

PLANNED *Sales* **MANAGEMENT**

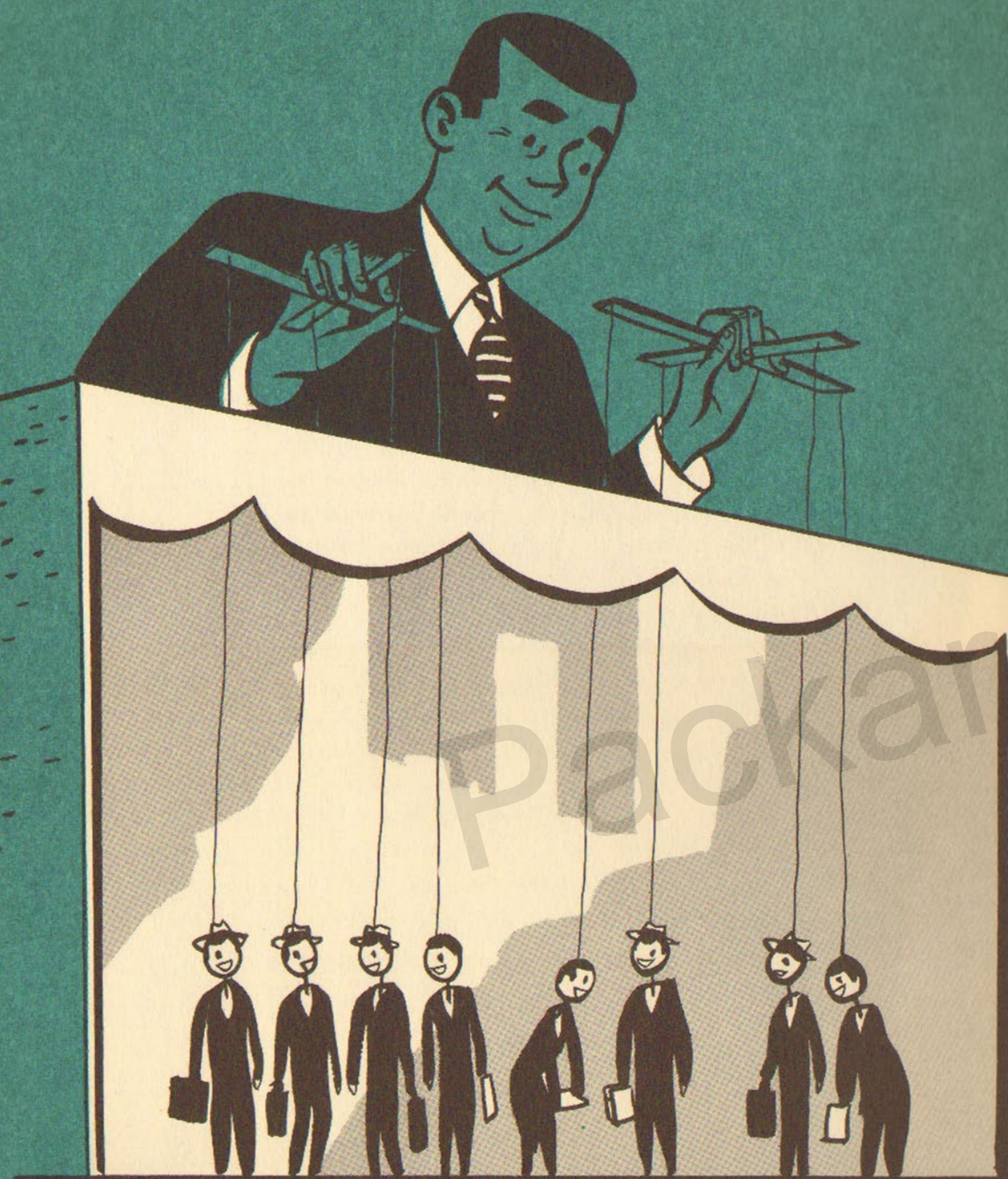
**OPERATING
AND
CONTROLLING
RETAIL
AUTOMOBILE
SELLING**



PACKARD MOTOR CAR COMPANY

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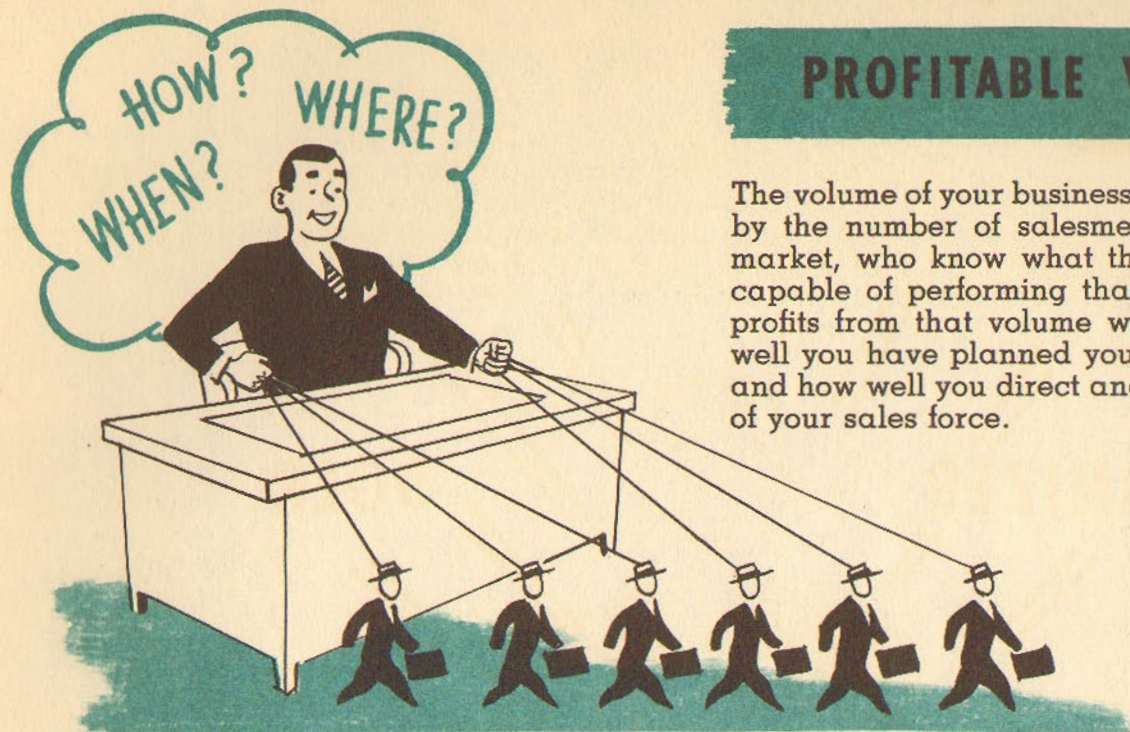


SALES MANAGEMENT



MANAGEMENT . . .

The success of your business will be in direct proportion to your ability to plan, direct and control the efforts of your sales force toward specific objectives of volume, price class, and profit.



PROFITABLE VOLUME

The volume of your business will be determined by the number of salesmen who cover your market, who know what their job is and are capable of performing that job well. But the profits from that volume will depend on how well you have planned your selling programs and how well you direct and control the efforts of your sales force.

The JOB

THE JOB is to find out the kind of sales that contributed most to profit and the volume of sales of all types required to maintain the rate of profit desired. For instance, in addition to new car figures find out what makes and models of used cars taken on trade give you the desired volume at the greatest profit. *The following steps are necessary:*

ANALYZE

Study the past performance of your dealership. What type of deals brought in the most money and resulted in satisfied customers? How were these sales made? Where were they made? Where can you make some more?

