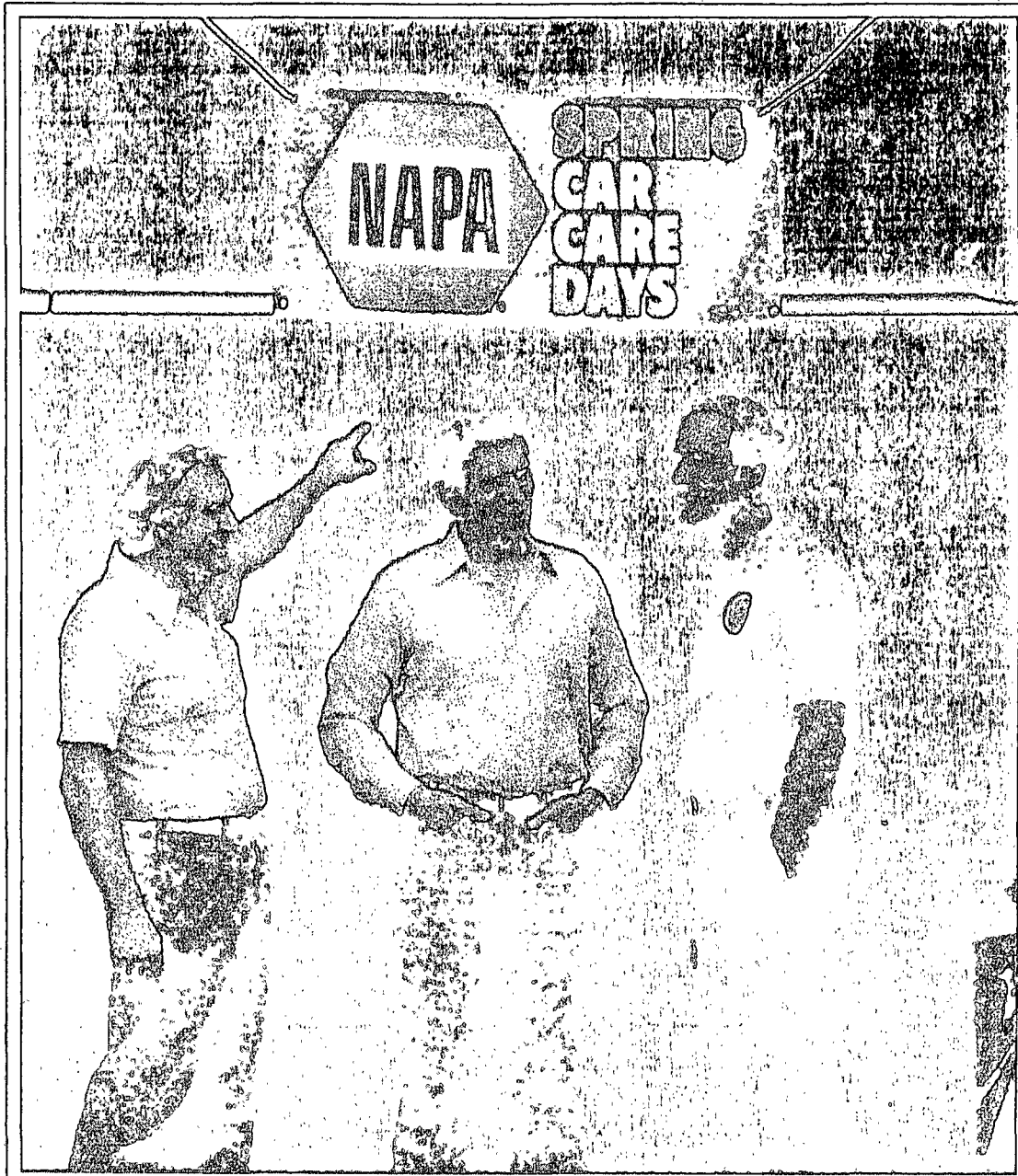


Outlook

VOL. 15 NO. 1



Spring Car Care Days Local Advertising
The Key to Controlling Cash
Clinics Mean Business

SCF-NAPA-1700





P. 5

BUSINESS BEAT5

• NAPA New England jobber first to enroll in 1982's "Go the NAPA Way" sales incentive program • Price cutting versus competitive pricing • NAPACOMM changes distribution format • Franklin Auto Parts enjoys huge turnout at "Go the NAPA Way" dealer meetings.



P. 8

CLINIC WITH A TWIST8

NAPA Jobber John Harmon discovers that special interest clinics open up new business opportunities and earn an A+ in public relations.

PLANNING YOUR SPRING CAR CARE DAYS LOCAL ADVERTISING12

Effective local advertising doesn't just happen — it takes forethought and planning. These suggestions should assist you in putting together a local Spring Car Care Days advertising campaign geared for optimum results.



P. 12

PROMOTE IN PRINT16

Newspaper articles written about a product, service or car care suggestions are effective yet inexpensive ways to promote your store name. Here are three new releases you can easily adapt for use in your local newspaper to promote your Spring Car Care Days event.



P. 16

CASH CONTROL: BALANCE IS THE KEY20

The secret to controlling cash? Balance. Outlined here is one suggested approach to sound cash management.



P. 25

DATeline NAPA25

Items of interest to NAPA and its people.

NAPA OUTLOOK

VOL. 15 NO. 1

Chris McLean, Editor & Director of Communications

Published periodically in the interest of NAPA Jobbers, Distribution Centers and Manufacturers across the nation. When notifying us on a change of address, please mention NAPA OUTLOOK and give us the old address along with the new address and zip code.

Litho in U.S.A.

NAPA HEADQUARTERS

Suite 1129, Parklane Towers West, Dearborn, Michigan 48126

MAC'S OFFERS EXTRA SPRING CLEAN-UP PROFITS!

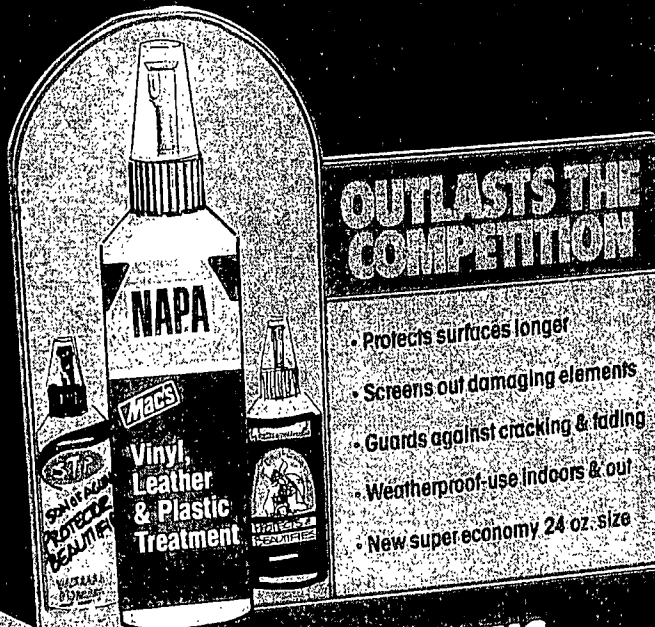
Beginning in January, 1982, Mac's will be offering a special Spring Clean-Up counter top display, kit number M-483.

Each kit contains four units:

1. One case—All-Purpose Cleaner, part number 3300
2. One case—Vinyl, Leather & Plastic Treatment, part number 3600
3. One case—Vinyl, Leather & Plastic Treatment, part number 3624
4. Counter top display

See your Mac's sales representative or Distribution Center sales manager for your order.

The M-483 counter top display also features consumer refunds of \$2 on each bottle of 3300 All-Purpose Cleaner and 3624 Vinyl, Leather & Plastic Treatment, and \$1 on each bottle of 3600 Vinyl, Leather and Plastic Treatment.



NEW
INTRODUCING
24 OZ. NAPA
ALL-PURPOSE CLEANER



NAPA



TUNE UP YOUR SALES FORCE!



Here are the tools you need to make inside and outside sales run more profitably...

Selling to Your Tough Prospects Outside Selling Skills Review

- Self-study review of NAPA OSS skills that is designed to be completed in the field without interrupting daily selling activities
- A convenient learning tool that can be reviewed as often as necessary in short time periods each day
- Helps outside salespeople identify "hidden markets" — prospects from the traditional, fleet, farm, and industrial-institutional markets — whom they may have overlooked

EACH OSS REVIEW KIT CONTAINS:

- 1 - Audio cassette review tape
- 1 - 56 page workbook to help you "sell to your tough prospects"

The Selling Challenge Inside Selling Skills Review

- Self-study review of NAPA ISS skills that is designed to be completed in the field without interrupting counter sales
- A convenient learning tool that can be reviewed as often as necessary in short time periods each day
- Helps inside salespeople recognize opportunities to increase profits through related-item selling

EACH ISS REVIEW MASTER KIT CONTAINS:

- 1 - Audio cassette review tape
- 1 - 48 page workbook

Each ISS master kit is supplemented with as many additional ISS review workbooks as you need at a nominal cost — \$5.00 each.

**CONTACT YOUR DC
FOR ORDER INFORMATION**



**ANOTHER SOUND IDEA
FROM NAPA TRAINING**

AN INSURANCE PROGRAM TAILORED TO YOUR SPECIFIC NEEDS

As part of NAPA's efforts to better serve its jobbers, the NAPA Safety Group Insurance Program is designed to meet the specific protection needs of the professional automotive parts distributor.

A full range of coverages are available under the NAPA Workers' Compensation and Property/Casualty* Safety Dividend Program, including: Building, Business Personal Property, Car, Crime, Liability.

Other benefits of this program include:

- Help from your fully trained insurance representative to select the coverages best suited to your needs
- Premiums not used to pay incurred losses and expenses are returned to members in the form of savings.
- An NAPA loss control program to recognize hazards and help achieve maximum savings.
- A full-time, fully staffed Insurance Center to counsel with and assist NAPA Jobbers. In addition, your NAPA Insurance Center offers a toll-free phone number (800-241-3202).

Under the NAPA Safety Group Insurance Program in 1981, dividends declared and payable this past December were:

Worker's Compensation 20.1%
Property & Casualty 6.4%

This means that since the inception of this program in 1967, over \$3,325,000 of insurance premium has been returned to NAPA Jobbers through this Safety Group dividend program.

As a professional automotive parts distributor, it only makes sense to go with the insurance program that has been formulated for your specific needs. Contact your NAPA Distribution Center representative for more information on the NAPA Safety Group Insurance Program.

*Property and casualty dividends may not be paid in Texas and Massachusetts.

TUCKER'S AUTO SUPPLY SIGNS UP TO "GO THE NAPA WAY"



Joe LoVetere (right) becomes the second dealer to enroll in the program at Tucker Auto Supply's dealer meeting.

Dick Tucker, owner of Tucker's Auto Supply (with stores in Melrose and Wakefield, MA) was the first NAPA Jobber reported to OUTLOOK to sign up for NAPA's 1982 "Go the NAPA Way" incentive program.

Tucker, who signed up with the NAPA New England Distribution Center, was closely followed by



First jobber enrollee Dick Tucker (left) and Bob Crupi (center), first dealer sign-up, discuss the program with NAPA Mufflers & Shocks representative Don Donahue.

Bob Crupi, the first dealer to enroll in this program. Crupi, one of 30 dealers that attended Tucker Auto Supply's dealer meeting, owns and operates Bob's Auto Tech.

Next to sign up was Joe LoVetere of Joe's Service Center, another of Tucker Auto Supply's good customers.

FRANKLIN AUTO PARTS SEES HUGE DEALER TURNOUT TO "GO THE NAPA WAY"



Franklin Auto Parts' co-owner Jack Martin explains NAPA's exciting new incentive program to his Acapulco-bound customers.

Franklin Auto Parts, with seven stores serviced out of the NAPA Roanoke Distribution Center, has reported huge dealer turnouts at the first of its three scheduled "Go the NAPA Way" dealer meetings.

