for years.

Pushing Retail Sales

On retail sales in your own town you will be expected to double the record of your predecessor. That should be easy. Don't be



extravagant of advertising but use enough of it and do it right. Get some local flavor into it. If necessary write and publish some ads of your own. The factory will co-operate.

Remember the motto of the newspaper man: "Raise h —l and sell papers." In other words *keep doing something* to cause comment and talk. Don't let the city ever forget that you are there and that you are selling Hudsons. Stagnation is death.

I think you could use two retail salesmen. Pay them a drawing account and a commission. It will be best for you on the start. In this way your retail cars sold will balance your cost of selling. Go over their prospect lists yourself, daily. Have a daily report from each of them. I know the Hudson standard card file system and it is excellent. Follow it.

Keep Good Stock of Parts

Keep a good stock of parts and select them with care so that you can take care of practically every demand on the spot. This will get you the reputation for good service that is half the battle. Besides, you can make a nice profit on parts. Keep a stock account for parts and make it show a balance, *every day*, of what is on hand, what has been sold, and so forth. Run it like a retailer runs his stock. Reorder whenever a part runs below requirements. When you take stock every part on hand will check with your ledger account. Don't let shop-men run into stock and pick out articles themselves. Make your stock-keeper responsible for giving out and debiting every part used. Go over your stock and keep it in shape. Rust and dust have no right in a stock room.

The Factory Your Best Friend

And always remember, son, that the factory is your best friend. The owners of the company are as much interested as you in selling cars in your territory. If you succeed they succeed, and *vice versa*. If they lose you lose. When they have many cars to sell go in enthusiastically with their plans and help them sell. Sacrifice profits at certain times if it is necessary in order to "clear stocks." If you were in the clothing business you'd have sales to clear your shelves. Be a merchant in motor-cars. *Sell the goods.*

Volume is the "Open Sesame" to motor-car success in this year of our Lord. Shade your profits per car as low as you can, give your local dealers their share, create an efficient and live organization—and *Work!*

More next week.

DAD.





Training and System Count Big—Keeping Your Brain at Work—Miscellaneous Good

MY DEAR SON:—

Ideas

May 15th.

Read the Hudson Triangle

I have read over, carefully, the half-dozen copies of the Hudson TRIANGLE that you sent me. And I want to say to you that if you will read, study and follow what is there told you, you will sure find success. Now I am not handing any bouquets to the man who gets this out because I can see very well that he is merely an editor. That is he takes *other people's ideas* and puts them into readable words. But that doesn't alter the fact that in the TRIANGLE you have the boiled-down essence of the methods of many successful Hudson dealers. The value that is in those methods is sufficient to make you a rich man—if you *study them and apply them*. Of course you very well know that the best idea in the world is useless until you put it into practice.

In one copy of the TRIANGLE, for instance, I noticed the story of that guarantee for new cars and for used cars. I recall that not long ago a Hudson dealer showed me a copy of his guarantee form, made up, he said, from a story he had read in the TRIANGLE. I expect it



was this same story that I saw. He said he had been able to cut down his service period by the use of this piece of printed matter from twelve months to six months, and the strangest part of it was his buyers were *better pleased than before*. Now they could see that he was giving them something actual and tangible, in writing. Before they had a sort of suspicion that he was "slipping one over" on them. The form he used was beautifully gotten up with gold and green on good paper and surely looked very valuable. This all goes to show that people are impressed by spectacular things, and that they can be led your way if you handle them right.

All the big things of the world are done by the power of mind. Someone figures it all out in his head first. Then it isn't hard to put it into tangible form and get others to work out the plan he mentally lays down.

Organize—Then Organize Some More

On this basis organize, *organize*, then ORGANIZE some more. You may make more money locked in your office some evening when everyone else has gone home than you can by tearing aimlessly about the streets all day. It is perfectly true that *someone* has to do the running about. But your time may be made so valuable that you can better afford to hire someone else to do the pedestrian act. You must be a general. You must lead and direct and control your business. General officers don't go out and wield the shovel in the trenches. But they are the directing mind back of the thousands who dig. Multiply your power.

Most people lack in directing power and in ability to concentrate. You can choose your acts just as you can choose your words. When you are tempted to speak hastily and act impulsively you know how a little thought before you say anything cools you down and wonderfully adds to your command of the situation. You told me once that you had picked up this idea of self-command from a book of Arnold Bennett's. You were somewhat surprised to find how easy was the application of the principle.

Only Applied Ideas Count

You will find it to be the same in your business. Take this idea of the beautifully printed guarantee. I'll gamble that thousands of dealers read that article—and then forgot it—or let it slip away out of their minds. They were "too busy," or thought they were, to pay any attention to "stuff in the TRIANGLE." Yet the half-dozen or so keen, alert fellows who *put it into practice* are making money out of it, and it has wonderfully simplified their service problem.

Other ideas work out the same way. When you get a good one *apply it*. Don't let it slip away and lose the benefit of it. It requires



concentration, mental and physical energy, the habit of active thinking and planning. But it pays, and pays big. *Applied* ideas are the moving force in the world today. There are many more good ideas than there are *applied* good ideas.

Let us suppose a concrete example. One day you have ten Hudson cars in a Knights of Pythias' parade in your town. You get a good photograph of them. You say: "I have an idea it would be a good thing to make copies of this and send one with a letter to each of the 1,000 Knights in my territory." This is a fine idea. It has been done with success a hundred times. But just at that time you want to go over and see John Smith about a car someone said he was going to buy. You call on Smith at 11 A. M., you take him to lunch and you spend a little time playing billiards after lunch, and you get back to your office at 3:30 P. M. Smith by-the-way said he wasn't at all interested in a car just now. It took him *two minutes* to tell you that and you wasted over *four hours* in learning it, and in the meantime you *totally forgot your good idea* about the Knights of Pythias pictures!

Things That Don't Sell Cars

Now which was calculated to do you most good? You could have 'phoned Smith, or sent a salesman to see him. That wasn't the motive. Down in your heart you know that what you wanted to see Smith for was to have a pleasant time and enjoy a lunch and a game of billiards, and for this you sacrificed the time needed to put a fine advertising and selling idea into effect. You'll retort that you can do this anyway. Yes—but you forget it and you *don't do it*. (I'll admit this is perhaps a bit extreme but it isn't far from the truth nevertheless.)

The point I want to make is—*apply* the good ideas that you get. If they aren't perfect when you get them, chuck them into the melting-pot of your brain and refine them into something worth while. Then put them into effect and *make* them work out to a profit. You'll get no game from the finest shells in the world if left in the box. It's only those you put into the gun and *fire* at the target that bring down the prize.

Some Practical "Good Ideas"

There are *big* ideas and little ones. All are worth using. A big idea is Hudson service. You haven't had any in your town. See that you have it from now on. Free air is a good thing. It will cost you very little for an automatic, electric air-pump and fixtures. A perfect tag and report system in your shop is vital. Put in a calculagraph to record elapsed time on your repair and service jobs. You'll save its cost in a month. (If you don't know what a calculagraph is



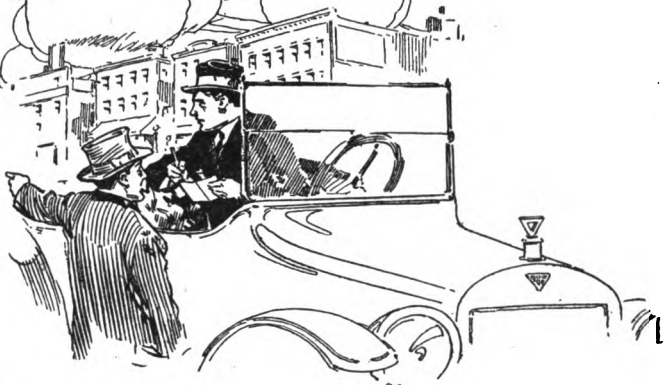
go and hunt it up. *I* won't tell you. Read and you'll find out). A clean show-room and clean windows is a simple idea often neglected. Get a porter. A uniformed porter is a good and cheap idea. Buy a uniform for him. A dictating machine in your office and at your home is a good thing. Get it. You'll be able to do a day's work in an evening when necessary and travel out on your territory the next day. I could go on for a week with these hints. They are what I call *applied ideas*.

Use your eyes! Be a sponge! Read! Think! *Act!*
Go to it, son!

DAD.



Letter
Five



The Car is Always Right—Selecting and Training Salesmen—The Value of Prospect Lists

MY DEAR SON:—

May 22nd.

I want to make one or two points in this letter that will be of value to you. So read it carefully, then go back and read it all over again, and study it from time to time as you would a text book.

Loyalty to Car and Factory

First—be loyal, yourself, to the car you represent, and absolutely insist that every member of the organization be the same. No matter what the car may be, never allow yourself for a single instant to harbor a thought that it is anything else but the finest car in all the world. You start out very fortunately with the Hudson, for it will not require any effort to keep yourself sold on it. But, whatever the car, it is your first duty to your company, to your car and to *yourself* to be convinced permanently and positively, that it is right through and through. Remember the toast which—as near as I recall it—goes “My country! May she ever be right! But my country, *right or wrong!*” That’s the spirit that must animate every part of your organization.

It is the habit of some dealers and some shop men to belittle the car they handle. They are so insane as to permit derogatory criti-

cism to be heard by customers and chance visitors. You will hear service and repair men—even dealers—say: "I don't see why the factory let a car go out like that. Sure! It's *rotten!* We have to go over every car before we deliver it."

Now, it makes not the slightest difference whether the criticism is justified or not—and ninety-nine times in a hundred it is *not*—the dealer who will permit remarks of that kind in his establishment is a 100% fool. I make it a rule that if I catch any man in my employ venturing the faintest hint of disloyalty or criticism, particularly before a customer or visitor, it's the toboggan slide for him on the spot and no excuses are taken.

You'll say it is absurd to talk this way. That there is no such thing as perfection. And that even good cars are open at times to criticism. That isn't the point, son. We are talking business, not splitting theoretical hairs. And it is business, and good business, to take advantage of all the psychological influences that help sales and profits. The fact that every man in your employ is absolutely convinced of the supremacy of the car is in itself a powerful selling argument. You see, it all comes back to the mental attitude.

Picking Good Salesmen

In selecting retail salesmen, don't consider the man who comes to you with a long line of testimonials from representatives of almost every car on the market. That merely shows that he has failed, for some reason, to make good. He flits about from job to job, never long at any place.

Look with indifference, too, on the chap who tries to impress you with his wonderful technical knowledge of a motor car, or by telling you great tales of his driving ability. Neither of these qualities are of much service in selling cars. The best retail salesmen I have known were men who had but a superficial knowledge of the mechanics of a car. And one of the very best of them never learned to drive. I don't say that some mechanical familiarity with the car isn't valuable, and I think any normal motor car salesman must love the grip of the steering wheel. But there are other qualities that are more useful in getting orders.

The salesman who has an agreeable personality, a smiling face, business horse-sense, alertness, industry and stick-to-it-iveness, will go far on the way toward success. He may not be so brilliant as some others, but in the steady month after month grind he will produce the most orders. There is no magic formula that can be used in convincing prospects. No hypnotic power that compels them to sign their name on the dotted line. Good, hard common sense and *work* form the basis of selling success.



Training Salesmen to be Successful

Pick your retail salesmen for these qualities, train them in the "Hudson way" of selling and you need have no fear of results. Remember that you must *lead*. You cannot always depend on your salesmen to direct their efforts along the most productive lines. Some are good workers. Few are good managers. Good plans properly worked out are worth ten times the effort misdirected.

Just another suggestion or two about your wholesale department.

You must work, and work properly, every portion of your territory or you'll *lose* it. No manufacturer will assign territory and permit it to be left unproductive. One of the first things you must do is to go over every spot in your district, preferably with a car, stopping as long as necessary at each town and trading center. Carry a map and note book with you and record as you go along just what you find and what you do in each place. Don't miss a village however small. If you can't do all this yourself get someone to help you.

If possible, cover a good portion of your territory with local dealers on your first trip. At least get local dealers at prominent points, so that you have at once the start of an organization, and you begin immediately to get orders for cars. Bear in mind that you need quick orders for demonstrators, and as many sales as possible during the early part of the season. You must have the back of your year's business broken by the end of July.

Prospect Lists Are Your Capital

On your trips through the territory collect lists of prospects. And tabulate these by dealers and localities when you return to your office. Follow these up faithfully and steadily. Not one dealer in twenty appreciates the value of "mail drumming" or knows how to handle it. If they once realized its big possibilities they would be doing a bigger business and covering their districts in a way that would be much more satisfactory to the manufacturer.

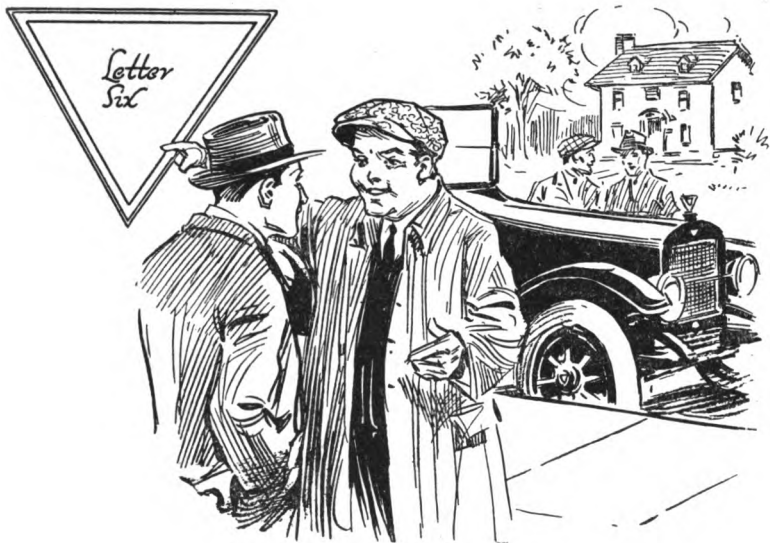
Mark your local and resident dealers by the "map-tack" method on a *big* map in your office. And see that *every selling point* is covered. If one shows vacant *go after it* until you get a tack in it.

As soon as you have finished one trip through the territory, start on the next. Two of you should be able to cover it well. I notice it is only about 100 miles from north to south and the same from east to west. With your good roads that makes it possible to travel in a car, which is an advantage. Knowing your capacity for persistent digging and your everlasting energy, I predict great things from your wholesale efforts.

What would you like me to write you about next week?

DAD.





Cars Today Must be SOLD—Business Organization Essential—Hints on Systematic Salesmanship

MY DEAR SON:—

May 29th.

Selling a motor car today is a quite different undertaking to what it was five years ago. In the "good old days" when everybody wanted cars and builders couldn't turn them out fast enough, cars were bought, not sold. People stood in line, almost, for them. It was an easy matter then for a dealer to grow wealthy. His profits were big, his expenses for selling and service were small.

Then was the golden age of the one-day selling plan. Permanent organization was not necessary! The fish would bite at any bait.

Dealer Must Sell Satisfaction

Today the retailing of motor cars has settled down into a business demanding capital, knowledge, organization, permanency. Buyers look for service, they demand that their cars "deliver the goods." The old way of selling a car and forgetting it won't do now. The dealer must not only sell the car, he must sell *satisfaction*. The life of the retailer who does not stand back of his cars is short, and his end is sudden.



You will find people amazingly incredulous of your enthusiastic eulogies of the car you sell. They will smile and remain coldly unconvinced in the midst of your most glowing descriptions of your car. For they hear almost exactly the same story from every one of a dozen other dealers. The competition of today is a condition totally unknown a few years ago.

This is why confidence, reputation, performance, the testimony of owners, hold such a prominent place in modern motor-car merchandising. Your success will depend on the reputation of the car, the factory, the ability you display as a leader and an organizer. Mere verbal pyrotechnics won't get you orders today. Whole barrels of conversation are spilled by loquacious dealers and salesmen without effect. The unbelieving public, icily unmoved, remarks that its birthplace was Missouri and it demands to be "shown" before it gives up its hard-earned dollars.

