

April 17, 1937

Mr. Wm G. Wilson,  
c/o Quaw & Foley,  
30 Broad St.,  
New York City.

Dear Bill:

Results of the past few days serious thinking have resulted somewhat as follows:

I am trying to keep uppermost in my mind the following facts:

- 1 – We are conducting a laboratory experiment in order to do a thing that has never been done. While doing this, we must keep in mind that this experimental work is limited by available capital. On the other hand, we must not press and make the wrong move through necessity for earnings.
- 2 – We are serving a group of dealers with an honest and sincere desire to help them be more successful.
- 3 – We are constantly thinking on a national scale.

On the basis of number one – we are positive that certain things can be done with certain types of dealers – That certain time can be spent in studying him and his problems. – That certain educational work and direction of his thinking will result in certain reactions. After these reactions have been secured, we can do anything with that dealer. He had confidence and then men like Woods will find out the things that he did. Therefore, our necessity is to analyze out what has been done with what type of dealer to bring them to the point that they are ready for the next and final step, which in my mind is going to be entirely answered by the individual Station Merchandising Program. In my mind everything falls into its relation with that program. As expressed to you – after months of borrowing we have the fundamental answer to the problem of each and every dealer. With that in mind, and with the full knowledge that these men can be brought along to that point, we may have to do certain things to answer the income problem while developing enough dealers.

Number two fact may make temporary changes in our program necessary. For instance, those men are up against a desperate situation on gasoline, and may have to have immediate attention.

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Had they had the Individual Station Merchandising Program in their stations for from six months to a year, then gasoline would assure the proper proportion in their profit picture, namely that gasoline profits are only a small part of the real potential of their stations so that loss of these

profits would really make no difference in their overall operations. (Not overlooking the fact that though this is a small part of the potential dealer profit, it is tremendous to us). Now we are making a quick survey to see how really desperate their situation is, and may have to make some quick move to enable them to stay in business while we are getting their profit picture properly balanced.

Fact number three – This only effects me and the load that I am carrying. This is one of the loads of organization work – Not only do I have to weigh things that we are trying to do here, but I must constantly try to develop people. The situation at my right hand is now all set. The next concentration must come on either Parker or Smith. Developing a person is difficult as you well know.

Does this letter place things in proper perspective – and have you anything to add to it? I have more or less written it as a fundamental guide for our next few months work.

Sincerely,

Henry G. Parkhurst

HGP:RH