Owners Jack Martin, Alfred Skinnell and Cecil Young elected to offer Acapulco as the travel destination for their incentive program. At their first meeting, held in Rocky Mountain, VA, over 120 dealer customers turned out for a cocktail party and dinner followed by a business meeting to introduce customers to NAPA's 1982 incentive programs. In the case of Franklin Auto Parts, these include



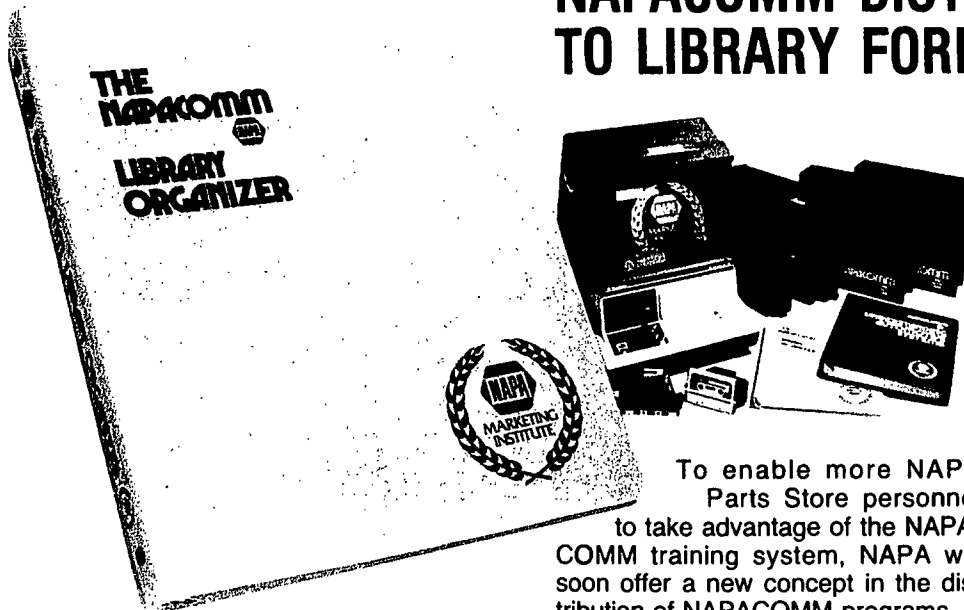
At the first of three scheduled dealer meetings, over 120 customers showed up to find out what NAPA and Franklin Auto Parts has instore for them.

all spiff programs, an Acapulco trip, and an additional dealer incentive of their own design.

The second meeting, held in Mt. Airy, NC, saw over 85 dealer customers in attendance to learn all about Franklin Auto Parts' exciting new programs.

Owners Martin, Skinnell and Young are planning one more dealer meeting to take place in Altavista, VA. If this meeting is as successful as the first two, by the time the meetings are completed Franklin Auto Parts fully expects to have signed up over 100 of their own customers for 1982's "Go the NAPA Way" incentive program.

NAPACOMM DISTRIBUTION CHANGES TO LIBRARY FORMAT



To enable more NAPA Parts Store personnel to take advantage of the NAPACOMM training system, NAPA will soon offer a new concept in the distribution of NAPACOMM programs.

Under the new system, each NAPA Distribution Center will maintain a "core library" of the various audio-

visual training programs developed for the NAPACOMM system. Based on a library format, NAPA Jobbers will be able to "check out" the NAPACOMM programs they would like to use for the training of their instore personnel. Although the programs will be available for your use at no charge, a deposit will be asked for to ensure that the programs are returned to the NAPA Distribution Center library on the prescribed date.

Your NAPA Manufacturers will continue to develop practical new NAPACOMM training programs about the products you sell for addition to your NAPA Distribution Center's NAPACOMM library.

Watch your mail for the exciting news as to when your NAPA Distribution Center's new NAPACOMM library is ready to roll!

Competitive Pricing VS. Price Cutting

With so many discount stores vying for today's parts business, the idea of price cutting can start to sound awfully tempting to any parts store owner or manager. But before giving into temptation, he or she had better be sure to have a clear picture of exactly what price cutting entails.

There are certain "side effects" of price cutting that, for all practical purposes, can turn the practice into more of a financial folly than a profitable business decision. For example, a common myth that people often fall prey to is the notion that cutting prices will automatically increase sales which, in turn, will automatically produce greater profits.

But too often the reverse proves true. For although it is true that reduced prices can often result in increased sales, rarely will a great enough number of sales be attained to bring you up to the same level of profitability that you en-

joyed at normal prices. Why?

As your costs of merchandise and other expenses remain fixed, when cutting prices you will have to increase both your sales dollar volume *and* the amount of merchandise you handle *drastically* in order to regain your original profit level. The following data, based on a 25% gross profit figure, should give you some idea of how much of an increase we're talking about.

- If you cut prices by 5% —
—You must handle 25% more merchandise
—You must do 18% more dollar volume
- If you cut prices 10% —
—You must handle 66⅔% more merchandise
—You must do 50% more dollar volume
- If you cut prices by 15% —
—You must handle 150% more merchandise
—You must do 112% more dollar volume

- If you cut prices by 20% —
—You must handle 400% more merchandise
—You must do 300% more dollar volume

So you see, price cutting may mean increased sales but not necessarily increased profits. As a matter of fact, it may just mean a cut in your profit margin.

Competitive pricing, as opposed to price cutting, is relevant to service and quality. Competitive pricing, which is a necessity in order to operate successfully in today's marketplace, enables you to sell your customers on your products' quality, the services you provide and the reputation of your operation.

And if you offer only the highest quality products and top-notch service, you shouldn't have to rely on price alone, for it is these two factors that will in the long run determine the success and profitability of your store.

NEW FOR NAPA JOBBERS! AN ECHLIN IGNITION LINE THAT TUNES IN TO THE D-I-Y (and his budget)



SERIES 2 is the new NAPA Echlin Ignition line that's designed, packaged and priced to give NAPA Jobbers a big edge in competing for the do-it-yourself market.

Here's the quality D-I-Ys expect from a professional parts store—at a price they expect to find only in a discount store!

SERIES 2 is carded in eye-catch-

ing bubble packs. Just 41 numbers cover most every U.S. car and light truck... with Contact/Condenser and Cap/Rotor combos, Electronic Control Modules and Voltage Regulators.

Any way you measure it, NAPA Jobbers now have the best of both worlds: NAPA Echlin, the top quality ignition line for professional installers... plus new

SERIES 2, the super value line for do-it-yourselfers.

For details on SERIES 2, call your Distribution Center or Echlin salesman.



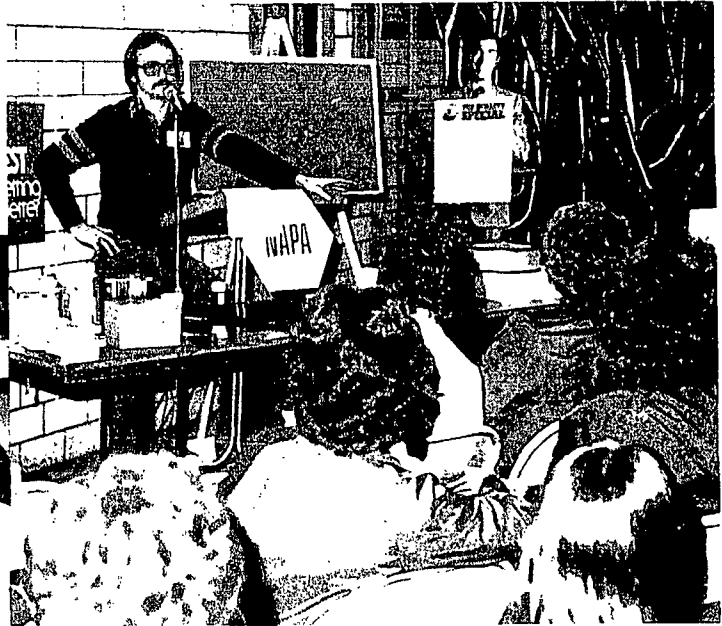
ECHLIN®
Electrical/Fuel/Emission Systems Parts

THE ECHLIN MANUFACTURING COMPANY
Branford, CT • Independence, KS • Canada
England • W. Germany • South Africa • Mexico
Venezuela • Brazil

A CLINIC WITH A NEW TWIST

Proper Car Care is Everyone's Concern

John Harmon, owner of J&C Auto Parts with stores in Litchfield and Raymond, Illinois, is a remarkably enthusiastic and enterprising NAPA Jobber. He's also extremely service-oriented; in the true NAPA spirit, he feels that a part of his responsibility to his customers is to provide answers or solutions to their expressed needs. And that is exactly how Harmon began a program that has turned out to be



Due to the successful turnout, Harmon now plans to hold such clinics regularly — perhaps on a quarterly basis.

Eager to learn, those attending the clinic (ranging in age from 16 to 65) listened attentively.

an excellent way of building customer loyalty and sales.

Over the past year, Harmon began to notice an increasing number of women coming into his stores, "buying a lot of general maintenance items and asking a lot of questions about how to do this or that . . . how to change oil, replace air filters and the like.

"I thought it would be interesting to kind of informally keep tabs on this part of the business," Harmon continued, "so I asked my counterpeople to keep their eyes open and keep track of the number of women that come in, the types of items they buy and the kind of questions they ask. Pretty soon, we realized that a fairly sizeable number of women were coming into the store that were quite serious about learning more about taking care of their cars.

"Maybe it's because of the problems we've been seeing with the economy in general over the past few years, but it appears that many women have decided they should start handling a lot of their car's routine maintenance themselves. And this gave me an idea.

"I had my counterpeople start asking the women customers if they would be interested in car service clinics designed especially for them. They all said it would be a great idea and they would surely attend any such clinic. So we decided to give it a try."

"Since we held these two clinics, about 40 women have come in and asked if we'll be holding other clinics . . ."

As it was almost October, Harmon felt that it would be a good idea to base the clinic on the problems of winter driving and car maintenance. Called "Winter Emergency Prevention" clinics, Harmon planned two separate sessions, one to take place the even-

ing of October 6th and one to be held the following night.

He decided the clinics should cover the basic areas of concern he felt women would be interested in —

- what should be carried in the trunk of the car
- starting a car in cold weather
- the proper way to jump-start a car battery
- how to check belts, hoses, oil and correct fluid levels
- how to change spark plugs
- how to change a tire
- stopping a car in icy driving conditions
- what to do in case of a winter driving emergency

To help spread the word of the two clinics, Harmon printed flyers and had them distributed at locations that tend to be frequented by women — grocery stores, beauty salons, etc. In addition, he ran ads in the local newspapers explaining the "for women only" car care clinics. And although he feels that this advertising certainly played an important part in creating awareness of the clinics, he doesn't discount the value of word-of-mouth advertising. "I just know that the women who attended the first

clinic told their friends and relatives about it," he says. "The number of women attending the second clinic was about three times the number that were there the first night. If people are pleased with something, they really do tell others about it."

The clinic sessions were conducted by Harmon, Garry Todt, store manager at J&C Auto Parts in Raymond, and John Resides, sales manager at the NAPA St. Louis Distribution Center (which services J&C Auto Parts). All three were surprised at the overwhelming reception the clinics received. According to Harmon: "The women were incredibly attentive and curious. They were seriously eager to learn. We intended each clinic to last about 1 or 1½ hours. As it turned out, the first clinic ran 2 hours and the second one lasted just under 3 hours. This was largely due to the number of questions the women asked."

To gauge the effectiveness of the clinics, and to determine how much of an interest there really was in them, Harmon made a wise decision to pass out questionnaires at the end of the clinic. Although he expected a positive reaction as so many women had expressed an interest in holding such clinics, the enthusiastic responses to the questionnaire were still a surprise to him.

Of the women that attended (ranging in age from 16 to 65), all said they felt their time was well-spent and they would definitely attend other clinics. All but two wanted to participate in further "hands-on" training, and just about all wanted the clinics to become an on-going program.

The women indicated on the questionnaires that they would like additional clinics covering the following topics (rated in order of preference):

1. Tune-ups
2. General car maintenance
3. Oil changes
4. How the automotive system works
5. Brake systems
6. Preventive car maintenance
7. Exhaust systems

Harmon was truly amazed. "The response has been so positive and overwhelming that we're now seriously considering holding clinics for women on a regular, on-going

NEW OFFERING FROM NAPA ENGINE PARTS ENGINE REPAIR CLINIC



As more and more NAPA Jobbers are discovering, offering clinics is a valuable and needed service for both their traditional and DIY customers. Your NAPA Manufacturers offer a wide assortment of clinic program materials in a variety of car care and service areas of study.

One such clinic program available to you for use with your dealer customers is the NAPA Engine Parts T.E.C. (Total Engine Care) program. This engine repair clinic offers specialized training for the repair of both gasoline and diesel engines. The program in-

cludes the use of both movies and slides to provide clear explanations of the latest technology in engine service techniques.

In addition, printed materials are provided for you to distribute to your attending dealer customers for use as reference material later on.

Supporting promotional materials — such as T.E.C. engine repair identification materials for the installer's place of business — are also available, along with T.E.C. merchandising materials that help installers sell themselves and their services.

Ask your NAPA Distribution Center representative and your NAPA factory representatives about the wide range of clinic and support materials available to you as an NAPA Jobber.

Take that extra step — provide your customers with the kind of information and training they're asking for.

basis — perhaps quarterly," he now says, "because the interest is really there."

"Since we held these two clinics, about 40 women have come in and asked if we'll be holding other clinics because they really regret having missed the first ones. And the women that attended the clinic are now coming into the store regularly to pick up the items they need."

"It's really served a great public relations function for us as well," he adds. "Even men are coming into the store to tell us what a great idea the clinics are."