PLAN

Based on your analysis, work out the procedures and methods which can be followed by your organization to get more of that type of business. Set as a volume objective a reasonable share of your market (a minimum of 10% of your price class).

CHECK

Review progress of work regularly. Check the number of prospects, demonstrations, appraisals and orders to see that you are maintaining a balanced sales effort. Check the stock of cars against orders to see that you are maintaining balanced inventories.

DELEGATE

When you have laid out your program, put each phase of the work into operation by assigning the responsibility for it and the authority to carry it out, to competent, qualified individuals, and follow through to see that it is actually done.

SUPERVISE

Show the people who are assigned jobs how you want them done. Watch over them, guide and control their efforts toward the objectives you have established, and check their performance.

The MAN

THE MAN who can get, develop and maintain a profitable volume of sales must be an ORGANIZER—able to plan what must be done. And he must be a DOER—able to see that the job gets done.

ORGANIZER

DOER

ANALYST

Reviews and studies market conditions, selling activities and selling methods, to determine what must be done to reach the volume objective.

PLANNER

Organizes necessary activities into a concentrated program of work for today that will assure sales volume (at least 10% of price class) tomorrow.

TEACHER

Trains his salesmen in selling "know-how" and gives them fundamental product information.

LEADER

Inspires and directs his men, building them into happy, successful salesmen.

SALESMAN

Shows his men by actual demonstration how to develop and close sales.

BUSINESSMAN

Anxious to make money and aware that the dealership's success is his success.





ORGANIZING SELLING ACTIVITIES



SALES . . .

Sound, aggressive effort
toward a volume objective
produces real sales results.

THE ELEMENTS OF A SELLING PROGRAM

Your selling program must include **ALL** the activities required to interest the public in your product—to get the prospect to buy your product—and to keep the customer happy with your product.

ADVERTISING

The purpose of advertising is to focus attention on the value and quality of your product, its price, and the company behind it; and to promote good will for your dealership.

SELLING EQUIPMENT

The job of finding prospects, interesting buyers and closing sales is made more effective by "selling" equipment—the tools which you and your salesmen use in your everyday work.

MANPOWER

It takes man hours to contact prospects, interest purchasers and demonstrate and sell automobiles. Your sales volume will be in direct proportion to your manpower.

INVENTORIES

Don't keep the customer waiting after he has purchased. Maintain an adequate supply of

- All models
- All colors
- All accessories

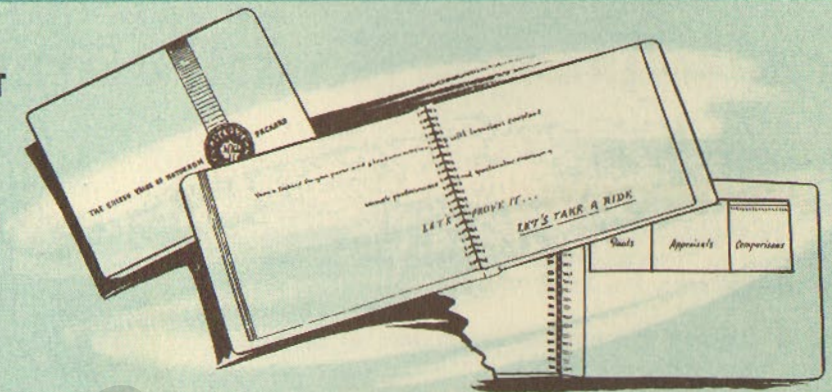
CUSTOMER HANDLING

An excellent time to create a lasting, favorable impression on your customer is after the sale. Include a plan of new car delivery and continuous owner follow-up as a part of your selling program to insure steady, repeating volume.

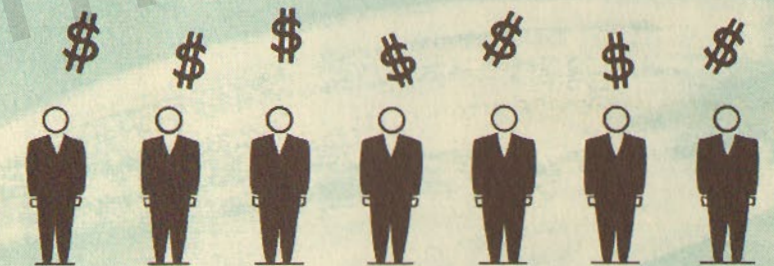
ADVERTISING



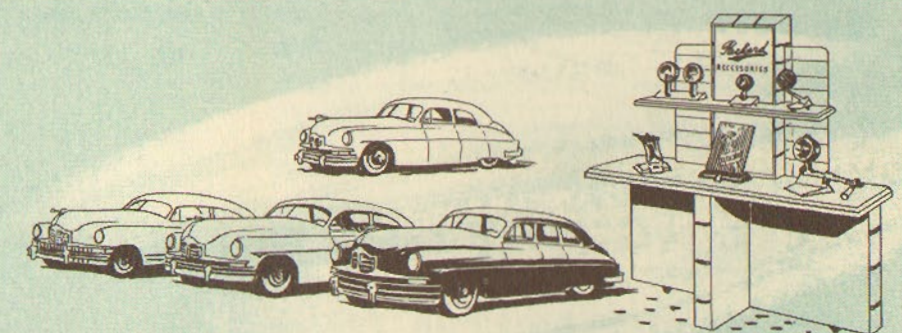
SELLING EQUIPMENT



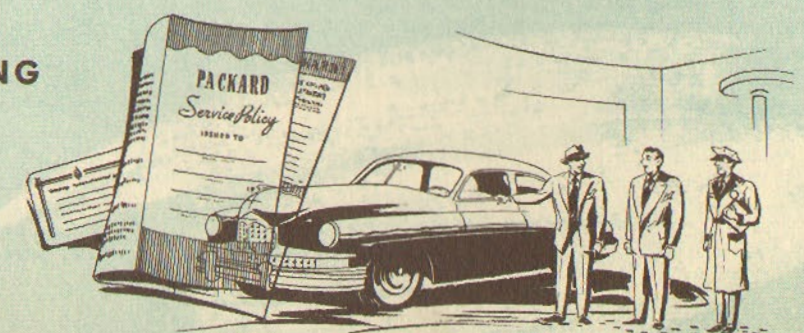
MANPOWER



INVENTORIES



CUSTOMER HANDLING



ADVERTISING to interest customers

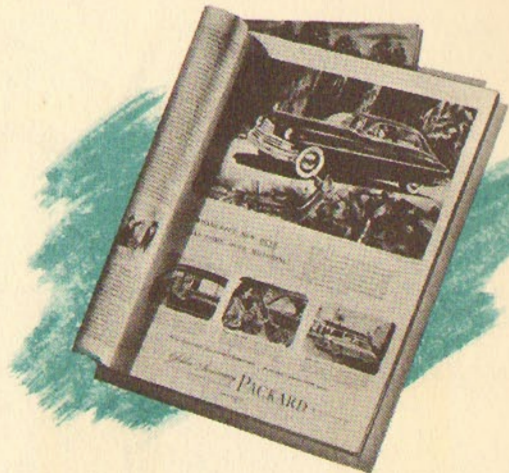
Your advertising program should reach all prospective purchasers in your territory, selling your product and your dealership. A phase of it, such as direct mail, should also be directed at specific types of buyers about specific products.

