

From the automotive industry's earliest days, sales were split into two broad categories -- Origin Equipment Manufacture (OEM) and the replacement sales market, or aftermarket. Many early accessories, like shock absorbers, spring mounted bumpers and rear view mirrors would soon become standard, but before they did, they needed to be sold to a discriminating public. Good marketing and advertising was essential.

The Indiana Piston Ring Company quickly recognized the benefits of advertising. Its Perfect Circle piston ring was so successful that in 1924 the company re-christened itself Perfect Circle. It advertised in the Saturday Evening Post, and published The Regulator, a quarterly tabloid for the automotive trade through which it notified the dealers of its new products. Finally, it sponsored a nationally broadcast radio musical show, and eventually advertised on television.

Victor Gasket recognized the value of endorsements to advertising. In 1927, the company ran an impressive campaign, highlighting some of the successes the company had enjoyed that year. Charles Lindbergh crossed the Atlantic in a Ryan monoplane equipped with a Wright Whirlwind engine and Victor gaskets. Three Victor equipped Stutz cars finished first, second and third in a 150 mile Stock Car race at the Atlantic City Speedway, establishing a feast of new records. As if that were not enough, three Victor equipped Studebakers set endurance, speed and distance marks of more than a mile a minute for 16 days and nights.

The award for the Dana family's most imaginative publicity campaign, though, would surely go to A.P. Warner. Warner, a long-time advocate of advertising, invented a device called a "cut-meter" for measuring the speed of industrial machinery. He soon realized that it could easily be adapted to the automobile, and his new "speedometer" proved enormously popular among car-owners anxious to record their exploits, or perhaps to stay within the limits of the law.

Resolving to sell directly to the public, he went to A.D. Lasker, the famed president of Lord and Thomas. Lasker (who, proving that advertising pays, built a \$75 million fortune from his agency) and Warner got along from the start. The two men often visited automobile manufacturers together. Warner attributed much of his company's success to Lasker's advertising, and also remarked that Lasker spent money with both hands but that it was returned multiplied many times.

But it was Warner himself who devised the most colorful promotion of his speedometer. He built a giant, gold-plated speedometer, mounted it on the rear of a car, then sent it on a tour of the country. Teddy Roosevelt was so enchanted with the car that he got in with the driver and rode around outside the White House. Warner's speedometer even got the law changed. At the time, New York had a 10-mph speed limit that was completely ignored. So, Warner contacted the press and then got himself arrested by driving past the police at 15 mph -- while he was being overtaken by trucks and cars going twice his speed. All the state's newspapers carried the story, and speed limits were soon raised.

NAPA

The National Automotive Parts Association (NAPA), is far and away America's leading replacement parts organization. It is also one of Dana's foremost customers. Remarkably, the Dana family played a major role in NAPA's foundation.

As the motor industry flourished in the 1910s, leading companies like Ford, Buick, Chevrolet, Willys and Maxwell recognized that their customers deserved fast, quality service when their cars broke down. They therefore established networks of dealers around the country, and distributed their parts to them.

For companies like Spicer, this arrangement was unsatisfactory. Spicer was supplying all these leading companies, so their parts were often available through several dealerships in the same city. Yet no single dealer held a full stock of Spicer parts, and some independent shops didn't carry Spicer parts at all.

In 1919, engine manufacturer Continental addressed this problem by forming their own network of dealers, appointing one distributor in each large distribution center. Spicer, Brown-Lipe and