Each Local Dealer Must Do His Share

You must not get the impression that only a man who handles several hundred cars can be an organizer. System and the working by plan is just as essential and resultful in the case of the man who sells a few cars as if he sells many. And the proper application of good management and a definite and well-thought-out plan tends to increase a dealer's business. He may start as a ten or twenty-five car dealer and may grow to be a distributor of hundreds and thousands.

It should be your aim, to educate your local dealers to grow, to instill into them the desire to increase the number of cars they contract for. Where you give a man a district calling for the sale of, say ten to fifteen cars, show him how if he handles that well you may next year want to give him two or three times as much territory. Create in his breast the fire of ambition. Educate him to go after business in the right way. Instruct him in the handling of advertising, the use of letters, the appointing of resident dealers, the principles and practice of service. Explain to him the tremendous value that comes from making every owner an advertiser and a salesman. This, of course, he can only do by making that man so well satisfied with the Hudson that he will bubble over with enthusiasm and tell everyone he meets about it.

The principle of system, and an elastic and flexible plan, may be used even by a resident dealer in such a way that his work, limited though it may be, can expand and grow. Many a man who started as a resident dealer will one of these days find the business so profitable and so fascinating that he will eventually blossom forth into a regular dealer. Many a young man who now is putting his energy and thought into selling a few cars in this way will see the advan-



tage of establishing himself with a garage and show rooms, and devoting all his time to the work.

So that when I speak of organization and system disabuse your mind of the idea that it applies only to the *big* distributor. There is room for organization and plan even in so small a thing as washing the breakfast dishes.

Every Sales Unit Must Pay

In working out an organization see that every unit is productive. Every salesman should bring in enough orders to pay his salary and produce a profit. If he does not do so he is not a good salesman. Your shop foreman must be able to so handle his department that each workman does enough work to pay his own wages, his individual portion of the shop overhead and contribute his share toward the profit you have a right to expect from your shop. If you sell tires and accessories they should show a profit. If you sell gasoline there should be enough in it at least to cover expense of material, interest on investment, depreciation of equipment, and handling. Your roadman's work should be figured to produce definite returns on the right side of the ledger. Your letters should be so handled that you can trace results.

Even your porter may be so efficient in his work of sweeping the floor and washing the windows that prospects will come in and say: "Your place looked so neat and attractive that I felt sure your car and your service to customers must be equally well taken care of." Thus your porter makes *his* small unit pay.

Making Used Cars Profitable

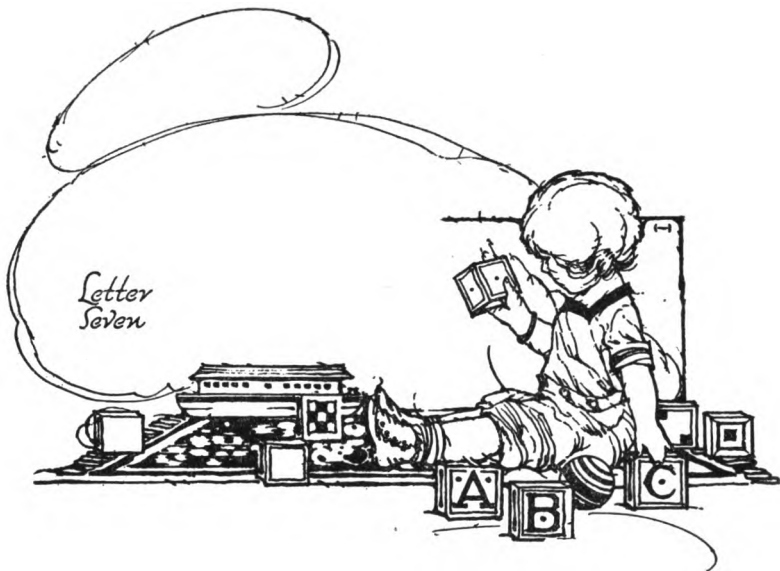
You may not be able to make your used car department show a profit. Though I know dealers who are successful in making even this despised part of their organization pay for itself. It all depends on your ability to convince the prospect that your price for his old car is the right one. And in your adroitness in advertising and selling the used car.

After you have been in business for a year there should be a steady—though possibly moderate—income each month from service in the form of the nominal monthly charge of \$4.00 or thereabouts for inspection, greasing and oversight of owners' cars. Each owner should be so educated that at the end of the six months' free service and inspection he will want to continue with it on the nominal monthly fee plan.

I think this will give you enough food for thought for one week. At best I can only suggest lines along which *you* must think. I can't think for you. You must fill in the details of the skeletons I give you. I merely furnish blue-prints. You are the architect and builder of your own fortunes.

DAD.





Back to the Primary Class—Some Actual Questions Answered—Helpful Hints on Dealer Service

June 5th.

MY DEAR SON:—

I have your last letter with a list of questions.

You surely are taking me back to the "A, B, C," of the business. I feel as if I had just stepped into the primary class in motor-car selling. To be quite frank no one but a "kid" at the business would ask some of your questions. Unless you have barrels of horse-sense, oceans of optimism, and an indefatigable itch for the "know-how," you better stop right here and go to selling peanuts. It may prove to be better suited to you. With this gentle prod I'll try to answer your queries.

Trades and Discounts

QUESTION: Some of my sub-dealers tell me that in practically every sale of a car priced at above \$1200 in their territory there is a trade to consider. Also they say they can't afford any selling expense and repair expense on a used-car taken in trade. What shall I say to them? How can I get business, or more business, from them?

My dealers say that competing cars are purposely listed at high prices, and that on these high prices dealers are given what apparently is a high discount,



and because of this they can make larger trade allowances. Also they say that a man has a high idea of the value of the car he has owned for a year or two and it is hard to make him see the value of the new Hudson.

ANSWER: I group these questions together for they all are covered by about the same answer. I'd like to ask, son, what you think the Hudson TRIANGLE is published for? I saw some, unopened, in your office a week or so ago. As I happen to know something about what is in the TRIANGLE I would suggest that if you read and study it you'll find there an answer to every one of these questions you ask.

About the trading problem. That is everywhere. If a man wants to avoid it the one and only way is to get out of the automobile business. It is a part of the business of every dealer and it has come to stay. Things will never again be as they were in the early days of the industry when cars were few and buyers as the sands by the sea in number. A dealer may as well make up his mind that he must be prepared to face and solve the used-car feature of the business. It cannot be avoided.

Who Is the Salesman?

Your question shows the old, old trouble that your dealers are poor salesmen. They let the customer sell *them* the old car instead of selling their new car to the customer. If these dealers are instructed by you along the lines laid down repeatedly in the TRIANGLE they will be able to meet the problem. The owner really has no higher idea of his old car than he has of the new one. And if he should have isn't it the first business of your dealer to sell *him the Hudson* and then he will be able to modify and reduce the customer's exaggerated idea of the value of his old car. But, can't your men see that the customer is merely "bluffing" them? *Of course* he tries to make them think his old car is worth more. That's his game.

As to your competing cars being so priced that the other dealers are apparently working on a bigger discount, I fail to see any reason why you and your dealers should whine. To offset this you have all the advantages that have been told you a thousand times about the Hudson. If you persist in keeping your eyes fixed on the other fellow all the time, you're licked before the fight begins. Work the used-car business as you've been *told to do*, prove to the customer the low value of his old car, sell him the Hudson as a car worth immensely more than competitors', explain to him how fictitiously high list-prices and big trades are handled, explain the better investment value of the Hudson—and you'll overcome this "objection" which really is no objection at all.

About Names from the Factory.

QUESTION: How many applications for sub-dealer contracts should I receive from the factory? And how many prospect names should my sub-dealers and dealers get through the factory advertising?



ANSWER: I can answer both those questions in one word, "*none!*" I may have to explain it a little, however. Is it your idea, son, that it is the duty of the factory to build the car, ship it to you, put it in delivery order, sell it for you, keep it running for you—and then *pay you the profits?* Are you going to exist like the lilies of Solomon that "toil not neither do they spin?" Is it to be *your* part merely to sit in your easy chair and smoke expensive cigars, while the factory sells your cars for you?

No, my boy! *You* are the man on the spot. *You* are to dig up your own dealers. *You* are to hunt and find your own prospects. *You* are to send information *to the factory*, instead of the factory sending it to you. Would you expect a general to furnish information to a scouting airship miles away? Or the head of a big business to write information to his traveling men of conditions in their own districts, many miles distant from the house? *You've* got the cart before the horse.

Getting individual, personal, replies to advertising is the object of mail-order houses and small businesses. Good automobile advertising is not intended to draw individual requests or letters. It is intended to create a *mass National* impression about the Hudson car and to send the interested reader to *you*, or to his nearest dealer. The dealer should learn of a prospect long before the factory does. It isn't the factory's business to hunt sub-dealers or resident dealers, or buyers for *you*. It is *your business* to find your own dealers and prospects. The factory advertising and organization will *help* you to do this. But you have no right to expect the factory to run your territory for you.

Dealer Who Has No Service Equipment

QUESTION: What do you do with a dealer who is having trouble with an owner's car, and who has no mechanic to do the work, or has one who cannot do much more than put on wheels and grease the car? I cannot figure that I can do the work for him. The dealer says he sells only 10 cars a year and if he pays \$1200 a year for a mechanic he will have no profit left.

ANSWER: Your dealer who sells 10 cars a year has no business to be paying \$100 a month to a mechanic merely to look after 10 cars. Or if he pays that he naturally expects other business than these 10 Hudson sales during the year. He probably is a mechanic himself. If he isn't he has some other income than his commissions on so small a business as only 10 Hudsons. He probably runs a garage and repair shop, and sells gasoline, oils, tires, etc. He takes care of many cars for residents in his neighborhood. Or his Hudson income is not all he has to depend on. It never is contemplated that a dealer is going to sit down and sell only 10 cars a year, pay a mechanic to look after them, and merely stroll about "bossing the job."



The Answer Is, "Make More Sales"

If he develops the full extent of his opportunities and can only sell 10 cars then he apparently has no use for a \$100 a month mechanic. And if his territory is big enough to give him 12 months' steady, systematic work he isn't working it right unless he gets *more* than 10 cars out of it. Either he must make more sales or admit that he isn't the kind of a man to succeed as a motor-car dealer. This is a business for real *business men*—not children in the primary department. The thing for such a man to do is to first learn *how* to run a business. Then he will find no trouble in selling more cars or in taking care economically of the ten he does sell.

The commission that is allowed by a motor-car manufacturer to dealers is not supposed to be *all* clear profit to the dealer. Part of that commission is paid for the *express* and *definite* purpose of insuring *service* on the car. If the dealer is not going to take care of the car he sells then he must expect to receive a lower commission on its sale. *Someone* must look after that car. And the someone who does it gets the "service fund" as it might be called that makes it possible for him to look after it. If *you* have to look after cars sold by your sub-dealers then you are entitled to a certain proportion of the commission the sub-dealer otherwise would receive, to repay you for doing the work. If the sub-dealer expects his full commission he must assume the full obligation to give service on the car. If he wants to keep a mechanic at \$1200 a year it's up to him to sell enough more cars to make it possible to pay such wages.

Dealer Must Carry Stock of Cars

QUESTION: We have trouble in getting a local dealer to make an allotment schedule and take cars by it. He won't take them except as he sells them. He wants to bring his customers to the distributor and have a new car delivered out of the distributor's stock. Often he hasn't the money to do more than buy a demonstrator.

ANSWER: You have picked a poor local dealer. Get a better one. Such a man isn't a dealer at all. He isn't even a business man.

You must be a *jobber* of motor-cars. A jobber or distributor must educate his retailers, he must "father" them. In some instances, he may have to help them to finance their stock. He must at least see that they conduct their business in such a way that they will enjoy the necessary amount of credit with their local banker.

What would you think of your local grocer if he took your order for a bag of flour and then sent you to the city jobber to have it delivered to you? He is expected to carry a stock such as is called for by the requirements of his business. A motor-car dealer also must carry stock, particularly at certain seasons. To be sure one motor-car calls for the investment of more money than does one bag of flour, but the principle is the same.

Prizes Are Won by the Best Equipped

The motor-car dealer who isn't willing to do business in this industry in the way that the methods of the business demand simply has no right to expect the rewards that are won by the men who *are* willing to do it.

If you aspire to be a "distributor," a "jobber" of motor-cars, you cannot hope to escape the responsibilities that accrue from enjoying the profits of such a business. You cannot expect to hear the music unless you are willing to pay the piper.

I'll have to defer answer to other questions until my next letter.
Read, mark, learn and digest these primary thoughts, son.

DAD.





About "Intensive" Salesmanship—How to Determine a Selling Quota—Plenty of Room for Salesmanship Growth

MY DEAR SON:—

June 12th.

It was with much interest that I looked over the map you sent me of your territory, with attached statement of populations, local dealers, and other statistics.

You have made the mistake common to many dealers. Some who are accounted big men in the business still have not learned differently. You have given your local dealers too much territory. You have apportioned the territory of local, or sub-dealers, on a geographical basis instead of on a number-of-cars-sold basis. You have not yet learned the lesson of the *intensive* working of territory.

Intensive Work is Most Successful

I happen to know of actual experiences in this connection where the territory of local dealers had been cut down to approximately 50% of its former size, and yet where the sale of cars for the ensuing year was 75% to 80% larger than the previous year in the larger territory.



There still exists the class of dealers who have the impression that the bigger the district they can contract for the better off they are and the greater are their opportunities of profits. Yet the experience of thousands of successful dealers goes to show, unmistakably, that it is the dealer in the comparatively small, intensively worked territory who has the lowest overhead in proportion to volume of business, and who actually makes the largest net profits.

(And by-the-way, it may be well to remark just here that the only way to figure results on a territory is in *net* profits.)

I wish I could tell you a never-failing, hard-and-fast rule for determining the proper amount of territory to allot to one of your assisting dealers. Conditions vary so much that to do this is frankly impossible.

How to Determine Dealer Territory

In some sections of the country a very good guide is population. This rule works out in districts where the average of wealth is more or less uniform. In Iowa, probably as good an example as we have of a wealthy agricultural community, a successful distributor has figured out that there should be one car sold of Hudson class and price to every 1,500 of population. That works very well for Iowa. But it might not suit your section.

You must take into consideration all the aspects of the case. I believe I would follow fairly closely the reports of the Federal census. To be sure the last available census statistics are six years old, but for rural communities this does not make much difference. Conditions in the farming sections change slowly. These tables will give you a mass of information not necessary for me to particularize here.

Working Out a Selling "Quota"

Get accurate lists of cars owned, the year and model, whether bought new or second-hand, and all other available data. This will enable you to determine who has the "motor-car habit," and about their buying power. For a man usually (not always) buys as good a car as he can afford.

You may think it quite a job to collect and tabulate all this information, and so it is. But nothing worth having comes to us easily. There are few royal roads to profit.

With these figures before you it is not difficult to estimate quite closely the number of 1916 Hudsons that your territory should absorb. And you can divide the work in a fairly uniform manner among dealers, giving to each the number of possible prospects that he reasonably should sell.

It may be a trifle difficult at first to convince your local dealers that they will make more money out of "a little farm well tilled"



than from a territory that stretches from sunrise to sunset. But whether or not all dealers yet have grasped it the fact is patent to the best motor-car sales managers that *intensive marketing* of a car must be done if volume of sales is to be attained. And nothing but volume of output and wide distribution makes possible the marvelous values that are today being offered by automobile manufacturers.

Room for Growth in Selling Efficiency

Many competent business observers believe that designing and production are approaching the maximum of efficiency and economy. But the same is by no means true of selling. In the entire field of manufacture, selling costs run from one and a half to five and six times that of manufacturing costs. Evidently there is yet room for greater efficiency in many selling organizations.

To you the problem narrows itself down to this that you must study your own field, and your own expectations and requirements, and so create and conduct your organization that it will produce the highest possible efficiency in every portion of your territory.

This can only be done by *intensified selling*, by concentrated effort devoted to smaller districts, under numerous sub-dealers and resident dealers. The secret of reduced selling expense and increased selling efficiency seems to me to lie along the line of *multiplied selling units* producing larger volume and a better grade of selling *management* and oversight. More later.

DAD.





When Is a Salesman?—Building a Selling Force—Salesmen who Win and Those Who Don't

June 19th.

