January 5th, 1925.

GENERAL LETTER

TO ALL DEALERS:

Gentlemen:

#204

CURTAIN FASTENER TOOLS

We have arranged for the manufacture of some new tools for the installation of the new type curtain fasteners used on the improved Ford cars. These consist of a grommet punch, a grommet riveting tool, a rivet spreader and an anvil.

The grommet punch is to be used for punching the holes in the curtains in which the lift-the-dot fasteners are inserted. The grommet riveting tool is for riveting the clinch fastener used on the bottom of the curtains as well as in the gypsy curtains. The rivet spreader is intended for riveting the male fastener used on the curtains and the anvil is designed for use with the two last mentioned tools for holding the fasteners while being installed in curtains.

The above mentioned tools are to be used in connection with the set of tools illustrated on Page 40 of the May 1924 Service Bulletin. The block, in particular, Fig. #11, must be used for holding the anvil mentioned above and in future, a complete set of riveting tools will consist of the tools illustrated in the above mentioned Bulletin together with those listed below, the prices of which are as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>HM-98</td>
<td>Grommet punch</td>
<td>1.75</td>
</tr>
<tr>
<td>Tool #12</td>
<td>Anvil</td>
<td>.40</td>
</tr>
<tr>
<td>Tool #13</td>
<td>Grommet riveting tool</td>
<td>.50</td>
</tr>
<tr>
<td>Tool #14</td>
<td>Rivet Spreader</td>
<td>.50</td>
</tr>
</tbody>
</table>

Dealers who have already purchased the set of tools shown in the May 1924 Service Bulletin need only the tools mentioned in this letter to complete their sets. Other dealers should specify for a completo set including tools for improved car fasteners. By specifying in this manner, the possibility of error in filling the order will be eliminated.

You can place your order for this equipment with Hinckley-Kyors Company, Jackson, Michigan.

FORD MOTOR COMPANY

WMcC AG

HEAD, SERVICE DEPARTMENT.
TO ALL DEALERS

March 28, 1925

ENROLLMENT FOLLOW-UP

In our General Letter of March 2nd and in the last dealers' meeting covering the Ford Weekly Purchase Plan, we emphasized the importance of closely following up enrollment customers to make regular deposits and to keep their interest alive until delivery of the Car.

To assist in this follow-up work, we are attaching a series of four letters, which we are sure you can use to good advantage.

These letters are to be used in the following order:

Letter #1 calling enrollment customer's attention to lapse of first payment.

Letter #2 for use after enrollment customer has received letter #1 and later allows another payment to lapse.

Letters #3 and #4 for use after payments have lapsed for sometime.

These letters are not to be substituted for personal calls. We are suggesting their use as a means of assisting your enrollment man in his follow-up work. For example, after letter #1 has been sent and later check-up reveals that customer did not make a deposit, a personal call should be made, as there is no question but what personal solicitation is far more effective than letters although this series of follow-up letters will serve to facilitate the enrollment man's work and should be taken advantage of by our dealers in keeping their enrollment files up-to-date and active.

FORD MOTOR COMPANY

[Signature]

Enrollment Division
QUESTIONNAIRE

PLEASE ANSWER THESE QUERIES - THEY INTEREST YOU!

QUESTIONS

1. Is much money being spent outside your town that could just as well be spent in it?

2. Where and for what things is most of this outside expenditure?

3. Would yours be a better town if these outside expenditures were used at home?

4. Would you approve the Dearborn Independent printing some articles on this subject, and will you suggest which points should be most strongly emphasized?

5. Would the development of the community's buying have any effect upon your sales of Ford products?

NOTE: Maybe one or two other business men or your Banker could give you a slant on these questions.

Dealer's Name

Address

Please sign and return this Questionnaire as quickly as possible.
We wish to call your attention to the request contained in our Sales Department letter of March 9th, asking that Dealers submit a financial statement to us.

All Dealers whose combined estimate on cars and trucks calls for 300 units or less will be expected to submit a financial statement to our office at the end of each three months, namely, for the periods ending March 31st, June 30th, September 30th, and December 31st.

Dealers whose contract estimate on cars and trucks are in excess of 300 units per annum will be expected to mail us a copy of their financial statement following the close of each month's business.

These statements should show your sales, cost of sales, gross profits, expenses, and net profits, by departments, and should be in agreement with your books of account and record. Your statement should show, also, the assets and liabilities, or in other words, the property that is owned by the business as well as all its liabilities.

It is the desire of our company that these statements be submitted so that they may be analyzed with the view of helping our Dealers to better merchandising methods.

We ask your cooperation therefore in furnishing the above reports promptly as possible.

T. ph
Office Manager
30 DAYS IN APRIL -- We must make everyone count to sell:

10,000 Cars
2,000 Trucks
600 Tractors
4,000 Weekly Purchase Plan
175 Lincoln

Here's a shot in the arm from the New York Branch for your whole organization - but especially for the dealer himself.

In our last Special Edition Bulletin dated March 12th, we dealt particularly with the fact that 80% of all the prospects in dealer's prospect card files were car owners. Also we dealt with the fact that over one-half of the families in our territory did not own a Ford.

Now then - let us consider some of the cities in our territory:

There is a city in New York with a population of 30,366 located about 40 miles from the New York Branch. Here the dealer reported 225 car prospects last September and only 125 car car prospects on January 1st this year. There were 7,800 families in this city and less than one-third of them own automobiles. Yet this dealer only reported 125 car prospects in January and 80% of these were car owners.

WOULD YOU CONSIDER HIM A GOOD DEALER?

There is a city in Jersey with a population of 60,710, and the dealer only shows 315 car prospects in his files right now.

Here is another right north of New York about fifty miles or a bit more with a population of 36,000. The dealer reports 275 car prospects.

There is another city up in Connecticut with a population of 25,686. The dealer here shows 250 car prospects in his files.

We've got another city of 91,715 with only 334 car prospects.

We could go on and mention many other of our towns, villages and cities, but we want you to check up your own files and see just how many car prospects you really have and then decide for yourself whether you are really working your territory in a satisfactory fashion.

Isn't it a fact that you are MISREPRESENTING the Ford Motor Company and our policies - especially in your Sales Department? You are if 80% of your prospects are Ford owners - and if a canvass of your territory has not been made recently.
This record of 80% of the prospects in our Dealer's card files being car owners is not confined to the larger places. It also exists in the smaller towns and rural communities. This canvassing of the territory was instituted in order to find out the names of those who do not own a Ford car. Be they farmers or townspeople, farmers' sons, daughters or hired men, factory workers or retired farmers - we wanted to get the names of the NON CAR OWNERS especially.

In our territory we have 98,901 farmers. About 10% of these own tractors and about 12% own trucks. This leaves a balance of about 85,000 farmers. You will probably be surprised to know that we have less than 5,000 of these listed as prospects for Ford trucks or tractors. No wonder we have too few salesmen. And no wonder the salesmen do not have sufficient work to keep them busy. It is the dealer's fault without a question because there are sufficient prospects in every territory, but they remain un canvassed and unworked.

If Ford dealers are not willing to work their territories, we would far rather they would say so, and let somebody else step in who would be willing to handle this Ford business satisfactorily. There are still far sighted men who realize the Ford Motor Company is only in its infancy. They believe the progress in the years to come is going to be very extensive. They realize that Ford dealerships will be worth more money than they ever were before. They would be glad to get Ford dealerships and handle them in a profitable manner to both themselves and the Ford Motor Company.

--- 0 ---

By the way, have you read Mr Ryan's letter of February 26th? Well read it again - and be sure you understand what he intends you to understand! We mean to iron out this second-hand car problem - that's another progressive step. We hope you won't be one to be ironed "out".

--- 0 ---

We called on a dealer the other day who sold approximately 730 units last year and whose net profits were $27,000-00. Incidentally, we might mention that out of these 730 cars sold there were 514 straight sales (there being no trades involved). Probably you would like to know along what lines this dealer worked because his plan can be worked anywhere in city, village or out in the country.

He had three canvassers to begin with who canvassed his city territory. Out of the first 6,000 families they called on they found 3,500 persons who did not own an automobile and had use and could pay for one. The dealer began a letter campaign on these 3,500 persons. The first letter dealt with the early days of Mr Henry Ford. The second with the evolution of the Ford car and Fordson tractor. The third with the growth of the Ford Motor Company and why the price of Ford products is low and the quality high. The fourth with the improvements in the Ford car during the past year, and incidently mentioned the Ford car as one product being sold for less money than it was ever sold for before.

After these four letters had been sent out to these 3,500 persons their names were turned over to the salesmen at the rate of 20 per day per salesman. And each salesman has been making 20 calls per day ever since. Why? Because they have plenty of prospects supplied by the dealer.
When the salesman turned in a report on prospects marked "dead" (meaning the prospect would not buy) unless they were crippled or handicapped in such a way they could not drive a car, another letter campaign was started on the pleasure of driving a car, and the pleasure of vacationing in a car, etc. Twenty percent of the prospects reported as "dead" were sold last year. This goes to show that one out of every five marked "dead" were just "sleeping".

Now the above is good constructive salesmanship. We hope it provides you with an idea.

Don't say it costs too much to do this. Look at the $37,000.00 Net Gain. It Paid.

Ford traveling men are sent out with the idea of helping the dealers and their salesmen. They are not sent out to make reports. But only to make reports of assistance rendered.

We have written on another page concerning the development of the Ford Motor Company. Their great concern is not in the building of more products, but rather in the building of better dealers.

If we build more products are you dealers capable of organizing to sell them? Up to the present time some of you have not given a very good demonstration of this ability. Is it lack of confidence in the Ford Motor Company, or is it lack of confidence in yourself, or is it lack of ability to organize your business so that every product of the Ford Motor Company is being sold every day - be it Dearborn Independents, Cars, Trucks, Tractors or the Weekly Purchase Plan?

This bulletin should be a "live tip" to a lot of our dealers - that it is up to them to improve their organizations and their own ability to organize and develop men, if they are to keep up with the manufacturing growth of the Ford Motor Company.

We are certainly ready to render you any assistance we can - but you must be receptive, for no man can be helped if he thinks he knows more than the person who is trying to help him.

Every idea that is passed on to you is tried and is known to be right.

We would like to see a wonderful improvement in the New York Branch dealers this year so we can say to Mr. Ford "Bring on your products - we are waiting for them and are all set to sell as many as you can make".

Incidentally, it is about time we beat Chicago and Detroit, who trimmed us disgracefully last year.

Read Mr. Ryan's letter again - right now without delay before you forget - and don't mistake what he is telling you.
REMEMBER:

Used Car Reports
Enrollments
The Non Car Owner Field

-- OUR QUOTA FOR APRIL --

10,000 Cars
2,000 Trucks
600 Tractors
150 Lincolns
4,000 Enrollments

Very truly yours,
FORD MOTOR COMPANY

A MORE EFFICIENT DEALER ORGANIZATION

GUARANTEED FORD USED CARS
LOOK GOOD TO ME

This is how we stack up

<table>
<thead>
<tr>
<th>1924</th>
<th>MARCH</th>
<th>1925</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cars</td>
<td>11408</td>
<td>Cars</td>
</tr>
<tr>
<td>Trucks</td>
<td>2033</td>
<td>Trucks</td>
</tr>
<tr>
<td>Tractors</td>
<td>349</td>
<td>Tractors</td>
</tr>
<tr>
<td>Lincolns</td>
<td>126</td>
<td>Lincolns</td>
</tr>
<tr>
<td>Enrollments</td>
<td>512</td>
<td>Enrollments</td>
</tr>
<tr>
<td>Demonstration Tractor</td>
<td>1950</td>
<td>Demonstration Tractor</td>
</tr>
</tbody>
</table>

We have still some way to go to make a favorable Spring showing. The answer for the poor showing so far is lack of prospects.

The lack of prospects means you cannot interest salesmen to stay with you. If you provided salesmen with plenty to do, plenty of prospects to work on, they'd stick. We need canvassing and plenty of it, working non-car owners and getting Ford sales on the easiest plan - the Weekly Purchase Plan.

What are you doing?

Let's Keep Working.
Have you read Mr. Ryan's letter again and gone over the material given out at the Dealer's Meeting? Ignorance of law excuses no one. We are going to straighten out this Used Car proposition and we hope it will not be necessary to straighten you out in the process.

---ENROLLMENTS---

REMEMBER APRIL 15th

On April 15th we must report to Detroit the name of every Enrollment man in the territory. Every dealer with a 300 contract or over must have one man specializing on the Weekly Purchase Plan. Spell his name.

Dealers with smaller contracts send in the name of your Enrollment Man also. You can use one. - DO IT NOW -

----- - -----

Remember the Used Car Report Form.

----- - -----

All contracts of 300 units or more send in your monthly statement. Smaller dealers send in yours every three months.

----- - -----

Let's Keep Working!

Perhaps it was chilly yesterday; maybe it's raining today. It might be the business you so confidently expected didn't show up. What if the Season isn't just up to your expectations - Let's Keep Working.

No one ever got anywhere by waiting, no one ever got any place by standing still. Business is here, you can find it if you will look for it, if you go at it wholeheartedly and do not give up at the first rebuff. Work, and a satisfactory volume will result. You can't afford to let up. Hang on. Don't let your salesman come in with excuses when you want facts. Cash, Deferred Payments, the Weekly Purchase Plan should get every prospect on the dotted line.

You are in the midst of Spring business. It looks good, everything points to a successful year's business. If so, this should spur you to greater efforts. Intelligent, well directed, hard work means volume.

