



NO TIME FOR OWNER FOLLOW-UP

Your shop is full of work, your service floor is jammed up tight—customers are waiting to get attention. Why should you spend any time on a customer follow-up file when you can't handle what you now have?

There are two very good reasons why you should. One is that you don't know how long the present load will last, and the other is that what you figure as your peak load is not enough dollar service volume to give you the desired result.

The department stores and the movies in your town don't stop advertising just because they have a seasonal run of good business—neither should service advertising be stopped—its purpose is to keep your name in front of your customers and prospects continually—your competitors will continue their follow-up and advertising—your customers will get it and may decide to try their brand of service, and if they do you may lose them for good. Don't let them think, just because you are busy that you don't want their business or that you would a little rather they wouldn't come in. No matter how busy you are—keep after them.

Today the average shop is full of cars, but take a look at your own shop. Out of every ten cars in your place how many are actually being worked on right now? How many are wrecks just taking up space? How many are used or new cars just stored in space that might be producing profit?

How many are finished repair jobs waiting for customers?

Figure out some way to get these "dead heads" out of your profit-producing working spaces—get them out of the building, at least during the day, so you can handle more work.

Maybe the used car lot can be used for storage purposes. Maybe you will have to rent a lot for a month or so, but don't use space that can be made to produce an income of \$2.00 or \$2.50 per hour for storage with no income. Maybe the answer is better use of your motorcycle delivery.

Take a good look at your shop and see if you are using every available inch to the best advantage. How many more working stalls can you add by some rearrangement or just a good clean up? The average small shop can add one or two stalls by just cleaning up the corners.

The thing to keep in mind is that while you are busy is the time to make friends of more owners and it's also the time to see what you can do to take care of more of their business.

Right now is the time for you service managers to show what you can do as managers who know how to manage every square inch of floor space in your entire shop. Keep in mind that your present volume, even though it seems to be all your capacity can handle, is not enough. What can you do to get more profitable work through your shop? Give this your best effort.

FRONT SPRING REPLACEMENT

CLIPPER

When it is necessary to remove the front coil springs for replacement or for front end repair, care must be taken in assembly to keep high limit spring on left side.

These springs are identified by small notches ground on the end of the last flat coil.

2 Grind Marks Indicate High Limit

1 Grind Mark Indicates Low Limit

No Grind Mark Indicates Normal

THE EXTRA PUSH ON PARTS SALES

Where parts sales are better than average, you will invariably find a parts manager who is doing something about it and this holds true in Los Angeles.

We are passing on a few comments taken from a bulletin issued by J. W. Smith, Parts Manager in Los Angeles. He says—

"There is an old adage which tells us 'not to put all of our eggs in one basket'. This may be good advice in some instances but we don't believe it holds true when it comes to **BUYING PACKARD PARTS**. You know, as well as we know, that buying from local jobbers does not help to strengthen Packard's position in the industry. If, on the other hand, we give the factory **ALL** of our business, we can expect lowest prices and better service. **LET'S ALL COOPERATE WITH THE FACTORY AND 'PUT ALL OF OUR BUSINESS IN THE ONE BASKET'**. It will pay us big dividends.

"We can think of three reasons why you should cultivate garage business, viz.: *Good will toward Packard — Owner satisfaction through use of Genuine Parts—Extra Profits to you on this Plus business.*

"Don't let the Jobbers get all of the Garage and Service Station business in your territory. Cultivate these fellows by giving them good service and maximum discounts. It will mean **MORE PROFIT** and a lot of **GOOD WILL**."

Parts sales and profits don't just grow by themselves. You have to do something about it and you have to keep doing it. Others are proving that parts volume is available if you go after it.

WHAT IT TAKES!

Regardless of the size of a Service Department, three things are required of the Service Manager. First, mechanical knowledge. Second, ability to secure cooperation. Third, arithmetic.

We will not dwell upon item number one because it is self-evident. On item number two you will always find that the successful Service Department is the one which is an example of team work.

There must be a full spirit of cooperation throughout the whole department. Service salesmen should not make promises the shop can not keep. Should the mechanics find they are not going to be able to get the car out on time, they should promptly notify the service salesman.

The man writing the order should make sure that everything is correct. The man doing the work on the car should make sure that the correct result is obtained.