MY DEAR SON:—

From your letter I gather that you're not entirely satisfied with the results obtained by your salesmen, yet as far as I can see you have about the average caliber of men in this position.

I think possibly the fault lies somewhat with yourself. You lack confidence, or the "know-how" to lead others.

Finding Retail Salesmen

To tell what it is that constitutes a salesman is rather difficult. Some men are born salesmen, some achieve salesmanship, and others have salesmanship thrust upon them.

I don't take much stock in this "born salesman" idea. I think environment and early experience have more to do with it than birth. If a boy is pitched out into the world at an early date to make his own way he acquires by observation and experience, habits of dealing with his fellow men that naturally help to make him a salesman. Yet the best salesmen I have known were men who were *trained* to that office. They had the foundation of good health, good appearance, neatness of dress and a working knowledge of the essentials of education.

The winning and dining salesman used to be the ideal of young men entering the automobile business. It was supposed that an

automobile prospect must be liberally supplied with liquor, cigars, lunches, theatres and other things in order to "put over" a sale.

These habits have been relegated into the records of the past. Motor-cars are no longer sold by these methods. Occasionally a prospect is found who appears to be susceptible to influences of this character, but as a rule selling a motor-car is a business proposition and is presented to business men in a business way.

Proper Training a Requisite

I have strong faith in the proper training of salesmen.

I would not waste time on men who manifestly did not have the proper foundation. Coarseness, vulgarity, the lack of education, untidiness of dress and person, objectionable habits and "accomplishments" of this order would bar a man from my selling force. Provided a man had the proper foundation I would depend upon my method of training to make him a good salesman. I have rarely seen this fail.

My best salesmen grew up in my organization and are as much a part of the institution as I am.

The training of a salesman is a pretty big subject, and I can hardly expect to cover it thoroughly in a short letter.

Most salesmen read too little. Reading maketh a full man. Knowledge is power. The man who knows most, other things being reasonably equal, accomplishes most.

Reading can hardly be too broad.

The daily papers, of course, to know current topics, current prices, the trend of business, the things that are going on in the world so that intelligent conversation may be carried on about them.

Inspirational reading that gives men optimism, that furnishes them with ideas, that puts a philosophy of life into their method of living.

The great national weeklies to get a grasp of the under-currents of world events, world-business and world-politics.

The monthly magazines for breadth and thought.

When I was a boy my teacher used to tell us that the study of Euclid was of value in training the mind and teaching it methods of logical deduction and analysis. At that time, I thought this was pretty high-brow stuff, but I learned wherein the value of this method lies. Much the same is true of a salesman's reading.

The Value of Reading

The principal value in reading is in the furnishing of ideas and in the training of a man to think.



Few nowadays read such books as Gibbon's "Rome," Rawlinson's "Seven Ancient Monarchies," Carlyle's "French Revolution," and the standard fiction of Thackeray, Dickens, Hugo and other noted writers.

Such authors as Shakespeare, or Arnold Bennett—even Kipling, Mark Twain and F. Hopkinson Smith—are *terra incognita* to the average young salesman of the day. While to mention Emerson, Maeterlinck or Omar Khayyam, would excite peals of derisive laughter.

Yet, strange as it may seem to some, these are the daily companions of the most important men in the automobile business.

It would not be difficult to demonstrate that the really *big* men in most lines of industry are broad readers and thinkers. It is from this spring of inspiration and human nature that they draw the ideas that have made them dominant.

True there are apparently successful salesmen who are but shallow pools of superficial smartness but they usually stay in the rut and rarely if ever make notable progress.

Salesmen should of course read the literature of their trade. An automobile salesman who is not posted on everything that is going on in the automobile industry can never be a 100% success. He should take certainly one, and better two or three, of the prominent automobile journals and keep posted on everything that goes on.

Keeping Posted on Competition

There is interesting reading for a salesman in the advertising pages. He should know as far as possible what every other company is doing, what other cars have brought out, what values they have to offer, wherein they lack value. This, not for the purpose of knocking his competitors, but so that he may have an intelligent answer to questions that will undoubtedly be asked him.

There is a theory of salesmanship that should be known to every salesman. There are whole libraries of books on salesmanship. Some of these are extremely valuable, some of them contain only small portions that are valuable, yet in all of them there is education for the salesman.

Modern salesmen rarely read these books. Not one man in a hundred is posted on the theory of salesmanship. Few have anything else than the cave man's idea of going after things with a club. Yet the salesman who knows his weapons and who handles them skilfully is the one who brings home the most scalps.

The Weekly Meeting Always Useful

Hold weekly meetings of your salesmen. This is an old, some think, worn-out subject, but nevertheless it has value and always



will have. The most successful dealers have educational meetings, weekly or oftener, of their selling force.

Encourage your salesmen to talk. Make them get on their feet and learn to think rapidly. Encourage them to get rid of the natural hesitancy so many young salesmen feel. The man who knows is the man who has confidence.

Train your salesmen to the knowledge of the car, the knowledge of how to handle it and how to present it, show them modern methods in using selling tools. By giving them this confidence you give them power.

Some day when you get a little further along I will come over and give your men a little talk. Not that I know any too much about it myself, but the mere fact that an outsider comes in and talks to them will do them good.

I would like to encourage you to follow out this idea. Invite prominent men to come in and talk to your selling force whenever you can get hold of them. Frequently men are passing through your city who would be very glad to spend a few minutes in the morning or evening, in talking to a bunch of salesmen.

All this is good education for a selling force and an excellent method of building up the organization that is to be the main-spring of your success.

DAD.





Value of Perseverance—Things Old to You Are New to Buyers—What Makes One Sale Can Make a Thousand

MY DEAR SON:—

June 26th.

Successful motor-car retailing results from doing over and over again comparatively simple operations.

Like most other occupations it is apt to become hum-drum and grow monotonous. A dealer is inclined to think that unless he is doing something spectacular all the time he is getting into a rut and failing to secure all the sales he should.

Novelty has its place and its uses. But the steady body of sales that brings the bread and butter of the dealer is the result of steady, uniform plugging along somewhat conventional lines.

Hammer Away on Good Service

To hammer away on good service month after month becomes an old story to the dealer. But it is ever new and always appreciated by the owner. It may have lost its novelty to the men who do it every day, but to the new buyer who is temporarily stampeded by a simple difficulty it assumes the size of a mountain. And is correspondingly valued.

The things we see and do every day are apt to become old stories and wearisome to us. We are too inclined to judge them from our



own viewpoint rather than from the angle of the man who is experiencing them perhaps for the first time.

A moderate-sized advertisement inserted regularly in the local newspaper looks very commonplace, sometimes ineffective, when we write it and see it before us day after day. But to the prospect who sees it for the first time it offers a bright, fresh, new appeal. If properly done it tends to drive him toward the order blank. Yet to the dealer it may have seemed a useless expenditure of money. Merely because he sees it every day. And familiarity breeds contempt.

Pound Out Weekly Selling Letters

The weekly selling letter to the regular mailing list has a tendency to become a purely mechanical operation. It often is put together more or less hastily, perhaps indifferently, is produced sometimes with but little care, and is mailed under 1c. postage as being the cheapest way to handle it.

Yet each one of these mailing letters reaches a prospect who may read it with an intense eagerness and appreciation quite unrealized by the clerk who sent it out. On these letters hang many more sales than most of us realize.

Clean Up and Keep Clean

The show-rooms and the show-windows look dreary and unattractive, at times, to the man who sees them day after day. The cleanly washed windows, the green leaves and the bright blossoms, or the rugs and palms have an air of deadly sameness. One is apt to think them unnoticed, not worth the time and expense of looking after them. But to the man or woman who sees them for the first time they are fresh, bright, beautiful. How often we hear exclamations of surprise and delight over things that possess for us no appeal whatever.

It is difficult for some to "keep up steam" under the steady pound of ordinary happenings, everyday things, and frequently-done tasks.

Yet an effort should be made to put into every action something of the enthusiasm with which it was done for the first time. Realizing that to the prospect or customer who drifts into the show-room everything is as if it had just been created for his especial benefit.

The pyramids of Egypt are hoary with their crown of centuries. Yet to the eye that sees them for the first time they convey today the same thrill and sensation as they did to people who visited them thousands of years ago.

Always New to the New Buyer

Not to become "weary in well-doing" requires an effort.

Effective selling plans and methods should not be discarded merely because they have lost their novelty for the dealer or origi-



nator. A series of mailing letters that brings back orders is as fresh after three or four years' use as it was the first day. Provided of course that it is not sent to the same list over and over again.

The public quickly forgets. The same argument may be repeated many times in newspaper advertising and perennially retain its power. It may be clothed in slightly different language, and illustrated in different form, but the selling point that brings one order will bring others.

Every successful salesman has some pet phrases and stock arguments that he trots out again and again. In each instance they are new to the prospect who hears them for the first time.

What Pays Once Will do it Again

Don't be afraid, therefore, of hammering away along the same lines month after month. If the system has proved itself right by producing orders in one month it will do so again.

Given a certain number of prospects—so many hundred or so many thousand—the plan that sells cars to a certain percentage will always do it with some other hundred or thousand, conditions being reasonably similar. If a series of circular letters prove resultful this season they will do so next. If moderate-sized advertisements in the local papers influenced good patronage one month they will do it again. If good service pleases one customer and influences him to recommend the car to his friends, the reputation of the car will grow like a snow-ball with each added buyer.

Aim High

Aim at a certain high level of efficiency in each department of your business. And then see to it that the standard so set is kept up.

Because things look old and well-worn to your eyes, don't make the mistake of assuming that they have lost their pulling power.

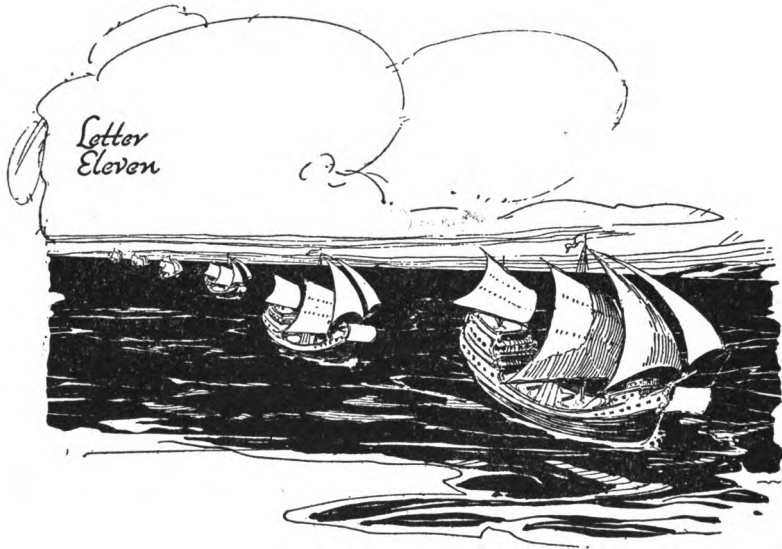
Because some salesman isn't shooting off fireworks or beating the big drum continually don't for that reason fear that he has lost his punch. The quietest and most unobtrusive workers are often the most valuable and the steadiest producers.

Establish methods that you know are right, that prove themselves to be right, and then *hammer them in day after day, unweariedly.*

Get novelty where you can, but don't imagine that novelty *always* is better than time-tried and proved order-bringers.

DAD.





**Motor Car Retailers Have Great Opportunity—
No Room for the Grouch or Pessimist—
Can the Word "Can't"**

July 3rd.

MY DEAR SON:—

I want to congratulate you on your good judgment—or was it pure luck—that started you into the automobile-selling business this year. For of all the rich years motor-car retailers ever saw this is to be the richest. It's a regular fleet of prize galleons, laden with plate, doubloons, pieces of eight, and all the other treasure trove we read of.

Wonderful Opportunities for Dealers

All you need is ordinary horse-sense and industry and you'll clean up big. With decent management you can't *help* making money.

It beats all how the people are buying cars. Not only the car you handle but *all* cars. It's a mighty good sign when all feel the effects of a good season. I'd rather see all cars selling well than to have one car doing a big business and others doing little or nothing.

This is calculated to put ginger and snap and vim into your selling force. There shouldn't be a pessimist in the lot. Any man who can't see the bag of gold on the end of the rainbow this year is blind as a mole.



The Smile That Won't Come Off

Keep this feeling coming. Don't let a man wear anything but the smile that won't come off. Show him that there isn't any blue in the motor-car universe. If he sees indigo it's all in his own eye. And it's up to himself to get that out of his system quick.

Insist that every man can sell a record number of Hudsons. It's all in his own mentality. If he refuses to see anything but success nothing but success will attend him. If he looks for gloom he'll find it. When a man comes to you with a long face and a sob story tell him to buy a copy of Jack London's "Burning Daylight" and read that through before he goes to bed. That's a story that has grit and nerve and bull-dog tenacity spilled over every page. Any man who can read that and then work the tear-racket is hopeless.

The Man Behind the Gun

A wholesale man came to me the other day excusing his lack of sales. He had all the usual stereotyped "reasons" why he hadn't made good. I let him run to the end of his string then asked him what other district he thought was better. He told me. I called in the man detailed to this supposedly favorable section and told him to change places with the first man. The result was that the "rotten" section yielded a rich crop of sales, while the "gilt-edged" district picked by the man-with-the-yellow-streak returned just as poor returns as he had showed in his first effort. Which conclusively proved what I knew was the case that success or failure is all in the "man behind the gun" every time.

Smash the Blue Spectacles

Don't listen to your salesmen when they try to excuse their lack of orders because of bad weather, hard times, unfair competition, or any one of the scores of other "reasons" that they will present. Believe me, son, there's nothing to it. Someone is buying motor-cars and someone is selling them. And if your men don't get their share of orders it's in the men and not in the car or in the times.

You'll find plenty of men who will sneer at this. They'll tell you this sort of idea is all "slush." But don't you let them infect you with their yellow-backed microbe of failure. For every smashing, whirlwind success there are dozens and hundreds of mediocre mutts who never will be anything else than whiners and quitters. It's up to you to say whether you and your organization shall be top-notchers or whether you will crawl on the ground at the bottom of the ladder all your days.

No Such Word as "Can't"

You remember the fellow who "tackled the thing that *couldn't* be done, and he *did* it." You and your men are to be the chaps to do the thing that others say "can't be done."



Tell your boys to take their dictionaries and go through them with a red pencil crossing out in that color of hope all the words that mean "can't." Forget that such a word as "can't" ever existed. Educate them to be *positives*, not *negatives*. A man can accustom himself to look only on the bright side. Before long he will find this is the only side he can see. There is then no such thing as failure in his experience.

That's the sort of stuff that will make this year for you and for your organization a glowing, glittering, golden success.

Try a full dose of this next week and let me know how you come out.

DAD.





To Be Big One Must Think Big—"Let George Do It," You Tell Him How—About Specialists and Bankers July 10th.

MY DEAR SON:—

Primary lessons are important ones. But the child kept on milk all its days would not develop properly. Neither will a motor-car dealer grow who looks only at the primary elements of his occupation.

To many men the difference between their buying price and their selling price is all they know or attempt to know of the automobile business. They can see no heights beyond that they might scale. Their ambition rises no higher than a little business in a little town, run as skimpily as possible so as to squeeze out the last cent of profit.

Door of Success Wide Open

Perhaps these dealers have their reward. But it is a small and pitiful accomplishment compared with what they *might* achieve. The door of success stands wide open today. The world is the market for the motor-car. Not even the confines of the continent bound the ambition of the man who seeks to be a really *big* distributor.

The Napoleon of automobile merchandising has not yet made his appearance. Giants there are among the builders. But as yet only



stars of lesser magnitude have appeared among the distributors and retailers. There is a wonderful opportunity for many to create name and fame and wealth in this field.

The Making of Big Dealers

To become big and broad one must contemplate things in a big and broad way. The man who spends his days in petty details never will reach the summit of success in his line. Had Carnegie, or Field, or Harriman, or Morgan, or other chieftains of commerce spent their days on small things they never would have risen to their dominant heights.

Big men always are men who know the secret of getting subordinates to do their work. They do the thinking and planning. But they leave the carrying out of details to others. It would be childish for a dealer to hire a man to sweep the sales-room floor and then insist on taking the broom and doing the work himself. Yet there are scores and hundreds of dealers, and others, in the motor-car business who cannot seem to learn that simple fact.