Let's Keep Working. Let's resolve to make each day count; call on prospects; demonstrate; let's sell something each day. Then we will know the pride of accomplishment, which in time means confidence. Confidence insures victory.

Don't forget to read the Second Special Issue of the Bulletin on the Non Car Owner Field.

----- - -----

When you question your chances of succeeding in getting enrollments, it's yourself you are doubting - it's your own ability to put it over you are questioning.

Think things through or by and by you will be through.
Lincoln Petit Salon, Plaza Hotel, New York City, April 13 to 17 inclusive.

An exclusive showing of Lincoln cars fitted with the world's finest examples of coach work. We cannot say too much concerning the Lincoln car. It is rapidly taking the leading position in the high class car field.

Arrange with all your prospects to be in New York during Petit Salon Week. It will be a treat to you and may help in bringing that wavering prospect of yours into line.

Don't ask "How's Business" but look for the answer to the question "Where's Business".

"Lean years - such as those passing - often lead to long profits because of the lessons learned in cutting the cost corners. Progressive farmers have found that good farm machinery, particularly the Tractor, does more to reduce costs and increase yield than any other one thing.

With the Fordson they have found that they can not only do general tillage operations faster and better, but can use it for belt jobs and routine work of all kinds at a big saving in both time and effort.

So it is no wonder that farmers generally are facing an era of better prices with every confidence that the things they have learned in the lean years are going to lead to better profits in the better ones ahead of them."

MR Dealer - Have an accurate, up-to-minute list of logical farm prospects for the Fordson. Call on them immediately - analyze their condition and plot out the profit of the Fordson.

Usually it isn't the hard worker who finds work hard.

A great many dealers make their quota of truck deliveries for the month of March in the first twenty days. This indicates to us that some well directed sales effort in the way of a thorough canvassing and demonstrating program is being used by those who are making such good showing.

As the figures are arriving for the last ten day period of March, they indicate that a great many of our dealers are making their quotas for the month, which certainly is encouraging to us from the fact that they are demonstrating the sales ability of their selling organization.
This is the time of the year when each dealer should place on display and have ready for demonstrating purposes trucks equipped with ice bodies, dump bodies, and bodies suitable for decorators and painters, as at this time they are in the market for additional equipment.

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Ruts End in Dry Rot.

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---SERVICE AND PARTS---

Spring is here and we are confronted with the same yearly problem of many small orders. This can easily be accounted for when our records show that more than one-third of our dealers did not give us a stock order for March. This means dissatisfied Ford owners, and profits lost to dealers, not to mention the loss of reputation by being unable to provide the required material. Why not insure these profits by sending your MONTHLY STOCK ORDER in for April?

Our showing on transmission bands, spark plugs, dash lights, windshield glass and tire repair kits is poor and far below National Average. This is based on each $1000 purchase by dealer and we are listing same for your information.

<table>
<thead>
<tr>
<th>Transmission bands</th>
<th>New York</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spark Plugs</td>
<td>17.2</td>
<td>19.4</td>
</tr>
<tr>
<td>Windshield glass</td>
<td>0.2</td>
<td>1.1</td>
</tr>
<tr>
<td>Dash light</td>
<td>1.4</td>
<td>3.2</td>
</tr>
<tr>
<td>Tire repair kit</td>
<td>2.9</td>
<td>9.1</td>
</tr>
</tbody>
</table>

You can see by the above figures that the New York Branch has made a poor showing, particularly on transmission bands and tire repair kits. Most dealers tell us that they have the best stock man in the country. Why not ask your stock man why he is not putting these items over?

Why not go over your parts quota letter again and see for yourself how near 100% you are holding up your end. Why not keep your stock man enthusiastic and have him feel that you are interested in these competitive items. Every little bit helps. We need his help and your help and you need greater volume.

REMEMBER:

Enrollments
Non Car Owner Field
Used Car Program
all designed to help you get over your job.

Very truly yours,

FORD MOTOR COMPANY

A MORE EFFICIENT DEALER ORGANIZATION

To all dealers -
April 6, 1925

We are prepared to supply the following parts in nickel finish, for sale through Service Stock.

<table>
<thead>
<tr>
<th>Part Number</th>
<th>Description</th>
<th>Finish</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>T8737-C</td>
<td>Radiator shell</td>
<td>Nickel plated</td>
<td>$3.50 List</td>
</tr>
<tr>
<td>T8016</td>
<td>Radiator apron</td>
<td>&quot;</td>
<td>.75 &quot;</td>
</tr>
<tr>
<td>T6575-X</td>
<td>Head lamp door only</td>
<td>&quot;</td>
<td>(each) 1.00 &quot;</td>
</tr>
</tbody>
</table>

The above prices are subject to the usual parts discount, f.o.b., Kearny.

In view of the comparatively low prices we have established you will be in a position to secure any business that exists for special material of this character.

We would be pleased to have your orders on these numbers and would also appreciate it if you will fill in the information requested below which will give us an idea as to the volume of business we may expect during the next 30 days.

Ford Motor Company

[Signature]
Service Dept.

Ford Motor Co -

We give you below an idea of the volume of business we expect to do in the next 30 days.

<table>
<thead>
<tr>
<th>Part Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>T8737-C</td>
<td>Radiator shell</td>
</tr>
<tr>
<td>T8016</td>
<td>Radiator apron</td>
</tr>
<tr>
<td>T6575-X</td>
<td>Head lamp door only</td>
</tr>
</tbody>
</table>

Name_________________________ Address_________________________
Ford Motor Company

Manufacturers of Automobiles, Trucks and Tractors

Kearny, N.J.

TO ALL DEALERS:
General Letter #152

Gentlemen:

IN REPLYING REFER TO

All statements or agreements contained in this letter and in往前所有的 strikes, fires, or any other causes beyond our control and all
contingencies are subject to approval by the signature of a duly authorized executive officer of this company. Clerical errors subject to correction.

Effective April 15th, 1925, the following prices will
be in effect on Tractors driven from the Kearny Plant:-

<table>
<thead>
<tr>
<th>LIST</th>
<th>NET</th>
<th>FTP</th>
<th>ADV</th>
<th>DEALER'S PRICE</th>
<th>DISCOUNT</th>
<th>CUSTOMER'S PRICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>495.00</td>
<td>346.50</td>
<td>12.60</td>
<td>3.00</td>
<td>362.10</td>
<td>30%</td>
<td>522.60</td>
</tr>
<tr>
<td>With Pulley Attached (Net Price Pulley 16.50)</td>
<td></td>
<td></td>
<td></td>
<td>378.60</td>
<td></td>
<td>544.60</td>
</tr>
<tr>
<td>495.00</td>
<td>396.00</td>
<td>12.60</td>
<td>3.00</td>
<td>411.60</td>
<td>20%</td>
<td>522.60</td>
</tr>
<tr>
<td>With Pulley Attached (Net Price Pulley 16.50)</td>
<td></td>
<td></td>
<td></td>
<td>428.10</td>
<td></td>
<td>544.60</td>
</tr>
<tr>
<td>495.00</td>
<td>420.75</td>
<td>12.60</td>
<td>3.00</td>
<td>436.25</td>
<td>15%</td>
<td>522.60</td>
</tr>
<tr>
<td>With Pulley Attached (Net Price Pulley 16.50)</td>
<td></td>
<td></td>
<td></td>
<td>452.85</td>
<td></td>
<td>544.60</td>
</tr>
</tbody>
</table>

The only change is that of the Pulley Attachment,
which now retails for $22.00 less the usual 2% discount.

NOTE: Customer's price on the Tractor includes the $15.00
unloading charge.

FORD MOTOR COMPANY.

[Signature]

C.
In consideration of your purchasing a total of sixty (60) Ford batteries during the next twelve months, or an average of five per month, we are quoting you a special price of $0.50 net each PC. the nearest Ford Branch.

You are privileged to draw these batteries from our stock at the rate of five or more per month, and our billing price will be $0.50 plus a fixed rate of __________cents per battery representing the actual freight applying per battery on shipments from above branch to this point. We will also supply you with all parts necessary for repairing batteries at a discount of 25% from list.

As you know, the Ford Battery is built solely to render satisfactory service for a long period of time. The Ford Battery has the ability to turn over the Ford motor for more revolutions at a higher speed than most batteries and will continue to do this for a long period of time. You thus have the assurance of complete satisfaction when selling a Ford Battery to your customers.

If you wish to take advantage of this special offer, please sign and return this letter.

Yours truly,

________________________________________
(Ford Dealer)

__________________________
Signature.
We believe every dealer is interested in making more money and to help him get additional profit we have prepared a special assortment of fast moving Genuine Ford Parts at an attractive price to the Garage. This package will be known as T 5000 and will be called the "$50.00 Economy Package." The contents will be as follows and all the material will be packed in a special fibre carton.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Cat. #</th>
<th>T #</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>2819</td>
<td>7727</td>
<td>Hub cap</td>
</tr>
<tr>
<td>20</td>
<td>3002</td>
<td>402B</td>
<td>Cylinder head gasket</td>
</tr>
<tr>
<td>10</td>
<td>3005</td>
<td>445B</td>
<td>Outlet connection gasket</td>
</tr>
<tr>
<td>20</td>
<td>3006</td>
<td>445B</td>
<td>Cylinder head outlet hose</td>
</tr>
<tr>
<td>10</td>
<td>3018</td>
<td>596</td>
<td>Cylinder water inlet gasket</td>
</tr>
<tr>
<td>20</td>
<td>3063</td>
<td>513</td>
<td>Inlet &amp; Exhaust pipe gasket</td>
</tr>
<tr>
<td>20</td>
<td>5080B</td>
<td>4359</td>
<td>C.Case drain cup plug gasket</td>
</tr>
<tr>
<td>20</td>
<td>5165</td>
<td>4481</td>
<td>Commutator brush</td>
</tr>
<tr>
<td>20</td>
<td>5321</td>
<td>5908</td>
<td>Commutator case</td>
</tr>
<tr>
<td>10</td>
<td>3416B</td>
<td>1564</td>
<td>Trans.bond lining - set of 3 inc. rivets - in carton</td>
</tr>
<tr>
<td>20</td>
<td>3944</td>
<td>507B</td>
<td>Outlet connection hose</td>
</tr>
<tr>
<td>20</td>
<td>3964E</td>
<td>609C</td>
<td>Fan belt - rubber</td>
</tr>
<tr>
<td>20</td>
<td>5008B</td>
<td>6737B</td>
<td>Vibrator &amp; lower bridge assy</td>
</tr>
<tr>
<td>20</td>
<td>5009</td>
<td>6702</td>
<td>Vibrator bridge</td>
</tr>
<tr>
<td>10</td>
<td>5031</td>
<td>7502B</td>
<td>Commutator wire (starter type)</td>
</tr>
<tr>
<td>3</td>
<td>5761X</td>
<td></td>
<td>Dash light complete</td>
</tr>
<tr>
<td>20</td>
<td>6520X</td>
<td></td>
<td>Tail light bulb</td>
</tr>
<tr>
<td>20</td>
<td>6572HX</td>
<td></td>
<td>Headlamp bulb</td>
</tr>
<tr>
<td>40</td>
<td>796EARX</td>
<td></td>
<td>Tire repair kit</td>
</tr>
<tr>
<td>6</td>
<td>18257X</td>
<td></td>
<td>Windshield wiper</td>
</tr>
</tbody>
</table>

The "$50.00 Economy Package" will be sold by dealers to garages and accessory stores entitled to discount. They may be shipped direct to the garage on dealer's order on a C.O.D. or sight draft bill of lading basis. Garages, of course, will be billed.

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
at $50.00 and when returns are received $10.00 per package credited to the account of the dealer who sent in the order, or, we will ship direct to dealer at $40.00.

At the above prices the garage man realizes a saving of $17.05 in addition to his regular 25 percent discount and when re-sold has a profit of 80 percent on his investment.

We are going to circularize every garage in our territory and we want the dealers to cash in on this proposition, but we cannot give a dealer credit on orders received direct from a garage. In order that you may insure this business you should delegate someone at once to canvass all garages in your territory and get this business.

Unquestionably this unit is going over big. What will be your profits on this item and how many do you want us to ship you at once.

For your convenience we affix blank order form.

     Ford Motor Company

     [Signature]

     Service Manager

IGH

Please ship via _______ T5000 "$50.00 Economy Package" quantity

________________________ _______________________
Name                              Address
General Letter 

TO ALL DEALERS

Gentlemen:

IN REPLY REFER TO

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A DULY AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

It has been decided that there should be a division of the commission on sales of Ford cars, trucks, and tractors to City, County, and town departments where Ford units are used, in the section of the State or County other than that in which the dealer who receives the business is located. This commission should be split evenly, the present basis being 10 and 10% on cars and trucks and 15 and 15% on tractors, understanding that the division of commission only applies to Ford units and does not apply to commission received on any implements or equipment that might be involved in the transaction.

For instance, the recent bid in the State of New York on 23 tractor units distributed to 20 different sections in the State would mean that the dealer getting that business would have to split the commission on a fifty fifty basis on the Fordson Tractors delivered out of his own immediate territory.

In case there is any question of where the cars, trucks or tractors are to be used permanently, commission should be sent to the Branch and retained until the Branch is satisfied which dealer is entitled to the commission.

There are also several manufacturing concerns throughout the Country which use Fordson Power Plant for manufacture of road construction equipment. Commission on this class of business has been handled by giving the dealer located in the same community with the manufacturer and who delivers the Fordson Tractor to such manufacturer 15% and passing the other 15% to the dealer in whose community the tractor is delivered so that the latter dealer will look after the servicing of the tractor portion of the equipment.