TAKE FULL ADVANTAGE OF PACKARD'S ADVERTISING HELP

● NATIONAL TIE-IN

Packard's national advertising program creates a broad, favorable impression for your products. Capitalize on these impressions—tie in your dealership closely with Packard:

- Display the current magazine ad in your window.
- Call attention to facts in national ads in your selling conversation.
- Use sales slants from current national ads in your local advertising.



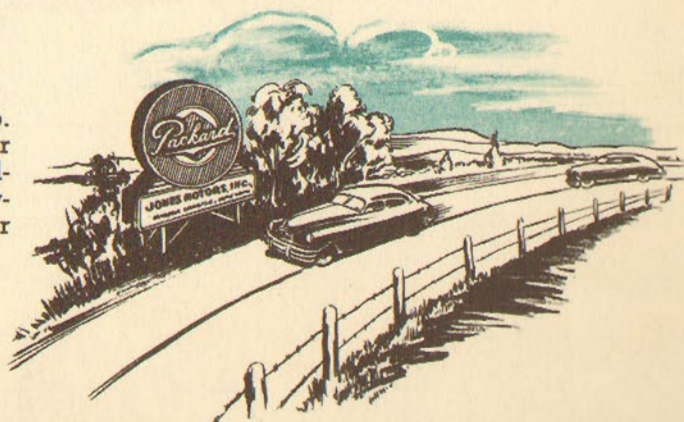
● LOCAL ADVERTISING

In your local advertising, consistently use the themes and illustrations that are currently appearing in the national advertising program. Around these themes and illustrations, play up your own local advantages and facilities and what they mean to the purchasers in your market.

IDENTIFY YOUR DEALERSHIP AS PACKARD HEADQUARTERS

● ROADSIDE SIGNS

Attract the motoring public to your dealership. Use roadside signs on the major highways in your locality, identifying your establishment as headquarters for Packard products and Packard service. (Check with your Packard District Manager for details of the current program.)



ADVERTISING to interest customers

● BUILDING IDENTIFICATION

Identify your building with signs. Let your public know who you are, where you are, and what you have to sell. Designate your sales department, your service department, and your parts department. Don't keep your customers guessing. (See your District Manager for approved designs and ordering information.)



DIRECT SPECIAL ATTENTION TO SPECIAL TYPES OF BUYERS

● DIRECT MAIL

Keep in touch regularly with specific groups of people:



PACKARD OWNERS



SERVICE CUSTOMERS



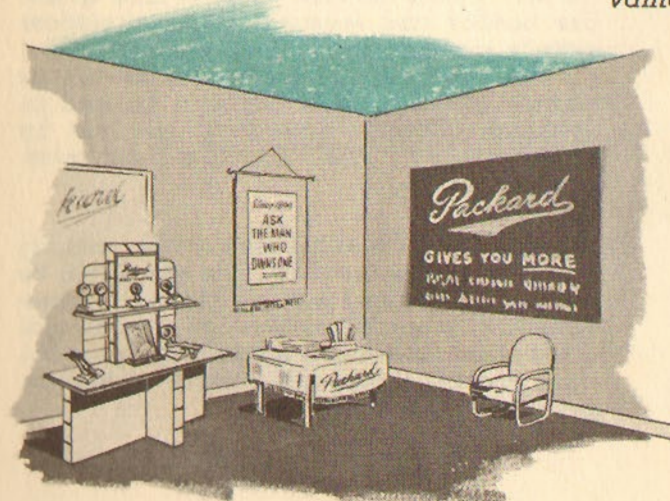
COMPETITIVE OWNERS



SPECIAL TYPE BUYERS

... using special messages about your products and your service.

(Check with your Packard District Manager on current programs and details on how other dealers are using them to greatest advantage.)



● POSTERS AND DISPLAY CARDS

Make your walls and windows throughout your building talk for you, directing special attention to facts about your products and services:

- Product Points
- Service Specials
- Accessory Specials
- Seasonal Items

THE SHOWROOM

Look at your showroom and your car display through the eyes of your most critical prospect. Make the room where you greet visitors as comfortable and inviting as your own living room. Surround your product display with the dignity, the splendor and the appeal of the finest diamond in a jeweler's showcase. Place as much value on your product as the people will who buy it. Let your showroom do its share of your selling job.

● COMFORT

Furnish comfortable chairs for your guests. Keep walls, floors and windows spotless. Use lighting that accentuates the product display but that is also soft and easy on the eyes. Have accessible, readily identified, and immaculately clean restrooms.

● LITERATURE

Keep a table, rack or counter in your showroom well supplied with your sales literature. Be sure it is readily accessible to both your guests and your salesmen.

● POSTERS

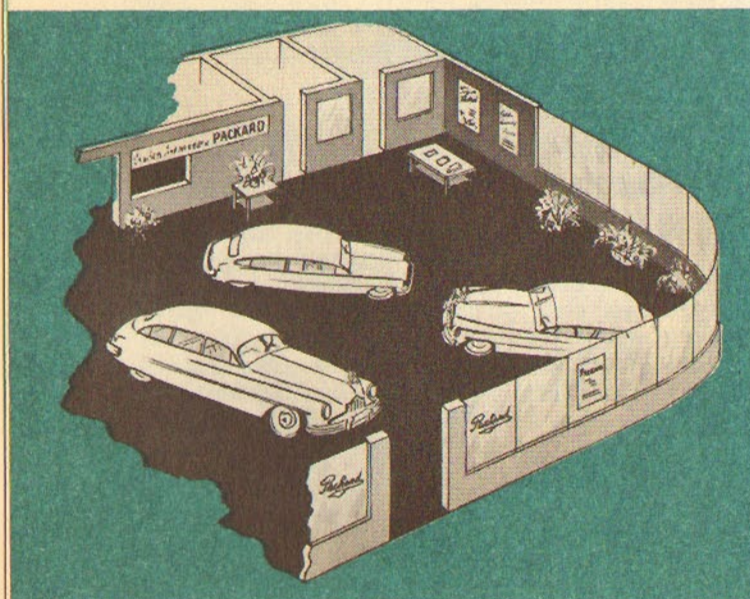
Visualize your sales story on your showroom walls. Place product-feature posters near your car display—accessory-benefit posters near your accessory display—service-department specials on posters near the service entrance.

● PRODUCT DISPLAY

The purchase of a Packard marks the fulfillment of a long-felt desire or dream to many of your customers. Capitalize on this feeling and display your product against a fitting background, enhancing its beauty and appeal by shutting out any distracting elements. Draperies, or at least an unbroken, uncluttered wall, behind the car may help achieve this effect. A raised platform, or turntable, is another possibility. *Make the most of the facilities which you have.*

CARS should be arranged attractively on the floor and the arrangements changed often. Feature the fast-selling models, but be sure that the luxury lines get their share of floor space. Use holiday and seasonal displays; outdoor settings showing cars in use; feature special occasions and tie in with local events such as football games. (Much help can be had in designing effective displays at low cost by cooperating with local department and sporting goods stores.)

ACCESSORIES are best displayed actually installed in an automobile. One car should be completely equipped with all available accessories at all times. When there are supplemental displays on racks or on special backgrounds, signs or cards should call attention to the use, value and price of each item.



THE CLOSING ROOM

Closing the deal for a car often involves the discussion of personal or confidential matters with the prospect. Respect this. Provide one or more well-equipped closing rooms where the selling tools are conveniently arranged, where the prospect can discuss financial and other arrangements in private, and where the salesman can close the sale without interruptions.