"I got a real kick out of one gentleman in particular who came into the store raving about what a great idea the clinic was and telling us to be sure to continue them. He said that, the morning after his wife had attended the clinic, he walked out to his car to drive to work only to find that it had a flat tire. He had no sooner started complaining about the situation when his wife flew out the front door of the house, patted him on the

shoulder and told him not to worry — that she would change the tire for him while he went back inside and had another cup of coffee. Needless to say, the clinics have his full support!"

Harmon's idea was a good one — one that worked out tremendously well for his store and his customers. Many NAPA Jobbers have discovered that holding clinics is a service they can offer that is really appreciated by their customers.

Why not explore the possibilities in your area? Find out what your customers — whether the professional mechanic or the do-it-yourselfer — would like to learn more about. Then work with your NAPA factory representatives to put together an informative session. As John Harmon discovered, it's an easy, inexpensive yet effective way to enhance a store's reputation as a genuinely customer service-oriented operation — the importance of which cannot be underestimated in today's competitive business climate.

A choice of four of the most desirable travel destinations imaginable ... and increased sales! What a way to go in 1982 — "Go the NAPA Way." NAPA is offering all NAPA Jobbers and Dealers the finest incentive program ever designed for the automotive aftermarket.

In 1982, the emphasis will be on increasing your sales. The Spring and Fall Car Care Days promotion, the Import promotion and the "Go The NAPA Way" program will give you the chance to do just that. Thanks to eye-catching POP materials and national advertising, your customers will think of only you for their parts and service needs. With our help and your encouragement America will "Go The NAPA Way" in 1982.

NAPA has all the ingredients to excite and motivate your customers to buy more NAPA products than ever before. The entire NAPA system is geared to make sure that every level of the program generates more sales ... and more profits for you.

"GO THE NAPA WAY" MEANS MORE BUSINESS FOR YOU

Your 1982 Marketing Program is the most comprehensive ever designed for the automotive aftermarket. Each element was conceived to complement the others. Hard-hitting, high impact network television spots and national consumer publications focus attention on the two eight-week promotions — Spring Car Care Days and Fall Car Care Days. In addition, we've expanded our advertising directed at the import market.

You'll receive comprehensive, coordinated POP materials, too. Each POP kit contains an outdoor banner, ceiling hangers, posters, banners and shelf talkers. These materials will serve as a link between your sales efforts and the national advertising message. The colorful eye-catching graphics will give uniformity and a consistent look to the entire program.

UNIQUE TRAVEL

Unique Sales Incentive programs featuring the most exciting destinations

in the world are being offered to you —and your best customers. You'll have the choice of Disney World, Las Vegas, Acapulco or Hawaii. The choice won't be an easy one. Each destination offers sun, fun, excitement and the knowledge that your increased sales efforts have paid off.

EXCEPTIONAL VALUE

That's the only way to describe this sales incentive extravaganza and the 1982 "Go the NAPA Way" Marketing Program — here's why they're such exceptional values.

A GREAT PACKAGE

No matter what destination you choose, NAPA has made all the necessary arrangements to ensure that you have nothing but fun. When you arrive you'll be greeted by NAPA trip directors who'll take care of your baggage and whisk you away to the splendid accommodations of your holiday hotel.

The key to your pre-registered room will be available at the special NAPA hospitality desk, open 24 hours every day for your convenience. Your NAPA sales incentive extravaganza includes sumptuous cocktail receptions, exciting and exclusive sightseeing tours, theme evenings and scores of other activities you won't want to miss.

And the best part of all, it's all included at an exceptional value exclusively for NAPA Jobbers and Dealers.

MANUFACTURERS PROGRAM

NAPA Manufacturers have gone all out to provide you with the tools you need to build a super sales year. First, they'll contribute to the cost of two trips per outlet **for those enrolled before March 31, 1982.** So sign up those Dealers soon!

Next, you'll be receiving valuable "Spiff" coupons throughout the program for purchase of designated products. Every time you use a coupon for payment of your travel invoice, the cost of your trip goes down and the value goes up. You'll be proving again and again that NAPA's the **only** way to go!



**NEW
FOR 82**

FUN DESTINATIONS TO MOTIVATE EVERYONE!

O

RLANDO

Spectacular is the only way to describe the magical world of Disney, where childhood dreams come true and visions of the future become reality. In addition to the enchanting theme park, this community nestled in central Florida offers a host of other activities like boating, water skiing and golfing. All these pleasures can be yours when you ... "Go The NAPA Way" ... to Orlando.



L

AS VEGAS

The city of non-stop excitement. From sun-up to sun-down, you'll exhilarate in the lightening-paced activities in the casinos and delight in the lavish productions in the showrooms. There are activities like golf, tennis or swimming in the hotel pool, too.

Whether it's the glimmer of the warm Nevada sun or the glamour of the strip after dark, you'll enjoy it all when you "Go The NAPA Way" to Las Vegas.



A

CAPULCO

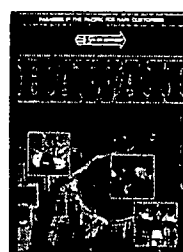
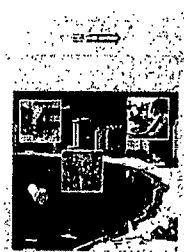
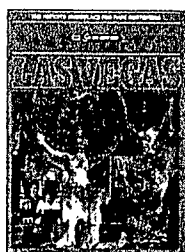
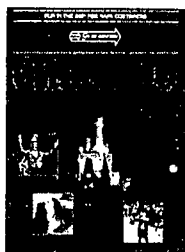
The warmth of the Mexican sun, miles of sandy white beaches and the sparkling waters of the Pacific combine to form the enticing flavor of Acapulco. Famous for its perfect climate, this south-of-the-border resort offers superb fishing, sailing and swimming in addition to excellent facilities for golf and tennis.

Breathtaking scenery, authentic Mexican entrees, an exotic atmosphere and an unforgettable experience await you when you "Go The NAPA Way" ... to Acapulco!

H

AWAII

The polynesian paradise of Hawaii ... Honolulu and Waikiki Beach ... will be yours to enjoy during your exciting NAPA adventure! From a traditional Hawaiian luau to the invigorating water sports of Waikiki, you'll want to experience it all. The graceful sway of the palms in the ocean breeze, the natural beauty of the islands and the exotic foods, the call of the islands says "Go The NAPA Way" ... to Hawaii!



NAPA'S PUT IT ALL TOGETHER IN '82

An exciting new focus on network TV ... attention-getting consumer publication ads ... an innovative approach to the industrial/fleet market ... colorful, eye-catching POP materials ... and the greatest sales incentive program to ever hit the aftermarket. Yes, NAPA has put it all together for you and 1982 is your year to SHINE!



CREATING NEWSPAPER ADS THAT WORK FOR YOU

By using the available ad slicks and the NAPA Sales/Advertising Manual, every NAPA Jobber can put together effective newspaper ads.

In general, the newspaper ads that work best adhere to the following guidelines:

- Stimulate consumer need and interest
- Create product demand

NAPA Wintertune

STARTING FLUID \$1.25	4 AMP CHARGER \$34.95	WINTERSTREET TIRE \$1.11	BOLT & NUT SET 40% OFF
WARRANTY FOOT CABLES \$1.99	WINTERSTREET TIRE \$6.00	PORTABLE SPOTLIGHT \$14.49	WINTER BLADE 40% OFF
NAPA Air Filter 50% OFF	THE NAPA POWER BATTERY \$59.95	HIMEL Auto Parts	

HIMEL Auto Parts
COVINGTON (878-1440) TOLSON (776-3775) MANDEVILLE (878-9124)

- Motivate action
- Combine timely, quality theme that will appeal to the consumer's immediate needs
- Offer NAPA identification
- Show what the products look like
- Offer products at special prices
- Limit the sale price to a specific time period
- Tell who you are, when you're open and where you are located

NAPA Jobber Audrey Rosier of Himel Auto Parts in Covington, Louisiana (served by the NAPA New Orleans Distribution Center) provides us with a good example of how to create effective local newspaper advertising using the materials available to you. Using the NAPA Sales/Advertising Manual, Rosier made up the very professional "Wintertune" ad from scratch. As you can see, she incorporated all of the advertising guidelines above to effectively yet inexpensively create a newspaper ad that really works to draw customers into her store.

SPRING CAR CARE DAYS

PLANNING YOUR LOCAL ADVERTISING

To reap the full benefits of NAPA's Spring Car Care Days promotion, it's important that you take a marketing-minded approach and put together an effective local advertising campaign that capitalizes on this national promotion.

To be effective, local advertising need not be expensive, complicated or "cute." It does, however, require a certain amount of time and planning on your part.

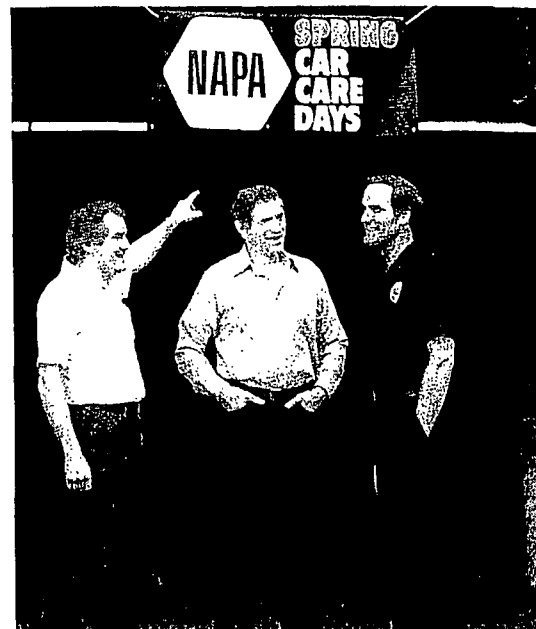
Sometimes, this factor alone is enough to deter a store manager or owner from running a local advertising campaign. Feeling he's already too busy as is, some store managers look at local advertising as a nuisance, or worse yet, as a waste of time. After all, they figure, NAPA already has national ads running in and on a variety of media; they figure they can't do better than that, so why waste their time duplicating ads at the local level?

The fact of the matter is, they couldn't be more wrong. Although national advertising does create awareness and build a promotional foundation, it cannot fight local competition by itself as effectively as you can by utilizing effective local advertising.

Why? Positioned as you are, you have a better feel for your specific marketplace; you're the only one close enough to tailor advertising to your specific customers' wants and needs. You know what will work — and what will not work — in your particular area and with your particular customers.

So this is the key to effective local advertising — your willingness to create a local ad campaign based on your idea of what will motivate your customers to come into your store.

The thought of developing a local ad campaign tends to sound much more difficult or complicated than it actually is. You really don't have to be an advertising "professional" to organize an effective program. As an NAPA Jobber participating in the NAPA Spring Car Care Days promotion, you're provided with the basic materials from which to work — ad slicks, radio tapes, local television materials, billboards, circulars, etc. — which have been designed to: 1) give you a starting point to work from and 2) be flexible enough to be adapted to individual areas. And that's the part that's up



For optimum results, local Spring Car Care Days advertising should tie in both your store and your participating dealer customers.

to you.

As you know, there's a great deal of local advertising opportunities coming your way in 1982. So plan your Spring Car Care Days local advertising carefully and thoroughly to maximize this promotion's potential. Remember that your NAPA Distribution Center personnel, NAPA's advertising agency (toll free phone number 800-438-8124) and your local media representative will all be willing to assist you. And don't forget that you can always refer to your NAPA Sales/Advertising Manual for helpful instructions and suggestions.

To help you get started, here are some tips that may prove helpful in planning your local advertising attack for NAPA's Spring Car Care Days promotion.

GETTING STARTED

Before you can plan an effective local ad campaign, you should first figure out where you're heading — where you want your advertising program to take you. Although such planning doesn't necessarily have to take hours and hours behind a closed office door, it does require that you sit down and give careful thought to the matter. Many NAPA Jobbers when planning a local campaign have found it helpful to sort out and write down the following information:

- 1) Determine your market — who

TISING ATTACK

you're going after with your advertising. For most NAPA Jobbers, your target audience consists of male car maintainers between the ages of 18 to 49 years. You may wish to expand or modify this depending on the opportunities in your particular area. If, as NAPA Jobber John Harmon discovered (see article on page 8), there are a growing number of females working on their cars, you should include them as a part of your audience.

- 2). At least roughly, attempt to define your market's potential in your area.
- 3). Establish your advertising goals and objectives. Here you should keep in mind that your participating dealer customers are an important part of the Spring Car Care Days promotion; they, too, should be included to receive benefits from your local advertising efforts.
- 4). Once you've established your goals and objectives, figure out the best way to achieve them — what media you should use, what your advertising should say, etc.
- 5). Determine the budget that you will have to work with for your local advertising campaign.

MEDIA SELECTIONS

The primary media for use in local advertising are newspapers, radio and television. Billboards, signage, direct mail and other available advertising vehicles can also be used successfully in their support.

Each of these various media are able to reach a part of your target audience. Some, however, can do a better job than others. Therefore, each should be carefully considered and weighed to help you determine how to get the most advertising effectiveness for your money.