This is another step in the right direction and we believe this ruling on State, County and Town business should be welcomed by our dealers as it will eliminate to a large extent considerable unfair competition that now exists on this class of business.

We again want to caution every single dealer under the jurisdiction of the New York Branch that competitive bids are to be referred to this office and all individual bids should have the notation in the body "terms, net cash."

FORD MOTOR COMPANY

[Signature]

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
In General Letter #154 dated April 17, we called your attention to an Important Modification in the Used Car Plan. We stated that on all cars of $250 and over, the gross maximum profit should be $50. This is an error and should be "gross minimum profit of $50."

Therefore, by reviewing the plan that is followed at the present time, junk and salvaged cars run from $25 to $30, and should be so considered. Cars up to $100, can be sold as is but specifically sold as a car not guaranteed. From $100, to $250, the transaction must be made on the gross minimum profit of 20% on the resale value as was specifically explained in our dealer meetings and carried out in the information distributed at that time. Cars of $250, and over will be sold on the basis of $50, gross minimum profit.

We find in some sections of our territory that dealers are giving more than 25% discount to garages on parts, the discounts being 25% over the counter and 30% if delivered from our plant in Kearny. If we find dealers persisting in this sort of unfair competition, we are perfectly justified in believing that 40% which is the regular discount on parts, is too large and the dealers who persist in getting this business on any other than standard legitimate basis as outlined will be withdrawn from our maximum discount of 40% and put on a discount that will of necessity compel them to do business on the regular basis.

FORD MOTOR COMPANY

Carssinger
Asst Mgr

CAB CAB

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
April 27th, 1925.

TO ALL DEALERS:

216 - 116

IN REPLYING REFER TO

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A Duly AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

We beg to announce that on Wednesday, Thursday and Friday of this week we will have on display in our showroom one of the new Lincoln Sport Cars.

This car is a duplicate of the one displayed at the Chicago Salon and illustrated on the back cover of the February Lincoln Magazine, except that it will not have tire mirrors, scoops, or luggage grids.

Following are some of the more important items of standard equipment:

- Six Wire Wheels with Balloon Tires.
- Spare tires carried forward in fender wells.
- Front bumper and rear fender guards.
- Windshield Wings.
- Folding Trunk Rack.
- Nickelod Windshield Frame.
- An unlined top of special material - over mahogany wood bows - which folds back very flat, with snug fitting top - boot of the same material.
- Dual-tone leather upholstery in the plain panelled effect, same as now used in the Roadster and Phaeton.

A range of two-tone harmonizing colors has been selected and we are planning to standardize on several color combinations for regular production on this model. We will inform you later of the colors selected. Colors other than those we select as standard would require approximately 2½ months to supply.

If you believe there will be a demand for this type of car, please advise us immediately your estimate for the months of June, July and August, so we can order bodies now and arrange to bring them through production.

This is an opportunity that should not be missed and we would suggest that you take every advantage of it by bringing as many of your prospects to see this display as is possible.

Very truly yours,
FORD MOTOR COMPANY

[Signature]

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS.

Supervisor-Lincoln Division
To all dealers -

April 29 1925

In replying refer to

All statements or agreements contained in this letter are contingent on strikes, accidents, fires or any other causes beyond our control and all contracts are subject to approval by the signature of a duly authorized executive officer of this company. Clerical errors subject to correction.

We wrote you a few weeks ago in regard to radiator shell, radiator apron and head lamp door in nickel finish.

We are now prepared to supply these parts through Service Stock, prices as follows -

3947D Radiator shell (nickel) $5.00
3977B Radiator apron (nickel) .75
6575BKR Head lamp door - less lens (nickel) 1.00

The above prices are subject to the usual parts discount, f.o.b. Kearny.

We will be pleased to have your orders on these items and for your convenience attach blank order form.

Ford Motor Company
May 2, 1925

To all Dealers -

For your information we are now in position to supply Ford Body Polish (M-230-F) and Ford Top Dressing (M-255-F) as follows:

- **M-230-F** Body Polish  1 qt can  $0.65 each  $6.00 lots of 10  $50.00 lots of 100
- **M-255-F** Top Dressing  1 pt can  $0.65 each  $6.00 lots of 10

Above prices subject to the regular discount.

All our roadmen are carrying a sample can of each of these items. Ask him for a demonstration.

We can make immediate delivery of both of these numbers and for your convenience attach blank order below.
We give you below information on natural wood wheels which may be procured through Service Stock.

T-291-I Front Wheel, balloon, with hub less rim - natural finish $6.50 each
T-2615-G Rear " " " " " " " " " " 5.50 "

Supplying these natural finish wheels without rims, enables you to make exchanges for your customers at the least possible expense for labor and material.

The four wheels listed above will cost you $13.20 and when sold for change-over purposes the dealer takes in trade four similar wheels in black finish which have an equal resale value at service stock.

In the event you cannot sell these wheels through your service department it is your privilege to return them at 50% of the list price, viz - $6.60 not per set. On this basis your cost on natural finish wheels is reduced to $6.60 per set. As this is a better proposition than buying wheels less hubs, which are not returnable for credit, it is to your advantage to order wheels of this type for exchange requirements.

In view of the above we recommend that a uniform retail exchange price of $15.00 be established for balloon wheel equipment in natural finish when supplied to replace similar wheels in black finish.

Ford Motor Company

[Signature]
Service Manager

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
May 7, 1925

We think you can materially increase your service business by sending out the attached letters at intervals of one week to all owners who are not regular patrons of your service station.

These letters point out the advantage of patronizing an authorized Ford Service Station, which advantage each owner should be thoroughly sold on if you want to get the most service business.

If at all possible, a personal call should be made on the non-patronizing owners a week after you have mailed them the third letter of the attached series.

Very truly yours,

FORD MOTOR COMPANY

ADVERTISING DIVISION

EBT FB

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
Letter #3

(YOUR LETTERHEAD)

Date

Mr Truck Prospect
Street and Number
Your City

Dear Sir:—

If you could talk to all the people in your line of business who are cutting down their overhead by using Ford Trucks, your transportation question would be settled for all time.

You would be so impressed by the remarkable uniformity of opinions that there could be no possible doubt about your decision.

We are proud of the remarkable performance of the Ford Truck, and would like to acquaint you with a few of the many good things said about it. May we talk to you?

Very truly yours,
BLANK MOTOR COMPANY

Sales Manager
Mr Truck Prospect
Street Number
Your City

Dear Sir:-

Today you are keenly interested in lessening the cost of your delivery service.

The exceptionally low cost of operating a Ford Truck is a certainty you can depend upon as confidently as you can depend upon its continuous and dependable service.

Why not give us the opportunity to demonstrate the above statement?

Very truly yours,
BLANK MOTOR COMPANY

Sales Manager
Letter #2.

(Your Letterhead)

Date

Mr Truck Prospect
Street Number
Your City

Dear Sir:

Business men who buy Ford Trucks do so for the best of business reasons. It has come to be known as a substantial and thoroughly dependable car, and naturally has attracted to it substantial people.

They think of the low gasoline consumption and the high tire mileage. They think of how much they can expand business and how slight the cost in comparison.

We would like to discuss the economy of a Ford Truck with body to suit your business requirements. Just pencil a note on this letter and send it back.

Yours very truly,

BLANK MOTOR COMPANY

Sales Manager
STANDARDIZATION LETTER
TO FLEET OWNERS

(YOUR LETTERHEAD)

Date

Mr Fleet Owner
Street & Number
Your City

Dear Sir:

Any time the subject of replacements or additions to your present commercial haulage equipment comes up, please consider this:

Many of the largest concerns in the country, in addition to thousands of smaller ones, are standardizing on Ford Trucks.

Why do they do this? Because they get the advantages of similar parts, similar service, and other desirable features attending uniformity, together with a substantial, thoroughly dependable and economical business car.

We would like to discuss the operating expense of Ford Trucks with special bodies to suit your business requirements. Just pencil a note on this letter and send it back.

Very truly yours,

BLANK MOTOR COMPANY

Sales Manager
Mr Ford Owner
Street & Number
Your City

Dear Sir:-

Due to the general tendency of Ford Motor Cars to run straight through the summer and winter with little or no attention, some owners are inclined to overlook the importance of having their cars inspected from time to time.

We know from experience that cars regularly looked after by an Authorized Ford Service Station run better, stand up longer and bring more money in the used car market.

For the good of the car and for your own satisfaction, let us suggest that you drive your car in for inspection now.

Very truly yours,
BLANK MOTOR COMPANY

Sales Manager
Dear Sir:-

The resale or trade-in value of your car will depend largely upon its mechanical condition.

Consequently, it is good judgment when you need parts to go only to an Authorized Ford Dealer. The parts he sells are made of the best materials obtainable and will help maintain the highest value of your car.

Very truly yours,
BLANK MOTOR COMPANY

Sales Manager
Date

Mr Ford Owner
Street & Number
Your City

Dear Sir:-

Did it ever occur to you that the future of our business depends on the good will of Ford owners? And doesn’t it strike you as reasonable that we should make every possible effort to encourage and retain this good will? We feel that we can do it thru our Authorized Ford Service Station. We are trying to make Service one of our strongest assets, second only to the reputation of the car itself.

Unlike the outsider whose only interest lies in the immediate profit, we look ahead to your permanent satisfaction and future business when you bring your car to our authorized Service Station for inspection and repairs.

We carry only genuine Ford parts and sell them at the standard low prices.

Very truly yours,

BLANK MOTOR COMPANY

Sales Manager
The results for April are far below our expectations, and far below the possibilities for business and we certainly are not satisfied.

We cannot understand how you dealers would be satisfied with the results, particularly when every indication points to the fact that business has been permitted to get away from you.

Look:

<table>
<thead>
<tr>
<th></th>
<th>1924</th>
<th>1925</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cars</td>
<td>9260</td>
<td>7963</td>
</tr>
<tr>
<td>Trucks</td>
<td>1639</td>
<td>1655</td>
</tr>
<tr>
<td>Tractors</td>
<td>336</td>
<td>447</td>
</tr>
</tbody>
</table>

We had a man who went out in the territory the other day and he came back with the idea that many of our dealers did not want to make money. There was a very apparent attitude of indifference towards business, in some cases bordering on organized effort to discourage it.

Listen to this. He called on eight dealers, found prospect files that were absolutely valueless. But here is something definite, he found that out of eight dealers, only one tractor prospect was listed on a prospect card. Just one prospect and he hadn't been called on since the last of March. Our man took the dealer and they went out to call on the prospect. They arrived there about two months too late. Mr. prospect had a tractor, bought it from the big hardware man in the town and paid better than $350.00 for the tractor alone. Our man then decided to call on this tractor dealer and found he had sold nine tractors since January 1st - a tractor not so popular or so efficient as a Fordson, costing $450.00 more and our dealer had not sold a single one.

What would you do if you were the Ford Motor Company? Don't you think it is about time we looked around to find someone who wanted to make money, who was willing to go to work and make it?

This is a real story, and there are dealers in Jersey who know it is so.
You are not working, you are not thinking, you are not organizing and as a consequence you are not getting all of the business to which you are entitled. In some cases, it requires too much effort to make money and for that reason, dealers are found sitting at the desk wailing about conditions, wailing about the other fellow and letting business just go elsewhere.

---

Our second hand car reports are coming in better and are commencing to show that dealers are becoming better educated on business. We are gradually developing a tendency to go out like regular he follows and sell our goods rather than go out and buy some ones business by over allowances or other unbusinesslike practices.

Keep your reports coming in with each ten day report. Also send in your financial statements.

---

There is a firm in New York which deals in new cars of every make and we understand are circularizing Ford dealers. They want new Ford cars at 15% discount, they to deliver to their own customers and also take care of service. Needless to say what this would lead to and what difficulties will develop.

A word to the wise--------.

One dealer during the Winter delivered twenty cars mostly touring that in a very few days found themselves aboard ship bound for the Republic of Santo Domingo. Our authorized dealer there put in a complaint and our dealer here was obliged to pay commission in full. If you have any foreign business, call us up and we will put you in touch with the Foreign Department who can give you the necessary information.

---

Ford aeroplane service between Detroit and Chicago is another indication of the Company's desire to give Ford users the quickest and best service possible.

The dealer's part in the Ford distribution plan is not entirely to affect as many sales as possible but also to see that purchasers get the best possible service out of the Ford equipment. You can do this best by selling on the basis of proved Ford Economy.

Get forty Gould Reports at $10.00 per set and have available for constant use the latest, most accurate and most effective facts and figures on Ford Economy, proved by actual use in many lines. You dealers are not keeping pace with the Ford Motor Company if you pass up the best and most up to date methods in soliciting business.

Here is what the Prospect Motor Sales Co, Brooklyn, N Y say about a recent experience of theirs:

"We had been endeavoring to sell the A F Newton Oil Co of Brooklyn a Ford car for sometime without success. To bring pressure and to present more forcibly the saving of time and money the Ford car could save the Newton Oil Co, we sent the H P Gould Co report No R-207 Ford Model T Car for 25 cents and 1 complete pocket edition of International Standard Truck Cost System (one year's record for 1 truck) at 50 cents and presented it to the Newton Oil Co. Within one week time we received an order for a Ford coupe for one of their salesmen, and we look forward to increased business from this firm as a direct result of being able to prove to a firm that investment in Ford cars is a paying proposition."
- TRUCKS -

Action and plenty of it is needed in nearly each one of our dealers' organizations to bring their truck sales up to where they should be. We are not going to comment further as your deliveries the past month reflect the activity of your organization.