● EQUIPMENT

The customer is your guest—make him feel at home. Provide comfortable chairs, good ventilation and light. Use a desk to maintain a business atmosphere, and provide a telephone to get necessary information; but don't let the telephone interrupt your salesman when he is busy closing a sale.

● BUYING ATMOSPHERE

Buying atmosphere is one of the most important phases of your selling program. From the time your prospect enters your dealership until he drives away in his new Packard, use every means at hand to create within him the "desire to buy a Packard."

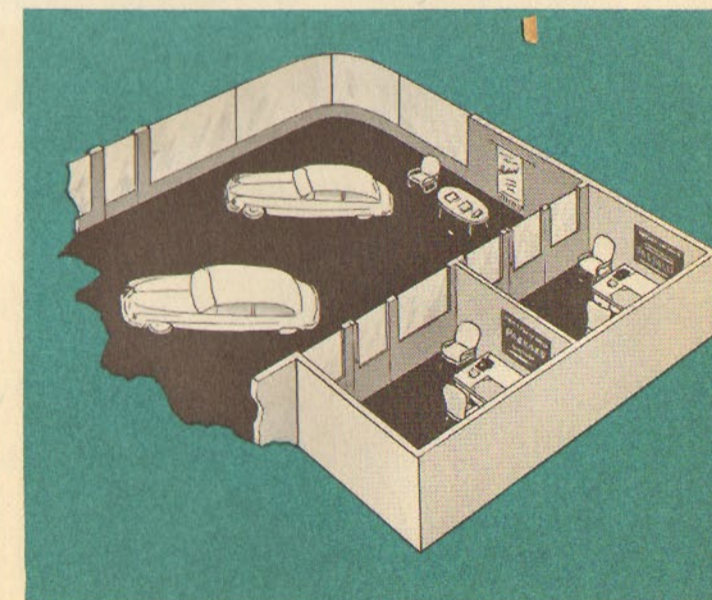
● LITERATURE

Have the correct sales tools handy. Your sales album—payment rate sheet—comparative information—used car price sheet—promotional literature, etc., should be efficiently arranged in the desk, and your current product posters displayed on the walls.

● BLANKS AND FORMS

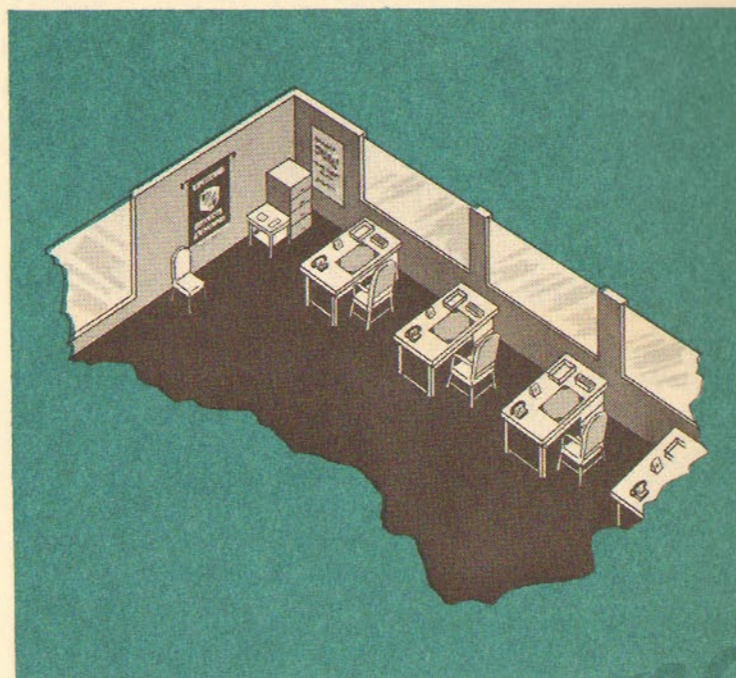
When the prospect is ready to buy—be ready for him. A specific desk drawer should be supplied with order blanks, appraisal forms, financial statement forms and time payment forms.

- A clean, attractive showroom
- A glorified car on display
- Talking walls and windows
- A private room in which to sign the order

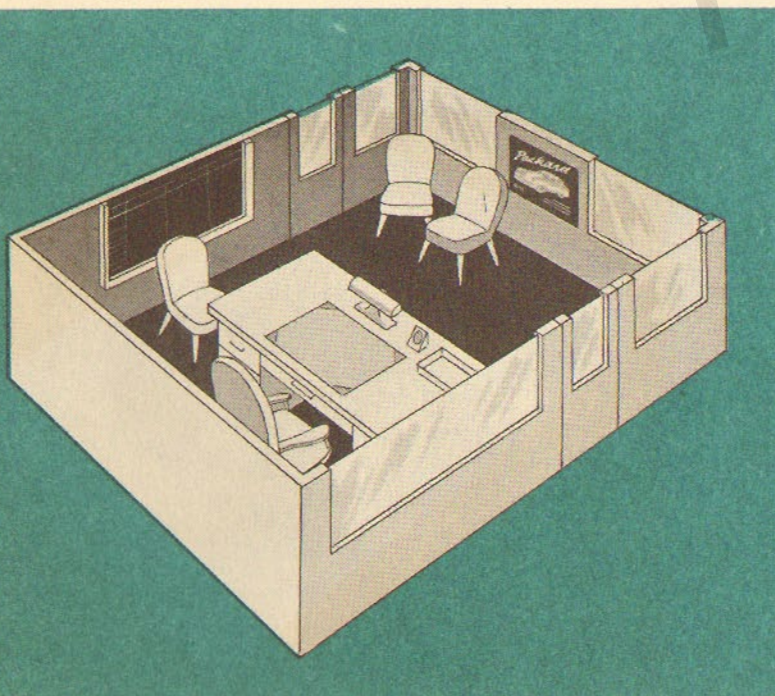


THE SALESMEN'S OFFICE

Your salesmen have sales tools—material which they use to plan, develop and make sales—which they do not carry around with them all of the time. They need a place to keep this material as well as a spot where they can sit down and work. A combination meeting room and salesmen's room works out very well. A good producer needs the security of a spot he can call his own. A table or desk, extra stock of supplies and promotional material, and a bulletin board for special notices, should also be included in this area.



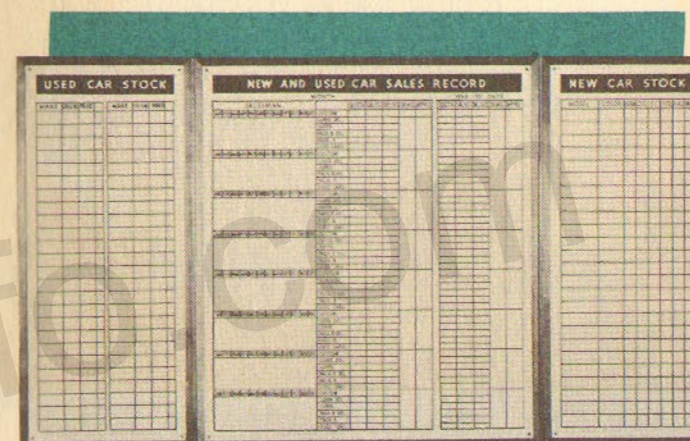
THE SALESMANAGER'S OFFICE



The *salesmanager's office* should be businesslike, but friendly and comfortable, and should include a desk and several chairs plus a chart or blackboard. It should be private for personal consultation with your salesmen and preferably adjacent to the salesmen's office as well as to the showroom.

