



# NATIONAL AUTOMOTIVE PARTS ASSOCIATION

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June 9, 1977

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Mr. S. S. Conway, Jr. President  
American Brakeblok Division  
3001 W. Big Beaver Road, Suite 710  
Troy, MI 48084

Dear Steve:

Recently the NAPA Operations Committee performed a Turnaround Time Survey involving six Distribution Centers across the country. The six Distribution Centers used were Atlanta, Dallas, Chicago, Jacksonville, Minneapolis and Pittsburgh. The March 21st and March 28th weekly orders for each of these Distribution Centers were monitored to see how long each NAPA Manufacturer took from the time they received an order in-house until the day it was shipped. Naturally, this is called Turnaround Time and each Distribution Center kept a record of the time involved for each Manufacturer, submitted it to the Operations Committee and from that we are doing some follow-up work.

Turnaround Time is extremely important to our NAPA Distribution Centers as each day that it takes to replenish our stock requires an additional day's inventory and, of course, that is dollars of investment. By the same token, we know you as an NAPA Manufacturer are just as concerned about Turnaround Time because it is one of the key elements of your service and, of course, is indicative of many things. We know you will be just as interested in these figures as we are.

We have discussed this with several of our manufacturers and it is felt that three working days in-house is more than adequate for any manufacturer to process an order and have it shipped back to the customer. Based on that, we are now writing to any manufacturer who required more than a mean average of three days' Turnaround Time and asking for some response as to why this is so. Let me reiterate that we did use mean averages which means that we dropped the highest and lowest numbers and used the middle four numbers to come up with our averages.

For your information, the mean average for the week of March 21st for your company was 5 and the mean average for the orders submitted on March 28th was 6. We know you will be as concerned about this as we are and what we would like is some response from you in writing as to what actions you are taking to improve this in the future and hopefully reduce your Turnaround Time to at least three days or less.

Continued.....

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