The total number of demonstrations held by all the dealers during the month of April was less than any previous month this year. This also applies to the number of prospects. This is the selling season and the number of prospects and demonstrations should show an increase rather than a decrease.

Are you working seasonable business? Painters and decorators, road contractors, boxmen and plumbers are the most likely prospects. These should be followed closely with demonstrations. Sales will follow.

--- --- ---

- PARTS AND SERVICE -

Great demands are being made on our Production Department every day and we have already felt this in our Parts Department. The only way for us to insure more stock for service is to show a greater demand. Every dealer should increase his monthly stock order so as to show a ninety day supply on hand and on order, as there is no question but that your requirements for repair parts for the coming 60 days will exceed those of the past two months.

Be sure to mail your stock order in promptly. Emergency orders not only mean less profits but also mean that your stock order is held up while the emergency order is being filled. Give us your cooperation.

--- --- ---

$50. Economy Package

Every economy package you sell means $10. profit. After we had announced this package a dealer in a town of less than two thousand went out and sold five garages in one day. Why not cash in on this item.

--- --- ---

Spring time is Cleaning time. What brings an owner to a dealer for Service? Clean place of business. Courteous treatment. Better equipment. Better mechanics and Genuine Ford Parts. If you can come up to this standard, there is no question about the profits.

Why not clean up and paint up NOW.

--- --- ---

If any dealer does not know the proper discount to be allowed garages and fleetowners, read Mr Esslinger's letter of April 27, 1925. Just read it again. It will be worth your time.

--- --- ---

Battery Sales: Some dealers have the impression that battery business comes only in the Fall. This is wrong. Every day is battery day which is proved by the fact that during the month of April, we made a record for the Branch in battery sales. What was your record and what share of this increased business did you get.

--- --- ---

- FORD WEEKLY PURCHASE PLAN -

Dealers and salesmen appear to be looking over the field of non car owners and are at work in real earnest. The result is an increase in the number of enrollments we are receiving here at the Branch.
Returns indicate May should be the biggest month since the plan was inaugurated.

Enrollments now mean deliveries in the future either in summer or the fall or in the winter time when business comes hardest.

The commissions will look good then, particularly in time of lowered sales periods.

The non-car owner field continually offers promising prospects to the salesman who canvases the field now and gets enrollments for the future.

Every owner should be enrolled to take care of the depreciation on his car and must be replaced some time. It is only a matter of good judgment on the part of the owner to put aside a little amount each week to take care of depreciation and build up a reserve for the day when replacement is necessary and unavoidable. The Weekly Purchase Plan will take care of that contingency. Owners will not think of this until some salesman brings it to their attention, and then there should be little difficulty in selling him on signing up on the Enrollment Plan.

Try it out.

As the result of your work so far this year, what answers can you fill in below?

1. Total number of families in territory (population divided by 5)
2. Number of cars registered in territory
3. Of this number, percentage of Ford cars registered?
4. Number of families not owning a car of any description?
5. Number of prospects in my prospect file for new cars?
6. Percentage of my prospects, families now owning a car of any description.
7. Of the present Ford cars, how many should be traded in for new Fords?
8. Total prospects (by adding 3 and 7)
9. Percentage of total families in territory

FILL THIS IN AND YOU WILL SEE HOW YOU COME AND HOW MUCH WORK YOU HAVE TO DO.

Clean up your prospect files NOW. See that every possible prospect is listed, that each one is classified and allotted to one of your salesmen. Keep your salesman supplied with a list of at least 10 to 12 prospects each day.

Check up each and every daily report turned in by the salesman, and insist on having a definite report on every prospect. Check up the distribution of advertising literature between calls; use attractive and seasonal window displays. See that no possible prospect is overlooked and that every prospect is properly followed up.

Do this and you will clean up record sales and build up big volume for the month of MAY.

Very truly yours,

FORD MOTOR COMPANY

A MORE EFFICIENT DEALER ORGANIZATION

S/ 3/ 1760

Manufacturers of Automobiles, Trucks and Tractors
1710 Broadway
New York City, N.Y.

TO ALL DEALERS

Gentlemen:

# May 29 25

IN REPLYING REFER TO #291

All statements or agreements contained in this letter are contingent on strikes, accidents, fires or any other causes beyond our control and all contracts are subject to approval by the signature of a duly authorized executive officer of this company. Clerical errors subject to correction.

Please be advised that the following are no longer Ford Dealers:

Harding Auto Sales Co    Newton N J
Lewis Compton, Metuchen, N J
P M Mott, Esopus N Y
G Bennett Smith, Inc Freeport N Y
MacPhee Brothers, Inc Newark N J
James B Craig, Otisville N Y

FORD MOTOR COMPANY

Wholesale Manager

CJS CAB
TO ALL DEALERS

May 29 25

Gentlemen: - IN REPLYING REFER TO #201

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A SOLE AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

Please be advised that the weight of a Closed Cab is 353 pounds.

FORD MOTOR COMPANY

[Signature]

Wholesale Manager

CJS CAB
# Classification of Dealer

**Name:** Ray Price  

**Location:** Cresco, Pa.

## Yearly Estimate

<table>
<thead>
<tr>
<th>Cars</th>
<th>Trucks</th>
<th>Tractors</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
<td>24</td>
<td>6</td>
</tr>
</tbody>
</table>

**Dearborn Independents:** 12  

**Enrollments:** 60  

**Lincolns:**

<table>
<thead>
<tr>
<th>January</th>
<th>April</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Cars

1. Has sufficient live, active prospects to at least equal two times his yearly estimate. Total number: 110
2. At least 60% of prospects listed are non-owners.
3. Canvases regularly.
4. Employs sufficient salesmen. Number: 1
5. Below average standing of all dealers on Estimates vs. Sales.

### Trucks

6. Has sufficient live, active prospects to at least equal two times his yearly estimate. Total number: 19
7. Canvases regularly.
8. Employs exclusive commercial salesmen. Number: 1
9. Consistently works commercial field.
10. Holds practical demonstrations for:  
    - Farm
    - Industrial
11. Below average standing of all dealers on Estimates vs. Sales.

### Tractors

12. Has sufficient live, active prospects to at least equal two times his yearly estimate. Total number: 1
13. Canvases regularly.
14. Employs exclusive tractor salesmen. Number: 1
15. Equals demonstration estimate agreed upon:  
    - Farm
    - Industrial
16. Below average standing of all dealers on Estimates vs. Sales.

### Lincoln

17. Has sufficient live, active prospects to at least equal five times his monthly estimate. Total number: 1
18. Has made or has had the Branch make for him at least three demonstrations per Lincoln estimated per month.
19. Employs exclusive Lincoln salesmen. Number: 1
20. Below average standing of all dealers on Estimates vs. Sales.

### Used Cars

21. Has sufficient used car salesmen.
22. Used cars attractively displayed.
23. Maintains up-to-date record on used cars.
24. Shows net profit on used cars.

### Enrollments

25. Employs exclusive enrollment salesmen.
26. Maintains up-to-date record of active enrollments.
27. "regular follow-up of enrollments.
28. Below average standing of all dealers on enrollments vs. estimate.

### Dearborn Independent

29. Below average standing of all dealers on Dearborn Independent subscriptions vs. estimate.

### General

30. Holds sales meetings regularly.
31. Personally directed by dealer.
32. Making twelve calls per salesman per day.
33. Uses prospect cards consistently and intelligently.
34. Uses Salesmen's daily reports consistently and intelligently.
35. Uses map and tack system consistently and intelligently.
36. Sends literature regularly to non-owner prospects.
37. Devotes entire time to handling of Ford products.
38. All Qualified Service Dealers signed up on 5% selling agreement.
### CLASSIFICATION OF DEALER (CONTINUED)

<table>
<thead>
<tr>
<th>CARS</th>
<th>January</th>
<th>April</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>40. Maintains up-to-date Service records of car owners.</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
</tr>
<tr>
<td>41. Follows such owners for service who do not return every 60 days.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRUCKS</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
</tr>
<tr>
<td>42. Maintains up-to-date Service records of truck owners.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43. Communicates with Fleet Owners at least every 30 days.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>44. Communicates with individual owners for service who do not return every 60 days.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRACTOR</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
</tr>
<tr>
<td>45. Maintains up-to-date Service records of Fordson owners.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46. Communicates with owners at least once every 30 days.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LINCOLN</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
</tr>
<tr>
<td>47. Maintains up-to-date Service records of Lincoln owners.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>48. Communicates with owners and makes regular inspections monthly.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SERVICE</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
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<tr>
<td>51. Dealer's stock of accessories is proportionately low compared to his stock of Ford parts.</td>
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<tr>
<td>52. Dealer is pushing sale of and displaying such articles as Ford Batteries, Windshield Glass and Spark Plugs.</td>
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<tr>
<td>PARTS</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
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<tr>
<td>53. Has up-to-date list of all garages in district.</td>
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<tr>
<td>54. Follows them regularly for wholesale business.</td>
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<tr>
<td>55. All qualified garages signed up as Service dealers.</td>
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<tr>
<td>56. Below average standing of all dealers on parts purchases vs. estimate.</td>
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<tr>
<td>GENERAL</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
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<tr>
<td>57. Has adequate number of capable mechanics.</td>
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<td>58. Has all necessary equipment.</td>
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<tr>
<td>59. Tools and equipment in good order and laid out properly.</td>
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<td>60. Checks parts removed from Cars, Trucks and Tractors when undergoing repairs.</td>
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<tr>
<td>61. Properly assembles and thoroughly inspects Cars, Trucks and Tractors before delivery to customers.</td>
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<td>62. Service Bulletins studied and properly filed.</td>
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<td>63. Has well-equipped battery department.</td>
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<tr>
<td>BUILDING</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
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<td>64. Adequate size and good location.</td>
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<td>65. Divided into departments.</td>
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<td>66. Clean throughout, including windows.</td>
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<td>67. Sales and Service signs conspicuously displayed.</td>
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<td>68. Lack of distracting signs.</td>
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<td>69. Has suitable showroom and cars on display are clean and neat.</td>
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<tr>
<td>FINANCES</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
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<tr>
<td>70. Dealer properly financed.</td>
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<td>71. Has banker's support and has him sold on all Ford products.</td>
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<td>72. Meets drafts and pays bills promptly.</td>
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<td>OFFICE</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
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<tr>
<td>73. Office help adequate and efficient.</td>
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<tr>
<td>74. Adequate bookkeeping system that properly departmentizes dealer's business.</td>
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<td>75. Sends in all reports promptly, accurately compiled.</td>
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<tr>
<td>76. Replies made promptly to branch correspondence.</td>
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<td>77. All general letters read and filed.</td>
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<tr>
<td>MISCEL-</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
<td>Dealer's Initial</td>
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<tr>
<td>LANEOUS</td>
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<tr>
<td>78. Dealer has right attitude and co-operates fully with company.</td>
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<td>79. Dealer has thorough knowledge of business.</td>
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<tr>
<td>80. Dealer visits branch periodically.</td>
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</table>

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**TOTAL CHECK MARKS** 13
Raymond Price,
Cresco,
Pennsylvania.

Gentlemen:—

IN REPLYING REFER TO June 11th, 1925.

All statements or agreements contained in this letter are contingent on strikes, accidents, fires or any other causes beyond our control, and all contracts are subject to approval by the signature of a duly authorized executive officer of this company. Clerical errors subject to correction.

We are pleased to advise that Mr. John Graham, representative of the Wehr Company, is now in the Pennsylvania territory, with headquarters at the Plaza Hotel, Wilkesbarre, for the purpose of promoting the sale of Wehr One-Man Graders and Fordson tractors.

We would suggest that you immediately check your Tractor Prospect file carefully, and where you have prospects for the above equipment, get in touch with Mr. Graham at once, who will gladly render all the assistance necessary.

FORD MOTOR COMPANY,

[Signature]

[Title]
Fordson Sales.

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
GENERAL LETTER
TO ALL DEALERS

July 7th, 1925

Gentlemen:—

Every dealer in the territory (with the exception of the Metropolitan District) is entitled to a 2 1/2% rebate on all tractors purchased since August 1st, 1924, against every five tractor deliveries since that period. It is necessary that in order to pass our check in your favor, that we secure copies of your Buyers’ Orders and Agreements covering all of these deliveries. Accordingly we suggest that you immediately check your records and if you are entitled to this rebate, forward us the necessary data.

Incidentally, a great percentage of our dealers can secure this additional discount by a good effort on tractors this month and by delivering one or two additional tractors place themselves in the rebate class. Our check will be forwarded immediately upon receipt of your Buyers’ Orders.

See that you have given yourself credit for the number which you have retailed since last August, and if you have not done so, place those deliveries on your NEXT TEN DAY REPORT. You should be interested in securing the commission which is due you.

FORD MOTOR COMPANY,

WRS

Fordson Sales.

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
GENERAL LETTER
TO ALL DEALERS

July 8th, 1925.

Gentlemen:—

We are now able to supply tractors shipped from Detroit equipped with J&K rubber tired wheels. The tractors shipped, of course, will be the property of the Ford Motor Company and the wheels will be the property of our implement distributors, the Lessors Cash Stull Company.