Local newspapers are traditionally the number one choice for most automotive parts jobbers. Why? Because research indicates that two-thirds of most jobbers' target audience (again, male car maintainers between the ages of 18 and 49) use the daily or local newspaper as their primary "where to buy" source. If you have determined that this audience will be your "target," then you should probably give strong consideration to concentrating a large portion of

your advertising efforts in local newspapers. You'll then be aiming your advertising at the group that represents your greatest sales opportunities, ensuring that your advertising investment will be spent wisely.

To maximize customer response to your newspaper advertising, the following suggestions may prove helpful in planning your local attack. (These suggestions are based on reaching the traditional target audience defined earlier. They can easily be modified to accommodate a secondary target group with a little research on your part. If, for example, you are interested in going after women shoppers in addition to your primary target audience, a call to your local newspaper representative should enable you to find out which sections enjoy the best readership by women and on what days.)

- 1). In local neighborhood papers, the second and third general news section pages are preferred. However, if a sports page or section is available, more target audience penetration can be achieved by using that area for your advertising.
- 2). Thursday through Saturday editions tend to produce greater advertising results as the performance of car maintenance is higher on those days.
- 3). Consistency is important in newspaper advertising. It's better to go with smaller ads on a more frequent basis than with larger ads on an irregular basis. This is a common sense concept similar to direct selling — several well-planned sales calls are often required before a curious prospect becomes a paying customer.
- 4). Combining the above three suggestions for increased target audience impact, running ads in the sports section on Thursday, Friday and Saturday will maximize customer response.
- 5). Concentrate your advertising in your local area, as waste circulation can kill your budget but bring little real results. Most large daily newspapers offer area editions, which you may consider using. If the large dailies in your area do not offer area editions, you should probably consider either:
 - a. Advertising together as a group with the other NAPA Parts Stores within the areas covered by the larger daily newspaper (all will receive advertising benefits but the

cost will be divided among you); or . . .

- b. Concentrate on using your local newspapers more effectively to zero in on your specific market.

Radio can be an excellent addition to your local newspaper campaign. If you decide to utilize your Spring Car Care Days radio tapes, the following information may be of assistance in your planning.

Research indicates that your traditional target audience (as defined earlier; again, a little research will enable you to modify your advertising plans to reach your chosen customer groups) listens to stations that program:

- 1). Popular music — stations that feature songs by popular, "middle-of-the-road" or "easy listening" musical artists with some current rock hits mixed in.
- 2). Country & western music — stations that feature "the Nashville sound."
- 3). Top 40 — stations that play the top 40 hits of the week (usually "rock" music accompanied by fast-talking disc jockeys).

Because DIY'ers pay particular attention to advertised tools and related equipment, give special consideration to using your excellent NAPA Spring Car Care Days circular program. Whether used as handouts or as inserts in local newspapers, these circulars can play an important part in any local multi-media campaign and can be coordinated to work with supporting radio ad schedules.

Your Spring Car Care Days point-of-purchase materials also enhance your local advertising efforts. To make your promotion stand out to the consumer, it's important that your store looks as if something is going on.

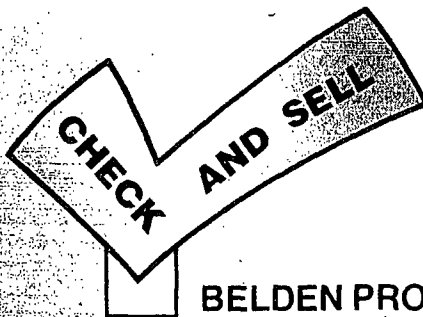
If your budget allows, local television can prove to be an excellent addition to your advertising campaign. Your Spring Car Care Days local television tapes enable you to easily put together an effective television campaign in your particular area.

The importance of local advertising just cannot be overestimated. It motivates the consumer to take action on the awareness that your NAPA national advertising creates. Awareness of a special promotion does not make your cash registers ring; customer *action* does. So give your local advertising campaign enough forethought to move your customers to action during your Spring Car Care Days!

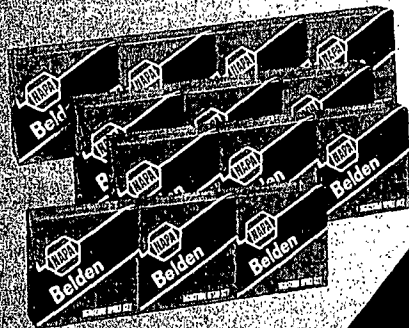


SPRING CAR CARE DAYS

JOBBER PROMOTION



**BELDEN PRODUCTS
AT 15% OFF**



#770520

SPARK PLUG WIRE PROMOTION

The Problem... engine misfiring, stalling, knocking, poor gasoline

The Cause... possibly bad spark plug wires

The Solution... Spring Car Care maintenance will generate sales and sale opportunities for spark plug wire sets. Be a part of our program of 13 of the most popular and high quality 16S, 15S and 16S/8mm spark plug wire sets.

100% satisfaction guarantee. Not taken for granted at NAPA/Belden. All our premium sets carry a 3 year, 30,000 mile warranty.

Promotion includes:

2-711034	2-712534
2-711334	2-712554
2-711534	2-712934
2-711934	2-713054
2-712234	

Regular Jobber Net
\$132.34

SPECIAL JOBBER NET

\$112.49

LIMITED TIME OFFER



**TAKE OUR LEAD
SAVE AND
SELL**



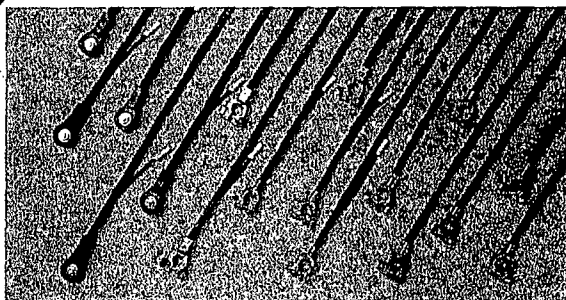
BONUS

Go THE NAPA way



#770521

BATTERY CABLE PROMOTION



The Problem... no start, hard starts, dim headlights.

The Cause... broken strands, heavily corroded battery terminal lug end, or loose connections.

The Solution... take stock in a promotion featuring 34 of our top of the line quality steel reinforced battery cables. This promotion includes two each of our most popular top and side mount battery cables, all manufactured with 4 gauge copper wire.

All surpass OEM standards... and then some.

Our promotion includes:

2-711034	2-712534	2-713634	2-714534
2-711334	2-712554	2-713814	2-714554
2-711534	2-712934	2-714054	2-715054
2-711934	2-713054	2-714514	2-715514
2-712234			

Regular Jobber Net

\$132.34

SPECIAL JOBBER NET

\$112.49

LIMITED TIME OFFER

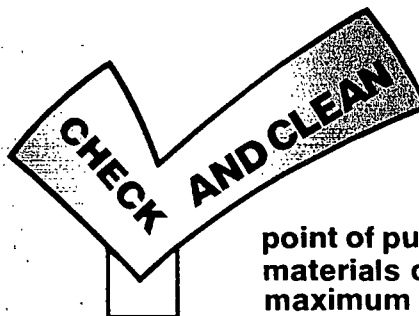
#770522

Point-of-Purchase Spring Car Care Days Kit FREE

with the purchase of one each of #770520 and 770521 (see back page for illustrated kit).



SPRING CAR CARE DAYS

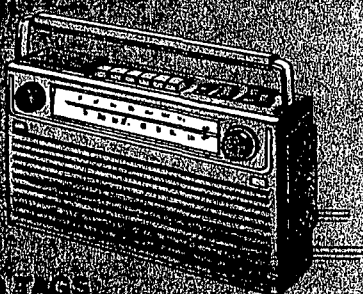
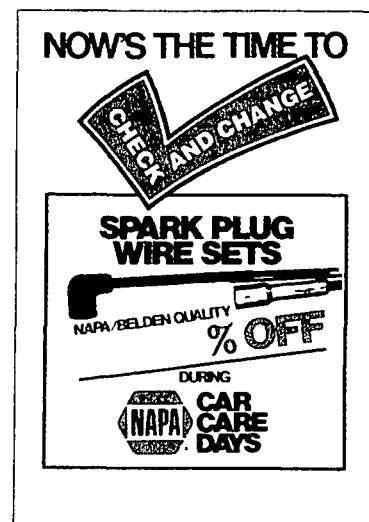
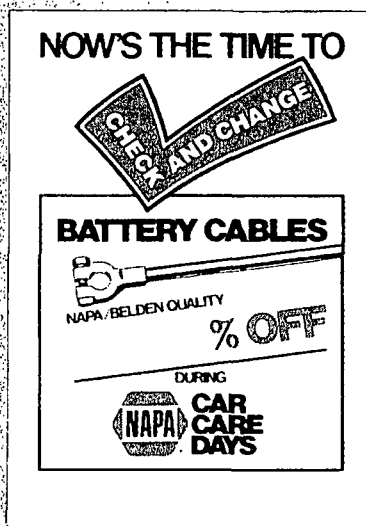
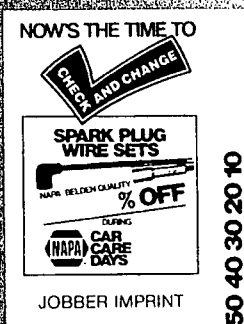
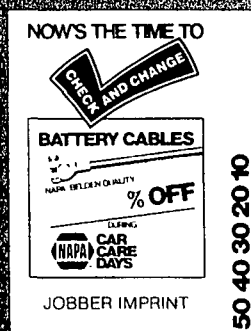


point of purchase
materials often for
maximum effectiveness

#770522

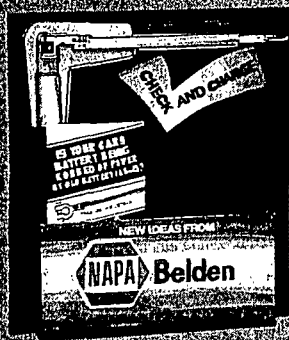
Point of Purchase

Spring Car Care Days kit includes...



RADIO TAGS

...a real big eye-catcher to let street traffic know you are promoting. Banners are supplied with % numbers printed on bottom.

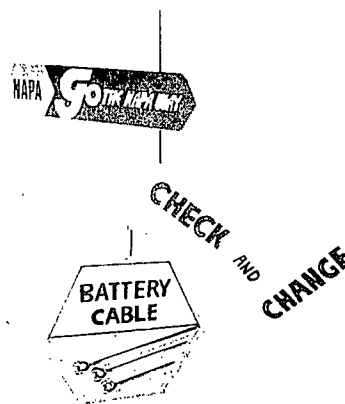


COUNTER/WALL DISPLAY (11" x 12")

...it will sell for you for months to come. Battery cables are promoted on one side, spark plug wire sets on the other.

WINDOW BANNERS (24"x33")

...a real big eye-catcher to let street traffic know you are promoting. Banners are supplied with % numbers printed on bottom.



MOBILE (28"x31" max. size)

...it will sell for you for months to come. Battery cables are promoted on one side, spark plug wire sets on the other.

THREE NEWS RELEASES YOU CAN USE

NEWSPAPER ARTICLES: PROMO

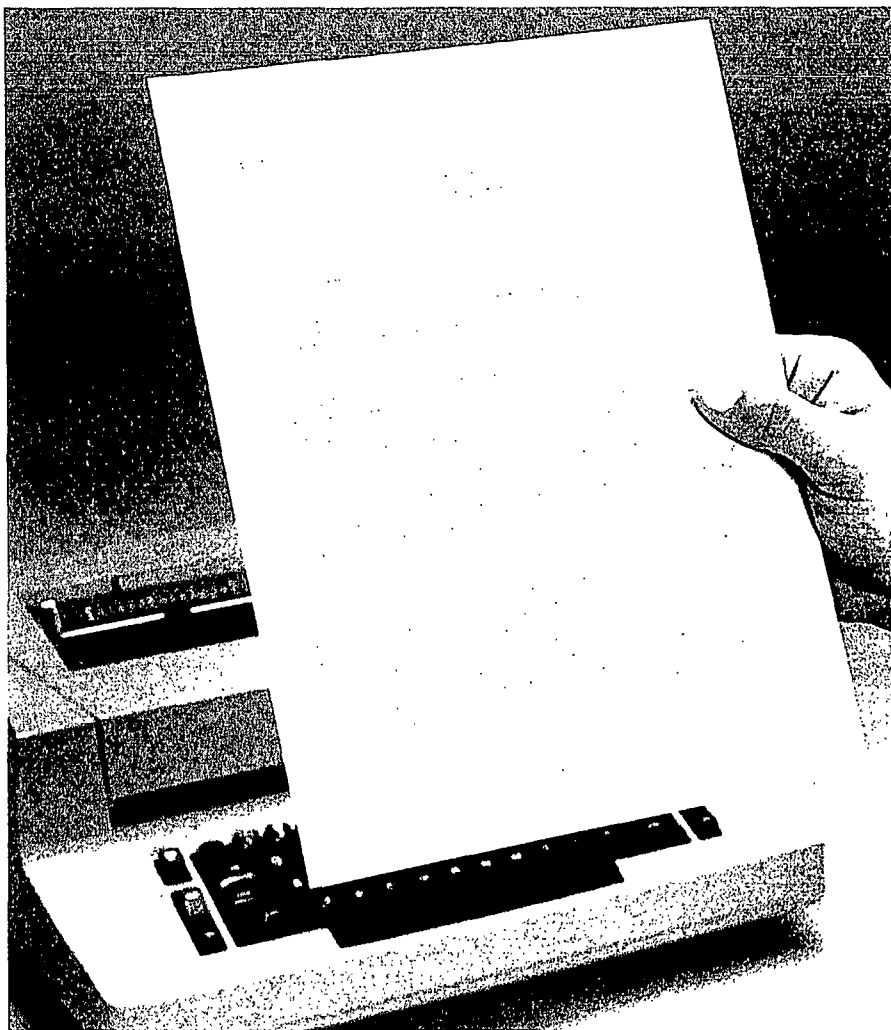
Many articles in *OUTLOOK* have dealt with advertising and sales promotion. But advertising is only one way to get your store name before the public eye.