Jack of All Trades is Master of None

How often a dealer will try to be proprietor, sales-manager, shop foreman, bookkeeper, cashier, service manager, salesman, and even telephone operator and messenger boy. There are thousands whom this description *fits like a blister*. It seems to be impossible for them to *let go* of anything no matter how small or inconsequential.

The *big* way to run an organization is to pick the right man for the right place, make it worth while for the *best man* to be had to take that place, show him how you want things to be done, and then *let him do them*. If he can't measure up to his requirements the remedy is to get another man who can. But when you have the right man in the right place *forget him* and *forget the details of his department* and devote *your* attention to being an executive and manager and planner. That's where *you* belong. That's where *your* ability is worth most.

If you're not *big enough* to do this you'll *never* get out of the primary class.

Yet looking at things in a big and broad way does not by any means include the *slighting* of small things. It merely means that the small things are even *better* looked after than where a man tries to do it all himself. It means that each department of the business is at all times under the closest care and supervision of men whose life training has been along that special line of work.

The Right Man in the Right Place

This is an age of specialists. There are specialists in the various departments of an automobile business just as there are specialists



in the several departments of other lines of business. The man who is a top-notch service man may be of little or no use as a salesman. The man whose accounting ability insures accurate books and finances is probably absolutely useless as a judge of markets and demand.

Permanency in business is another of the foundation stones of successful motor-car distribution. Many attempt the business with the intention of "making a stake" and then getting out of it. The *getting out of it* is quite certain, under such circumstances, but the "stake" is apt to be a most painful one.

Nor does the idea of a big, broad business mean that a man must tie up a lot of money in buildings, elaborate or otherwise. One should have a good, substantial place of business, but judgment should be exercised in its location and construction. The most expensive and elaborate structures are not always the best from the dollars-and-cents standpoint. Many a big Hudson business is being conducted from a building comparatively inexpensive but so designed and built as to furnish the needful facilities for quick and satisfactory handling of all its departments. It is usually the "frills" that cost. Solid substantial can be had at moderate expense.

Cultivate Your Banker

Good banking connections, well nursed and cultivated, are essential to a big and successful business. To be able to get \$20,000, \$40,000 or \$100,000 when you want it is a necessity if you are to be a *real dealer*. The motor-car business demands the use of money in large lots at certain times. That is simply one of the peculiar features of the business.

Any man can get money when he wants it if he properly cultivates and educates his banker. J. Pierpont Morgan said that character was the best asset a business man could have. This form of collateral is available for any dealer. Accurate knowledge of his business, careful attention to the maturity dates of his paper, frank and friendly relations, and window-glass honesty, will get for any dealer the confidence and friendship of his banker. Many a dealer owes no small part of his success to the counsel and advice of his banker. It is true that some bankers have not always taken a broad view of the motor-car industry. But this misunderstanding can be avoided by the action of the dealer himself in showing his banker the opposite side of the picture.

I find this subject is too big for one letter. So I'll save further remarks until next week.

I hear that the new Hudson is sweeping the country like a prairie fire from ocean to ocean. Some car, boy, that you've got! I congratulate you.

DAD.





Hudson Is a Leader—Hudson Dealers Envied By All—Dealers Grow with the Company

July 17th.

MY DEAR SON:—

Have you been at the Hudson factory recently? If not you should by all means take the opportunity of making that trip at the earliest possible date.

I was out there last week. To say that I was amazed at the changes that have taken place is putting it mildly. Not the less was my astonishment at what they told me of the business being done.

Why Hudson Dealers Are Optimists

This fits in beautifully with my letter of last week. It seems to me that for rosy-hued optimism and rainbow prospects the Hudson dealer for next year has the longest of long ends.

They told me that over a *million and a half dollars* was being spent at the present time for new extensions and additions to the buildings. And I can well believe it. I walked through the new machine shop, the addition where the bodies are finished and upholstered, the large extensions to the shipping section, saw the new part of the engine-rooms and power-plant, poked my nose into the



enlarged heat-treating building and got covered with dust by the gang tearing out old buildings to make room for a new three-story west wing.

When these new portions are completed the Hudson plant will be a wonder. To be sure it isn't the biggest in the world. But as far as I can see it leads any I have seen for scientific designing and management. There doesn't seem to be any "lost motion" about it. It runs as smoothly and as certainly as one of the spiral bevels in a Hudson chassis. It impressed me as being *efficiency* all through.

"Delivering the Goods"

It was news to me, too, to learn that the Hudson was leading all high-grade cars in *the world* in volume of business. In cars at \$1,000 and up nothing touches it. In view of the many claims one sees about "big business" being done by others this record of the Hudson is refreshing. They don't talk much, these Hudson men, but they certainly do "deliver the goods."

Now, son, these are the things that work right along the line I wrote you about last week. This sort of thing is what makes *big dealers*. It should be worth a lot of cold, hard, real dollars to you to have this kind of a concern back of you. Fancy your situation if you were selling a little-known car, of small output, produced in some dinky little rented factory, instead of this splendid Hudson that is perhaps the most remarkable car in all the world.

Forget Your Competitors

You have competitors that you sometimes think are doing better than you. Some of them get ahead of you on one or two deals now and then. I have heard you "sobbing" over some trifling sale where the "other fellow" got the better of you by a big trade allowance or something of this kind. Yet what is one sale compared with the volume of business that you will do in the next ten years?

Look at the *big* things. Forget the little ones. You know the saying that every time you lose your temper or allow yourself to become worried over non-essentials you drop 20 minutes off your life. At that rate I know a lot of motor-car dealers who are shortening their earthly career at an alarming rate.

Hudsons Almost Self-Sellers

I talked with a Hudson dealer at the factory. He said he didn't know what this Hudson business was coming to. In the last 30 days he had sold 40 Hudsons and all but three of these sales were *spot cash* and no trades! He had expected to sell about 25 cars in that period.



He said people didn't have to be sold Hudsons. They just walked in and demanded to be allowed to sign an order.

All of which indicates to me that I had rather be a Hudson dealer than be president.

Really I think everything is right for you to establish a business that will last you as long as you want to remain an active fighter in the ranks of commerce. But bear in mind that to do this you must make up your mind, *now*, that you are going to fight shoulder to shoulder with the factory. That their problems are your problems. Their triumphs yours.

Look around you and see how dealers flit here and there constantly changing from one car to another. Never satisfied, never making more than a little over expenses. These men never will amount to anything. In the language of the street they are "dead ones" as far as cutting any figure in the industry is concerned.

At the Head of the Procession

The man who expands, who makes a big success, who really amounts to something, invariably is the man who ties up to a good car, and a good factory, and grows as they grow.

There need be no fear about the progress or position of the Hudson. At the rate they are going now nothing can stop them. They are destined to be among the very top-notchers in a limited field. For it is inevitable that there is to come a sweeping weeding-out of a lot of the weak ones in the industry.

Stick to the Hudson band-wagon and you'll always be sure to ride near the head of the procession.

More later.

DAD.



Letter
Fourteen



Selling Closed Cars—Buyers Found Where Least Expected—Hints on Handling Closed Models

MY DEAR SON:—

July 24th.

I am more or less ashamed of you this morning.

Or else I am at a point where I have lost faith in my ability to longer instruct you.

I thought I had inspired you with some of the principles of *real salesmanship*, but I seem to have failed in one respect.

Can't Sell What You Haven't Got

Your last letter said "We can't sell that style of car in——"

And yet I know for a fact that you haven't one to show prospects, that you haven't honestly tried to sell the car, that you have failed to apply any real salesmanship to the problem. How you expect to sell a car of this type, or any type, under these circumstances rather amuses me.

You aren't *selling* cars at all, son. You're merely an *order taker*. The cars are selling themselves. If it wasn't for the advertising of the Hudson Company, their tremendous reputation, and the gen-

eral desire of the public to buy, you'd be out of business in 30 days. That's as much as I think this A. M. of what you call your "selling organization." It looks to me more like a bunch of kids of 16 sitting around waiting for a man to come in and insist on leaving his order.

Imitation Motor Car Dealers

Now I hope you are not going to disappoint me by dropping back into this big class of imitation motor-car dealers. I think better things of you than that. You've got too smart a dad for a boy like you to turn out that way.

Suppose you try it this way—just for a change—and see whether or not you can sell a closed car of that type in your town.

First—*get a demonstrator*. You can't do anything with this type of car unless you have it to *show*. Photographs are well enough but they aren't good enough.

You take not the slightest risk in ordering a demonstrator in this model. Even supposing the very remote chance that you did not sell one you could always get your money out of your demonstrator.

This car is one of the most popular the Hudson ever built. It has been copied by scores of makers. It is a type introduced and established by the Hudson. They practically made a place for it.

I know for a positive fact that dealers have sold these cars in every type and class of city and town in the country. They sell well in big cities and they sell very satisfactorily indeed in smaller places. There isn't any reason under the sun why *you* can't sell a dozen of them at least. Certainly you can sell four or five.

Right Advertising Will Work Wonders

Second thing to do is to *let people know* that you have the car. They won't buy it unless they know about it. Use your local newspapers. You don't need a page ad every day. Use the ads sent you from the factory. Spend *more* rather than *less* than is expected of you. It's wonderful to a man who doesn't use advertising properly to see what it will do when well handled in a local paper. You practically dictate the motor-car sentiment of your territory if you work it right.

Get a selected list of people who ought to be owners of this type car. Send them a letter twice a week telling them in short, chatty, pleasant language about the car. As soon as you sell one or two mention the names of the buyers. And see to it that you sell to prominent people first.

Make an "opening" for the car when your demonstrator reaches you. Drive it about the streets with a handsome banner on it. Send postal card photos of it everywhere. Have a sign in your window and vary it from time to time. Do something different every



day or two to attract attention. If some prominent person comes to town see to it that they have a drive in the car and comment on it.

Hunt for Closed Car Prospects

Hunt up people who own open cars that should be driving a closed model like this. Make them a proposition. Do *anything* and *everything* to get a few cars into the hands of the *right* people. You haven't half realized the possibilities that lie in this kind of selling.

Lose money on a couple of cars if necessary in order to get them introduced. Give a man a big allowance on his old car if you have to. There's nothing criminal in this. I believe in getting a fair profit on my goods but I also believe in using horse sense and being a merchant.

Some motor-car dealers will hold on to a car forever because they can't sell it at an advance over cost. Yet if they sold one or two at cost or at a loss they'd pave the way for selling a dozen at a profit. Which shows the better merchandising head I ask you?

If I couldn't do anything else I'd *give away* a car to the prettiest girl in town, or the most popular physician, or the leading club member, or some other prominent person, making sure of course that I got adequate publicity out of the affair.

Keep Doing Something All the Time

If you give people a chance they'll forget you. The remedy is to keep *doing something* all the time. *Make* them know you're on earth and selling Hudsons.

Now I expect to hear next week that you have one of these cars on your floor as a demonstrator. I want you to send me copies of the newspapers in which you have advertised it. I want a sample of the engraved—you'll notice I said *engraved*—invitation to the opening. Also samples of the letters you are sending to your selected prospect list. And a postal photo card such as you mail to prospects showing the car before your show-rooms. And a statement of the number of letters you are mailing twice a week, and the number of people who called at your show-rooms on the opening day.

After having done this if you can write me again and tell me that "That type of car won't sell in this town" I'll come down there when I'm not busy and show you a sample of a *real* salesman in action.

But I know what will happen. You'll sell a dozen of the cars so quickly that your head will swim and I'll gamble right now that you'll wire the factory for shipments by express before the end of a month after you get your demonstrator.

If you think you're a salesman yet, kiddo, you're mistaken.

DAD.



Business Isn't All Done in a Day or a Year— Permanency of Dealer Essential to Final Success—Value of Resourcefulness

MY DEAR SON:—

July 31st.

It is worth while to keep ever in your mind that old English proverb: "One swallow maketh not the summer."

You may not at first glance quite see the point I am driving at. Yet there is a real, practical idea in my head.

You are starting on a career as a business man. You have selected the motor-car business. And in that I commend your judgment.

Because there is no business I know of today that offers to a young energetic man with a fair amount of backing such a flattering vista as does motor-car retailing.

Automobile Here to Stay

The automobile is here to stay. It has become a part of the warp and woof of human life. It is as permanent as the railway and the steamship. Certainly for the lifetime of your son and your son's son it will suffice as a business.

It is an individual and independent occupation in itself. It merits and demands study and experience if it is to be successful. And it will abundantly reward men who go into it in the right way.



In the early days of the industry many gambled on motor-cars. They had no idea of the permanency of the business. They took a "flyer" on automobile retailing as they took a "flyer" on wheat. Most of these one-year plungers have dropped out.

One-Year Men Rarely Succeed

Today the successful dealers are not one-year men. They are men who go into this business as they go into any other legitimate enterprise. It is to be their life work. They never expect to engage in any other business.

One season to these sensible, sane, business men is merely a milestone. It by no means covers the whole road.

Their profit and loss statement is an average affair. They make big dividends in prosperous times. But may receive smaller returns during other seasons.

They do not rate January as a lost month merely because it does not show the profits that are had in July. Nor do they expect every month, every quarter, or every year to be uniform.

They recognize the vicissitudes of human endeavor and human judgment. One year there are too many cars at the factory we will say. Another year there may be too few. The man does not live who can accurately forecast the future of anything.

One year the dealer finds sales easy and profits big. The next he may be sadly mistaken if he bases his expectations on the previous experience. Crops vary, times change, waves of action of varied kinds affect national and local conditions.

All of these are reflected instantly in the mirror of business. You feel them in your sales and in your profits.

The only logical and safe way therefore is to remember the old English proverb: "One swallow maketh not the summer."

Striking an Average of Selling Seasons

One year or one season is but one spoke in the wheel of your total business. When you have a dozen or more spokes you then can strike an average and say what you have done.

But to consider each individual season as the sum total of all your endeavor, your hopes, and your success, is to show yourself illogical, inconsistent, a poor business man.

To unduly rejoice because you have had a prosperous year is as ill-judged as to whimper and whine because you strike problems now and then. You don't expect sunshine every day. Nor do you anticipate that storms and fogs will prove eternal.

Peculiar Problems Must be Faced

You must face this business as all men do their line of work. The shoe retailer who stocks summer oxfords and has a cold season



does not for that reason curse the manufacturer and declare that the shoe business is "rotten."

He rates that as one of the vicissitudes of the business. He uses his ability and business acumen in getting rid of his over-stock of slow selling shoes. And hopes for better weather next season.

A clothing dealer anticipates a cool season, fails to stock light goods, and finds a sweltering summer dropped down on him. He wires his jobber for light-weight goods and the jobber replies that he should have placed his order before. Now everything is sold out. Does he blame the jobber?

It is a rule of business that high per cent. profit or interest invariably indicates a certain amount of chance and risk. Entire absence of any element of risk means what is often called a "safe, conservative business." Or in other words inconsequential profits and practical stagnation.

The Need of Courage

Now if you want to make a success of the motor-car business you must be prepared to venture out of wading depth sometimes. Always knowing that if you do get into deep water you probably can swim out. You don't necessarily drown merely because at times you venture beyond your depth.

You will encounter occasions when you haven't bought enough stock. And when customers throng your showrooms you won't have cars to deliver.

You will meet other conditions when you have ordered more than you can sell—easily—and you'll have to hustle to get clear.

But that is only part and parcel of the business. It isn't a parlor game for children you know. It's a fight for full-grown men.

When you strike difficulties—orders and no cars, or cars and no orders—bear in mind that "one swallow maketh not the summer."

Your success doesn't depend only on this week, or this month, or this year. You must work it out on the law of averages.

There's many a rainy day when the farmer can't make hay. But during the sunny days he gets in his crop, and year in and year out he shows a profit in spite of the weather.

Be a farmer of the sunny days. Make hay as hard as you can when the sun shines. But don't whine because now and then you strike a rainy day.

DAD.





Live Up to Every Opportunity—Method of Recording and Following Prospects— Pushing New Models

August 7th.

MY DEAR SON:—

No man is taking full advantage of his opportunities—I don't care who he is.