This involves a switching charge from the Ford plant to the Whitehead and Kales plant, and the actual labor of taking off old wheels and assembling the rubber tired wheels in the J&K plant. The Cash Stull Company will absorb these charges in lieu of freight which they will save, so that the price of the wheels assembled on the tractors will be just the same as the price of wheels purchased in the Kearny Warehouse of Cash Stull. The credit for the salvaged wheels, which amounts to $30.00, is given by the Whitehead & Kales Company to our implement distributors, who in turn pass this on to you, so that the actual price the dealer will pay will be the standard Kearny price of $196.00 (for 5" J&K wheels) less $30.00, or $166.00 for wheels mounted on his tractors ready for delivery.

We can arrange on the dealer's order, to ship solid carloads of rubber tired equipped tractors from Detroit and dealers may arrange to handle these carloads on a group basis if they so desire. A number of rubber tired equipped tractors will also be available at our Kearny plant for the dealers in the Metropolitan District. Tractors shipped with the rubber tired wheels will be handled on the usual Ford Motor Company terms, and the wheels will be handled on the regular terms of our implement distributor, Cash or Trade Acceptance.

Please note that the dealer saves by this arrangement, the expense of obtaining rubber tired wheels from the Cash Stull Warehouse at Kearny, as well as the labor of installing these wheels on the tractor, and the necessary expense involved in handling old wheels for credit.

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
Where dual wheels are required, we can arrange to ship these installed direct from Detroit if so ordered, otherwise the extension weights can be obtained from the Kearny warehouse of the Gash Stull Company as heretofore.

Where a dealer is securing delivery of a rubber tired equipped tractor from our Kearny plant and desires to have dual equipment, the accommodation will be made by our distributors by installing the extension weights at the Kearny warehouse without charge.

FORD MOTOR COMPANY,

WRS
Fordson Sales
TO ALL DEALERS:  

JULY 29 1925

IN REPLYING REFER TO

ALL STATEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A DULY AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

WE WANT YOU TO HAVE A SIGN MADE UP AS BELOW AND HANG IT IN THE MOST CONSPICUOUS PLACE IN YOUR BUILDING:

FORDSON TRACTOR
OLIVER PLOW AND HARROW
$272.60 DOWN
TWO FALLS TO PAY

FORD MOTOR COMPANY

Fordson Sales
Mr John Jones  
Street & Number  
Your City

Dear Sir:-

Now that Ford cars are at their lowest price, the advantage of automobile ownership — with all the joys of delightful trips made possible — is available to everyone under the new plan. To own a Ford requires practically no financial outlay or inconvenience.

When you buy a Ford you know that it is the standard product of one of the largest organizations in the world. You know that the 12,000,000 Fords already built are sure proof of dependable and satisfactory service.

May we give you a demonstration? There will be no obligation.

Very truly yours,
BLANK MOTOR COMPANY

Sales Manager
Mr John Jones  
Street & Number  
Your City

Dear Sirs:

Did you ever stop to think that there are distinctive advantages found in a Ford car that are not found in other cars?

For instance - simplicity of control is an especial Ford feature. Anyone can easily learn to drive a Ford.

And here are other distinctive features of a Ford. It is quick on the get-away, - it can turn on a very narrow road, - it requires the least garage and parking space, - it gains you time in the traffic procession, - it responds unfailingly to wheel and brakes, and it relieves your efforts of any strain.

Furthermore, low Ford cost and upkeep make it the most economical car to buy and to keep in operation.

May we demonstrate a Ford to you? Just pencil a note on this letter and send it back.

Very truly yours,
BLANK MOTOR COMPANY

Sales Manager
Mr John Jones
Street & Number
Your City

Dear Sir:–

In a Ford Sedan you will find the advantages desired by a discriminating motorist.

Rear seat windows are equipped with silk poplin shades. Other equipment includes dome light, rear vision mirror, windshield wiper, dash light and revolving type window regulators. An adjustable windshield and cowl ventilator add further to the comfortable features of the car. The doors may be securely locked, affording protection to any articles left within the car.

The Ford Sedan is an ideal car for personal use, yet gives ample seating capacity for five persons. The Sedan offers cozy protection in inclement weather while on a fine day the windows may be lowered, giving one all the advantages of an open car.

We would like to demonstrate the Sedan to you without obligation. Will you pencil a note on this letter and send it back?

Very truly yours,
BLANK MOTOR COMPANY

Sales Manager
GENERAL LETTER
TO ALL DEALERS

July 31st, 1925.

Gentlemen:

IN REPLYING REFER TO 213

All statements or agreements contained in this letter are contingent on strikes, accidents, fires or any other causes beyond our control and all contracts are subject to approval by the signature of a duly authorized executive officer of this company. Clerical errors subject to correction.

Herewith is a copy of an INDUSTRIAL ANALYSIS FORM.

These are printed in pads and sell to dealers at 25.35 per thousand. Send in your order on the slip printed below. When the Roadman gets around, ask him to go over this form with you.

GET THIS! The INDUSTRIAL ANALYSIS FORM is the most constructive sales assistance that has ever been offered the salesmen of Industrial Tractors. TRY IT OUT!!!!

FORD MOTOR COMPANY,

Fordson Sales

August _______ 1925

Ford Motor Company,
1710 Broadway,
New York City.

Please send me ______________ INDUSTRIAL ANALYSIS FORMS.

Dealer

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
ANALYSIS OF INDUSTRIAL POWER COSTS
By Individual Departments and Operations

Firm: ____________________________  Address: ____________________________

Business: ____________________________  Official in Charge: ____________________________

Department: ____________________________  In Charge: ____________________________

Work Done During Period This ANALYSIS— 19 to 19

<table>
<thead>
<tr>
<th>Days Required</th>
<th>Hours Per Day</th>
<th>Hours Out for Repair</th>
<th>Total Work Done</th>
<th>Per Hour</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Equipment Used</th>
<th>Investment</th>
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<tbody>
<tr>
<td>No. 1</td>
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<td>No. 2</td>
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<td>No. 3</td>
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<td>No. 4</td>
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<td>No. 5</td>
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<tr>
<td>Total Investment</td>
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FIXED EXPENSE

<table>
<thead>
<tr>
<th>Deprec’n. ( ) Yrs.</th>
<th>Year</th>
<th>Period</th>
<th>Unit No.</th>
<th>Year</th>
<th>Period</th>
<th>Unit No.</th>
<th>Year</th>
<th>Period</th>
<th>Unit No.</th>
<th>Year</th>
<th>Period</th>
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</thead>
<tbody>
<tr>
<td>Interest</td>
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<td>Taxes</td>
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<td>Insurance</td>
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<td>Total Fixed Exp.</td>
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<thead>
<tr>
<th>VARIABLE EXPENSE</th>
<th>Unit No.</th>
<th>Year</th>
<th>Period</th>
<th>Unit No.</th>
<th>Year</th>
<th>Period</th>
<th>Unit No.</th>
<th>Year</th>
<th>Period</th>
<th>Unit No.</th>
<th>Year</th>
<th>Period</th>
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<tr>
<td>Repairs</td>
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<td>Misc.</td>
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<td>Total Var. Exp.</td>
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<thead>
<tr>
<th>EXPENSE SUMMARY</th>
<th>Per ...</th>
<th>Per This ANALYSIS</th>
<th>Per Hour</th>
<th>Per Day</th>
<th>Per Year</th>
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</thead>
<tbody>
<tr>
<td>Total Fixed Exp.</td>
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<tr>
<td>Total Var. Exp.</td>
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<tr>
<td>Total Expense</td>
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SIGNED
Kearny, N. J.

(1) The charges you should pay the Railroad Company is the amount (b) arrived at by multiplying the weight by rate, both as shown on our bill-of-lading.

(2) The invoice freight (c) as charged by us should be, YOUR delivery point freight contract figure (a) multiplied by the number of automobiles in the shipment, LESS the freight charges (b) you paid the Railroad Company.

In conclusion, if the Railroad Company charges you more than as should be indicated, per note (1) above, take same up with your Freight Agent; if the invoice freight noted on our bill is incorrect, please communicate with us at once.

FORD MOTOR COMPANY.

[Signature]
Traffic Department.
Aug. 11, 1925.

TO ALL DEALERS:

Gentlemen:

You cannot sell tractors unless you have prospects.

A prospect is NOT a prospect unless you have thoroughly analysed his conditions, and know that by the purchase of a tractor he is going to make money.

You cannot analyse unless you have some method of analysis.

There is no better method than that given on our farm analysis and industrial analysis forms (copies attached). The industrial analysis sells for $3.30 a thousand; the farm analysis, for $2.25 a thousand.

You can't improve on the form, and you can't print them for less money. Fill in the blank below. How many do you want of each?

FORD MOTOR CO.,

MVF: HLT

Assistant Manager.

DATE

FORD MOTOR CO.,
1710 Broadway,
New York City.

Please send me ______ industrial analysis forms.

_______ farm analysis forms.

NAME
TO ALL DEALERS:

August 11 1925

Gentlemen:

IN REPLYING REFER TO 2

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A DULY AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION

Some time ago we advised by a letter, also in a series of meetings last October, we emphasized the necessity for the submission of all bids for State, County, Township and Municipal use, or in the case of large fleet owners, to this office for examination. At this same meeting we brought out that in all competitive bids that every article on the bid be listed at the prevailing published list price.

That means not only the chassis, but the body and whatever equipment is specified. In the case of tires or any similar accessory, on which there is no published list price, it will be satisfactory to quote a retail price of 25% more than cost, which really is 20% on the retail price. This is also true in the case of special bodies which are not listed or quoted in the catalogue.

This letter is prompted by the bids already submitted and the question which apparently is prevailing in dealers' minds relative to our opinion or attitude in this matter.

FORD MOTOR COMPANY

[Signature]
Asst Mgr

CAE PAB
August 31, 1925

To all dealers -

We attach revised list of National and State Fleet Owners who are entitled to receive discount of 25% on parts purchased over the counter and 15% on parts installed in shops of authorized Ford dealers.

This does not change the policy in regard to Limited Fleet Owners operating a minimum of 5 cars or tractors at one point. They are still entitled to 25% discount on parts sold over the counter and 15% discount on parts installed in shops of dealers as outlined in our general letters of June 3 and July 30.

Ford Motor Company

[Signature]

Service Manager

IGH
GENERAL LETTER
TO ALL DEALERS:

Sept. 5th, 1925.

Gentlemen:

It is our desire to assist you in moving as quickly as possible stock of cars now on hand. We offer the following suggestion which we believe will prove very beneficial to all dealers if conscientiously followed out.

For example we will use a Ford Coupe model, although all models figure out similarly. Your price on the Coupe is $416.00. Your price on the chassis with starter and demountable rims is $248.00. Not cost then of Coupe body with rear fenders if removed from chassis will be $163.00. Should you order a Coupe body and rear fenders shipped from service stock it would cost you $204.60, crating plus $50.00 freight charges. Therefore this gives you an extra profit of $56.60 which you can realize by putting this body on a second hand chassis. Should you sell this body and fenders at retail your profit would be $90.00 plus your freight, which is approximately the amount you would make on a Ford Coupe car complete.

Please keep in mind that what you may have on hand at the present time including Model "T" panel bodies, cannot be used on the new frame and that the new car bodies will not fit on the old chassis. From this you will see there will be a demand for present style bodies for service which will take all the bodies that you may have in a very short time, and there will be a demand for chassis for commercial bodies already on hand so that you should be able to dispose of all cars you have on hand by the above method at even a greater profit than if they were sold as one unit.

We consider this to be a much better business method than that of making long trades.

FORD MOTOR COMPANY

F. E. Rust
Chief Roadman.

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS.
The following shipping weights effective at factory Sept. 24th, 1925.

All Lincoln automobiles and chassis, drained of water and gasoline, but with average amount of lubricating oil.

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<th>Description</th>
<th>Passenger</th>
<th>Weight</th>
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<td>Chassis 136&quot;</td>
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<td>3,755#</td>
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<td>Touring Car</td>
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<tr>
<td>137</td>
<td>Bruin Gabrioliet</td>
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<td>4,755</td>
</tr>
<tr>
<td>139</td>
<td>Fleetwood Limousine</td>
<td>7</td>
<td>5,100</td>
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<tr>
<td>140 A&amp;D</td>
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<td>4</td>
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<tr>
<td>140B</td>
<td>Judkins Berline 2-W</td>
<td>4</td>
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<tr>
<td></td>
<td>Collapsible Top</td>
<td></td>
<td></td>
</tr>
<tr>
<td>140C &amp; E</td>
<td>Judkins Berline 3-W</td>
<td>4</td>
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<tr>
<td></td>
<td>Collapsible Top</td>
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<td>Coupe Folding Seat</td>
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<tr>
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<td>Brunn Brougham</td>
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<td>146</td>
<td>Sedan</td>
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<td>148A&amp;B</td>
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<tr>
<td>702</td>
<td>Judkins Coupe</td>
<td>2</td>
<td>4,515</td>
</tr>
</tbody>
</table>
ALL DEALERS

Sept 1 25

Gentlemen:

IN REPLYING REFER TO #2

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A DUTY AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

IMPROVED MODELS

During the week of August 31st, we will assemble a few of the improved touring cars. Our distribution for the week will naturally be careful covering fairs, and key points. We cannot satisfy you all, but will do the best we can.

Sometime ago we gave our views on financing plans, and now we want to further discuss this same subject. At the outset and for the average business on deferred payments, we believe in a standardized system of handling we believe in uniformity of financing plans and our reasons are very obvious.