The shop and the parts department must work together at all times. The stockroom must endeavor to prevent delays in getting the parts to the shop. On the other hand, they should give the parts department full and complete information both when calling for new parts or returning old parts.

Everybody should cooperate with the customer. Mr. Customer is, of course, the man you are working for. It is essential that you know as many of these customers as possible. The better you know them and the more you know of them the better you can care for their needs.

Customers are not always reasonable but neither are the rest of us. Customers like to think they are the world's most careful drivers, therefore, anything that goes wrong with the car is the fault of the car and not the fault of the driver. The customers like to think they know the car better than any one else possibly can. They alone know what is wrong with it and what should be done to fix it. Therefore, it never pays to argue with the customer. Just reason with them carefully and make suggestions that will induce them to say yes.

In your effort to know more customers, be friendly with them, learn their names and something about them. However, never get too friendly with them. Never call them by first names or nicknames. Be friendly but keep your relationship on a dignified basis. Attempt to give the impression of personalized dignified service.

Getting cooperation of others requires respect and confidence. This applies not only to your own appearance but to the place in which you work. Cleanliness and neatness are necessary on any sell-

ing job and service is a selling job. Clean, neat surroundings are largely a matter of habit. That applies to your office as a service manager, to your service floor as a service salesman, to the shop as a mechanic and to your parts department as a parts man. Cooperation in this matter of cleanliness and neatness will do wonders for any place of business.

Item number three deals with arithmetic. Dealers would like to make from 60% to 75% absorption of fixed expenses. They would like to make 50% to 55% gross profit on labor. They want to keep the gross profit up, the expenses reasonable and the operating profits satisfactory. You can't do this without arithmetic.

In the first place, the whole thing depends upon volume, therefore, you have to have quotas on labor, parts and accessory sales. You have to know the per cent of gross profit that you should be making, you have to know the per cent of fixed expenses that you are to absorb in your service department and you have to know whether or not your operating profit is satisfactory.

Service is the department in which higher volume means lower overhead. It is where the intelligent promotion will produce a high per cent of gain. Service volume can be increased profitably. It requires this kind of cooperation.

N. Y. SELLS ACCESSORIES

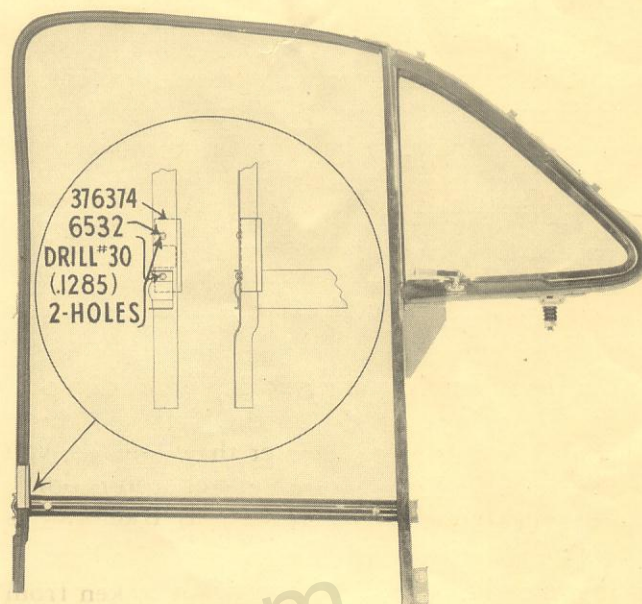
D. J. Long, Parts and Accessory Manager of New York, gives a list of fundamentals that help service salesmen earn commissions on accessories. Quite apparently they have helped some of the boys in New York, and we are passing them on for the use of others.

1. A complete knowledge of the entire Packard accessories line. (Brush up again reading your Accessories Data Book.)
2. Suggest and sell accessories in terms of what they will do for the owner in the way of safety, comfort, convenience, entertainment, and appearance.
3. Suggest and sell an accessories item on every order you write. An average accessories sale of \$3 per repair order will automatically put you in the high earning bracket.
4. Check the accessories equipment of every car you handle that is still in the warranty period. You will be surprised how many items the new car salesmen miss. Then, suggest and sell to the owner the missing accessories equipment.

DOOR GLASS

CLIPPER

When replacing a front door glass on a Clipper add the Door Glass Runway Retainer Extension as shown.