That may seem a bold statement. I believe it to be absolutely true.

We all grow weary. Effort tires us. We lack 100% concentration.

I doubt very much if many of us rise to the point of even 60% men, if we ever achieve that moderate peak of effort.

Always we plan to do things that we never get to. Always it is "tomorrow" that we are going to begin, or to act, or to work, or to do.

Our ease, our pleasure, our disinclination to exertion hold us back. Rarely do we work under full steam.

Plan and Then Execute

If *you* had followed out, in action, the plans made three months ago, you would have bigger sales to your credit today. I am not saying you have failed—for you have not. But I do say that you haven't lived up to your full opportunities.



You fell down on retail sales because you didn't properly organize your various departments.

Your own time is far too valuable to be frittered away on some of the things I saw you doing when I visited you last. I held the watch on you one morning and you spent over half-an-hour on a man who wanted a small repair part. He would have been perfectly well satisfied to have been waited on by some clerk whose time was not quite so important.

Keeping Prospect Records

You haven't a good method of recording and following up prospects. Your salesmen own your prospect list. When a salesman leaves he takes a part of your capital with him. This isn't right.

Your service isn't what you know it should be. It isn't what I call Hudson standard. Yet you know better.

In these and other ways your retail is below your opportunities. You know what you should do, but you fritter away time, you put off making proper organization, you neglect reforms and new plans that you are perfectly convinced should be installed.

Your wholesale is good but not as good as it *could* be and should be.

I glanced over the map of your territory. I asked your wholesale man about some points. He admitted you were weak in many places. I asked him why and he could only say that you "hadn't got around to it yet."

Need of Working Every Corner of Territory

He admitted that in districts where you had made little or no effort to get dealers other cars were selling reasonably well. Yet apparently there had been but little concentrated effort made to get Hudsons in. This looked to me like failure to live up to your full opportunities.

I must compliment you on the way in which you have analyzed your territory. I have rarely seen anything approaching your file of maps and records. You are on the right track here. You'd be amazed how few dealers there are who know their district as you know it. Many make no attempt at systematizing this varied information.

Some people consider this as a waste of time. They cannot realize the need of knowledge of conditions. Yet it seems to me that *to know* is always a preliminary of *to do*. I cannot understand how any man can expect to hit the bull's-eye unless he knows exactly what and where the target is.

A Well-Posted Wholesale Man

I shot a number of questions at your wholesale manager about the local dealers you have and he answered them all on the spot. He



knew whether the dealer was the best, second or third in the town.

He knew the dealer's banker. He had called on him and talked over conditions. This helps the dealer to a better relationship with the banker. In this you have done well.

You have done pretty well on standard touring car sales these past few months, but you have fallen down on closed car business. Now you have big opportunities to sell closed cars. You say they won't sell in your town. But how do you know? You haven't made an honest effort to sell them. You speak merely from snap judgment. You are guessing.

Sell a Limousine to some prominent family and you'll sell more. Get the leading physician driving a Cabriolet and you'll have dozens of other buyers after that car.

Big Opportunity in New Model

You're going to have a big opportunity in the new Touring Sedan. I saw one in Detroit this summer. It was one of the test cars. It surely is a most attractive car. You can sell lots of them. I hope you'll make up your mind to this opportunity and let me see you make the most of it.

You are a bit behind on your advertising. You should have more in local newspapers. The Hudson Company is one of the biggest automobile advertisers in the world. It has made the car nationally known. It has done its part. You must do yours. Your part of the work is the *local* advertising.

You aren't making the most of your opportunities for newspaper publicity. Where's that speed kodak you used to work with? Why can't you get that into action again? Newspaper men are keen for snappy pictures. You can get lots of them into the paper if you try. Some motor-car dealers are gluttons for this kind of thing. They are like Roosevelt—you simply can't keep them out of the paper.

Maybe you'll find some inspiration here, somewhere.

DAD.





**Big Business May Grow from One Sale—
Importance of Satisfied Customers—
Checking Up a Retail District**

MY DEAR SON:—

August 14th.

When you were a little chap about ten years old you were very much interested in astronomy.

You did not call it astronomy, you called it "the stars," but it meant the same thing.

I remember one day you asked me what space was. I could not answer you then in a way that you could understand but I can today.

Space—from a Hudson dealer's standpoint—is a vacuum where there are no Hudson cars.

The Nucleus of Sales

One clear winter's night you noticed the great nebula in the constellation Orion and asked me what it was. I tried to explain it to you by saying that it was the nucleus or kernel of a number of stars.



This was a pretty rough explanation, but one that I thought might be suited to the intelligence of a child.

It occurs to me that something of this kind applies very well to motor-car sales.

I heard Louis Geyler, of Chicago, explain it very thoroughly one day.

He said that he had made a map of retail sales in Chicago and it was most interesting to observe that they were located in groups. That is, there would be a bunch of six or eight Hudson owners in one section, then at a little distance there would be another group of three or four, or eight or ten, as the case might be.

He said he could almost state the age of the ownership of the original car from the number of sales in that particular group.

One Sale Brings More

He spots his territory with colored tacks indicating sales; and on looking at his map these certainly do arrange themselves in little groups that to me recalls vividly my explanation of the nebula in Orion.

Louis offers to bet that where only a single tack appears, inside of a year there will be two or three grouped around it.

I think this furnishes a very valuable idea for a motor-car distributor or dealer—that is that multiplication of sales comes from the individual cars located in virgin territory.

I think it might be a good idea to work this thing out thoroughly.

Take a map of your retail sales district for instance, and spot on it with tacks all the sales that you have made. Where you find a community where no tack appears, find out why it is there is no tack there. In other words, why no Hudsons are owned in that particular section of the territory.

It may be that it is a part of the city where individual wealth is not sufficiently large to admit of the purchase of a car of the quality of the Hudson, or it may be that the territory has not been worked.

Of course where the buying power is not equal to absorbing a car of Hudson quality and price, it might be difficult—perhaps impossible—to get a car into that particular spot.

Concentrate on the Weak Spots

But undoubtedly you will find many places where this is not the case, where the buying power is ample, where the individual wealth is sufficiently large, and yet where there are no Hudsons.

I would concentrate on spots like that until I had made at least one sale there. You might send a crew of junior and senior salesmen into such a place to fine comb it thoroughly until you made one good sale to some prominent man. Then you might let that



particular spot rest for a while and go after some other section. You can only do this by spotting it out on a map by colored tacks so as to have vividly before you in a form that appeals to the eye, the evidence of sales made and sales not made.

This same idea might be illustrated by comparing it with the growth of a cell or organism.

One Satisfied Owner Brings Two—Two Brings Four

The simplest form of life is a one-cell creature which propagates itself by this cell dividing into two. Each of these two cells then again divides, and so on indefinitely.

Suppose you make one Hudson sale. This owner is a booster—necessarily so because he owns a Hudson. Every Hudson owner is a booster. Sooner or later he is going to sell one other Hudson, thus you have two cells where you had but one.

Each of these two is going to influence his friends—double them again makes four.

Doubling them in this way for a short time quickly and remarkably increases your retail sales.

Of course, unfortunately, things do not work out always in so mathematical a way, but this illustrates very clearly the principle that your best advertisements and your best salesmen are satisfied owners. Where you plant a satisfied owner in a fertile community it is inevitable that in short time his enthusiastic boosting of his car will induce other Hudson sales.

Mr. Geyler's experience in Chicago is borne out by that of every other prominent motor-car distributor with whom I have talked.

Keep well in mind, therefore, that every sale made is a nucleus of other sales. And that to put a sale into a territory where there have been no sales is really more important than to put a sale into already crowded districts.

DAD.





Don't Hibernate in Winter—Sales Can be Created—Suggestions for Boosting Winter Business

MY DEAR SON:—

August 21st.

Don't be a bear. Lots of motor-car dealers are.

They think that the only time motor-cars can be sold is during the finest of summer weather. They are relics of the olden times when every man put his automobile away for the winter when the first snow began to fall.

Curious how persistent are these delusions that come to men.

Encourage Winter Driving

Nowadays more and more motor-car owners use their cars the year 'round. Particularly is this true of owners of closed cars. In fact the closed car perhaps is responsible to some extent for the wide-spread winter use of cars.

A closed car is so comfortable, so luxurious, so delightful, that once a man has owned one for a winter he never after cares to be without one.

People's ideas about cars are changing. Today many users prefer a closed, or semi-enclosed car, for regular touring. Very many others never lower the tops of their cars. I know owners who have driven their touring cars 10,000 miles and the top has never once been folded.



Why, then, should selling stop when cold weather arrives? Why should dealers hibernate all winter? Why is it the habit of so many to just naturally close up shop after the summer wanes?

Mainly because they haven't learned to sell closed cars. They are merely order-takers for easy-selling summer cars. Just as soon as the business demands some thought and energy they crawl into a hole or a hollow log, and—like a fat, lazy bear—go to sleep for the winter.

Keeping Up Business All Winter

Now, I know very well that *all* motor-car dealers don't do this. I know scores that hustle harder than ever during the winter. And I know, also, that *every one of these men is a closed car specialist*.

From every view-point there is profit for the dealer who specializes in closed cars.

Prices are higher, hence profits per car are larger. Prospects for closed cars are found among the best classes of buyers. A closed car sale is a far more productive advertisement than is a phaeton sale. You please more women with one closed car sale than you do with a dozen open car deals.

To sell enclosed cars demands careful and particular work. "Rough-neck" salesmen don't go. Crude methods are useless. "Coarse work" means few results.

I would suggest something about as follows—I am sure you will find it resultful. This works best of course—in the *small* town.

How to Run an "Opening"

When you get your demonstrator cars hold an "opening." Make it an afternoon and evening affair. It may well run over two or three days. In small towns one afternoon and the evening are enough. Decorate your rooms in drawing-room or reception style. Remove the atmosphere of "*trade*." Give it as much as possible the air of a conventional social function.

Get some leading ladies to lend their patronage to the occasion. This will need some tact and diplomacy. But it can be done. Decorate with flowers, rugs and refined furnishings, but *don't* put the "commercial" style of decoration into it.

Send out engraved invitations with names of "patronesses." Engage a good orchestra. Get a singer, a dancer, or other entertainer. But no "rough-stuff." In the evening clear the floor and let the visitors dance. Get up souvenirs—Hudson souvenirs.

Have your refreshments Hudsonesque. Let the tea table and the punch-bowl have about them some "Hudson" atmosphere.

Get the affair into the papers. Take photographs. Endeavor to so interest the newspaper men that you will get all the publicity possible. Many other methods will occur to you.



Boosting Closed Car Sales

The point is to work your closed car business even harder than you do your summer business. In this way you will find the season usually rated as "dead" to be really wonderfully rich in selling possibilities.

I have seen some remarkable evidences of the selling power of one good owner of a closed car. In places where there never had been seen such a thing as a Limousine, and where the dealer simply *hooted* at the idea of such a sale being possible.

By dint of pleading, pounding, scolding and threatening, a dealer in a town of 50,000 was urged to the point of stocking one Limousine. Having it on hand he naturally was keen to sell it. And he hustled until he placed it with a prominent man the members of whose family were social leaders. In less than three months he was astonished to find that he sold *four* other Limousines and *three* closed cars of other types. Yet he was *dead sure* (?) "no man living could sell a closed car in that town."

Your local dealers will hand *you* this excuse right along. Don't let them get away with it. Positively insist that if they go after sales *right* they can get them.

Sometimes Dealers Don't Know Their Best Friends

Make them buy a demonstrator. They never will sell cars if they haven't one to show, and haven't the stimulus of a car on hand to be gotten rid of.

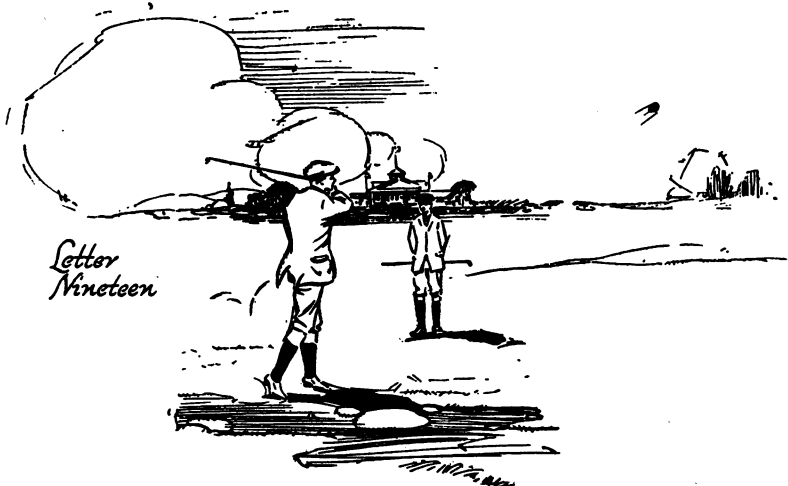
The very men who kick the hardest when you insist on them taking a closed-car demonstrator will be the first to thank you for it when they realize that by so doing you have been their best friend.

If you can offer any reasonable offset to what I have said I'd like to know what it is. And if you agree with me that it isn't necessary to do the bear-hibernation act simply because you must sell closed cars I will be interested to see how many you sell by Christmas.

But, remember, son, you've got to play the game the way I have told you or you'll *fail*. I don't want you trying to *improve* on my methods for you can't do it. There is a great deal *more* you can do that I haven't space or time to write. But the *principle* is right and has been proved so by many others besides myself.

Let me hear how your first closed car sale comes out. DAD.





Methods of Men Who Win—Head of Business Must Do the Heavy Thinking—Analyzing Salesmen's Records

September 4th.

MY DEAR SON:—

I heard a man discussing golf the other day. And another man talking of shooting ducks.

Both of them brought to my mind the methods used by those who achieve success with their aim in either golf or shooting.

To the Golfer or Shooter

The successful golfer is the man who keeps his eye on the ball. He does not look at the end of his club, his feet, or the spot on the ground where he has just torn up the grass. Those are the habits of the inexpert. The man who makes long, accurate drives follows implicitly two rules—he aims for the *hole*, not merely the green. Games are won by putting, and the shorter and fewer his putts the better his score. And he follows his ball, both with his club and his eyes.

The duck shooter who brings down the swift-flying canvas-back or teal fixes his eyes—*both eyes wide open*—on the bird, not on the sight of his gun. There never was a highly successful gunner who shot any other way.

You may think I am wasting time by talking golf and duck-shooting, instead of telling you how to sell motor-cars. But did you



never hear how the greatest Teacher in the history of the world taught almost entirely in *parables*. These interest-attracting incidents and similies are intended merely to attract attention, excite interest, and add a point that makes the suggestion clearer.

Keep Your Eye on the Goal

You succeed in motor-car merchandising by devoting your thought and attention to a definite aim or object. You achieve this object by keeping your eyes open, by strict attention to business, and by never losing sight of your goal.

Many dealers are so eternally puttering about with minor details that they shoot far wide of their mark. They work with tremendous energy. They rip up the turf in ferocious style. But they land miles away from effective results. Their eyes are so close to the ground, they are so anxious to see *themselves* all the time, that their aim is bad and their delivery worse.

Fussing with minor details is not the job for the head of the business. The stories one sees about the old merchant who picked pins from the floor, utilized the backs of envelopes for memo paper, saved all the odd bits of string, and so on, were possibly true of a bygone age—*possibly*. But they never would go in the world of business as constituted today.

Man at Head of Business Must Do Thinking

Today the man at the head of the institution must do the thinking for most of his subordinates. In fact the better a thinker he is the more effective will be the doings of his lieutenants. It is all right for his assistants and employes to do some thinking on their own account, but *their* thinking should be along the lines of the policy laid down by the head of the organization.

His eyes must be constantly on the big things—on the goal—on the mark he has set for his achievement. His time is occupied with planning, developing, devising new methods of attack and conquest.

And having developed a system and a plan he keeps his object ever in full view and at the same time follows as closely as a golfer the effectiveness of his "shots." If one stroke fails he seeks to learn wherein lay the fault, the reason for lack of success. Then he betters his next effort.

If certain methods of salesmanship do not produce orders he knows that something is lacking. If certain types of cars do not sell, while the same type is selling in other, similar, communities he knows that the fault lies with his aim or his stroke. He tries another style, shifts his aim, handles his clubs in a different manner.