Newspaper articles — stories written about a product, service, safety or car care suggestions — are another effective way to generate awareness of, and business for, your store. And one of the best things about newspaper articles is that they don't cost you a cent.

On these pages are three possible news releases that you can use for publication in your local newspaper. Each contains timely information provided to *OUTLOOK* by the Automotive Information Council dealing with topics of current interest to today's car owner. Each has been written in a format that allows you to personalize the article with your name, your store name and location as well as details on your Spring Car Care Days promotion.

All you have to do is —

- 1). Retype the information (double-spaced) in the format illustrated in the photograph, filling in the blanks or adding material to personalize your release as you see fit.
- 2). Mail it to the editor of your local newspaper(s). You may first wish to call the editor of the paper to discuss the project.
- 3). You might want to take advantage of this exposure by including your store hours and location at the end of each release.



Learn to make your local newspapers work for you. It's an inexpensive yet extremely effective way of promoting your business while sharing timely information with today's motoring public.

All it takes is access to a typewriter, a couple of sheets of paper and a few minutes of your time... and you've got a ready-made public service article sponsored by your store.

#1. The first release, entitled "Communicate With Your Mechanic and Save," deals with the problem of consumer distrust with the service repair trade. It explains how many problems and misunderstandings between the customer and the mechanic can be avoided or alleviated by the customer taking the time to provide the mechanic with all of the pertinent information he should have before working on the car.

It also gives suggestions on how the consumer should select a repair facility. This release can be personalized to mention your Spring Car Care Days promotion. In addition, because of the subject nature of this release, you may wish to modify the release to mention the names of your dealer customers participating in your Spring Car Care Days promotion.

COMMUNICATE WITH YOUR MECHANIC — AND SAVE!

"Personally, I have always felt that the best doctor in the world is the veterinarian. He can't ask his patients what is the matter — he's got to just know." — Will Rogers

But you, the car owner, can tell the service manager or mechanic what is the matter with your car, says (your name), (title) of (store name and address/location.) And if you do it properly, it will save you both time and money.

You wouldn't think of going to a medical doctor and telling him you need an appendectomy. Instead, you would explain where you have a pain, its frequency and other symptoms. He then would

TING YOUR STORE IN PRINT

make tests and, in combination with the information you provide plus your medical history, make his diagnosis.

That is the same practice you should follow when your car is acting up. Mechanics prefer not to be told what repair work to do. They prefer to be told the problems, letting the cure come from their training and experience. Otherwise, unnecessary repairs may be performed or the car's problem may not be solved. For example, a customer may request a front end alignment for a car when the problem could be the steering or the tires. If the requested alignment is performed, the customer would soon be back because the car still would have the original problem.

Therefore, don't specify a particular repair. Instead, explain the reason why you brought the car in for service, such as: the car is difficult to start, or it hesitates when accelerating, or the steering has a tendency to wobble, or whatever else you have noticed.

Use All Senses

Total communication is the key, so use all your senses. Tell the service man how the car sounds and how it feels when you drive it. Point out any unusual odor and pin-point drips under the car if there are any. Let the mechanic know how long the trouble has been occurring. Don't be bashful if the repair has been neglected; tell him anyway.

Descriptions of the symptoms are much more useful than just telling a mechanic the car won't start. Even such clues as when the problem occurs — for example, when the engine is hot or when it's cold — can give the mechanic an indication of the problem.

Back up your verbal description with a written list of problems. This will be especially helpful if you're dealing with a large shop where the work will be passed from the service writer to the mechanic. Include a phone number where you can be reached during the day in case any questions need to be answered.

If you don't feel you can adequately put the problem into words, ask the service person to go with you for a test drive. Then show him your maintenance and service log. We assume you have a log and, if you don't, you should start one.

The rest is up to the service expert. Let him put his equipment and expertise to work to arrive at the proper solution.

Request a written estimate and have a clear understanding of what the shop is to do and the total cost involved. Don't sign a blank order. Tell him you would like to see any replaced parts when you return to pick up the car. Most good

shops will comply unless the parts must be returned to the maker for warranty reasons or sent to a specialist for rebuilding. However, you still have a right to see them before they're sent away.

If you just want something checked, expect to pay a diagnosis fee. Some shops will charge to check components which must be taken apart to determine the trouble. Considerable time and labor charges can be involved in this type of work.

Selecting A Shop

Many car owners prefer to have all of their service work done by the selling dealership, believing that such a practice improves the trade-in value. Others prefer to shop around.

The best way to find a good repair facility is to ask the advice of friends, neighbors or co-workers. Chances are if they are satisfied, you will be, too. You might even want to check with the local Better Business Bureau.

Don't hesitate to visit the shop you might patronize just to look around. Does it appear organized, with the type of equipment which might be needed for the work you need done? Are the employees courteous?

A repair shop can't have hospital cleanliness, but it can have an orderly appearance. It doesn't have to have old parts and debris lying around, and if it does, you should consider looking elsewhere.

Looking for a shop that employs certified mechanics is another good way to assure yourself of quality work. The National Institute for Automotive Service Excellence (NIASE) tests and certifies automobile mechanics in eight fields of mechanical diagnosis and repair: engine repair, automatic transmission, manual transmission-rear axle, front end, brakes, electrical system, heating-air conditioning and engine tune-up. It also tests and certifies technicians who work in body repair and painting and refinishing. Ask if the shop employs certified mechanics and in what areas they are certified.

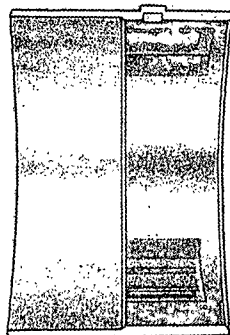
Make An Appointment

Once you decide on the shop, call for a service appointment. The shop will appreciate it. You will benefit because it will cut down the time you have to wait for repairs once the car is in the shop.

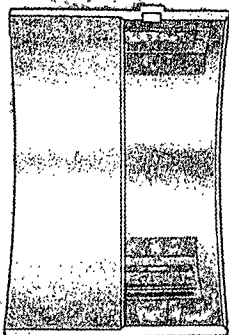
Before you go to pick up the car, call to ask if it is ready. Something could have delayed the work, so don't make a trip in vain.

When you pick up the car, check the receipt. If there is anything you don't understand, ask about it. Make sure you save your copy. If you find out later the repair work didn't solve your car's problem, you will need the receipt to confirm what

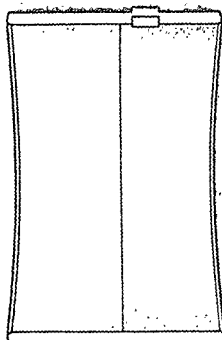
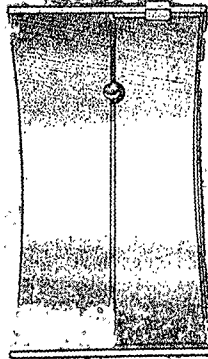
Tin Base
Babbitt



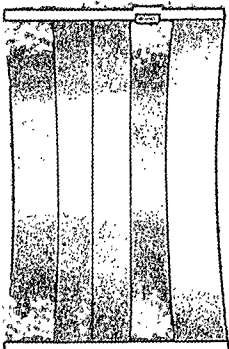
Lead Base
Babbitt



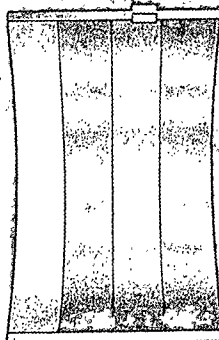
Unplated
Copper Alloy



Unplated
Aluminum Alloy



Overplated
Copper Alloy



Overplated
Aluminum Alloy

Every engine application needs the right bearing lining material.

One type of lining material can't cover every engine application. That's why original equipment designers consider bearing load, lubrication, mating part material and service environment before choosing an engine bearing.

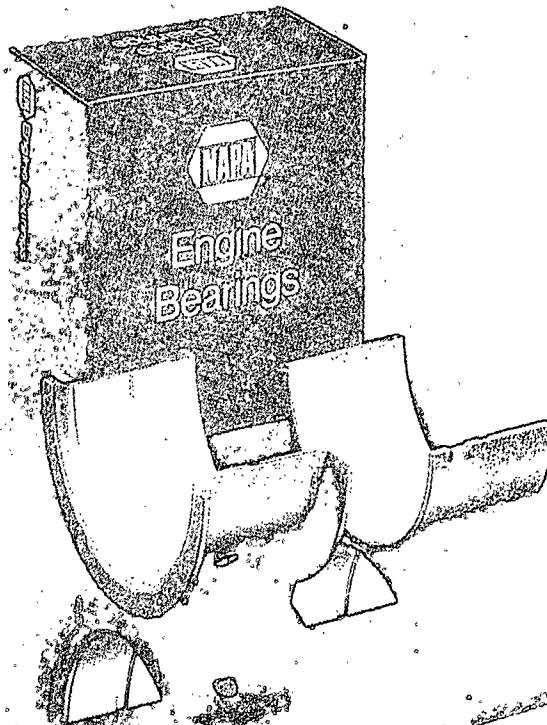
With new NAPA® Engine Bearings, you have the right bearing lining material to cover all of the modern engines. You get six different types of lining materials.

NAPA Engine Bearings are carefully engineered for the proper load carrying capacity; conformability; embeddability; and wear resistance. For engine bearing coverage, look to NAPA Engine Bearings.



Engine Bearings

When the name is NAPA,
the standard is quality.



work was done on the car and when. These receipts provide a good record of all repair and maintenance done on the car.

Make sure you get a copy of the shop's warranty. It usually is printed on the bill. Otherwise, ask for it in writing.

Feel free to ask for a test drive. After all, if the car is still not running right, it is best not to take it home. If you should discover the problem is not solved after you leave the garage, return as soon as possible and request satisfaction.

Learn how to take care of your car and it will take care of you. You have invested thousands of dollars in your car, so learn as much about it as you can and give it proper service for more pleasurable driving. To help motorists take care of their cars, (your store name) will be featuring a special Spring Car Care Days promotion along with participating service stations and garages from March 8 through May 8.

—END—

#2. The second news release, entitled "Provide Needed Maintenance for Safe Driving," encourages general car maintenance on the part of the motorist. Again, this release can be modified and personalized with information on your store and your Spring Car Care Days promotion. You may again wish to include the names of the service stations and garages that will be participating in your promotion.

PROVIDE NEEDED MAINTENANCE FOR SAFE DRIVING

An automobile is a complex machine with an average of over 15,000 parts, about 5,000 of which are moving parts. Consequently, it needs a certain amount of maintenance and, eventually, repair.

According to (name), (title) of (store name and location), newer cars need far less maintenance than did earlier ones. But because of this, many drivers tend to overlook some of the recommended maintenance and service intervals — which is usually why things go wrong.

Preventive maintenance is a good investment because it can be performed at your convenience and can eliminate a problem which could occur at a time which would disrupt your work and/or personal schedules.

There is no mystery about when certain maintenance services should be performed. They are listed in the owner's manual or maintenance schedule which comes with each new car. Some have pages for logging maintenance and repairs performed.

The manual contains much more than the car's maintenance chart. It describes the operation of the car's components, including optional equipment. Knowing how these components operate can make driving more pleasurable and comfortable.

Many of the manuals give tips on driving in emergencies, how to get out of snowbanks and

mud, tips for cleaning the interior and exterior, jump-starting, tire changing and a host of other valuable information.

You have invested thousands of dollars in your car, so learn as much about it as you can. Give it proper maintenance and service for more pleasurable and reliable driving.

To help motorists keep their cars in top shape, (store name) will be participating in the national NAPA Spring Car Care Days from March 8 through May 8.