THE MEETING ROOM

The meeting room is primarily a training room—it is the place where your salesmen learn fundamental selling techniques and basic product information. Here you will also review with them the job they have done and stimulate them to greater effort. Therefore, this room should be equipped with all the material necessary to give information and stimulation to your men—literature, charts, film equipment, visual records and other basic teaching tools. The room should be adequate in size, well ventilated, pleasantly lighted and equipped with comfortable chairs and a large table.



TYPICAL COMMERCIAL SALES PRODUCTION BOARD

SALES PRODUCTION BOARD

Sales production board to record your salesmen's quotas and their production toward their quotas should be a prominent unit on the wall of your meeting room, listing:

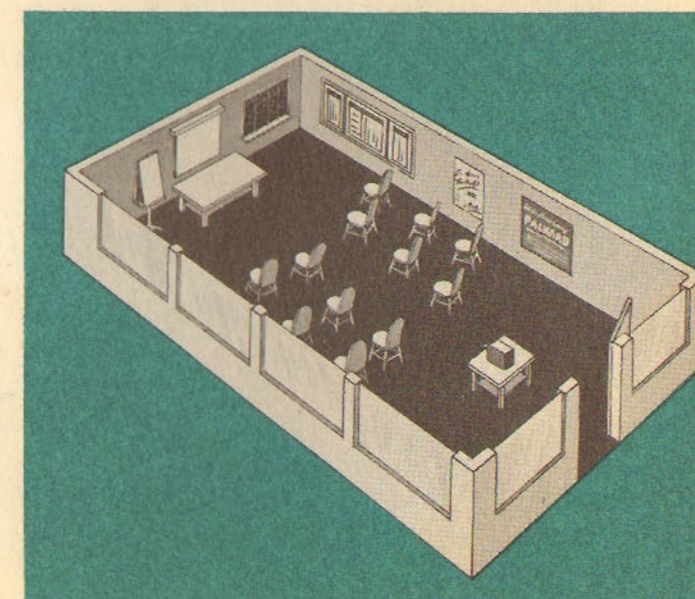
- Salesmen's names
- Sales progress
- Quotas
- Orders

BLACKBOARD

A blackboard, or easel chart stand, should be standard equipment in your meeting room. It serves to visualize high points of your meetings as they are developed. It can also be used to record objectives or assignments which can remain on the board for future reference.

MEETING ROOM LAYOUT

Meeting room layout should combine comfort and utility. Comfortable chairs and a large table are the first essentials, as well as a blackboard or easel chart and a motion picture screen. Adequate ventilation is extremely important, as is some arrangement for quickly darkening the room for best showing of slidefilms and motion pictures. In many cases, the meeting room and salesmen's office can be combined.



MANPOWER to get the order

Your selling program will produce profitable volume when you have

- Men to Sell
- Products to Deliver

RECRUITING MEN*

Worthwhile salesmen don't just happen. They are the result of persistent fishing and careful work on your part. A ready supply of good men to meet your normal turnover or to replace your weak men will be the result of

- Continuous searching
- A reservoir of candidates
- Careful selection

*Refer to your "Planned Sales Manpower" Booklet.



DEVELOPING SALESMEN

Protect your investment in the time and money you devote to recruiting by:

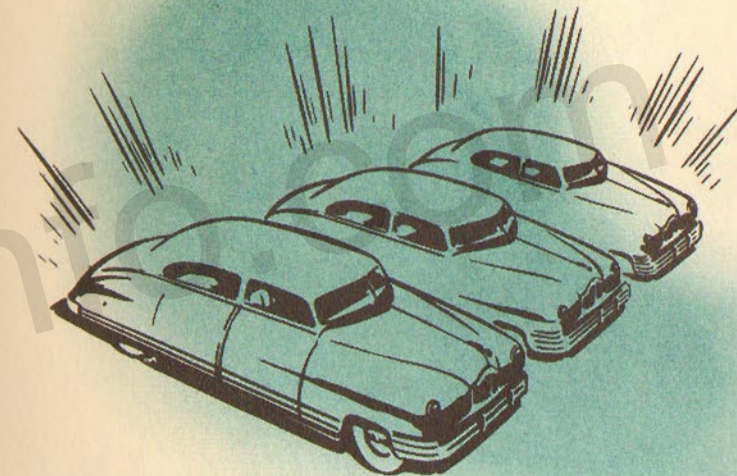
- Breaking in your new men properly
- Weeding out misfits rapidly
- Training your men continuously
- Giving your men the right direction and guidance

You can assure yourself of maintaining profitable volume by continuously building your sales force.

INVENTORIES to fill the order

WHEN YOUR PROSPECT SIGNS AN ORDER...

... he wants his new car immediately. Your selling job will be easier if you can assure your prospect of early delivery of his exact requirements. Thus, it is important to your selling program that you maintain a well-balanced inventory—a wide choice of colors, models and other features people want. Catalog selling alone will not suffice today. Buyers want to see, feel, and try out what they are buying before they say "yes."

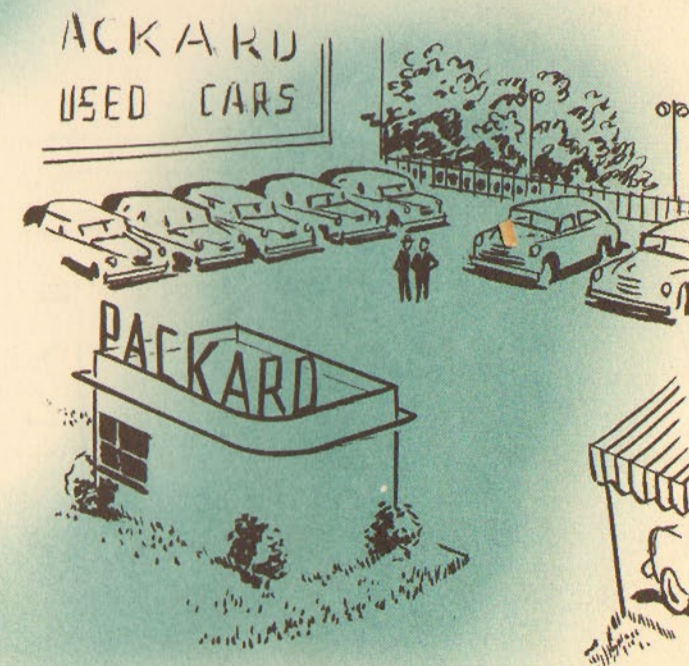


NEW CARS

New car inventory must include cars for showroom demonstration and for road demonstration, which are equipped with all accessories. It must also include a stock of cars in popular models and colors for immediate delivery—a well-balanced stock large enough to meet your normal demands, for at least the next 30 days.

USED CARS

Used car business is a legitimate phase of the retail automobile business. You must get into the used car business—you must get your dealership recognized as a used car headquarters. Have sufficient stock of saleable merchandise to supply all current demands—keep the stock fresh and priced right. Keep your used car inventory well balanced for easier turnover.