When circular letters mailed at regular intervals sell cars in some



other dealer's territory it is evident that the same system applied in his territory will produce proportional results. People are much alike the world over, in city or country, north or south.

The Plan's the Thing

The methods that win with one will win with another. The things that attract attention in the city will do so in the small town or in the country. A slightly different club may be needed for a different approach but in the main the swing is pretty much the same.

The social leader in the small town likes the luxury of the Limousine just as well as does the member of the "400" in the big city. The methods that sell a closed car to one will sell it to the other.

Sure it is that nothing attempted means nothing done.

The ability to teach is rare. Plenty of men can do things themselves who cannot impart this skill to others. I heard a golfer—a cup-winner himself—say that the best lesson he ever had in the game was from a friend who gave him this same injunction—"aim for the hole, not for the green, and keep your eye on your ball!"

If you can get a beginner to follow the ball with his eye you have given him—this man says—a long start toward effective driving. And if you can once induce a shooter to keep both eyes open, and look at the bird and not at the gun-sight there is hope for his hitting something sooner or later.

Watching Selling Results

So in the formation of a selling organization nothing is more effective than to get salesmen into the habit of noting the result of their efforts. Only thus can they improve. If a stroke—a sales solicitation—fails they should know why. And in succeeding efforts avoid what seem to be the defects.

A certain sales-system is used on definite prospects. It fails. Or it remarkably succeeds. How important to know, in either event, what was the method used, so that it can be duplicated or altered.

If, like the golfer and the hunter, you can filter into the members of your selling organization the idea of keeping ever before their eyes the *sale* as the aim and object of their effort, and then have them *follow their stroke* to learn its faults or its merits, you will have gone a long way toward making trophy-winners and order-getters.

I suppose if I get into this sports habit I will be writing you a letter about football before the end of November. But any man who can't get lessons by the score out of a football game is quite hopeless.

In fact observation shows us—"tongues in trees, books in the running brooks, and sermons in stones." I even dare to hope that this golf and duck-hunting story may contain a nugget or two of thought that may make it worth while.

DAD.



Letter
Twenty



Value of Co-operative Effort—How to Create and Hold an Efficient Organization— Methods That Win, and Lose

MY DEAR SON:—

Sept. 11th.

To create and retain a permanently paying and successful business it is absolutely necessary that a distributor or dealer should have a loyal and efficient organization.

The dealer who is forever "firing" men and hiring new ones never gets anywhere. Constant changing of employees indicates, unfailingly, that there is something lacking in the management.

Human Tools Most Valuable

The most useful and the most delicate tools in your shop are your *human tools*. They are capable of taking the keenest edge, and they also are the easiest of all tools to ruin by improper handling.

To plunge a finely tempered tool into the white-hot fire of unjust criticism, or to dash it into the ice-cold water of selfish indifference may ruin its cutting edge beyond repair.



To neglect a tool, to let it become dull, to permit it to lose its edge, to accumulate rust,—from inattention or from lack of appreciation—is a “penny wise and pound foolish” policy.

It is worth while at times to stop long enough to think—for what are my men working? What are *their* aims, *their* ambitions, *their* hopes, *their* incentives?

With every man in the business harness self comes first. This is but natural and right. Men work for money, for a future saving, for a home, for a farm, or for some other object quite as important and dear to them as is *your* goal to you.

Keep Up Employe's Enthusiasm

Their daily enthusiasm and energy is colored by the personal “star of hope”—whatever it may be—that lights *their* path. To *you* their goal may seem small, pitiful, narrow, but it is life and happiness to *them*.

The capable, clean, honest, efficient man who is helping you to build your business and your fortune should receive enough of the crumbs that fall from the profit table to achieve some of his small ambitions as well as you. He gives to you 90% of his time, his brain and his energy. It will pay you well in cold, hard dollars to make it worth *his* while to do it enthusiastically, permanently, whole-heartedly.

Some dealers speak glibly of the “labor market.” Meaning any and all kinds of paid service in shop, salesroom and office. They seem to think that human brains and loyalty can be weighed by the pound and measured by the foot like steel and lumber.

But you are not dealing with insensate machines. Your men are flesh and blood beings like yourself. You cannot buy them as you buy steel and coal. You must win their respect, their faith, their belief in your justice and in your consideration.

Mental Attitude Rules All

The first step toward securing loyal and efficient service is to realize that *more than half of the success of your business depends on the mental attitude of your employes.*

Looked at entirely from a selfish angle it will pay you to know something more of your men than as mere figures at a desk or at a bench. A little thought and inquiry may lift a cloud from some man's horizon that will fill him with such hope and zeal as will multiply many times his producing value. A few extra dollars a month or a year to another, whose long service and faithful efforts have been thoughtlessly overlooked, may win you a thousand-fold return.

Contented, satisfied and happy employes who feel themselves to be a permanent part of your organization will accomplish more and better work, *at less dollar-cost*, than perhaps double the number



of uneasy, apprehensive, dissatisfied ones whose nerves are constantly on edge, not knowing what a day may bring forth.

Profit-Sharing Plans Pay

As a practical method of securing maximum effort and energy numerous dealers use and recommend the civil service system and the "good-profit, good-pay" plan. Which, in other language, means that the men inside the organization have the first chance at promotion to higher places, and if the year shows a good profit *all* those who helped to attain it are given a reasonably proportionate share of the harvest.

Often it is the case that a poor year or lowered profits results in a quick cut in employes' wages and salaries, but when times are good the men on the firing-line gain nothing by it. This is poor policy looked at purely from a business standpoint.

Carnegie made scores of millionaires of men who helped him to his colossal fortune. Marshall Field's co-workers attained wealth or comfortable incomes proportionate to the importance of their connection with his enterprise. "Jim" Hill made his "boys" presidents of half-a-dozen big railways. *Every man* in the employ of the Crane Company of Chicago gets a Christmas bonus of a size determined by the year's business. The Sears-Roebuck Company pays employes a bonus when profits run over a certain percentage. Some form of a bonus or "extra service" plan is in use in thousands of the most successful business enterprises.

This is *not* socialism. It is business horse sense. It is concreting organized effort to the point of invincibility.

Money Is Not Everything

I would not have you get the idea, however, that the *dollar* is the sole measure of interest. It is, to be sure, a principal object. Hence I have given it some space.

Many a man will gladly work for less money where permanency, fair treatment and consideration are shown. The settled character of his "job" is as good as cash to some. A man who will build a home where he has settled employment will drift and become inefficient under disturbed conditions.

A Dealer Who Succeeds

I know a dealer who annually is widening his business and his profits. His organization hasn't changed in years. His premises are the most attractive, his shop the most efficient, his men the happiest, most contented lot you ever saw.

He is the least busy man I know. He always has time for golf and fishing. His place runs like well-oiled machinery. It spells efficiency in every atom, and his human machines are loyal to the point of affection.

He pays his men well and they all share in the year's profits. But that isn't the whole story. He is fair, just, considerate to the point of liberality. Every man's merit is known and recognized. He does not arrogate to himself supreme ability and omnipotent knowledge. His men feel free to suggest, criticise, originate. It is *their* business and they all are vitally and intensely interested in making it a success.

A Dealer Who Fails

I know another dealer. He had a fine territory and a splendid opportunity but he is going backward year by year. He works himself half to death. He never lets a thing be done by anyone but himself. He trusts no one. Says no one else knows anything and they all are stupid, lazy and indifferent.

He pays as small wages as possible on the plea that he "must reduce overhead." He rarely keeps any man on his sales force or shop force more than a few months. He says profit-sharing is a myth. That the only way to make men work is to drive them.

There is no initiative, no suggesting, no co-operation in his organization. No man has any incentive to give more than lip service for well he knows he will get nothing for it.

This dealer puts a premium on trickery and bluff, for honest effort, loyalty and conscientious work go unnoticed, unrewarded and unrecognized.

Employee Has Duty Also

There is, of course, a duty of the employee to the head of the business. This thing is by no means a one-sided affair.

There are some men constituted on the skunk or rattlesnake order. They are beyond reach of decent treatment or liberal thoughtfulness.

But of this class I am not writing. They can be dismissed as easily as would the snake—an axe applied just at the junction of the head and the body is the only remedy.

There are enough of the honest, intelligent, efficient kind to make the plan—as a whole—well worth while.

The European war has demonstrated that organization, training and scientific system make a wonderfully efficient machine.

This is as true in business competition as on the battlefield.

Over and over again it is proved that the dealer who possesses system, method, and a loyal and efficient organization will win every time.

To gain this unity of effort one must have unity of purpose and harmony of action.

These few, brief suggestions may be of value to you, son, in indicating a line of thought that will work toward a desirable result.

DAD.



Letter
Twenty-one



Used Cars a Danger if Not Watched—Cleaning Out a Stock—Winter Organization Work

September 18th.

MY DEAR SON:—

Have been home now for a couple of days and have been thinking over what you said about your next three months' work. Nobody can solve your problems for you but yourself. Yet I may be able to *suggest* a few things.

Danger in Used Cars

In the first place you have allowed your used-car stock to accumulate. That is bad. You have—if I remember rightly—about \$10,000 to \$12,000 tied up in old cars. I wish you had told me of this sooner. The time to handle used car stock accumulations is *before* they accumulate.

Yet I am well aware that it is hard to let a sale slip to a competitor when a little easing off on the used-car allowance will get you an order. And where there are so many used cars offered in trade one cannot always avoid handling these deals.

Where you make a mistake is in letting the used-cars go without attention. You stick them away where they gather rust and dust. They inevitably deteriorate. They get more and more out of style. Every day they lie there they lose in value.

You forget them. You hate to think about them. You avoid the subject. You play the ostrich trick of sticking your head in the sand thinking thus to escape danger.

The only safe and sane way to conquer a difficulty or a danger is to *face* it boldly and promptly. You'll *have to* meet this used-car problem some day. The sooner you attack it earnestly and determinedly the better.

Put Thought Into Used Car Department

Get at those cars at once. Make a careful examination of them all. Figure up their individual and total cost. See how they can be sold to realize cost, or as near it as possible. Some may sell for a small profit over trading figure, cost of repairs, handling and selling commission. Others will sell at a book loss. Disregard that if you can come out with anything like a safe figure. If you must take a loss on the whole lot get it over with as soon as you can. You are losing more money by keeping these cars than you will by selling them.

Put your salesmen on them and tell them they've *got to be sold*. I saw some of your men sitting around reading motor papers and waiting for ball game reports and floor callers. Get those men out in the streets, into the alleys, up and down the elevators, into the houses, on the hunt for sales of used cars.

Work every possible scheme and plan your mind can devise. You'll sell some cars by one method, some by another. But *sell them* in some way.

Some dealers have done well by an auction. Clean up the cars, make them run, advertise them in an attractive way. Get the thing sensationally talked about. You can use "splash" methods in this that you couldn't use on your new cars. Get the town and country talking about it.

Get a crowd. Work up the enthusiasm. Have a good auctioneer. You'll be amazed to see how you'll clean out. One energetic and resourceful distributor sold \$16,000 worth of used cars before 2 P. M. on an "auction day." And got good prices, too.

Clean out that used car mess. *You must*. Don't stop your efforts until every car is gone and you have cash in the bank instead of rusty, dusty cars in your back storage room.

In Time of Peace Prepare for War

The next three months is an ideal time for you to perfect your organization before the show and spring selling season comes along.

You need at least 50 per cent more sub-dealers than you have. Put out some of your retail men on the wholesale. See every one of your present dealers and get them into line for the season ahead. It isn't a day too soon to begin this.



Visit all the places where cars should be sold. Keep after them until in each one you get a man, or such an arrangement that you can close a man quickly when necessary.

Some will not sign up now because you cannot give them a demonstrator. Yet this is not an insuperable obstacle. There is a way of putting things to prospective local dealers that will show them the value of getting decided now on their future line. Your men must make the Hudson line so attractive that dealers will want it and will agree to at least a conditional agreement so as to prevent your letting the representation go to a competitor.

Be Above Personalities

You'll find some "weak sisters." Get them into line or drop them without compunction. Never hesitate to do what you know and feel to be right and in the best interests of your business. Don't let personal bias, or sentiment, influence you to keep a dealer in the organization when you know his place could be better filled by some other. This is no injustice to a dealer who sometimes thinks because he has had the Hudson line for a long time he should continue to have it. If a man is energetic, resourceful, honest, and enthusiastic he will make such a success of his Hudson contract that he will himself insure its renewal and continuance.

He digs his own grave if he isn't worthy to stay in your organization.

Go after repair work, and repainting and refinishing. Many of your owners lay their cars up for the winter. Know who it is that does this—call on them and get their cars for storage and care during the winter. Get them to give you an order to overhaul, repair, refit, repaint or whatever may be necessary, during that time. If you have room a paint shop will prove a fine winter accessory, even if you don't run it through the summer. I know dealers who rent a place especially for this winter paint shop. And make it pay, too.

Encourage your owners, however, to run their cars through the winter. Explain to them that to keep their tires in use is much better than to lay them away to depreciate and become weak. Cars run the year around are much better for the dealer than cars laid up during the cold weather.

In Winter Call on All Owners

Where owners do thus use their cars, get around to see them all in ample time before the spring driving season opens so that you can secure the overhauling of their cars, or make them propositions for a trade for the new Hudsons then due. If you can tie up your owners on options or something of this sort it greatly facilitates the placing of early orders.



Get agreements in as many cases as possible for early trade and delivery. In this way you get the used cars in time to permit of disposing of them during the spring and early summer demand. Then is when used cars are least troublesome.

You should know every individual Hudson owner in your territory, and so well that you know just when best to see him about a trade, or an overhauling, or a new car. Encourage your dealers to do this also. It results in many a sale that otherwise would be lost. It also creates a source of very welcome income during the winter season.

Winter, too, is the time to go over your entire establishment. Check over all your repair and replacement stock. Investigate every corner and every department. Lay new plans. Create better system. Consolidate work, increase efficiency, reduce running expenses.

Creating Public Attention

I think it a wise plan to do *something* every season to the outside of your place of business. Unless, of course, it is right new, or of such construction that change and remodeling is inadvisable or unnecessary. But the average place can have a new coat of paint, or a new doorway, or a canopy, or a driveway, or new show windows, or something of this sort to create talk, make a fresh appearance, give you an opening for a splurge and advertising of some kind.

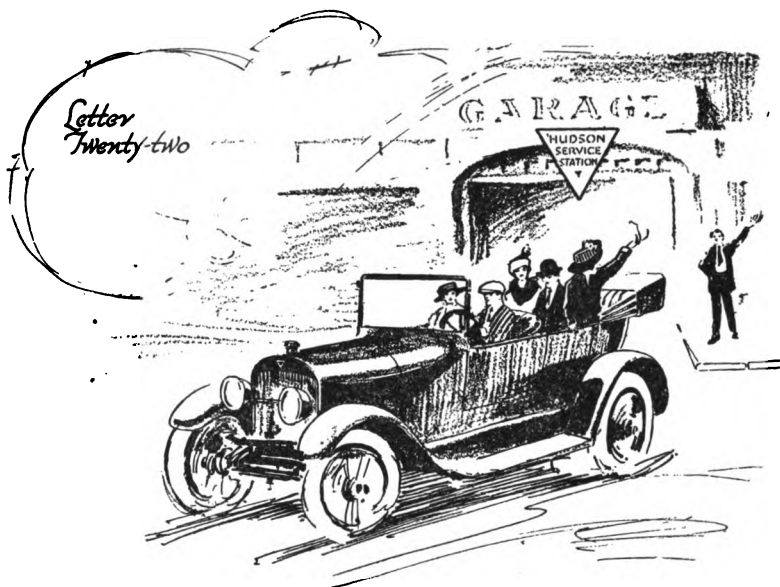
All these things are ready to your hand during the next three months. If you give them proper attention you'll be getting spring deliveries of cars before you realize it.

I want to see you start with a clean slate, money in the bank, cars on the floor and ready for delivery, owners all lined up, seasonable repair work out of the way, and most important of all *a complete and well chosen organization of dealers all over your territory.*

Write me of anything that you want to know that I have forgotten.

DAD.