Remove the window runway and ventilating window from the door. Drill two No. 30 drill size holes so that extension can be installed. The lower end of the extension should be $\frac{1}{2}$ inch from the bottom of the cross bar which is spot welded holding the two sides of frame together.

While the frame is out check for loose rivets at center of both front and rear runways.

Order—

Pc. No. 376374 Door Glass Runway Retainer Extension 1
Pc. No. 6532 Rivets 2

This correction has been made in production.

WHEEL BALANCING WEIGHTS

CLIPPER

If it is found necessary to install balancing weights on the front wheels of the Clipper, these weights must be mounted on the outside.

If they are installed on the inside they will interfere with the bracket for the roll control bar on hard turns. In order to prevent this interference it would be necessary to reduce the turning radius to an objectionable extent.

REMEMBER WHEN WE HAD UNEMPLOYED MECHANICS?

Some automobile dealers and independent shop operators, individually and through their local trade associations, are becoming active in the training and upgrading of mechanics to fill vacancies resulting from military and defense production activities. The great majority have made no moves in this direction and quite a few have indicated that they expect to obtain men, when they are needed, by luring them away from competitors or shops in smaller towns with the bait of higher pay or better working conditions. Such an expedient may work for awhile but the time is rapidly approaching when dissatisfied employees in the service field will be rare. The only safe course for any shop operator is to find men above or below the draft age or exempt for family or physical reasons and teach them the finer points of adjustments and repairs. We know of no other way for a proprietor to assure himself a share of the business that lies ahead.

By permission "Motor"

—IMPORTANT—

FRONT WHEEL LOWER SUPPORT ARM BRACKETS CLIPPER

The brackets at the inner end of the lower support arms on the Clipper should be made a point of special inspection.

We have found cases of loose nuts which, if they had not been tightened might have come off entirely, and we suggest that you first check all undelivered cars, tighten the nuts, and thoroughly prick punch the ends of the bolts so the nuts can not become loose again.

This should also be made a point of special inspection on any cars coming in to your service station until you are sure that every car has received attention.

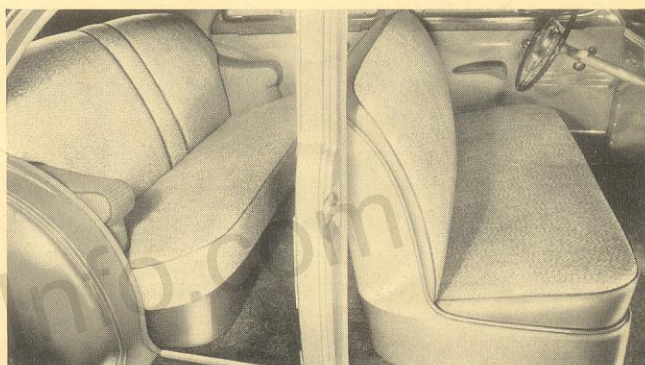
FINANCING REPAIRS

Automobile owners actually spend six billion dollars a year on Service, Maintenance and Parts. But 57% of all owners earn less than \$31 per week.

The Commercial Credit Corporation has called to our attention a very simple time payment plan. It will get more owners into your Service Stations and it will invite the owner to *spend more money* on his car.

We suggest you call your nearest Commercial Credit Corporation office and ask for full information and directions on how to put their A.R.P. (Automobile Reconditioning Plan) into effect immediately. You can't lose.

SAN-TEX SEAT COVERS



Few accessories are as much used and appreciated as the San-Tex Seat Covers.

During the hot weather, seat covers are cool to ride on. They are smooth to slide in and out of the car on, and provide a lot of protection for the upholstery.

Packard San-Tex Seat Covers are the Accessory of the Month. Increase your profits during August —Sell Packard Seat Covers!

GOOD SERVICE PAYS

"I own a Nash, so you probably wonder why I am writing to Packard. Well, a new Packard dealer set up business near my home. As his shop was convenient, I took my car in today for a wash job.

"In addition to a good wash job, he took time to *polish the rust spots off the chromium at no extra charge*. Gentlemen, that *little extra* service pleased me mightily, and when I'm in the market for a new car you can bet it will be remembered."

SUGGESTIONS OR QUESTIONS ARE ALWAYS WELCOME. ADDRESS—EDITOR PACKARD SERVICE LETTER