CUSTOMER HANDLING

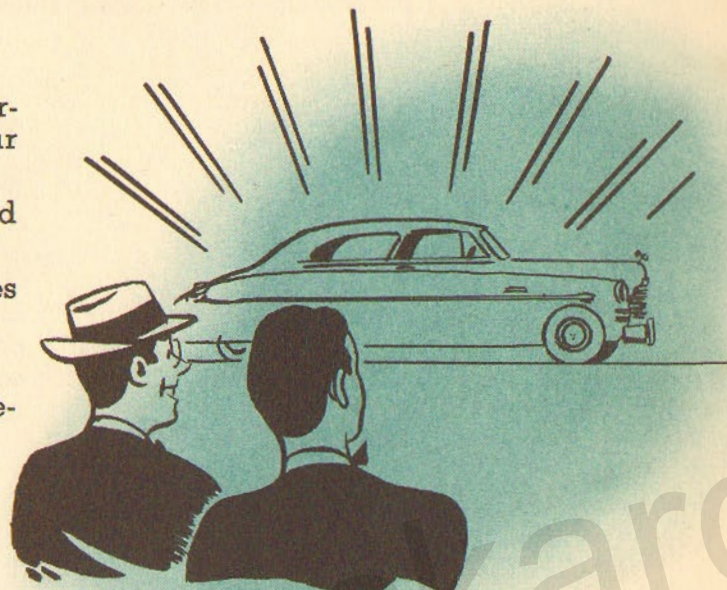
to assure repeat orders

Closing the sale can mark the beginning of a very profitable relationship for your dealership. A new customer is not just an order. He is an opportunity for continual profitable volume. Build his good will by keeping him satisfied *after* his car has been delivered.

NEW CAR DELIVERY

When the car is delivered, a lasting, favorable impression can easily be made on your customer. You and the salesman should:

- Check the car appearance and operation.
- Point out the benefits and features again.
- Explain the operation carefully.
- Enlist yourself as his personal representative at the dealership.



THE IMPORTANCE OF SERVICE

The service department can be a big factor in maintaining your customer's satisfaction with the car he has purchased and with your dealership. Introduce the new customer to your service manager. Let him explain the service warranty and show and explain your service facilities. Have your service manager tell him what a good service department can mean to the operation of an automobile. Be sure your new customer's name is made a part of your service follow-up system.



CUSTOMER HANDLING

to assure repeat orders

OWNER FOLLOW-UP

Owner follow-up after the sale is the "opportunity period" for building stable service volume. Render personal service to the new owner. Check with him within two weeks after delivery of the car and again at inspection periods and subsequently at regular sixty-day periods. You will:

- Create lasting friendship in the mind of the owner for the salesman, the dealer, and the product.
- Obtain prospects from the new owner who will be praising his new car to his friends.
- Know that the car is operating well and that he is satisfied.
- Earn the customer's repeat business for both service work and future car sales.



Give your owners real reasons to purchase all of their car requirements from you by giving them more of what they want—

Personal Service and Attention!



CONTROLLING SALES ACTIVITIES



RESULTS

Continuous review of your progress—what has been done and what is yet to be done—will point up how well you are succeeding or where you are falling down in your selling program.

- **ANALYZE**
- **CHECK**
- **DELEGATE**

PROFITABLE SALES VOLUME DOESN'T JUST HAPPEN. It is the result of careful study, painstaking analysis, and well-thought-out delegation. You must *know* the kind of sales that make money, the amount you can afford to spend to get those sales made, and the number of sales required to balance out profitably.

The following five points must be considered:

PROJECTIONS...
of what you want to accomplish each month are essential.

VOLUME...
of sales controls the extent of your profit.

EXPENSE...
must be carefully studied as well as recorded.

INVENTORIES...
maintained sufficient to meet demands with the least investment.

MANPOWER...
sufficient to sell your required quota of cars.

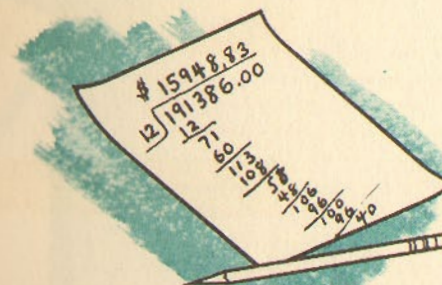
PROJECTIONS spell out in an easy-to-understand way the "how" and "why" of your business. You don't have to be a fortune teller to project your operating expenses for the next year and so figure out the volume of sales that will be required to meet those expenses. It's much easier than that.



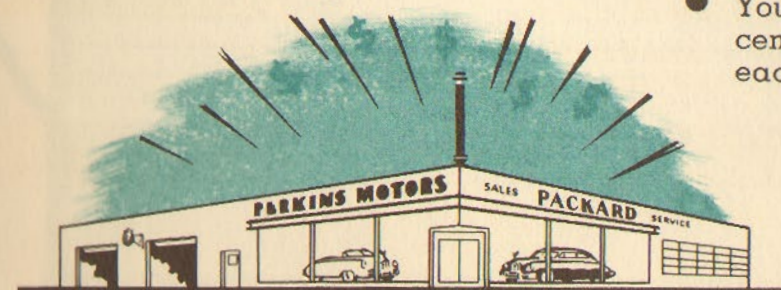
- You know how many new cars you must sell each year from your local market potential.



- From previous experience, or from zone averages obtainable through your district manager and adjusted to your projected volume, you can project your fixed and variable expenses for the year.



- Divide your estimated yearly expense by twelve and you will get an estimated monthly operating cost that you can then adjust for monthly seasonal variations.



- You know approximately what percentage of profit you will make on each car sold. So you can easily figure out how much you will contribute each month to the gross profit of your dealership through new car sales.

Maintain and study records of each sale to determine trends, so you can plan ways to make *more and more* of those types of sales which contribute the most to profits.

SALES RECORDS should be accumulated for periodic analysis. While each individual order influences profitable volume, it is the trends and what is happening as a whole that indicate how profitable your volume will be. Make use of Form RSA 1204. Set up a continuous record, recording and reviewing individual sales daily, and analyze them at regular intervals as a group to determine trends.

LITHO IN U.S.A.

FORM RSA 1204 THE REYNOLDS & REYNOLDS CO., DAYTON, OHIO

SALES RECORD		FACTORY INVOICE		INVOICE AMOUNTS		EQUIPMENT RECORD					
NEW CAR—		DATE	NO.	CAR		AMT.	REF.	ITEM			
DATE	INV. No.	MAKE	TYPE	EQUIP.							
NAME		MOTOR No.									
ADDRESS		SERIAL No.	CO-OP. ADV.								
SALESMAN		KEY NOS.	E.O.H. HAND FRT.								
		IGN.	COMP.								
		PAINT	TRIM	TOTAL INV. ADDED FRT.		TOTAL GROSS PROFIT	AUTHORIZED DISCOUNT	USED CAR OVER-ALLOW.	NET GROSS PROFIT		
USED CAR—		IDENTIFICATION No.	DATE	MAKE, MODEL TYPE AND YEAR	NET ALLOW. AMT.	ACTUAL RECOND. REFERENCE	NET ALLOW. PLUS RECOND.	INV. ADJUST. AMT.	TOTAL INVENTORY VALUE	AMOUNT SOLD FOR	GROSS PROFIT OR LOSS
DATE	INV. No.	SERIAL No.	MOTOR No.	TITLE No.							
NAME											
ADDRESS											
SALESMAN											
DATE	INV. No.	SERIAL No.	MOTOR No.	TITLE No.							
NAME											
ADDRESS											
SALESMAN											
DATE	INV. No.	SERIAL No.	MOTOR No.	TITLE No.							
NAME											
ADDRESS											
SALESMAN											
DATE	INV. No.	SERIAL No.	MOTOR No.	TITLE No.							
NAME											
ADDRESS											
SALESMAN											
TOTAL GROSS PROFIT											

NEW CAR

When your car is received from the factory, fill in all pertinent information on Form RSA-1204, and it becomes an inventory of new cars on hand. When this car is sold, enter the information concerning the sale and you will have a record of the net gross profit on the sale.