With the delivery of the improved models we suggest that all dealers sell on the old plan of one third down and twelve months for the balance. If it is necessary during the heavier winter months, the inducement of a quarter down and 12 months might be the other barrel to use at that time but not now. Any other plans or ideas for the transaction of the general run of time payment business leads to certain questionable results. When endorsement is required on notes, the endorser never expects to make good and if he is required to do so, he doesn't blame his friend, he damns the car and the dealer. Whenever a car is repossessed, what do the friends hear? They get anything but the truth and again you and the product suffer. Then greatest of all is the attitude of the general banking interests toward our business. We want to retain their present interest and willingness to assist in the financing of our future transactions.

Therefore, with the delivery of the improved models, sell products on the third down twelve months plan.

FORD MOTOR COMPANY

[Signature]

CAE CAB

Asst Mgr

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
TO ALL DEALERS:

September 11 1925

We quote below for your guidance letter just received from our Home Office relative to discount on parts to be allowed the Post Office Department:

"Please notify your dealers that the various Branches of the Post Office Department will hereafter be supplied with repair parts for Ford cars and trucks which they own and operate, on the following basis:

"A discount of 25% will apply on parts purchased from dealers in any quantity f.o.b. dealers place of business: 30% discount on orders amounting to $200.00 net or more, when purchased through dealers for shipment f.o.b. nearest Ford Branch and 35-1/3% discount on orders amounting to $1000.00 net or more when purchased through dealers for shipment f.o.b. nearest Ford Branch.

"As National Fleet Owners, a discount of 15% will also apply on parts installed in Ford cars or trucks repaired in the Dealer's place of business.

"The above supersedes all previous instructions on this subject."

Please be governed accordingly.

FORD MOTOR COMPANY

Service Department

JH/B

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
<table>
<thead>
<tr>
<th>LIST</th>
<th>TYPE</th>
<th>NET</th>
<th>FUEL</th>
<th>GAS &amp; ADJ</th>
<th>ADVANCE</th>
<th>PRICE</th>
<th>TOTAL</th>
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<td>2.50</td>
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**Note:** Freight rates: Open door: $23.00, Closed door: $31.50.
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### Revised List of National and State Fleet Owners

**National Fleet Owners**

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<td>American Agricultural Chemical Co</td>
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<tr>
<td>American Railway Express Co</td>
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<tr>
<td>Armour &amp; Company</td>
</tr>
<tr>
<td>Atlantic &amp; Pacific Tea Co</td>
</tr>
<tr>
<td>American Tobacco Co</td>
</tr>
<tr>
<td>American Telephone &amp; Telegraph Co</td>
</tr>
<tr>
<td>Atlantic Oil Company</td>
</tr>
<tr>
<td>American Can Company</td>
</tr>
<tr>
<td>Bell Telephone Co</td>
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<tr>
<td>R M Eyllosby &amp; Company</td>
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<td>Booth Fisheries Co</td>
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<td>Certain Tiled Products Corp</td>
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<tr>
<td>Coca-Cola Bottling Co</td>
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<td>Colgate &amp; Company</td>
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<td>White Eagle Oil &amp; Refining Co</td>
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**State Fleet Owners**

<table>
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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>N Y State &amp; Various Bureaus</td>
</tr>
<tr>
<td>State of Comm.</td>
</tr>
<tr>
<td>So. New England Telephone Co</td>
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<tr>
<td>City of New York</td>
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<tr>
<td>Brooklyn Union Gas Co</td>
</tr>
<tr>
<td>Municipal Gas Co - Albany</td>
</tr>
<tr>
<td>John Morrell Company</td>
</tr>
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</table>

**State Fleet Owners**

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borden Company</td>
</tr>
<tr>
<td>Sheffield Farms</td>
</tr>
<tr>
<td>Public Service Corp.</td>
</tr>
<tr>
<td>Jones Brothers</td>
</tr>
<tr>
<td>Kinkelrocker Ico Co</td>
</tr>
<tr>
<td>New York Telephone Company</td>
</tr>
</tbody>
</table>
October 20th, 1925.

Gentlemen:

GENERAL LETTER
TO ALL DEALERS:

In replying refer to the statements or agreements contained in this letter or any other cause beyond our control and all contracts are subject to approval by the signature of a duly authorized executive officer of this company. Clerical errors subject to correction.

ADDITIONAL FORD PARTS FOR SALE
ADDITIONAL FORD ITEMS TO INTEREST YOUR CUSTOMERS IN

We have available for sale at Kearsy Ford Wire Wheels in the following colors:

- Black-Red-Green-Vermillion-Straw

These wheels are provided with new style hubs and brake drums and are adaptable only to the improved Australian model cars. The tire carrier used on the Australian model cars is designed to accommodate this wire wheel.

These wheels are adaptable only to special type balloon tires and tubes known as balloon tires and tubes for drop center rims. Under no circumstances are the standard balloon casings or tubes to be used with this drop center rim wheel.

The following tire companies are prepared to accept orders for drop center tires and tubes: - Firestone Rubber Company, Goodyear Tire & Rubber Company, B. F. Goodrich Rubber Company, United States Rubber Company and the Miller Rubber Company. The Firestone Rubber Company have issued a pamphlet of instructions of applying drop center casings and tubes for use with drop center wire wheels, and the tire companies will be glad to furnish this information to you upon your request for same. For your convenience we attach order form.

FORD MOTOR COMPANY

[Signature]

Service Manager

FORD MOTOR COMPANY, 1710 Broadway, N.Y.C.

DEALER ________________________________

LOCATION ________________________________

Kindly send me the following:

Sets of black wheels ____________________________

" red " ____________________________

" Green " ____________________________

" vermillion wheels " ____________________________

" straw " ____________________________

These drop center wire wheels are $10.00 each, loss 40% discount, sold through service stock only.

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
GENERAL LETTER

TO ALL DEALERS:

Gentlemen:

IN REPLYING REFER TO

All statements or agreements contained in this letter are contingent on strikes, accidents, fires or any other causes beyond our control and all contracts are subject to approval by the signature of a duly authorized executive officer of this company. Clerical errors subject to correction.

DRESS UP YOUR FORD RUNABOUT WITH FORD TOP BOOTS AND GYPSY CURTAINS

An additional Ford product is now available for use on the improved Ford Runabout. These additional Ford products are fawn colored gypsy curtains and fawn colored top boots available through service stock at list prices which allow Ford dealers additional profits from their Parts Department and will create a desire amongst owners of improved Ford Runabouts to dress up their Runabouts with these new Ford accessories.

Dealers should secure these Ford gypsy curtains and Ford top boots to dress up the Runabouts or show-room floor. A Roadster equipped with Ford gypsy curtains, Ford top boots, Ford wire wheels, is a snappy appearing job to have on your show-room floor.

We believe there is a large demand for Ford top boots and gypsy curtains and would request all dealers to canvass their customers for sales of these items. May we be favored with your order? For your convenience we attach order form.

FORD MOTOR COMPANY

WMCG AG. Head - Service Department

FORD MOTOR COMPANY, 1710 Broadway, N.Y. City

DEALER __________________________________________

LOCATION ________________________________________

1 - T-41114 Top Boot, Assembly with straps $5.00
1 - T-41097R Right Hand Gypsy Curtain 1.50
1 - T-41095R Left Hand Gypsy Curtain 1.50
2 - Prop rests, Ped & Strap Assembly 1.20
2 - " , iron .40
Set Complete 9.60

*Less 40% discount, f.o.b. Kearny, N.J.

VISIT THE FORD POWER EQUIPMENT EXPOSITION, FIFTH AND SIXTH FLOORS
You will recall receiving at the beginning of last month a form similar to the one attached to this letter.

To you who grasped the opportunity presented to promote Fordson sales, and furnished us with this information, we wish to express our sincere appreciation.

As previously explained, dealers every day ask this Department where a tractor is working with a certain piece of equipment. From the attached questionnaire you are going to fill out after reading this letter we can supply this information. The dealer can then take his prospect over to see the equipment at work and have him talk with the owner. "A satisfied owner is always the best salesman."

Many who previously made out the questionnaire did not show the names of the manufacturers of the equipment listed. We have provided on this form a place for this information.

YOU may be the next to call on us. With YOUR co-operation, the desired information will be here for you.
TO ALL DEALERS:

Dec. 3rd, 1925.

#201

IN REPLYING REFER TO

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A DULY AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

For your information we give you herewith the latest rulings on the division of dealers' commissions on the following classes of Ford car, truck and tractor sales:

A. Sales to individuals where orders are obtained by one dealer and delivery made by another dealer.

B. Sales to commercial concerns where orders are obtained by one dealer and delivery made by another.

C. Sales to manufacturing concerns who rebuild Ford units into other pieces of machinery such as road rollers, fire apparatus, etc.

D. Sales to State or Federal Governments.

WHERE A DEALER OBTAINS AN ORDER FROM AN INDIVIDUAL AND REQUESTS THAT DELIVERY BE MADE BY ANOTHER DEALER, THE COMMISSION SHOULD BE DIVIDED EVENLY, THE DEALER MAKING DELIVERY TO LOOK AFTER THE SERVICE.

INDIVIDUAL

COMMERICAL CONCERN

CONCERN

MANUFACTURING CONCERN

On sales to commercial concerns where the order is obtained by one dealer and delivery made by another, the commission should be evenly divided to cover selling expense of one dealer and delivery and service expense of the other.

MANUFACTURING CONCERN

On sales to manufacturing concerns who rebuild Ford units, as outlined above, delivery to such manufacturing concerns is usually made by the local dealer, in which case half of the commission is to be passed along to the dealer in whose community the equipment is to be operated understanding that the latter will render service. There will be a few instances where the manufacturer of such equipment desires the Ford dealer who assisted in obtaining the order to receive the full commission and there will be no objection to this, understanding the arrangements for delivery will be made on a Branch Transfer basis having the dealer who obtains the order request his Branch to authorize delivery to the manufacturer by the Branch supervising the territory in which the manufacturer is located.
FEDERAL AND STATE GOVERNMENTS
Sales to Federal and State Governments and political divisions there-of where the Ford units are to be permanently operated in a section of the territory other than that in which the dealer who obtains the order and makes the delivery is located, a service commission representing half the total commission should be passed along to the logical dealer with the understanding that the latter will render service. There will be a few instances where the Ford units will not permanently operate in any particular section of the territory, i.e. moved from place to place, in which cases there will be no particular dealer entitled to the service commission, therefore full commission should be retained by the dealer obtaining the order.

FORD MOTOR COMPANY

[Signature]
Wholesale Manager.
TO ALL LINCOLN DEALERS:

IN REPLY REFER TO

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKE, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A Duly AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

Below is a revised list of stolen Lincoln cars:

<table>
<thead>
<tr>
<th>Motor No.</th>
<th>Body No.</th>
<th>Key No.</th>
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<tbody>
<tr>
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**ALL LINCOLN DEALERS**

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<td>663</td>
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<td>27220</td>
<td>1-64</td>
<td>642</td>
</tr>
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</table>

**FORD MOTOR COMPANY**

[Signature]

For Geo. H. Robertson
Supervisor-Lincoln Div.
December 4th, 1925.

TO ALL DEALERS:

We are now in a position to supply Ford Wire Wheels (Drop Center Rims) in our various assortment of colors (black-green-vermilion-red-straw) to all dealers.

This affords an additional opportunity to dress up Ford automobiles with Ford manufacture products and is also an additional selling incentive to approach your prospects with, as we know that bright colors are appealing to many of your prospects, and our colored wire wheels do show off the wonderful lines of our improved models.

We have received suggestions from several of our dealers as to the prices to be charged for Ford Wire Wheels on various models, namely, Fifty-five Dollars ($55.00) installed, (including 5 wire wheels, 5 drop center tires and tubes); this price suggested after including price of spare tire, tube, labor, salvage of wheels and parts, and 10% handling charge by tire companies (who will exchange 4 balloon - 22-440 tires and tubes for 4 drop center tires and tubes at a 10% handling charge). The tire companies who have agreed to this 10% handling charge are Firestone, United States and Goodyear.

This suggested price considered on cars equipped with balloon tires only. For your convenience we attach order form for Ford Wire Wheels.

FORD MOTOR COMPANY

McCarthy
Head - Service Department.

FORD MOTOR COMPANY, 1910 BROADWAY, N.Y.CITY.

DEALER __________________________ ADDRESS __________________________

Please ship via freight, express, counter, the following:

_____ Sets Ford Wire Wheels (Black)
_____ " " " " (Green)
_____ " " " " (Red)
_____ " " " " (Vermillion)
_____ " " " " (Straw)

Price $50.00 per set of five wheels with hubs, hub nuts, hub caps, hub nut wrench, loss 40% discount.
GENERAL LETTER

TO ALL DEALERS:

Gentlemen:

IN REPLY REFER TO

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT UPON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL
CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A DUTY AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

We had the pleasure of interviewing a Ford Dealer today who is vitally interested in merchandising Genuine Ford Batteries. Our conversation was as follows:

Dealer — "We want some Ford batteries in a hurry; sold 36 in Sept., 38 in October, and 44 in November."

Ford Motor — We are very glad to meet a Ford Dealer who is putting forth some effort to merchandise Ford Batteries. And call your attention to how you should have secured additional profit from the sale of Ford Batteries. The batteries you purchased in September, October and November you paid $8.60 each. If you purchased in lots of 40 batteries you would have secured an additional profit of $1.60 each, as we sell batteries in lots of 40 at $7.00 each net.

Dealer — That’s a good tip. We have ordered 48 for December. When our order arrives here increase that to 100 batteries.

Ford Motor — Thank you for your order; we will be pleased to make that change in your order."