—END—

#3. Your third possible news release deals with the importance of motorists using their car seat belts. Numerous studies are indicating that today's smaller cars are not as safe as yesterday's larger models and that consequently, the use of seat belts in these smaller vehicles is more important now than ever before. Therefore, this "public service" article reminds motorists to use their seat belts while telling them that your store can provide them with replacement seat belts should they need them.

SEAT BELTS VITAL FOR SAFETY IN TODAY'S SMALLER CARS

Despite the lives that have been saved and the serious injuries that have been prevented, studies indicate that only 14 to 33 percent of drivers use their car seat belts.

As these restraint systems are installed on virtually every car on the road today, why don't more motorists use them?

According to (your name), (title) of (store name and location), some motorists say they don't wear seat belts because they think they might be saved if they're thrown clear of the car if they're in an accident. Safety experts, however, say the probability of death is almost five times greater if a person is thrown from the car.

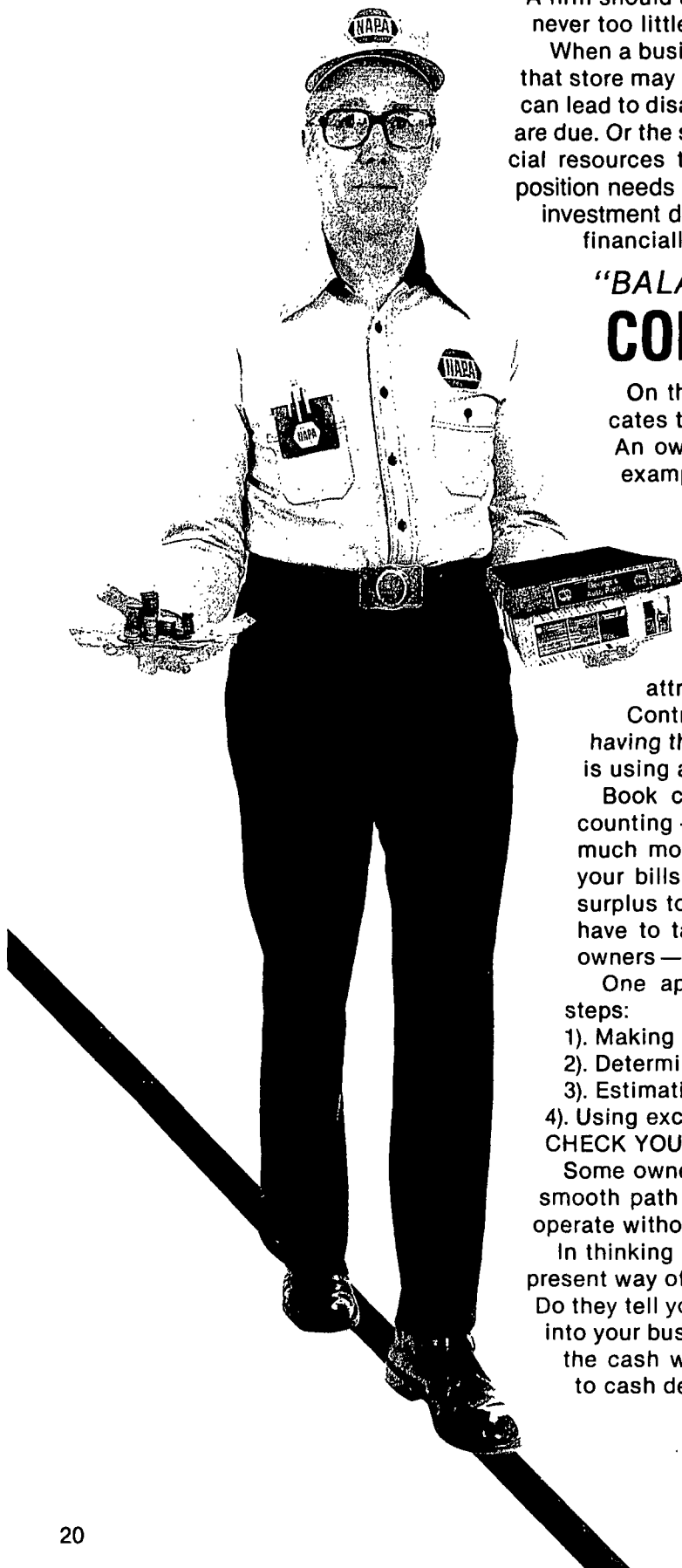
Other people say that they just don't remember to fasten their seat belts when they get in the car. Behavior experts claim, however, that you only have to buckle up 12 times before you will have formed the habit.

What's more, the use of seat belts is even more important now that small cars are growing in popularity. Safety experts agree that smaller cars are not as safe in accident situations as are larger vehicles.

(Your name) wants to remind motorists to make a conscious effort to remember to buckle up when they get in their cars. It only takes a second or two — but that second could save a life.

(store name), which will be participating in NAPA's national Spring Car Care Days from March 8 through May 8, carries replacement seat belts for customers with older vehicles that are not equipped with safety restraints or for newer vehicles whose seat belts have become worn or broken.

—END—



The secret of controlling cash can be stated in one word: Balance. A firm should aim to have just the *right amount* of cash on hand — never too little for its needs, and never too much for its needs.

When a business has a permanent year-around pressure on cash, that store may be undercapitalized. Such a chronic shortage of cash can lead to disaster because the owner can't pay the bills when they are due. Or the store may go broke because its owner lacks the financial resources to meet the sudden demands. An owner in such a position needs to get more capital into his firm because his present investment does not generate enough cash to keep the business financially healthy.

"BALANCE" IS THE KEY CONTROLLING CASH

On the other hand, an excess amount of cash often indicates that the owner is not using his liquid assets properly. An owner in this situation could use his excess cash, for example, to add profitable services which would help his business to grow. Or he might invest his excess cash in short term securities which could be redeemed when his firm needed funds. And if he should accumulate fairly large amounts of excess cash on a regular basis, his best investment probably would be that of plowing the money into modernizing his building — into remodeling which will help attract a greater number of customers.

Control of cash involves two paths of action. The first is having the *right amount* on hand to pay your bills. The second is using any excess of that amount wisely.

Book control — your day-to-day and month-by-month accounting — governs your journey on both paths. It tells you how much money you have available, how much you need to pay your bills and whether there is a deficit to be made up or a surplus to be invested. In the latter case, you may sometimes have to take prudent risks — as do all successful business owners — in order to make your cash balances produce income.

One approach to sound cash management involves four steps:

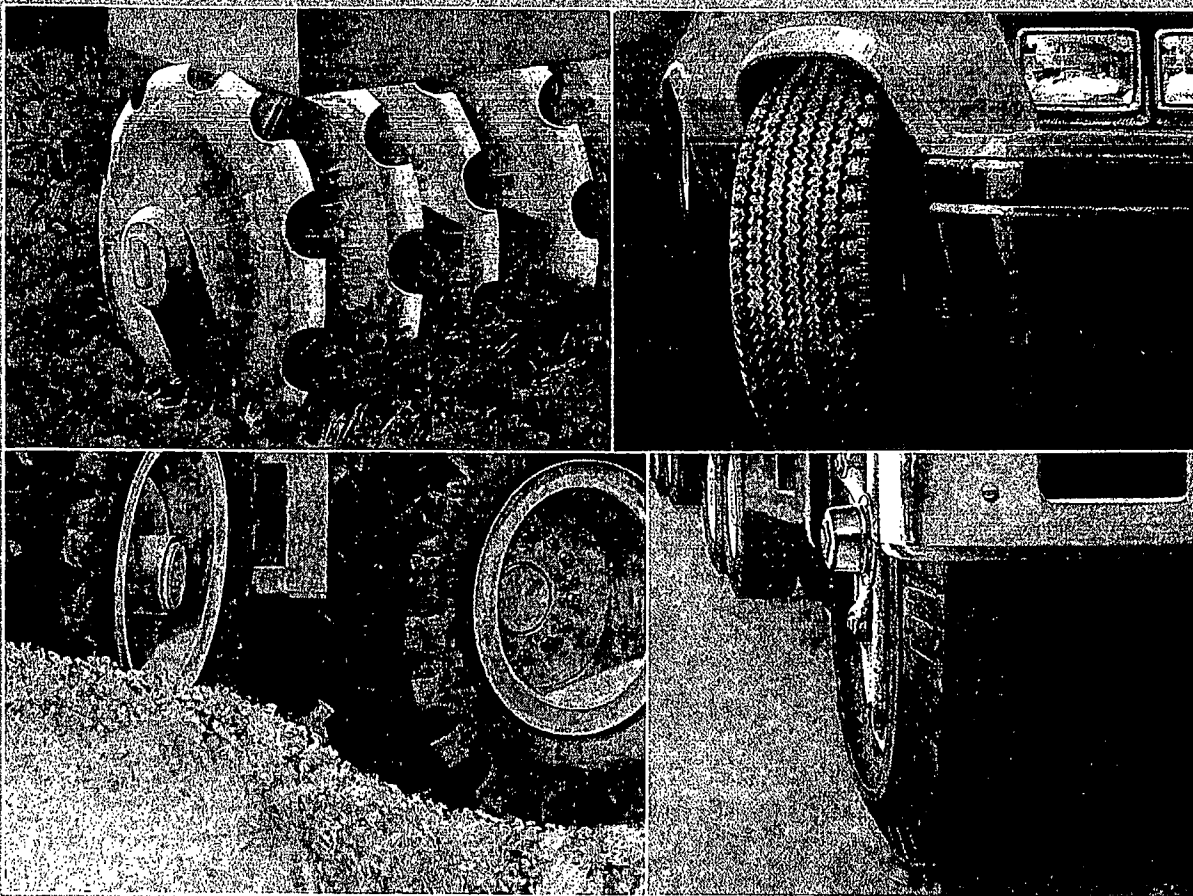
- 1). Making sure that your book control works properly.
- 2). Determining the cash flow pattern for your business.
- 3). Estimating future cash balances.
- 4). Using excess cash to produce income.

CHECK YOUR BOOK CONTROL

Some owners find the going rough because they fail to make a smooth path in the first phase of cash management. They try to operate without adequate book control.

In thinking about your control over cash, start by checking your present way of keeping books. Are your records on cash adequate? Do they tell you what you need to know about the cash that comes into your business? Do they tell you what you need to know about the cash which goes *out* of your business? Do they alert you to cash deficits? To cash surpluses?

continued on pg. 22



NAPA Bearings leaves no market uncovered.

A variety of profitable markets are ideal customers for NAPA ball bearings and cylindrical bearings.

NAPA bearings are high-quality replacement parts, often better and longer-lasting than the original equipment. Make sure you're covering all these potential markets:

• Agricultural • Automotive • Heavy-Duty • Industrial • Construction

Depend on NAPA for the quality you want and the parts you need.



Bearings

When the name is NAPA,
the standard is quality.



26555 Northwestern Highway • Southfield, Michigan 48034

Keep in mind that such records do not have to be elaborate. However, they should account for every penny of cash *coming into* your business and for every penny of cash *going out*. Even a one-man business with no extra employees should keep books on all receipts and disbursements.

Facts About Cash

In checking the kinds of records you use to control cash, it may be helpful to keep in mind the following facts about cash.

Cash usually comes from four sources:

1. Daily cash sales.
2. Payments which customers make on their accounts.
3. Loans which you arrange to meet short-term needs.
4. Additional capital which you borrow on a long-term basis.

On the out-going side, cash is used for at least six things:

1. To pay for inventory.
2. To pay personnel, including the owner-manager's salary and his profit (return on investment).
3. To reduce accounts payable — to pay for things other than inventory which you bought on credit.
4. To liquidate loans.
5. To pay rent.
6. To pay for utilities and other overhead expenses.

Good control over stock is important in controlling cash. Your aim should be to have adequate stock for serving customers without tying up money in unnecessary inventory.

Tips for Book Control

Keeping track of the cash that comes into your business requires two things:

1. Procedures and records which will help you to safeguard the funds.
2. Attention to the details necessary to keep those procedures working.

The following suggestions should be helpful as you check your situation with the goal of making a smooth path for the book control of your cash.

- Guide your activities by the rule that handling business cash as though it belonged to someone else is vital to a firm's success — especially when your firm's cash is limited.

- Keep personal cash separate from cash generated by your

business. One way to do it is by paying yourself a weekly or monthly salary.

- Keep a record of all incoming cash. It should be a simple one which will show you:

1. The amount of cash.
2. The date received.
3. The source.

- Use a bank account for your business funds.

- Deposit *all* cash receipts in your firm's bank account.

- Never make disbursement out of your daily cash receipts.

- Pay all bills, if possible, with checks. They provide a record and serve as control. Checks also help you to keep disbursements in coin and currency to a minimum.

- Use petty cash fund if you do have to pay some small bills in coin and currency. This fund should be a fixed amount and balanced regularly. Get a properly signed receipt when making a payment from the petty cash fund. Reimburse your petty cash fund with a check which notes, for example, "to cover cash used in paying receipts numbered 21, 22 and 23."