USED CAR

If a used car is taken in trade, fill in the information about this used car and the form becomes a record of your used car inventory.

GROSS PROFIT

When the entire deal is washed out, you then have a complete record of the progress of the deal—a figure of your actual gross profit on the deal.

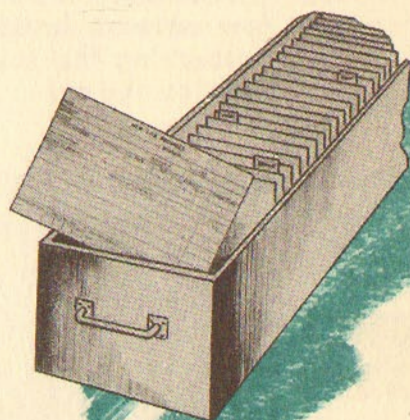
Analysis of these sales records gives you a quick and accurate picture of . . .

- how you are progressing in sales.
- what you are doing in the way of overallowances.
- what type of used cars is going into inventory.
- what salesmen are producing what type of volume.
- actual reconditioning cost versus estimated cost which equals appraisal errors.
- gross profit or loss.

VOLUME results from contacts—contacts with people who can buy an automobile. Good salesmanship and the law of averages will give you your required volume if you have a sufficient number of prospects who have allowed you to make an appraisal and are actually "talking a deal." Control the quantity of your prospects and the number of appraisals, and meeting your sales quota will be easy.

PROSPECT FILE

Have each salesman keep a simple record of those people who may buy a car from him and of the progress he has made toward completing the deal. Review these records with each man regularly to determine if he has enough prospects and how he is developing each one.



APPRAISAL

Keep a careful record of each car you appraise so that you will have in writing the exact condition of the car and what you and the prospect agreed upon. Review these appraisals regularly. Determine if each salesman is having enough appraisals made to assure his sales quota. Using both Forms RSA-1204 and V-273, check appraisals against actual allowances to determine your trends in overallowances and to determine reconditioning costs—actual versus estimated. From these reviews you will be able to ascertain where you must improve your appraisal policies and methods.

PACKARD USED CAR APPRAISAL
FOR USE OF PACKARD DISTRIBUTORS AND DEALERS

No. _____

Name _____ Date _____
Bus. Address _____ Bus. Telephone _____
Bus. Address _____ Bus. Telephone _____

Year and Make _____ License No. _____
Body Type _____ Serial No. _____
Model _____ Wheel Type _____
Motor No. _____ Fog Lights ☐ Toots ☐

Mileage _____
Accessories and Equipment: Radio ☐ Heater ☐ Clock ☐ Home ☐ Spotlight ☐
Special Steering Wheel ☐ Dual Tail Light ☐ Fog Lights ☐ Toots ☐

ESTIMATED SELLING PRICE (Market) _____

Cost to put in salable condition: _____

CHECK ✓ IF O.K. — ESTIMATE COST IF REPAIRS NEEDED					
WASH CAR, MOTOR CLEANER	✓	UNDERSTERY	✓	CLUTCH	✓
PURISH	✓	MOTOR (Start)	✓	AXLE—W D R C	✓
BODY (Paint)	✓	MOTOR (Turn)	✓	STEERING	✓
WINDSH GLASS	✓	STARTER	✓	BRAKES	✓
GLASS	✓	BATTERY	✓	WHEELS	✓
ROOFING BOARD AND FLANGE W/	✓	LIGHTS	✓	SPRINGS	✓
TIME—CONV AP CUP C B R C D	✓	BORN	✓	ONWARD—OIL	✓
WEB CARB C	✓	GENERATOR	✓	PULLEY	✓

COST OF RECONSTRUCTION. _____

APPRaisal PRICE. _____

This valuation is only an estimate, and is in no sense to be considered a
guarantee and expires by limitation _____ days from date hereof.

Appraiser _____ Salesman _____

MODEL INTERESTED IN _____

FORM V-475 REV. 1-1957, PRINTED IN U. S. A.

SUPPLY THE PACKARD MOTOR CAR COMPANY

ORDER

A properly filled-in order will give you a complete picture of the sale and its terms. Later you can use it in your sales record to record facts about the sale. Finally it goes into the owner's file along with the appraisal form (Form SA 191).

[illegible]

OWNER FILE

As soon as you have your order, put the owner's name on the tab of a plain manila folder and begin to accumulate all of the information on this owner in this folder. You will already have:

- Correspondence
- Order and appraisal forms
- Delivery inspection sheet and salesman's follow-up report

CAN ORDER

ORDER _____ PURCHASER _____ DATE _____

SHIP TO _____

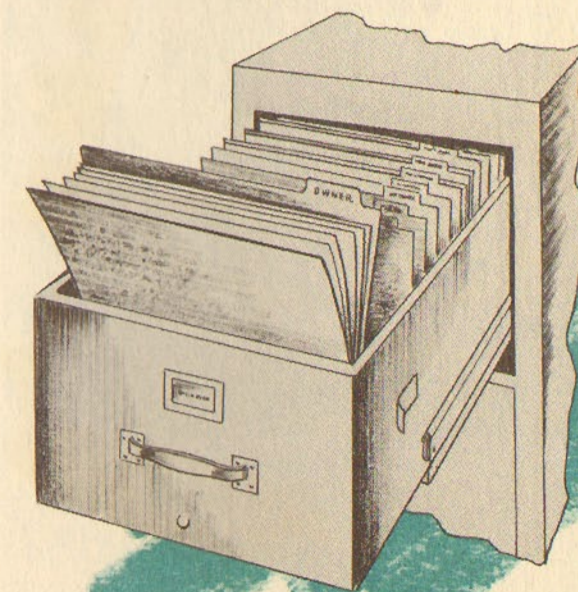
CASH ON HAND _____ CASH ON ORDER _____

ITEMS _____ QUANTITY _____ UNIT PRICE _____ TOTAL PRICE _____ TAXES _____ FREIGHT _____ INSURANCE _____ TOTAL DUE _____ REMARKS _____

BUYER'S SIGNATURE _____ ADDRESS _____ CITY _____ STATE _____ ZIP _____ COUNTRY _____

DELIVERY

Use your delivery inspection record to begin the development of your owner file. Have the salesman give particular attention to its final preparation (see bottom heading of Form V-570). Be sure that the service manager gets a copy of the delivery inspection sheet to begin the service owner follow-up file.