Are you aware that we have over 500,000 cars and trucks in the New York Branch Territory? Are you aware that we are not securing the proportion of sales of Ford Batteries that we are justly entitled to? We are sorry to inform you that we are selling one Ford battery to every 21 cars and trucks in our territory, and that the average sale (exclusive of New York Territory) is one Ford battery to every nine Ford cars and trucks. These figures are very pleasing to us and denote that our dealers should put forth more effort to sell more Ford batteries than we have been selling.

Will you not arrange to canvass your trade? Mail all car owners a card that their batteries should be inspected at least once every two weeks, that you are prepared to inspect and water batteries gratis; that you are equipped to repair and service batteries; that you welcome the chance to prove your statements. Our price to dealers in lots of 48 allows a profit of $7.50 per battery sold retail, which is 83% approximate profit on your investment.
Do you know that the Ford battery is guaranteed for one year; that this guarantee is offered by the Ford Motor Company who are justly proud of our battery, because of the materials that enter into its construction, and you know that our battery is constructed of the best materials available.

As it is through our dealer organization we establish contact with our customers, we sincerely solicit your co-operation to market larger quantities of Ford batteries. For your convenience we attach order form. May we be favored with your order?

FORD MOTOR COMPANY

[Signature]

Hood - Service Department.

WMMC AG

FORD MOTOR COMPANY 1710 Broadway, N. Y. City

DEALER __________________________ ADDRESS __________________________

Please ship via freight, express, counter, ___ 5-175 batteries.

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<tr>
<td>Less than 40</td>
<td>$9.90</td>
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</table>
December 12 1925

TO ALL DEALERS

FORD NATIONAL SHOW WEEK

In order to stimulate activity in our Winter Sales Drive we request that you immediately arrange to hold a special exhibit of Ford Products during the week of January 10th.

It is expected that all available space will be given to this exhibit which should be made as attractive as possible. All larger dealers should exhibit the complete line and smaller dealers showing as full a line as possible. Our Truck with Body and Cab equipment is, of course, to be included, and there be no objections to the larger dealers exhibiting commercial bodies of outside auction that are not of the types built by us.

We appreciate that some dealers located in small towns have not adequate for such exhibit and you will arrange, where possible, to rent a hall, store, or other suitable quarters so that there will be a representative display in every community.

Think of the effectiveness of such a show in your community and the attendance which it should attract not only from the town itself but from the wide area of rural territory within your trade vicinity. This is virtually "Bringing the Automobile Show to the Farmer" which should sufficiently interest you to warrant such preparations as may be necessary. In the multi-dealer cities your exhibits will in reality be "Neighborhood Shows".

Your exhibit of passenger cars should include showings of the Standard Touring Car, Runabout, Coupe. Tudor and Fordor, also special cars to be equipped with natural wood wheels, wire wheels in various colors, open tops with tops down covered with fawn colored top boots, and windshield curtains attached. In other words, the jobs should be equipped so as to attractively bring out the pleasing lines and appearance of our cars.

You will immediately advise our Service Department of your requirements for top boots for both Tourings and Runabouts, Windshield Curtains, Bumpers, front and rear, Glass Windshield Wings, and Natural Wood Wheels.

This showing as you appreciate will be national in its scope, all dealers exhibiting and consequently everybody will obtain a great deal of publicity and we will also run special newspaper advertising copy featuring it in
This letter is Important. Please file for future reference:

To ALL EXHIBITORS:-

Within recent months a number of useful and practical exhibits have been added to our display floors. The EXPOSITION is constantly in search of new and worth while equipment that can be used to practical advantage in agricultural and industrial pursuits.

It should be your policy, as a Ford Dealer, to visit the EXPOSITION at regular intervals throughout the year to inspect and acquaint yourself with the new pieces of equipment that we are taking on from time to time. The members of your sales organization should also make it their business to know about equipment we have on our floors.

The following is only a partial list of our new exhibits:

HEALEY CATCH BASIN CLEANER - The latest development for cleaning catch basins and sewers. This machine is used in conjunction with the Fordson tractor, and is especially designed for removing mud, stones, sticks, etc. from sewer catch basins regardless of size or depth. As you know, one of the most vexing problems of city administration is that of the maintenance of sewers at full efficiency. Hundreds of workers have been suffocated on account of working in sewers, and this equipment eliminates this hazard. Your town has particular need for equipment of this type, and you should proceed to interview your town officials. This catch basin cleaner is manufactured by E. P. HEALEY, 2361 Boulevard, Jersey City, N. J. Demonstrations arranged free of charge.

Price - Complete Catch Basin Cleaner with Fordson - $4500
        Complete Catch Basin Cleaner equipment without Fordson - $370.
        Dealers Discount - 20%.

IRON KING MULTIPLE R.M. TH. CTON TYPE SAEDEK, No. 9-A - An excellent seeder for row crops that is especially adapted for large acreage. Will drill from 4 to 12 rows, 12 to 14 inches apart. Manufactured by the IRON KING IMPLEMENT COMPANY, Madison, Ohio.

Price - $140.00, F. O. B. Madison, Ohio.
THE BAR-FORD OUTFIT - The Bar-Ford Outfit, with a Ford auto engine, makes a complete marine power plant. It includes a water pump with check valve, inlet and cutout connection, emergency oiler, lever control for speeds, pacing box, 6 foot shafting and propeller, all bolts and lag screws to fasten motor to bed. The Ford Motor is suitable for boats from 18 to 30 feet in length and up to 8 feet in beam, with speed of 15 to 20 miles per hour. Manufactured by the BARKER FACTORY INC., NORWALK, Conn.

Price - Bar-Ford Attachment - $86.00 F. O. B. New York
Special Reverse with Lever Attachment giving 96% of motor speed - $125.00
Special Water Cooled Manifold - $25.00
Dealers Discount - 15%

GALION NO. 1050 DUMP BODY - With #8 Olson Extension converts the Ford ton chassis into a two ton dump truck. Dimensions - Length - 86"; width - 54"; height, sides - 12"; cubic capacity (water level) - 1 1/3 yds. Six inch flared side boards increase capacity to 3 cu. yds. Partitions can be placed at any point inside the body to facilitate loading two or more kinds of materials. Also, an end gate side sprocket plate can be supplied for easy shoveling of coal or other material when the dumping body is hoisted. And, a coal chute end gate is especially adapted for use where a small opening is desired in unloading coal. Manufactured by THE GALION ALLSTAIN BODY CO., GALION, OHIO.

Price - #1050 Galion Dump Body - $123.00, F. O. B. New York
#8 Olson Extension - $125.00, F. O. B. New York

PHARO GOVERNOR - The Pharo Oil-Operated Governor for the FRIDAM offers the utmost simplicity in design, construction and principle, and the maximum efficiency in operation. Like practically all mechanical Governors, the Pharo depends upon centrifugal force for its actuating power. This force is developed by using oil as the inertia medium instead of heavy weights—thus eliminating many small pins, joints, levers and other elements which are subject to wear. Manufactured by the PHARO MANUFACTURING CO., Bethlehem, Pa.

Dealers Discount - 25%

"Auto-Mule" - For the Ford car or truck. A most simple device for saving wood, running a food mill, cider mill, cream separator, or any other equipment where a small amount of power is required. Every farmer can use an AUTO-MULE. This device is capable of delivering up to 75% of the horse power of the car. Manufactured by THE CUMING COMPANY, Firemen's Bank Building, Newark, N. J.

Price - $39.50 F. O. B. New York
Dealers Discount - 20%
BUDU DURFL WHEELS FOR ROAD TRUCKS - These wheels have nine points of superiority - namely, interchangeability, lower cost per ton mile, increased mileage, double traction, road stability, better braking, decreased depreciation, eliminates skidding and chains, and appearance. Manufactured by - BUDU WHEEL COMPANY, Philadelphia, Pa.

Price - Set 7 wheels only - $100.00 F. O. B. Philadelphia, Pa.
Dealers Discount - 25%

CLARK "CUTWAY" DISK IMPLEMENTS FOR THE FORDSON TRACTOR - The Clark CUTWAY Tractor right lap plow is especially adapted for plowing and preparing the seed bed after a cultivated crop or small grain crop. The Clark CUTWAY Tractor Bush & Bog Plow is for cutting brush land and cut-over timber land, for plowing bogs, or for doing any extraordinary hard plowing and disk ing. Manufactured by the CUTWAY HARDWARE COMPANY, Higganum, Conn.

<table>
<thead>
<tr>
<th>Price</th>
<th>Description</th>
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<td>X-6 Tractor Harrow</td>
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<td>Tractor Bush &amp; Bog Plow</td>
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<td>#6 - Tractor Right Lap Plow</td>
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<td>#8 - Tractor Right Lap Plow</td>
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</table>

Dealers Discount - 33 1/3 %, and 5% for cash.

ERSTED DOUBLE DIAM MODEL "T" HYSTER - The Hyster is a front end hoisting unit, which is quickly installed on the Fordson transforming it into an automatic hoisting engine. Fordson tractor equipped with a hoist is indispensable around most operations. It cuts the cost of lifting and pulling around construction jobs, industrial plants, mills, mines, railways, docks - for land clearing, house moving, and car unloading - in fact, wherever there is hoisting or pulling to do. Manufactured by ERSTED MACHINERY MANUFACTURING CO., Portland, Oregon.

Price - $477.50 F. O. B. N. Y. Dealers Price - $388.50

Bring your prospects to us. If unable to accompany your prospect in person, give him a letter to us, and we will give him the information he wants, and protect you.

MAKE USE OF THE EXPOSITION. IT IS AT YOUR SERVICE.

Yours very truly,

FORD POWER EQUIPMENT EXPOSITION.

C. W. Hart, Manager

December 17, 1925.
ALL LETTER

ALL DEALERS:

Subject: 

IN REPLYING REFER TO:

All statements or agreements contained in this letter are contingent on strikes, accidents, fires or any other causes beyond our control and all contracts are subject to approval by the signature of a duly authorized executive officer of this company. Clerical errors subject to correction.

Supplementing our letter of December 2nd entitled "DRESS UP YOUR FORD LULLOUT WITH FORD TOP BOOTS AND GYPSY CURTAINS".

We are also able to supply a top boot for Touring Car. Gypsy Curtains or Windshield Side Curtains are adaptable to either Touring or Roadster model.

Natural wood wheels and windshield wings are also available.

We are in receipt of advice that during the week of December 26th we will be able to furnish FORD BUMPERS. If your stock on bumpers is depleted do not purchase any bumpers to fit our cars until you have the privilege of inspecting the Ford Bumper.

Under date of December 12th you received a letter entitled "FORD NATIONAL SHOW WEEK" to take place week of January 10th, 1926. Now is your chance to secure wire wheels, natural wood wheels, top boots and windshield side curtains for open models; windshield wings, Ford bumpers, FORD BATTERIES, and all other Ford accessories.

In order to have the necessary material available to properly dress up your cars for FORD NATIONAL SHOW WEEK, we enclose order form.

FORD MOTOR COMPANY

[Signature]

WmC Ge

Head - Service Department.
Ford Motor Company

Manufacturers of Automobiles, Trucks and Tractors

1710 Broadway
New York City, N.Y.

General Letter

To All Dealers:

Order No. #204

In replying refer to

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Available at Kenyon for immediate sale, the following touch-up paint for the improved coupes, Tudors and Fordors. If you have had any customers who have marred the paint on their improved closed jobs, you now have the touch-up paint available.

For your convenience we attach order form.

Ford Motor Company

[Signature]

Head - Service Department

Wm. C. G.

Ford Motor Company, 1710 Broadway, N.Y. City

Dealer ________________________________

Location ________________________________

___ qts. Cardinal Green $1.25 per Qt.

___ qts. Windsor Maroon 1.50

[Signature]

[Address]
Please note the following Part Numbers and List Prices, covering Windshield Wings. These items should be added to your Master Price List.

T-3251-AR Windshield Wing Assembly - R - 1922-26
Consists of:
1 - T-3256-AR Windshield wing glass 1.00 MT
1 - T-3253-R " " brkt assy-upper R 1.15 LH
1 - T-3255-R " " " " lower 1.15 LH

T-3252-AR Windshield Wing Assembly - L - 1922-26
Consists of:
1 - T-3256-AR Windshield wing glass 1.00 MT
1 - T-3254-R " " brkt assy-upper-L 1.15 LH
1 - T-3255-R " " " " lower 1.15 LH

T-3251-RX Windshield Wing Assembly - R - 1926
Consists of:
1 - T-3256-AR Windshield Wing Glass 1.00 MT
1 - T-3253-R " " brkt assy-upper - R 1.15 LH
1 - T-3255-R " " " " lower - L 1.15 LH

T-3252-RX Windshield Wing Assembly-L - 1926
Consists of:
1 - T-3256-AR Windshield Wing Glass 1.00 MT
1 - T-3254-R " " brkt assy-upper-L 1.15 LH
1 - T-3255-R " " " " lower-L 1.15 LH

T-3276-AR Windshield brkt. assy-upper & lower R & L - 1922-26 4.50 LH
Consists of:
1 - T-3253-R Windshield wing brkt. assy - upper - R
1 - T-3254-R " " " " - L
2 - T-3255-R " " " " lower

T-3276-RX Windshield wing brkt assy - upper & lower - R & L - 1926 4.50 LH
Consists of:
1 - T-3253-R Windshield wing brkt assy upper - R
1 - T-3254-R " " " " - L
1 - T-3255-R " " " " lower - R
1 - T-3256-R " " " " lower - L

FORD MOTOR COMPANY

SERVICE DEPARTMENT

/AG
DEALER ________________________________
ADDRESS ______________________________
SHIP VIA ______________________________

___ T-41077 Top Boot Assembly (Runabout)  $5.00
___ T-41114 " " " " (Touring )  5.00
___ T-41097R Windshield Curtain, right hand, runabout or touring,  1.50
___ T-41099R " " left hand, " " "  1.50
___ T-3314B Prop. rest, Prop. Rest Ped and Strap Assy - Roadster  .60 (2 required)
___ T-3075B " " " " " " - Touring  .60 " "
___ T-51900 Prop. Rest Arm, Roadster or Touring,  .10 " "
___ SET COMPLETE FOR TOURING OR RUNABOUT  9.60

ABOVE ITEMS LESS 40% DISCOUNT.