- Make disbursements only if you have:

1. A supplier's invoice, or
2. A receipted paid-out voucher which is dated and fully signed by the person to whom you give the check (or money if it's a small petty cash expense).

- Keep your records simple. In a busy schedule, you will be more apt to refer to your records if they are easy to use.

- Periodically have your procedures and controls checked by your accountant.

DETERMINING YOUR CASH FLOW PATTERN

Book control gives you information which you need on the second path of cash management. On this path, your concern is keeping your business healthy by:

1. Providing funds when there are deficits in cash, and
2. Using surpluses wisely. Here you are working with dynamic situations — ones that change from month to month.

Before an owner-manager can achieve efficient use of his cash balance, he has to know his firm's cash flow pattern. He needs answers to the following questions:

How much cash comes into your

business each month? How much goes out? Is any left at the end of the month? If so, how much?

You can get your answers by looking at the records which give you book control of cash. See what they tell you about your past cash-flow pattern.

You'll need to use a budgeting technique and look at your records for the past. You may want to ask your accountant or bookkeeper to work out the details for you.

One simple budget technique involves:

1. Adding to the cash balance at the beginning of the month estimates of income expected during the next month, and . . .
2. Subtracting estimates of expenses for the next month. When this is done for 12 months, you have your expected cash balances for each of the 12 months.

However, at this point, you are not interested in the future. You need to find out what *has happened* to your cash. This information will be a guide when you start thinking about the future. So look at your cash records for the last year and see on a monthly basis —

1. Where your cash came from.
2. Where it went.
3. How much was left at the end of each month.

Suppose, for example, that your year starts with January. The first fact you need is the cash balance you had on hand on December 31. Suppose further that this balance was \$1,560. Then from your last January records add the following income items to the \$1,560:

- (1). All payments from customers both against accounts receivables and as cash sales.
- (2). Any money received as a loan from a bank or other source.
- (3). Additional capital invested in the business.
- (4). All payments received from sale of fixed assets.

To carry the example through, suppose further that the January income items accounted to a total of \$3,000. Thus, total available cash in January was \$4,560 (\$1,560 plus \$3,000).

The next step is subtracting the January expense items from the \$4,560. Subtract the following expense items:

- (1). All payments you made against accounts payable.
- (2). All expenses paid (not merely

accrued).

- (3). All cash withdrawals by the owner.
- (4). All payments for fixed assets.

Suppose further that these expenses totaled \$2,800. Thus, your cash balance at the end of last January \$1,760 (\$4,560 minus \$2,800).

This \$1,760 was your cash on hand at the start of last February. Repeat the process of adding cash income for that February and subtracting cash paid out in order to get your cash balance at the end of February. Do the same for each of the 12 months in that year.

As a final step, you may want to:

- (1). Underestimate cash receipts by 5 percent.
- (2). Overestimate cash payments by 5 percent.

Allowing such margins gives you a 10 percent leeway which helps provide for unforeseen expenses and overestimated cash receipts.

Look for Trouble Spots

The exercise of working up last year's cash balances by months should give you an exact idea of what the cash flow pattern of your business was for that year. However, before trying to predict your cash balances for each month of next year, look again at your records.

This check is for trouble spots. Were there any in last year's there are cash deficits. They there months when:

- Expenses were greater than the gross profit you made from sales?
- Cash was inadequate at the start of the month?
- There was expansion of the business without new capital being made available?
- There were excessively high accounts receivable which were not discounted?
- Cash was reduced below an adequate balance because you had to buy fixed assets — such as new equipment — that are recoverable only through depreciation?

Some of these trouble spots can be caused by seasonal fluctuations. One way to avoid them is by short-term borrowing.

Many owners borrow at various times during the year to tide their businesses over months when there are cash deficits. They know that they can pay the costs

(interest) of borrowing and repay the loan, and still make a profit on the money they borrowed. Thus, they are able to get by with less cash of their own in the business. Such bank loans, for example, enable them to take advantage of the dating on their suppliers' invoices.

List Your Long-Range Needs

Before you start to plot out how you will improve your control of future cash, take time to list the long-range needs of your store. List items such as:

- (1). Equipment, displays and other fixed or depreciated assets which will need replacing.
- (2). Additional equipment or other fixed assets which you may need in order to hold your own with competition.
- (3). Remodeling or expansion of your facilities which may be needed to increase sales and boost your net profit dollars.

You need to have an idea of these long-range requirements so you can provide for them without crippling your cash. Some small retailers fail, for example, to depreciate their fixed assets and set up financial reserves for their replacement. Thus, they have to dip into their cash balances — into funds for paying the firm's day-to-day bills — to pay for the replacement of worn out items.

Such a situation can be avoided by planning — that is, by trying to chart the course of your business for the next one to five years. In addition to budgeting for the short range needs, you should at least make a tentative plan for handling your firm's long-range needs.

ESTIMATE YOUR CASH BALANCES

At this point, you should be ready to estimate your cash balances for the next 12 months. These estimates are made by working out a budget.

As was discussed earlier, budgeting is a means of forecasting the income and expenses of your business during the next month, during the next 6 months and up to the next 12 months.

The knowledge which you gained about your last year's cash flow pattern can be the basis for your estimates of future cash balances.

In looking ahead, keep your peak seasons in mind. Then you can have the cash on hand, or arrange

for a loan, to take care of the increased inventory and increased accounts receivable which are part of a peak season.

A good rule is to keep your forecasting as simple as possible. Tailor it to your business so it will help you to know the amounts of cash you can expect to have on hand at various times during the next year. It is also a good idea to provide for growth by setting up a reserve fund in accordance with your estimated future sales.

USE BALANCE TO PRODUCE INCOME

Knowing what your cash balances will be — provided things go as you expect them to — helps you to achieve dynamic control of your cash. This sort of control is similar to driving your automobile in a safe manner on a highway. You not only have it under control, but are also using it to accomplish a purpose. Cash control helps you in three ways.

First, it guards your cash balances so that they will be available when you need them. For example, resist the temptation to use your cash for new fixtures or other fixed assets, which should be paid for out of other funds.

Second, cash control will warn you of the month, or months, when the cash balance is less than expected expenses. Meet this problem head-on by arranging for a short-term bank loan to tide your business over the gap and to its next peak.

Third, knowing your cash balances can help you to determine your rate of growth. It is your roadmap in using cash surpluses. In the month, or months, when your cash inflow is greater than your business needs, be prepared to put that excess cash into something which will earn income.

As was suggested earlier, you may want to invest such excess cash in:

- (1). New NAPA lines which can increase sales and profit.
- (2). In short-term securities.

The important thing is to keep such investments fairly liquid so you can turn them into cash should the need arise. Put the excess cash where you can get it when your business needs it.

MARTIN-SENOUR INTERVIEW: GENUINE PARTS COMPANY

A candid conversation with people who find the "Market Blitz" ideal for gaining new customers and increasing sales in existing accounts.

Richard Beckmann is Division Manager of the Genuine Parts Company in the greater Atlanta area. He and his two sales managers—Bobby Gable and Ike Coleman—oversee 30 stores and a sales staff of 31 jobber salesmen. In talking with Messrs. Beckmann, Coleman, and Gable, we found them enthusiastic supporters of the "Market Blitz" concept because of the positive returns it generates in increased sales and new business.

Just what is a Martin-Senour "Market Blitz?"

For Genuine Parts, it's a concentrated sales effort lasting one week. We find that holding at least one a year produces the best results.

What kind of results?

A thirty percent sales increase. After our first "Market Blitz," we discovered that sales do not slack off; we are able to sustain the high level of sales generated by the blitz because of the new business we gain.



Ike Coleman



Richard Beckmann

Bobby Gable

"The 'Market Blitz' is a way of life for Genuine Parts in the Atlanta market. This is our third Martin-Senour Paint Blitz and each one seems better than the one before in the amount of sales and new customers we gain."

What about existing customers?

We use the blitz to introduce new and improved Martin-Senour products to our existing customers. This adds up to increased sales ... sales that could have been lost to competition.

The "Market Blitz" sounds like a great marketing tool. What makes it so successful for Genuine Parts?

Careful planning. We can't emphasize this enough. We start planning for a "Market Blitz" at least thirty days in advance, and hold planning and review meetings every week thereafter. On the day of the blitz, we hold a breakfast kickoff meeting to set the tone for the blitz and to get the salesforce pepped up to help them do the job expected of them.

"There's no dip in orders after a blitz; we sustain a high level of sales because of the new business we bring in."

What type of accounts do you call on during the "Market Blitz?"

Any that are potential Martin-Senour product users: independent body shops, car dealer body shops, fleet accounts, industrial accounts, vocational schools, marine accounts, and farm accounts.

How do you divide up your salesforce?

We divide the salesforce into six teams of five men each. Each team is responsible for calling on a list of customers and potential customers.

How do you keep tabs on the progress of the blitz?

Each day's results are tallied and posted on a scoreboard. That way, each team and team member can see how they're doing in relation to one another.

Do you offer incentives?

Yes—for our customers and salesmen. We insist that our sales-

men take along sample premiums when they make their calls. This stimulates orders.

What about D.C. involvement?

We include our D.C. from the very beginning. It's important that the D.C. carry an ample inventory of Martin-Senour products. Nothing sours the effectiveness of a blitz like backorders.

And Martin-Senour Representatives? What's their involvement?

Like our D.C., we include our Martin-Senour Representatives from the start. During the blitz, Martin-Senour Representatives rotate with a different salesman each day.

You mentioned that you were able to sustain sales after the blitz. Do you do anything special?

Absolutely. We know from experience that body shops welcome personal sales calls and will respond with increased orders. We make it a point to call on existing accounts at least once a week, and twice a week on new accounts. In our business, service is the name of the game.

Sounds like you're really sold on the "Market Blitz" concept.

A "Market Blitz" conducted at least once a year is a necessity in today's competitive market ... not only to help keep our salesforce at peak efficiency, but to maintain our share of market. A blitz is one of the best ways we know to gain new business and increase sales from existing accounts.



**Paints, Tapes,
Abrasives and Adhesives**



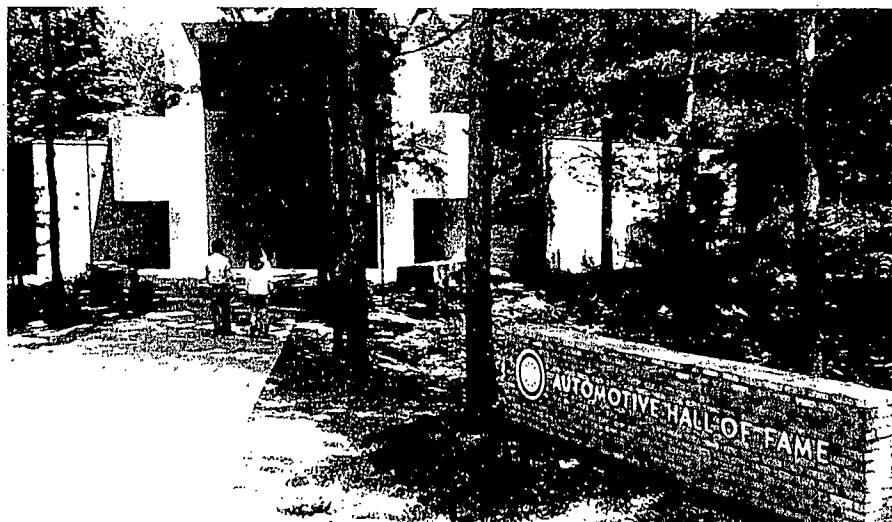
DATELINE NAPA

VOLUME 2 NUMBER 7

DEARBORN, MICHIGAN

LIMITED EDITION

AOT BECOMES AUTOMOTIVE HALL OF FAME, INC.



To more fully recognize the purposes of the organization, directors of the Automotive Organization Team (AOT) have voted to restructure the organization and change its name to Automotive Hall of Fame, Incorporated.

The AOT was founded in 1939 as "Automotive Old Timers." A non-profit association, it was founded for the purpose of honoring people who have made significant contributions to the automotive industry. One of its goals was to erect an automotive industry Hall of Fame where memorabilia of industry leaders could be displayed to keep their history alive.

The AOT Hall of fame was constructed in Midland, Michigan in 1976

on the campus of Northwood Institute. The modern facility now houses exhibits memorializing 57 Hall of Fame electees and contains award plaques recognizing the contributions to the industry of over 249 recipients of Distinguished Service Awards. A new program introduced in 1980 — the Young Leadership and Excellence Awards — honors newcomers to the industry for their outstanding efforts.

In addition, the facility houses an industry library containing a wide range of early trade periodicals. Historians, writers, researchers, automotive students and others find the library of significant importance, especially for the history of the industry and its people.

A truly unique organization, the Automotive Hall of Fame plans to expand the current building to more than double its present size. This will allow more recipients to be honored from all segments of the industry, including car and truck manufacturing, parts and service, marketing, inventors, designers and many other categories. In addition, a climate-controlled library for rare collections will be part of the expanded facilities.