Service is of Big Importance—Hints on City and Country Service—Service Department Can be Made Very Profitable

MY DEAR SON:—

September 25th.

To lay down for you—as you ask—a plan and schedule for the handling of service in the big and little towns of your territory is a job of some magnitude. I don't know that I can put it into words in a way that will perfectly meet the situation. But I will try to define it helpfully.

Perhaps it would be well to state what service is as understood by the Hudson Motor Car Company, and its important distributors and dealers.

General Definition of Service

Service is the maintaining of a Hudson car in good operative condition, and so perfectly satisfactory to its owner that he constantly will recommend the Hudson to other people.



The company and the dealer are under certain service obligations to every owner of a Hudson car. They have so stated in advertisements, in catalogs, in letters, and by word of mouth.

It makes no difference how the car was acquired by its owner, what price he paid for it, whether it was sold into the territory by another dealer, whether it is a late model or one of the earliest cars built by the company. The fact that it is a *Hudson car* and *in the dealer's territory* makes him responsible to the owner for certain duties to be performed for him and for his car.

Some of these duties should be performed gratis, without charge, while for others the owner should pay a fair and reasonable price.

Where to draw the dividing line between gratis service and pay service causes much discussion.

Service Problems Differ Greatly

In the larger cities and towns service is in some respects a simpler problem than in the smaller places, and in the strictly rural districts. The city man has less area to cover, distances are shorter, streets are usually smoothly paved, the character of service called for is different. The greasing and oiling of cars, the elimination of squeaks, the changing of tires, the general tuning of the car comprise the greater part of the dealer's duties. City people demand that their cars run sweetly, noiselessly, and without care or trouble on their part. Owners who do not employ a driver want their cars greased, oiled, and tuned by the dealer. They have neither time nor inclination to do it themselves. They do not want to know anything about the car, mechanically. All they ask is that it always shall be ready to run at its best.

The city dealer does a large business. He sells a goodly number of new cars. He makes a profit on accessories and on his parts and repairs. He has a shop force of a considerable number of men. These are specialists, experienced mechanics, able to do good work rapidly. He is in a position to give excellent service systematically, economically, promptly.

I have not space here to go into the question of a general guarantee, replacements, repair of parts claimed to be defective, and matters of this kind.

This is a whole subject in itself. As a rule there is less difficulty in this respect than there is as to the item of daily care and oversight of an owner's car.

I will take the opportunity at some later date of discussing repairs and replacements.

The Periodic Inspection Plan

Today I want merely to suggest how an owner's car should be looked after in order to avoid the necessity for his personal attention to its greasing, oiling, tuning, and details of this kind.



This properly conducted practically assures the buyer's satisfaction. It starts him out on the right track. It avoids dissatisfaction arising from early injury to a car from lack of knowledge on the owner's part.

The inspection plan in general use is that owner's cars are regularly inspected either at their own garages, or at the dealer's service department. The car is gone over, greased, oiled, adjusted, and tested. There is no charge for this except for the oil and grease used.

Some dealers do this once a month for a year. Others make the free service period six months. Some have it ninety days. Some inspect every two weeks. Some every three weeks. A standard time and method is desirable.

Owners should be notified by mail—a postal card is good—of the date of their service reservation. If their car is not brought in for inspection on the date set it is the owner's fault and he loses his inspection. His car must go over until the next date. Unless he cares to pay regular charges for the time spent in making a special inspection and lubrication.

Know What Service Costs

The dealer should know accurately just how much time is spent on each car, how long it takes to lubricate, to grind valves, to burn out carbon, to adjust tappets and other details. The free service should be separated from the pay service. He should be able to tell just how many hours of free service were given and at what cost. He also should know the same for the pay service. Many dealers use the calculagraph or other form of time stamp for recording and computing shop time. (This was mentioned once before in a previous letter.) Only in this way can a dealer know what his inspection service costs him, and how much time is needed by the average car and the average workman.

A service wagon is quite necessary. Some dealers also have one or more motorcycles. Others claim that the small, light car is better than the two-wheeler. It is possible on a car to carry batteries, tools and other things that cannot be put on the motorcycle. I have seen some extremely handsome Hudson service wagons. It pays well to install one. As an advertisement alone the expense is justified. All vehicles should be snappy, distinctive, clean and neat. Drivers and operators should be in "Hudson" uniform.

Suggestions for City Service

City service develops many calls of an almost trivial character. A car will not start. A puncture must be attended to. A lady driver cannot handle the top. Gasoline is exhausted. The battery



has been run down through ignorance or inattention. The generator clutch sticks. A wire comes off its terminal. These little things, however, stop the car. They cause inconvenience and embarrassment. The owner demands that he have instant response to his telephone call.

Sometimes a clever man on the telephone can develop the cause of the trouble and by a hint or two enable the owner to extricate himself from the difficulty. But whatever the trouble the dealer must be prepared to give it immediate attention. This is really his great opportunity to prove that his car is the best one to buy. The owner who gets instant and courteous response to his S. O. S. signal will talk to all his friends about it. Shrewd dealers like to hear from owners in trouble. It is their golden opportunity to advertise.

Every motor-car owner talks about his little annoyances and mishaps. It is his constant theme of conversation. How he got stuck in the mud here, how he had a blow-out there, how a puzzling knock developed in his car. If he can add to his story that the Hudson service fixed him up quickly and inexpensively he starts a word-of-mouth advertisement for the Hudson that, like the ripples from a stone thrown in a pool, never ceases widening.

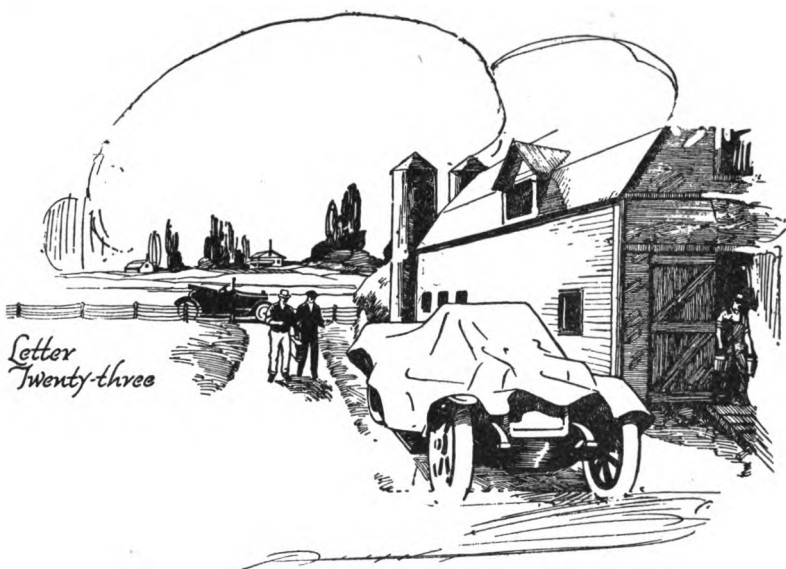
Making Permanent Service Pay

At the expiration of the free service period many dealers carry on the system on payment of a nominal sum per month by the car-owner. One dealer finds \$4.00 a fair charge. His owners are glad to pay this small fee for the continuation of the plan. This dealer has over 100 owners now paying \$4.00 a month each. It constitutes a nice little income each month. Of course when an owner buys a new Hudson he then begins again, for the stated period, on his free service. The service dates with the car not with the owner.

In the next two succeeding letters I will go into the question of service in small towns and in rural districts. And also discuss the question of educating owners with a view to enabling them to care for their own cars and thus lessen dealer's work and expense.

DAD.





Continuing Service Talk from Previous Letter —Distributor is Service Head of His Territory—Dealers and Local Dealers Must Co-operate

October 2d.

MY DEAR SON:—

Service in the country and in the small town is in principle the same as in the city. It differs, however, in application.

To consider the dealer's territory in a small town, or covering a certain rural district, as being in effect the same as the city, will be of considerable assistance in understanding the proper method of conducting its service requirements.

Dealer is Responsible

In the first place the distributor absolutely must realize his responsibility for the service over his entire territory. A dealer whose retail place of business and head office, as it might be called, is in a city, is too apt to think that his service obligation pertains only to his city and to city customers. The truth of it is that he is under just as many obligations to the owner in the most distant part of his territory as he is to the man who lives next door to him on the city street.

True it is not necessary and it is not expected that he will use his city service organization to take care of his country buyers. He must, however, organize his dealers to whom he delegates the distribution of cars, so that they will furnish Hudson service to owners living in their territory.

In practically every large distributing district there are local dealers under the distributor who are situated in towns of considerable size.

Here, of course, practically the same system of service applies as is in use by the distributor in his home city. These large, local dealers have their organization for service, their shop outfit, their service wagons, their emergency motorcycles or smaller motor-cars, and in fact they have a duplicate on a smaller scale of the organization that the distributor has in his own city.

Country Service Different

However, in most of these towns owners will do more country driving, and it is therefore necessary that telephone calls from a distance of perhaps 50 miles, should have prompt attention. This requires the extension of service to cover road wagons or emergency vehicles that are prepared to go to a considerable distance.

Some difference will be required in the equipment of these wagons. The city service man does not often have to haul a car out of the ditch. His service is largely along different lines. But the dealer who lives in a town of moderate size, where his owners do a good deal of country driving, will find that every now and then he will have greater difficulties to contend with. His equipment must be of a kind that will render prompt and efficient service to cars that have been ditched, that have encountered serious obstacles on country roads, and occasions of this sort.

This, however, is a matter of detail and every motor-car dealer knows what is required for emergency service of this kind.

Rural Requirements

Getting down now to the smaller places, little hamlets of three or four hundred people, where the sales of Hudson cars perhaps is made only through a resident dealer. He has no shop, no service equipment, and is not in a position to furnish the kind of service that is rendered even by the dealer in a town of a few thousand. Yet owners who live along the road, farmer owners and others, must be taken care of.

The distributor is responsible to these owners just as he is responsible to other owners. It must be the distributor's care that they depend upon. It must be the distributor's authority over the territory and his power to properly organize it that insures that their cars are going to be kept in good operative condition.



Bear in mind that my definition of service, while it undertakes the maintenance of the car, does not mean that the distributor or the dealer should have the obligation of the entire care of the car.

His obligation rests along the line of *education* as well as it does physical maintenance.

It is manifest that if an owner lives fifty or sixty miles from his nearest service station, as many of them do, that he must be prepared to give his own car more efficient attention than if he was living close to the service department of the distributor in the large city. Therefore, the first thing that the distributor and dealer should undertake is to see that every owner is *thoroughly educated* in respect of the care that is required to keep his car in good, operative condition.

Particularly is this the case where the sale is made to a man who is living at some distance from the service station.

Unusual pains should be taken to see that he thoroughly understands the importance of lubrication. Not only should he be provided with every instruction book that is published by the factory but he should be shown how to use this information.

Naturally this education will be given by the organization of the dealer who makes the sales, but he should get his system and his methods from the distributor.

Distributor Must be Teacher

In other words, the distributor must teach his entire dealer organization how to go about the education of the owner.

This can best be done by the distributor holding regular meetings at frequent intervals of all his dealers, salesmen and service men. This in fact is a territorial convention. It usually is an easy matter as far as travel is concerned to gather together dealers, salesmen and service men at the distributor's headquarters. The distances in any territory are not large, and a few hours' travel is usually all that is required. It should be impressed upon his territorial representatives by every distributor that these meetings are important. Trivial excuses should not prevent attendance.

These meetings should be conducted along the lines of the annual meetings of the Society of Automobile Engineers. Certain portions of the time should be devoted to salesmanship, others to shop work, others to service, others to the education of buyers. A competent man should conduct each subject. There then should be discussion and practical application.

In this way every dealer in a distributor's territory, and every member of the organization of that dealer will become thoroughly familiar with the distributor's service system and the method of the education of an owner to look after his own car. There is nothing difficult about it, it only requires attention and application.



The lubrication charts put out by the service department are perfectly clear, easily understood, and simple to follow. The instructions as to the lubrication of the various portions of the car at intervals of a certain number of miles, are all set down so clearly that a child can follow them.

This mileage system is a wonderful idea. It does away entirely with trying to remember the dates on which certain lubrications were made and it puts everything up to the speedometer as a measurer of the time and place at which lubrication should be given.

Duty of Traveling Service Men

The owner who has been thoroughly educated to the proper greasing and oiling of his car will have gone a long way towards keeping that car in first-class operative condition. Of course other difficulties will come up from time to time. These should be taken care of by the nearest dealer who is equipped to handle such demands.

The distributor should exercise supervision over the entire system, having traveling service men whose duty it should be to travel throughout the territory constantly, keeping in touch with all dealers, instructing them in their shop and service work and impressing upon them the necessity of being prepared to take care of all calls made upon them by owners living in their territory.

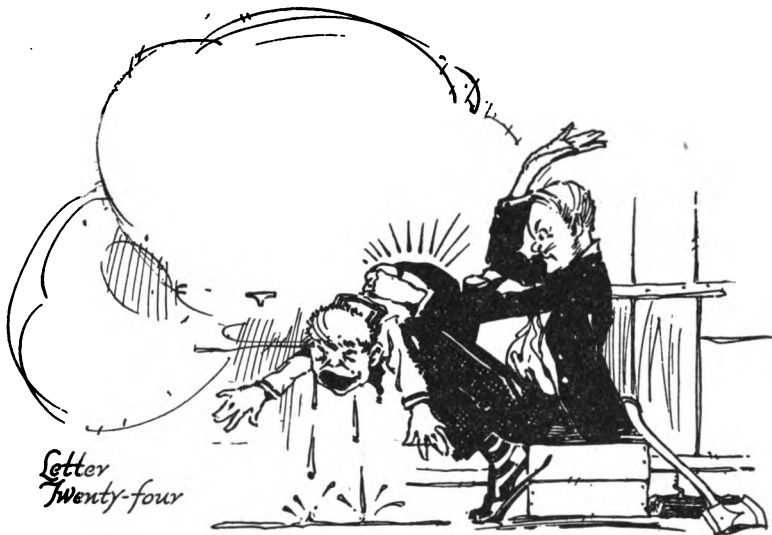
It is the simplest thing in the world to divide a territory into districts. This is already done in the case of dealers who are selling cars under the distributor. In each of these instances the territory is finally subdivided into a section which is in the care of a dealer who should be equipped to look after all cars in that section.

It has been urged that there are a number of small dealers selling only a few cars a year, who cannot afford to put in a shop, or a mechanic competent to handle Hudson service on the high grade which it is insisted upon shall be maintained.

Where a distributor establishes a dealer of this character, it is evidently *up to the distributor* to see that the territory is handled from a service standpoint by a traveling service man.

DAD.





How to Make Service Profitable—Constant Vigilance Demanded—Making Every Owner a Service Advertisement

MY DEAR SON:—

October 9th.

I suppose a whole book could be written about service. And a pretty big book at that. It is impossible, therefore, for me to touch even the high points of service in three or four letters.

I told you a little bit about city service, something about country service, and now I want to tell you how to make service pay a profit to the dealer.

That may sound impossible to you. Most motor-car dealers consider service a very expensive thing. It is all pay out and nothing comes in. Yet, properly looked at, service is not an expense, it is an investment. Many dealers find their receipts greater than their disbursements.

It's All in the System

You are a photographer. You know the advertisement that says "It's all in the lens." In service "It's all in the system."

In other words, you can profitably spend some time figuring out the right system. It will pay you, or it will not pay you, according to how well, or how poorly you have planned it.



I don't mean that every operation you do on the car will pay you a profit. Far from it. But I *do* mean that on the average, new cars and old cars, January to December, your "free service" department will pay you a profit.

And I don't mean that you should consider part of it as advertising either. I mean that you can figure it on your books *in dollars and cents*. Lots of Hudson dealers do this. What one dealer has done another can do.

Service is too important to be left entirely to a subordinate, however excellent he may be. The "boss" must give it personal and constant attention.

Daily Reports on Service

He should have on his desk every morning a detailed statement of every service operation of the previous day. This should include unfinished work and new work. This obviates the danger of an owner having a job in the house and of becoming dissatisfied without it becoming known to the head of the business.