STUDY PERFORMANCE RECORDS AGAINST YOUR PROJECTIONS

Obtain from your accountant the records of your operations monthly. Review your operating expenses for the month and determine where you can improve them. You are responsible for:

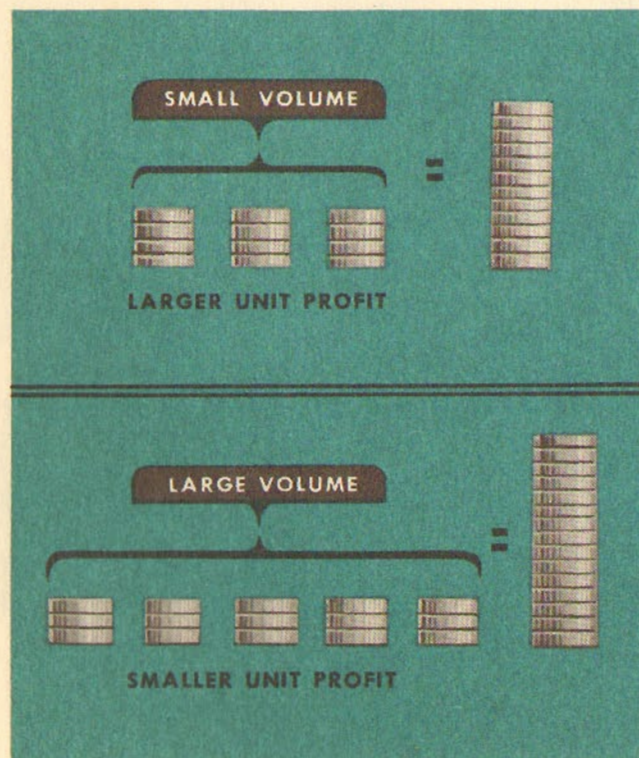
- Selling Salaries and Commission (1)
- Advertising (4)—(34)
- Company Car (32)
- Fitting, Delivery and Warranty (2)—(3)
- Demonstrations (33)
- Overallowances on trades (see page 25)

Each of these six items represents operating expenses. You must continually watch these expenses so they don't get out of hand—reducing each item as low as possible in line with good business in order to improve your profit position—increasing each item as required to improve your volume position.



GROSS PROFITS VERSUS NET PROFITS

Gross profit is the difference between your cost of the product and its selling price. Net profit is what you have left after you have paid all of your expenses. Don't be deceived by low expenses and low overallowances. They may mean low volume. And low volume in most cases also means low profit. If you can build your operation to a "Volume Operation," the number of units sold will more than offset the relatively small cut in gross profit per unit. Thus, the over-all gross and net profit of a volume operation are practically in all cases higher than the gross and net profit of a small sales operation.

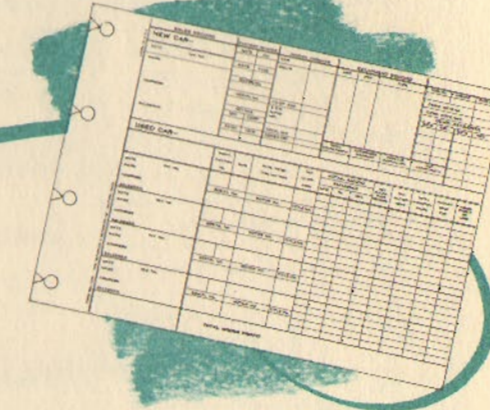


Don't let your customers wait for delivery. Based on your sales projections, you can easily tell what inventory you will require. Keep your investment in cars as low as possible, but still maintain at least a 30-day stock on hand and be sure that stock is well balanced with all models in ratio to your market potential.

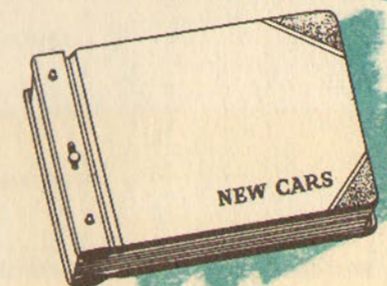
NEW CAR inventory records can be easily obtained by using the sales records suggested on page 24.



- When you receive a new car, transfer the information from New Car Order Form V-475 to Sales Record RSA-1204.

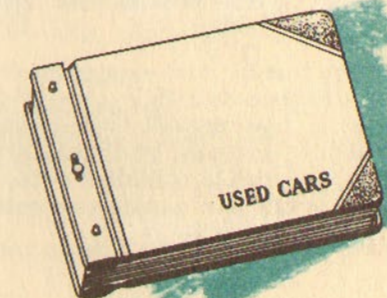


- File these sales records in a binder which now becomes your new car inventory record.



- When the car is sold, this record is removed from the binder, and if a used car has been taken in trade it then goes to your used car inventory binder.

Use this record regularly to review and replenish your inventory.



USED CARS are a necessary and important phase of your business, and you should make every effort to maintain a balanced inventory, priced in line with the market to assure rapid turnover. Provide your salesmen daily with a list of used cars on hand and their price; encourage your salesmen to trade for used cars that will help you maintain a balanced inventory. Your goal should be complete turnover of used cars every 30 days.

MANPOWER will set the limit on your volume. Ask your salesmen to give you an *honest* projection of how many cars they expect to sell each month. If their total expected sales do not meet your quota, you must find means to improve your salesmen's individual productivity, or get enough additional manpower so your sales quota can be made.

A SALES PRODUCTION BOARD, as illustrated below, will not only prove a constant source of stimulation to your salesmen, but will also be a ready reference for you in reviewing and controlling your salesmen's performance. It is a day-by-day picture of how sales work is progressing. (Board as illustrated is available for your purchase: see your district manager for details and prices.) In addition, this board is used to record new and used car stocks by models, etc.

USED CAR STOCK			NEW AND USED CAR SALES RECORD										NEW CAR STOCK												
			MONTH										YEAR TO DATE												
MAKE	MODEL	PRICE	SALESMAN			QUOTA	SALES	DELVS	DEMS	APPROS	QUOTA			SALES	DELVS	DEMS	APPROS	MODEL	COLOR	YEAR	QTY	IN STOCK	QTY	IN STOCK	

- Rank the men monthly, starting the high man, according to the year-to-date figures, in the number one position.
- Sales, appraisals and demonstrations for "this month" are recorded daily at your morning work conference, adding what was done yesterday to the figures already on the board. At the end of the month they are added to the year-to-date figures and the new ranking of salesmen made.
- To arrive at the salesman's quota for each month.

let *him* decide with your guidance at a meeting around the last of each month just how many cars he expects to sell the following month. This must be a figure that he is reasonably sure he can meet, based on the prospects he has.

- Add the total of these sales quotas and if it doesn't equal your required volume for the next month, either plan ways to extend the men's efforts, or go to your recruiting file and add some more salesmen.

Be sure that your men are accurately reporting their day's work. Don't run a spy system, but do enough regular spot-checking so that both you and your men know that your records of demonstrations, appraisals, etc., are correct.

DAILY WORK SHEET

Often a man who seems to be slipping can be helped by better organization of his day's work. You can turn him into a good producer by working out with him a written time schedule of each day's work, and extending the schedule daily until he is producing satisfactorily.

The schedule should be worked out so that the salesman every day will:

DAILY WORK SCHEDULE

- ✓ write personal notes, or send a piece of literature to six new prospects.
- ✓ phone or talk in person to six sales associates in an eternal hunt for new prospects.
- ✓ phone six new persons for appointments.
- ✓ make personal calls on six prospects with as many actual demonstrations as possible.
- ✓ make six check-up calls on Packard owners.
- ✓ make six personal "cold" contacts.
- ✓ make a complete report on his day's activities for the salesmanager's use at each morning's work conference, and plan his work for the next day.



RECRUITING FILE

A reservoir of applications of good potential salesmen is insurance against breakdowns in your volume. Review your applications and check on them regularly to be sure the men are still available for addition to your staff or replacement of someone who has not worked out well. Add to the file continuously. (Note additional suggestions, pages 13-36, of your "Planned Sales Manpower" booklet.)



Your Responsibility

Your responsibility is to plan and control your selling activities so that you maintain continuous profitable volume at all times. Selling your basic contract and more, year in and year out, will be easy if you:

- Recruit a strong sales force.
- Develop master salesmen.
- Have a sound sales program.