Future plans also include increasing the number of local AOT councils as well as the establishment of a 25-Year Club and a Golden Old Timers Association for those who have been in the industry for 50 years or more. "We plan to provide a forum in several major cities around the country where . . . people can gather once or twice a year to renew friendships and honor those who have served and are serving," said Drex Minshall, chairman of the Hall of Fame. Currently, councils exist in New Jersey, Florida and Michigan.

(For additional information on the Automotive Hall of Fame, write to: Dorothy Ross, president, AOT, P.O. Box 1742, Midland, MI 48640.)

NEW NAPA DISTRIBUTION CENTER OPENS IN PENNSYLVANIA

To better serve NAPA Jobbers, the Quaker City Motor Parts Company of Middletown, Delaware has opened a new NAPA Distribution Center.

The new NAPA Carlisle Distribution Center, located in New Kingstown, Pennsylvania, was officially opened for business on November 30, 1981.

Gabe Hildebrand, former general manager at the NAPA Wind Gap Distribution Center, has been named general manager for the new operation.

With the addition of the new NAPA Carlisle facility, NAPA now offers 72 distribution centers throughout the country to service NAPA Jobbers.

STARTING YOUNG

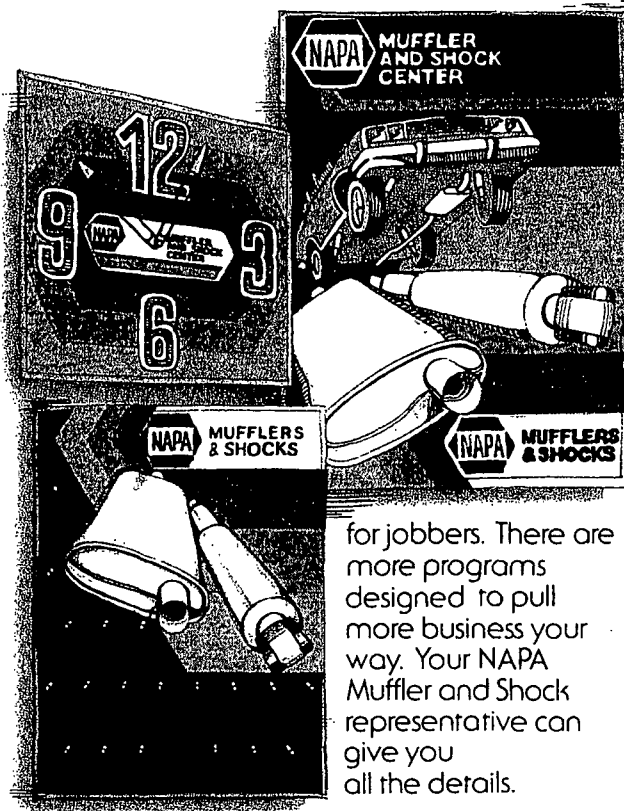
7½ month old Waylon Wayne Shell sure looks excited about NAPA's 1982 programs! Waylon is the son of Mike and Caren Shell and the grandson of Wayne "Pee Wee" Shell, who has operated S&K Auto Parts of Athens, Tennessee for 20 years.



NAPA MUFFLE WE'VE PUT IT ALL TO

MERCHANDISING PROGRAMS

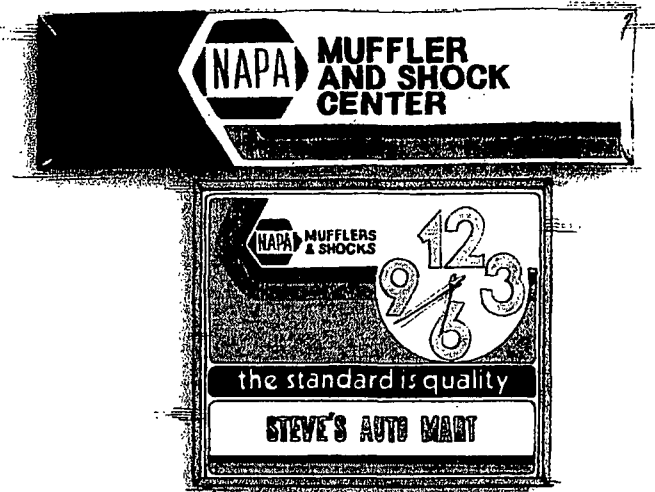
NAPA Mufflers and Shocks have joined together to help increase your exhaust system and shock absorber sales. And we've put together some strong merchandising programs that help tie these products together. Electric clocks, key holder boards, clip boards and wall and window plaques for installers. Counter mats, floor mats, deluxe open hours signs and a calendar/corkboard



for jobbers. There are more programs designed to pull more business your way. Your NAPA Muffler and Shock representative can give you all the details.

MUFFLER AND SHOCK CENTERS

A growing number of installers are discovering the profitability of muffler and shock installation. So turn one of your installer's service bays into a NAPA Muffler and Shock Center and you'll soon turn a fast profit, too. As a "Neighborhood Professional," your installer will be supported by



signage and a co-op advertising program that should bring him plenty of muffler and shock profits. We'll make everything available that your NAPA Muffler and Shock Centers need, including a double-faced illuminated clock, a bay banner, posters, streamers and special sales materials. All the dressing your installers need to compete successfully against the muffler and shock specialty shops, plus one distinct advantage — the NAPA name.

MUFFLERS & SHOCKS. TOGETHER FOR YOU.

GO THE NAPA WAY... WITH MUFFLERS AND SHOCKS

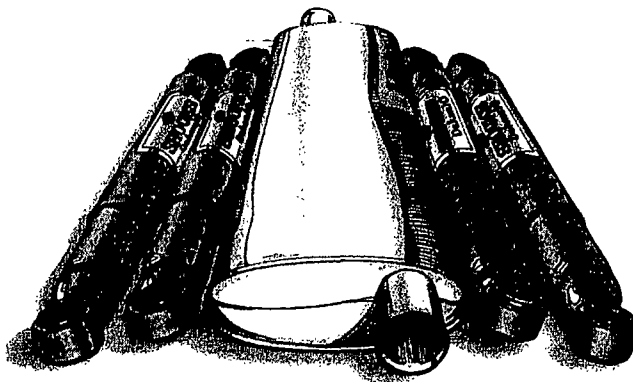
Your muffler and shock sales will really add up when your installers take part in the NAPA Muffler and Shock Sales Incentive Program. We've designed a special plateau sales plan that earns your installers travel certificates for the mufflers and shocks they sell. These certificates can then be applied to one of the four NAPA national trip sites... Acapulco, Disneyworld, Hawaii or Las Vegas. The Spring Sales Incentive dates are



February 15 - April 15; the fall dates are August 15 - October 15. So get your installers to go the NAPA way and watch their additional sales ring up more profits for you.

CO-OP ADVERTISING

This year, our 50/50 co-op program for muffler and shock absorber TV spots, radio spots and newspaper ads will carry twice the product, twice the impact. By tying mufflers and shocks together, this year's advertising should appeal to more potential customers. Which puts more potential into your profit picture. Our new Muffler and Shock Co-op Ad Kit has a greater variety of newspaper and radio ads to choose from, in order to help you promote NAPA Mufflers and Shocks with more impact than ever before. This year, our 50/50 co-op program will help make you more successful.

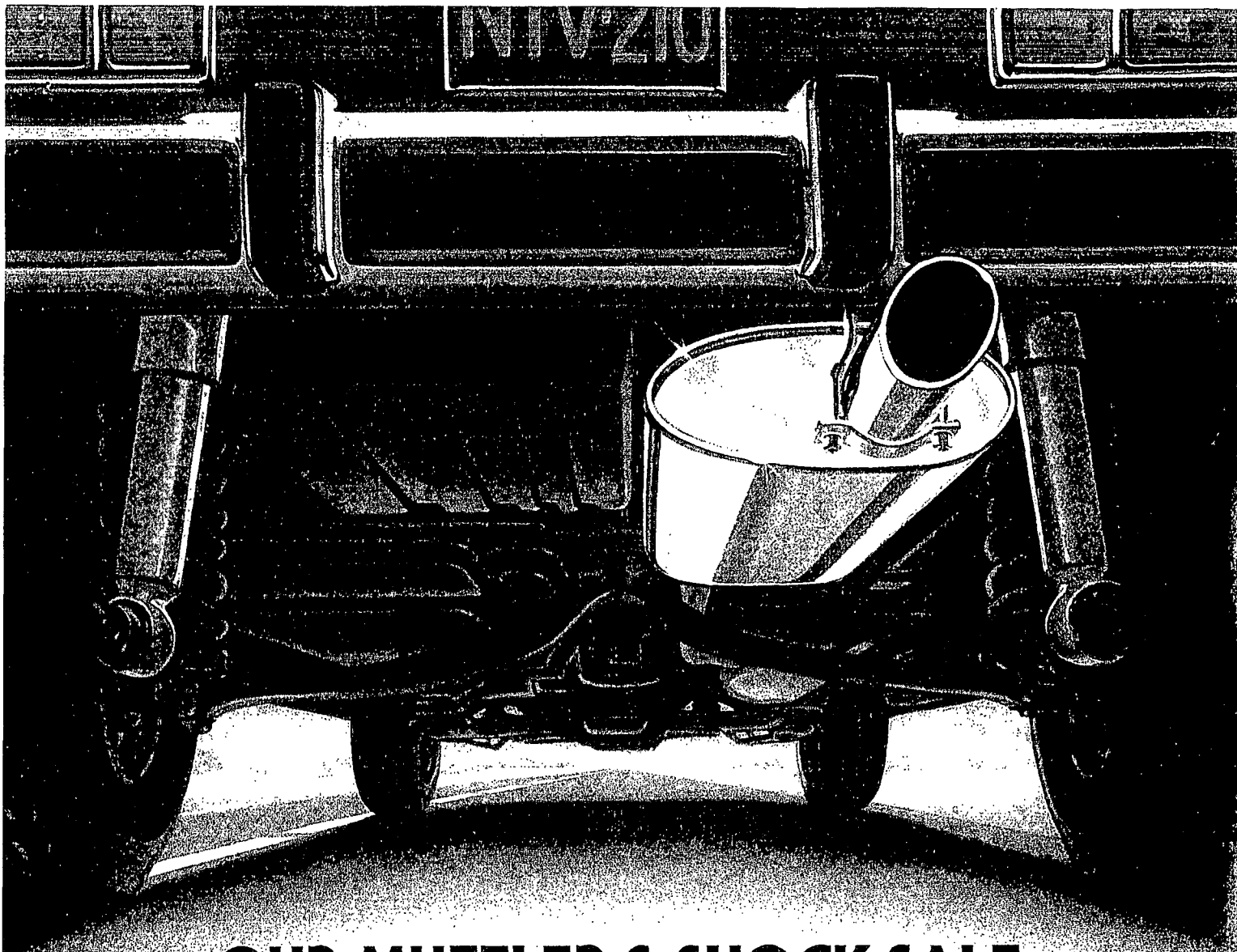


To find out how you can put it all together for bigger muffler and shock profits, contact your local NAPA Muffler and Shock representative today. He'll be happy to explain any of the exciting new programs we can offer you. Find out for yourself — when the name is NAPA muffler and shock sales, the standard is success!



Division of Tenneco Automotive





OUR MUFFLER & SHOCK SALE GIVES YOUR PROFIT PICTURE DOUBLE EXPOSURE.

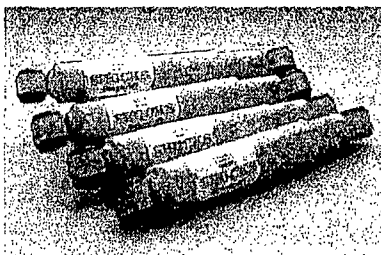
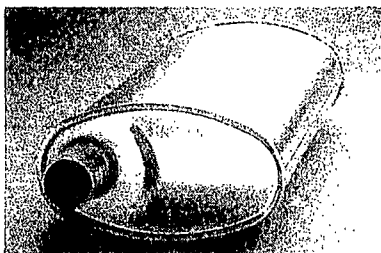
Now that NAPA mufflers and shocks have joined together, you can offer your customers twice the product . . . twice the sale. And we'll help you promote it with twice the impact.

Our Muffler and Shock sale is timed to coincide with NAPA's Spring Car Care Days, which will generate plenty of business. You can offer your customers two great savings. Price NAPA Deluxe Heavy Duty Shocks for just \$12.88* each and offer \$10.00

* Manufacturer's suggested sale price.
** Manufacturer's suggested retail price.

off** the price of NAPA original equipment mufflers. Twice the sale . . . plus colorful window

streamers, posters and co-op advertising that will appeal to twice the customers — on television and radio, as well as in print. Our sale will put you on the road to muffler and shock profits. Contact your NAPA muffler and shock salesman or distribution center for complete details.



Division of Tenneco Automotive 