It also gives him instant warning of "kicks" and misunderstandings. It is easy to settle a difficulty while it is a few hours old. Difficult to do so when several weeks or months have passed.

You are handling a car, the Hudson, that does not call for much expensive service. It is a car that is well-designed and well-built. If it is given half a chance it will almost take care of itself.

If the car is properly lubricated and given halfway decent treatment, it will improve from day to day. A Hudson a year old is a better car than when it came from the factory.

Lots of harm has been done by motor-car dealers and motor-car manufacturers who try to convince the buyer that their car needs no attention, that it will take care of itself. The sooner a dealer or distributor unlearns this heresy the better off he will be.

Owner Must be Educated

To sell a car properly means that the buyer must understand some of the commoner things about the car. He must realize that no machinery ever made will run without oil. He already knows that he must put gasoline in the tank and water in the radiator. Not so many know that they must keep the base of their engine properly supplied with oil and their grease cups full. Fewer still know that a storage battery needs water from time to time, and about one in a thousand knows that this water must be pure distilled water, and not water from the wayside ditch.

There is a line of education for you to start on.

See that every buyer gets a copy of the Hudson Hand Book, Owner's Bulletin, and Lubrication Chart. Have a man in your



establishment, if the salesman cannot do it, who will take the new buyer and show him a few things about his car before he starts to run it. Tell him that you are going to look after the oiling and greasing of his car free of charge for a definite period. Impress upon him the fact, however, that you do not guarantee to do this, but you do guarantee to *inspect* the car and to tell him what is needed. He can attend to the actual oiling and greasing himself if he wishes to do so.

An owner living in the country at a distance from the service station is apt to have more time than the city man. Most men in such positions are glad to look after their cars themselves. Many of them consider it fun to "putter" around with their car. To these man education is more vitally necessary than inspection periods.

One Dealer's Way

I know a dealer who has a series of letters, post cards and printed matter which he sends to new owners at frequent intervals for a certain stated period. These letters ask about the car, how they are getting on with it, whether they have greased and oiled it lately, how often they have lubricated the clutch, how often they put dope into their rear axle. Other questions of this sort are taken up. The idea is to keep the man's mind on the fact that he must give his car regular attention, at regular points, at stated intervals.

The better a man knows his car and the more carefully he attends to such matters as have been mentioned, the less necessity there is for service and the less repair cost and difficulty there will be.

Instructions also should be given in driving as a means of avoiding expense and trouble. The owner should not only be taught how to drive the car safely, but he should be given information as to the effect of wrong driving on cost of upkeep.

The results of wrong handling of the car are not as apparent as lack of lubrication of course, but if, for instance, a clutch is periodically misused, its life is much shortened and inevitably cost will occur in adjustment and possibly replacement at an early date. The owner will blame this on the car or on the dealer unless he has been properly educated in this respect.

Regular Attention Essential

Regularity in the care of a car is of the utmost importance. This regularity should be guided by the speedometer rather than by the clock and the calendar. One car runs 100 miles in ten days and another car runs 1000 miles. It is evident that the two cars require different handling and different treatment. Therefore, show your dealers how they can show their owners that the speedometer is the clock for the automobile owner.



Every distributor and dealer should make it a point to keep as close as possible to his owners. They should be encouraged to come into the dealer's place of business frequently. His establishment should be in the nature of a club room or a club house for every owner in the locality. If he can have a place where they can sit around and chat with each other, so much the better. All this encourages the spirit of fraternity, it forms a local "Hudson Club." It perpetuates Hudson ideas. Owners get a great deal of good by talking with each other and with the representatives of the dealer.

In this way the dealer can be very sure that his owners are going to come to him should they experience any difficulty with their cars. They will not wait until it becomes serious, they will let him know at once.

This of course can be worked very much better in a town or city than it can in the country. But even in a country place the owners should be encouraged to drop in at the dealer's place whenever they are in his vicinity.

The Sale of Accessories

Where dealers have accessories to sell they find it profitable to encourage these frequent visits. Not every dealer sells accessories, yet in some instances it is a good plan.

One dealer sells oil with the agreement that he will grind valves and burn out carbon free of charge for every owner who buys his oil from him. This encourages his owners to use a good grade of oil, and the profit on the oil more than pays the cost of burning carbon and grinding valves.

Another dealer carries out the plan of making tire changes free of charge provided owners buy their tires and tubes from him. He also runs a small repair establishment.

This all fits in with service and this is one of the ways a dealer can make his service department pay.

I wish I had space to cover this more fully. This, however, will give you some ideas.

The main point is to *educate* your owners to be self-supporting, to furnish their own service by *avoiding* service. In other words, the car properly cared for will not develop difficulty.

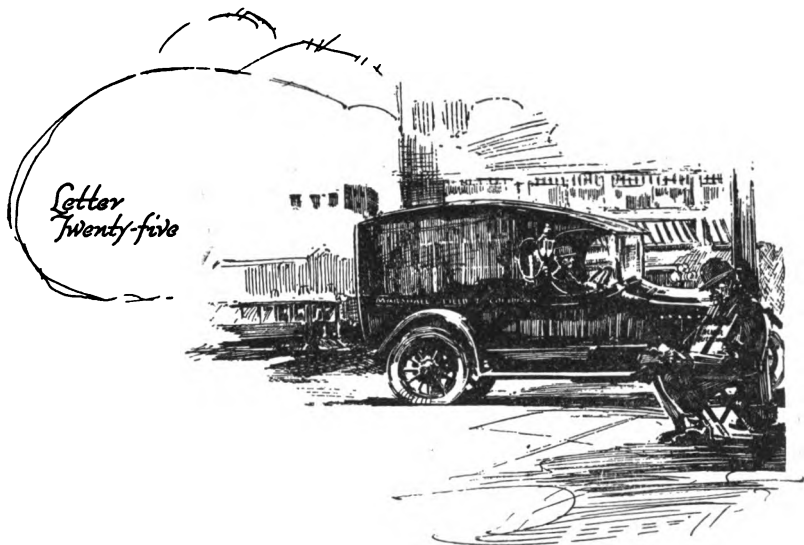
Hudson service is famous the country over. I can, therefore, close by saying that if you get into any difficulty by not understanding just how service should be conducted refer it immediately to the factory service department.

All these things I have told you are an old story to a good service man. They may be new, however, in their application.

Lots of people know things that they do not apply. Merely to remind them of it is a good thing. This may be true in your case.

DAD.





To Think Big Means to Grow Big—Dealer is Partner of the Factory—Who Sells Less than the Limit Robs His Partners

October 16th.

MY DEAR SON:—

Bigness is not the result of accident. A motor-car dealer cannot drift along in a happy-go-lucky kind of a style from day to day and ever amount to much. Taking things as they come to you will never make you big.

Little men and limited dealers are little and limited because they think small. There is more in mental attitude than most people dream of. "As a man thinketh that is he," is absolutely and practically true.

Think Big and You'll Grow Big

You often have heard it said that there are few people who can think in more than three figures. Just as soon as a man begins to get into four figures and higher, he is beyond his thinking step.

It is quite true that there must be the capacity for growth. The man who aims high must have the necessary ability and qualifications to climb high. But in most instances there is plenty



of brains and plenty of ability. The difficulty seems to be that the man lacks the mental stimulus needed to drive the idle machinery.

You may fill a mill or factory as full of machinery as it will hold, but if an electric current is not turned on to start it, it is worse than useless—power unused is no power at all. Ability unused might just as well have no existence.

This idea can be practically applied by a distributor or by his smallest dealer. Of course the dealer in a village of four or five hundred can never have as big a business as the man who is in a town of four or five thousand. Nor can the man in the small town ever hope to have as big a business as the big distributor in a metropolis.

Nevertheless, the man in the small town may grow into the bigger town and from there he may enlarge just as far as his mental capacity and ability will take him.

No Bounds to Dealer's Ambition

The road is wide for every man who wants to travel. But if one of your dealers in a town of four or five thousand is *satisfied* to sell, say forty or fifty cars in a year and has no ambition to grow *beyond* that, then he will stay right at that spot.

I figured out the other day just for my own interest what your distributing territory should absorb. It looks to me as though you should do a thousand car business next year. Probably you will think that I have set this about 50% too high. This is just exactly what I have in mind. If you *think* 500 you will probably *sell* somewhere near 500. If you only think 500 you will never reach 1,000.

But if you think 1,000 the 500-mark will be easy and there will be every incentive to push it far beyond until you approximate, if not actually reach, your full 1,000 allotment.

Nor is it necessary to build a machine to handle 1,000 cars and have half of its power wasted. There is always surplus ability in every organization. The thing to do is to so plan and systematize your organization both in your own town and in your territory, that it can be automatically expanded as necessity requires.

A good many people think this is a difficult thing to do. In reality it is quite simple.

Every Dealer is Partner of Factory

It must always be borne in mind by the dealer that he is a partner of the factory. The fact that he has accepted a business connection with them carries with it certain obligations. A partner is not permitted to do just exactly as he pleases. He should have some consideration for the aims and ideas of his partner.



A motor-car manufacturer, in order to maintain his position and develop his business, necessarily wants to see an increase from year to year. To stand still is to retrograde. It is almost as bad as to actually go backwards in volume of business.

As the motor-car business is constituted to-day, a car such as the Hudson must maintain its position amongst the big sellers. It must constantly increase its range of business and its output.

A partner of the Hudson factory must work along the same lines. His endeavor must be always to increase his business, to extend his range of deliveries.

The man who sits down and says, "I am satisfied with a 500-car business," when his territory is capable of producing a 1,000-car business, is *robbing the manufacturer* of the sale of 500 cars a year.

This aspect of the situation does not always appeal to a dealer. He looks upon himself more as a retailer. He says "I buy my cars from the factory and I can sell as many or as few as I please."

This is an absolutely incorrect view of the situation. The biggest thing that a dealer buys from the factory is *not* the cars, it is the *right to sell the Hudson* in a certain specified territory. That right is bigger by far than the volume of cars he sells there.

Franchise to Sell Cars Most Valuable Dealer Possession

The *franchise* is the valuable thing.

It is not the same as though a dealer could go into a wholesale store and buy a certain number of articles or a certain quantity of goods and then sell them when, where and how he pleased. That is an entirely different affair.

There have been used on occasions illustrations of various kinds of business when speaking of the motor-car business. But these illustrations do not always work out in practice. The motor-car business is a business by itself. It is unique, distinctive. There never has been anything like it before. Rules and principles that apply to other businesses will not work at all in connection with the motor-car business.

Bear this in mind, therefore, very strongly and impress it upon your dealers that the franchise, or the right to sell the Hudson car is the biggest thing the dealer has.

Therefore, as he is a partner with the factory he must work along factory lines.

Dealer Must Sell All Cars Possible

If his territory is a 1,000-car territory, he robs the factory of every car he sells less than his full 1,000 quota.

Nor can he complain if, when he wishes to sit down with ease and contentment to sell only 500 cars, the factory sales department



says to him, "We are not satisfied with the way you handle this territory, therefore we will take it from you and give it to someone else."

The man may say, "I am making all the money *I* care for." But that is not the point. He is to make money for the factory as well as for himself.

In fact, he does not make money only for himself, he must make money for his partner as well.

The dealer who does not live up to the possibilities of his territory, and the obligation that the Hudson franchise carries with it, cannot complain if the factory forms a partnership with some more progressive man who *will* sell more cars.

I want you to look at this from this standpoint, both because it is for your own good, and because it is the right and the proper standpoint to look at it from.

The Big Men Make the Big Money

The bigger you grow the more money you will make. It is useless for any man to say that he is satisfied with a \$10,000 or \$15,000 or \$20,000 profit when he might just as easily have double that amount. It is human nature to want all the profit that can be had.

If a dealer who has the possibility of 1,000 cars says that he wants to handle only a 500-car business, he merely states that he is lazy and does not care to exercise sufficient energy to measure up to his possibilities.

The message of this letter in brief—is to think in big figures, to realize that you are a partner with a growing and progressive concern, to understand that your contract carries with it certain obligations that you cannot abrogate of your own volition, and to bear in mind that the veto power lies with your partner. If you do not make money for him, he may look for someone else who can. This may be putting it rudely but it is a fact that is just as well for you to keep prominently before you.

DAD.





Letter
Twenty-six

The Conclusion of the Whole Matter—Get On the Band Wagon of Success—No Uncer- tainty to the Man Who Plays the Hudson Way

MY DEAR SON:—

October 30th.

Undoubtedly you thoroughly appreciate the fact that as a Hudson dealer you enjoy a wonderful opportunity, an opportunity that I believe is greater than that enjoyed by a dealer handling any other make of car. In saying this I am not overlooking the fact that other cars have been good sellers and that other dealers have made money. But knowing as I do something of the policies of the owners and managers of the Hudson Motor Car Company, I feel quite safe in making the statement that no other dealers enjoy similar advantages.

The Hudson Bound for the Top

The heads of the company are young men. They are able and ambitious men. They have demonstrated their ability by what they have done during the past few years. They are just beginning to show something of the ambition that they have. They are, it seems to me, determined to make the Hudson Company not only a leader among successful companies, but perhaps the *biggest of them all*.



There is no reason whatever why this condition should not be attained. Certainly they are leaders in engineering. Their policy has been both capable and consistent. They have not been led away by novelties or experiments, yet neither have they been ultra-conservative.

Quite a considerable number of motor-car manufacturers, who have dashed recklessly into the adoption of novelties and experiments, have been badly stung. They have found this habit expensive in money and costly in reputation.

Hudson Principles Always Have Won

The Hudson has not been, as some people seem to think, merely "lucky" in avoiding such things. It has avoided these things because of discernment, because of clear vision, and of exhaustive tests. That is why the features brought out in the Hudson are invariably a success. Other companies that have obstinately clung to outworn methods have eventually been forced to swallow their chagrin and acknowledge the Hudson the master engineer. It is not necessary for me to mention these features. You will recall a dozen of them merely by my calling attention to it.

This engineering leadership is one of the reasons why a Hudson dealer has a tremendous advantage over any other. After all the chassis is the car, just as they say of a camera, that it is all in the lens.

It is easy enough to build bodies, either conservative in design or novel in outline. But these are merely excrescences in a way. They are the super-structure. It is the foundation of motor, transmission, frame and other component parts of the chassis that really makes or mars the car.

Good Merchandising Has Made Success

Then, too, with this splendid product to build upon, the Hudson has been logically merchandised. By that I mean that its sales plan is built on solid ground.

It is not a car that is known only in one section or that depends only upon the personality and energy of its dealers to push it.

Wherever automobiles are sold, the Hudson is known and respected. Men who own higher-priced cars and cars that are sometimes alluded to as "high-grade" are a unit in their admiration of the Hudson. In never seems to occur to them that a Hudson can be bought for perhaps one-third of the cost of their cars. They recognize it as a worthy equal.

Buyers of Low-Priced Cars Graduate to Hudsons

Every man who buys a lower priced car has his ideas and his eyes fixed on the Hudson. He envies the Hudson. It is the car he would buy if he could.



The Hudson, therefore, if any car can be said to be a self-seller, is that car. People come into the Hudson dealer's salesroom already 99 per cent convinced that this is the car they want. True, the Hudson dealer may not always make the sale, but if he does not it is due to some outside reason and not to the car itself.

The Hudson sales machine is perfectly organized. The factory is keenly observant of conditions all over the world. Particularly is it conversant with American motor-car demands and markets.

The company always is ready and willing to assist dealers in every possible way. Its great aim and object is to see that its dealers "make good". The dealers with whom it is best pleased are the men who are the most successful and who are making the biggest profit.

It has been my observation that many dealers do not get as much help from their factory as the factory is ready and willing to give them. You should feel always the idea of partnership with the company. If you help them they will help you. No responsible manufacturer will hesitate to go the limit in aiding his distributor and dealer organization.

Swear By—Not at—the Factory

Stand in, therefore, with your factory. Consult with it. Ask its advice. Take your problems to it. Gain its confidence. Give it yours.

Your success or your failure will hinge in large measure on the success of the company back of you. You have engaged passage on the Hudson ship. You have entrusted your business future to an important degree to the Hudson company. It would be foolish and futile to mutiny or embarrass the navigating officers while in mid-ocean.

I commend this to you as a parting thought.

DAD.



1771