___ Sets Wire Wheels - [ ] Black, [ ] Green, [ ] Red, [ ] Vermillion, [ ] Straw

Above wheels $50.00 per set including hubs, hub caps, hub nuts, front wheel grease retainers and wrench.

ABOVE ITEMS LESS 40% DISCOUNT.

<table>
<thead>
<tr>
<th>LOTS OF 48</th>
<th>LOTS OF 6 OR MORE</th>
<th>LESS THAN 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-5275 Battery</td>
<td>$9.00 Not</td>
<td>$9.00 Not</td>
</tr>
</tbody>
</table>

4 - 3251R - Right Windshield Wing Assemblies (Sets of 4 - $6.50 per set subject to 40% discount).

4 - 3252R - Left

NATURAL WOOD WHEELS

___ T-2801E Front Wheel Complete with hub and rim, Balloon-Natural  $7.25 Each
___ T-2814M Rear " " " " " " " " " "  7.50 "
___ T-2845E Removable Rim only - Balloon  1.50 "

Ford Bumpers  $15.00 per pair
Gentlemen:

We believe you will be very pleased with the appearance, quality and price of this new part.

These bumpers have been carefully designed and are made to attach to the frame very rigidly and securely; frames are drilled so that installation is a simple matter.

Best quality spring steel is used in their construction, the tests employed to determine the steel best adapted to this use were very interesting and consisted of actual impact tests against obstacles at predetermined speeds.

The price is $15.00 per pair list, subject to dealers' usual discount of 40%. This price on a pair of high grade bumpers should enable dealers to get a large volume of business if proper sales effort is applied.

Since bumpers are now classified as Ford products, we will expect all dealers to sell genuine Ford bumpers to the exclusion of articles of outside manufacturers.

Each bumper is packed individually in a carton and clearly marked with name, T number and models to which bumpers can be applied.

Following are the T numbers and cars fitted:

- T-3101-R Front Bumper Assembly - All Model T
- T-3113-R Rear " " - Fordor, Tudor, Touring
- T-3120-R " " - Coupe, Runabout

This addition to the Ford line affords dealers an opportunity to place added stimulus on solicitation of accessory business, is another Ford product which Ford dealers have to interest the public in, and it added stimulus to your sales facts. For your convenience we attach order forms.

Ford Motor Company

Head - Service Department
FORD MOTOR COMPANY, 1710 BROADWAY, N. Y. CITY.

DEALER ________________________________

LOCATION ______________________________

Kindly ship me via ________________ the following Ford Bumpers:

______T-3101-R Front Bumper Assembly - All Model T

______T-3119-R Rear " " - Fordor, Tudor, Touring

______T-3120-R " " " - Coupe, Runabout
GENERAL LETTER

TO ALL DEALERS

December 30th, 1925.

Gentlemen

A large number of our dealers were fortunate by being present at our dealers meeting on Dec. 17th, 1925, at our building, 1710 Broadway, when Mr. Caso Plantiff, Eastern District Manager, addressed them on the advisability of building up the Service branch of their business.

It is appalling to know that our dealers only secure 28% of the Ford repair work in our territory, that 74% of Ford repair work (with corresponding amount of parts sold) is being performed by other than Ford sales dealers.

Does this startling situation cause you to think about your shop? Is your shop seconding all repair work possible? Is your shop properly equipped to render efficient service? Are your mechanics properly trained in Ford repair work to reflect credit upon your complete organization? Are your mechanics courteous to customers? Is your Service Manager selling your services to customers? Is your shop clean? Have you any system of checking your shop? Do you hold service meetings with your shop force? Do you direct your shop as you should? Have you instituted a SERVICE FOLLOW-UP PLAN?

The area in which the dealers work to promote the sale of Ford products is naturally limited, and only by a more intensive and intelligent working of his immediate field can he hope to increase the volume of and the revenue derived from his business. The service end of the dealer's business divides itself into two major divisions; the correct maintenance of Ford cars, trucks and tractors, and the sale of parts and accessories through the shop, to your wholesale trade, and to your retail trade.

Our dealers generally have not succeeded in selling their service facilities to the Ford owners, and it is the dealer's personal job to communicate with his customers monthly by personal calls, phone calls, or letters, and in this way indicating that he has real interest in the service which the individual is receiving from our dealers.

Invariably the dealers who have kept in close touch with their customers are showing splendid profits in their shops, and are eager to develop this end of the business still further. Experience has taught them that their future successes lie in the satisfaction rendered their present customers.
The Service Department presents an opportunity for the dealer to render greater service to his customers. One of its important functions is to determine and correct minor difficulties during the first few months the car is in service and keep the customer enthusiastic over his purchase. This requires follow-up work and careful attention on the part of the dealer’s service organization. The dealer must not overlook the opportunity of inviting the customer in for free inspection service on the new car, and thereafter through the medium of frequent calls, either personal or by letter, it will prove easy matter to keep the customer coming back to the service stations that have shown a definite interest in his welfare.

The reason that so large a percentage of the repair work on Ford cars is performed in the outside shops today is mainly the result of failure on the part of the dealer to recognize the value of keeping in personal contact with the customers who originally belonged to him. This repair work has drifted away from the dealers because outside repair shops, even with the greater inferior facilities, have shown greater interest.

Every man in the dealers organization is bound to influence the dealer’s reputation for service in some respect, whether it may be:

- A partsman who does not know his job.
- A shop employee who gets gross on the upholstering.
- A porter who neglects to clean the floor.
- A repair man who does unsatisfactory work.
- A shop superintendent who is indifferent to the satisfaction of the dealers patrons, or who is satisfied with jobs improperly turned out.

It is not a difficult task to keep the shop clean if each mechanic is assigned a particular portion for which he is responsible. As the New Year is now approaching you cannot choose a more opportune time to make the necessary changes in your organization and institute the necessary records in order to put Ford Service where it rightfully belongs.

The only sale that does not require service is the Sheriff’s Sale.

FORD MOTOR COMPANY

[Signature]
HEAD SERVICE DEPARTMENT
FORD MOTOR COMPANY

Manufacturers of Automobiles, Trucks and Tractors

170 BROADWAY
New York City, N.Y.

Dec. 30, 1925.

#2

TO ALL DEALERS

IN REPLYING REFER TO

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--------- SPECIAL NOTICE ---------

FORD NATIONAL SHOW STARTS JANUARY 10TH

Are you all ready to make this a red letter event for the month of January? Any way you figure it out you are bound to win. Let's find out what is actually gained.

1. A clean, attractive showroom.
2. A fine display of cars, trucks and tractors.
3. Your efforts tied up with National Advertising
4. Demonstrators in fine shape.
5. All owners and prospects circularized.
6. People coming and talking Ford.
7. An opportunity to sell cars.
8. An opportunity to sell trucks.
9. An opportunity to sell tractors.

Now in addition to all of that, and to create additional interest, on Tuesday, January 12th and Friday, January 15th, from 10:00 to 11:00 P. M. through W E A F New York, W E B I Boston, W D W F Providence, W T G Worcester and ten other stations will be broadcast old fashioned dance music. This music will be played by Mr. Ford's own orchestra, which is unique and different, employing such old instruments as the "Cymbalon, Harpsichord" and "Dulcimer".

You will be furnished with leaflets covering the broadcast program which, with all other advertising matter to be furnished, should be distributed to owners and prospects.

One dealer is holding a "FORD DAY" on the fifteenth; has made arrangements with local merchants to hold sales and carrying out many ideas of interest for people during the day winding up with an old fashioned dance.

We want this Ford National Show to be a success and it will be if you prepare sufficiently and work hard enough to put it over.

Invitations, special advertising for your mail lists, prospects and owners will be in your hands in a few days. Make arrangements to get stories in your local papers. WATCH FOR FURTHER ANNOUNCEMENTS.

FORD MOTOR COMPANY

(C. Harling)  
Asst. Mgr.
Dec. 31, 1925.

TO ALL DEALERS

In replying refer to

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---ANOTHER SHOW NOTICE-----

FORD NATIONAL SHOW

Watch for the leaflets carrying the two programs and the stations from which they will be broadcast, which will be forwarded in ample time for distribution to your owners, prospects and friends.

It has been suggested that dealers with proper facilities might wind up those two nights with an old fashioned dance, also urge similar dances throughout the community.

All of your dealers are in airy receiving distance of WBBR, WDEV, WPEQ, WTAG and WEMB and you can capitalize on this idea to bring people to your showroom so arranged to bring in your own set or get a local radio dealer to demonstrate.

Demonstrate - there's an idea. Walk into a Chevrolet, Essex or Overland place and express some interest in their product. The first thing you know you will be forced into a demonstrator and given a ride and the salesman talking car every minute. They have demonstrators and they use them to advantage. If it's good for them it's good for you. What are you doing?

Now, to get back to our Ford National Show, the big window posters will be mailed tomorrow and other advertising will leave Monday. Newspaper mats of the orchestra with a brief story will be furnished every dealer who is lining up on this show and wants to feature this musical program. If you need one let us know.

Commencing January 1st will be a three months' National Salesmen's Contest with a trip to Detroit and a gold watch as a prize. Tell your salesmen to watch for the details.

FORD MOTOR COMPANY

[Signature]

Asst. Mgr.
Ford Motor Company  
New York City

This will acknowledge our understanding of new freight rates on Ford Products, effective January 1st, 1926, as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Cars</td>
<td>3.00</td>
</tr>
<tr>
<td>Closed Cars</td>
<td>3.70</td>
</tr>
<tr>
<td>Trucks</td>
<td>3.10</td>
</tr>
<tr>
<td>Tractors</td>
<td>1.70</td>
</tr>
<tr>
<td>Lincolns</td>
<td>6.80</td>
</tr>
<tr>
<td>Closed Cab</td>
<td>4.87</td>
</tr>
<tr>
<td>Open Cab</td>
<td>3.29</td>
</tr>
<tr>
<td>Express Body</td>
<td>4.96</td>
</tr>
<tr>
<td>Stake Body</td>
<td>11.30</td>
</tr>
<tr>
<td>Platform &quot;</td>
<td>7.05</td>
</tr>
<tr>
<td>Canopy Roof</td>
<td>1.80</td>
</tr>
<tr>
<td>Screens</td>
<td>1.01</td>
</tr>
<tr>
<td>Pick Up Body</td>
<td>2.27</td>
</tr>
</tbody>
</table>

Agreement Name: ___________________________  
Signature: ________________________________  

Ford Motor Company  
New York City

The Guaranteed Used Car Plan covering merchandising, guarantee, and other details is understood and will be carried out. Complete Financial Statement will be furnished when requested.

Agreement Name: ___________________________  
Signature: ________________________________
## CLASSIFICATION OF DEALER

**Name**

**Location**

### YEARLY ESTIMATE

<table>
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</thead>
<tbody>
<tr>
<td>Dearborn Independents</td>
<td>Enrollments</td>
<td>Lincolns</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

1. Has sufficient live, active prospects to at least equal two times his yearly estimate. Total number.
2. At least 60% of prospects listed are non-owners.
3. Canvasues regularly.
5. Below average standing of all dealers on Estimates vs. Sales.

### CARS

6. Has sufficient live, active prospects to at least equal two times his yearly estimate. Total number.
7. Canvasues regularly.
9. Consistently works commercial field.
10. Holds practical demonstrations for: (Farm, Industrial)
11. Below average standing of all dealers on Estimates vs. Sales.

### TRUCKS

12. Has sufficient live, active prospects to at least equal two times his yearly estimate. Total number.
13. Canvasues regularly.
15. Equals demonstration estimate agreed upon: (Farm, Industrial)
16. Below average standing of all dealers on Estimates vs. Sales.

### LINCOLN

17. Has sufficient live, active prospects to at least equal five times his monthly estimate. Total number.
18. Has made or has had the Branch make for him at least three demonstrations per Lincoln estimated per month.
20. Below average standing of all dealers on Estimates vs. Sales.

### USED CARS

21. Has sufficient used car salesmen.
22. Used cars attractively displayed.
23. Maintains up-to-date record on used cars.
24. Shows net profit on used cars.

### ENROLLMENTS

25. Employs exclusive enrollment salesmen.
26. Maintains up-to-date record of active enrollments.
27. " regular follow-up of enrollments.
28. Below average standing of all dealers on enrollments vs. estimate.

### DEARBORN INDEPENDENT

29. Below average standing of all dealers on Dearborn Independent subscriptions vs. estimate.

### GENERAL

30. Holds sales meetings regularly.
31. Personally directed by dealer
32. Making twelve calls per salesman per day.
33. Uses prospect cards consistently and intelligently.
34. Uses Salesmen's daily reports consistently and intelligently.
35. Uses map and tack system consistently and intelligently.
36. Sends literature regularly to non-owner prospects.
37. Devotes entire time to handling of Ford products.
38. All Qualified Service Dealers signed up on 5% selling agreement.

*To be made by dealer.