SERVICE MANAGER'S
PERSONAL COPY

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HOW TO INCREASE VOLUME

It is a very simple matter to figure out an answer to the average dealer's problem. All that has to be done is to increase his service volume to where it more than covers the total cost of doing business. The net result is bound to be a profit.

"Service volume," however, isn't something that you wrap up in one package and hand out over the counter. It isn't as simple as that. It is made up of a lot of different kinds of packages and a great many different sizes. As you know there are labor sales, part and accessory sales, miscellaneous sales, gas, oil and grease and so forth.

Labor sales alone account for a lot of different size packages and just to say increase labor sales doesn't do much good. The job, of course, is one of increasing each of the individual labor operations in direct proportion to the requirements and needs of all customers.

This brings up the point as to how many of each operation a dealer should sell. If there is an answer to this question the job becomes simpler because he can then establish definite quotas and can easily determine whether he is selling the proper quantity of each operation in order to arrive at a satisfactory volume.

Feeling that some guide figures would be valuable we have had a number of surveys made of repair orders in various dealer establishments and have reduced the figures to the basis of the number of each operation per 100 repair orders. To verify the figures we have compared them with a similar survey made by another company.

You will notice that the other company is doing a much better job on certain items and likewise Packard is better on others. Where Packard is better the dollar volume is greater so any attempt to catch up with the other company on the more active items should not decrease the effort on the less frequent but more profitable items.

R. O. SURVEY PER 100 REPAIR ORDERS

	Other Co.	*Packard*
Chassis Lub	44.6	35
Oil change	32.6	25
Trans. & Diff.	7.5	8
Wheels—repick	6.5	5
Shocks fill	2.9	3
Engine Tune up	12.8	11
Valve Grind	1.3	3
Head Lights	2.6	3
Align Wheels	3.3	7
Adj. Steer	1.9	4
Adj. Brakes	8.0	9
Reline	2.3	3
Wash	11.7	10
Polish	2.3	2
Body-Fender	11.	21

There are several things that can be done about these figures.

1. Set a labor sales quota for each month.
2. Decide on the proper amount of labor sales per repair order.

3. Divide the sales quota by the sales per repair order to arrive at the number of repair orders you will have to write.

4. Divide this figure by 100 to find the number of groups of RO'S.

5. Multiply each of the individual figures on the list by the number of RO groups.

6. Divide each of these figures by the number of working days in a month to secure a daily quota.

EXAMPLE

1—Labor sales quota.....	$2400
2—Labor sales per R. O.....	6.00
3—2400 ÷ 6.00 = ...	400
4—400 ÷ 100 = ...	4
5—35 Chassis Lubrications × 4 =.....	140
6—140 ÷ 25 working days = approx.	6

Repeat No. 5 and No. 6 for each operation.

You will then have something definite to work toward. You know what you have to do for the day and you know at the end of the day how close you have come to your goal.

While this sounds like a lot of work it is in fact quite simple and takes very little time. It is well worth while and it certainly makes the job much easier if you have a clear understanding of just what the job is. We urge every dealer to try it.

GASOLINE ECONOMY

This will continue to be an important subject for some time to come.

In the rationed areas particularly, efforts will be made to sell various devices which are supposed to increase gas mileage. Such devices have always been on the market, but under present conditions selling pressure is apt to be particularly active.

We have not found that such equipments produce a worth while result. Usually they are "agitators" or "bleeds" or a combination of the two. In the early days of the industry they were some times effective, but present day carburetors are so efficient and so well designed that these "improvements" seldom accomplish anything.

It is true that improved mileage is often noted after one of these installations is made, but the improvement usually results from a good valve job and tune-up or from the fact that the operator of the car drives more conservatively.

This is verified by the fact that leaning the carburetor, as described in the Service Letter of May 15th, has little effect in altitudes close to sea level. The standard adjustment provides not only maximum performance but maximum economy as well.

The value of a leaner adjustment naturally increases as the altitude increases, but this is simply because it regains the proper mixture ratio, and not because anything leaner than the proper ratio is an improvement. An excessively lean mixture not only fails to save fuel but also develops its own troubles such as loss of power, overheating, burnt valves, etc.

Of course this does not mean that the carburetor is not important. It must be in proper adjustment, and the float level in particular must be watched. This is because the normal wear in the linkage causes the level to rise, and it should be held on the low side of the standard setting.

Spark advance is undoubtedly the most important motor adjustment in working for maximum economy. The motor should be given all the spark advance it will take. Premium gasoline should be used because it permits more spark advance.

If an owner complains of spark knock you should first explain that the octane ratings of all fuels have been reduced owing to a shortage of Ethyl fluid. Make it clear that retarding the spark will cause a loss in fuel economy.

If he wishes maximum economy he should:

1. Have you make sure that the motor is in good condition.
2. Use a premium fuel, because it has the highest octane value.
3. Permit you to advance the spark as far as possible.
4. Have the carbon cleaned more frequently.
5. *Drive moderately* and *use the accelerator lightly.*

Service Letters are available for everyone connected with Packard Service Stations. If service managers are not receiving a sufficient number of copies they should write the editor and give the extra number needed.

PISTON RINGS
20th Series Cars

Owing to confusion between the aluminum and cast iron pistons the specifications listed in the Service Letter of Sept. 1, 1941 are not clear.

All 20th series Sixes and Super Eights are equipped with aluminum pistons. The Eights, on the other hand, started with aluminum pistons and a change was made to cast iron during production. Any Eight motor with the suffix "C" or "D" following the motor number is equipped with iron pistons.

In the Specification Service Letter mentioned above the description of the Super Eight piston and rings is correct. All Sixes, however, used the same piston as the Super Eight, and the Super Eight description is correct for the Six. Do not use the Six Specifications. These are the same pistons and rings which we used in the 19th Series.

In the 20th Series Eight the original aluminum piston and ring set-up is the same as the 19th Series, but the iron piston is a new design and uses different rings. The ring combinations for the Eight are as follows:

	Aluminum	Iron
1st ring	K-200	K-200
2nd ring	K-70 stepped	70 stepped
3rd ring	X-90 "C" wall	X-90 "B" wall

The second and third rings in the iron piston are changed because of the difference in the design of the piston itself. The wall of the iron piston can be made thinner than when aluminum is used. This calls for shallower ring grooves, so that shallower rings are used to correspond.

The above comments refer to the rings used in production. When you install ring sets in service you will, of course, use the regulation Triple Action service equipment.

AIR CONDITIONER COMPRESSORS

We have recently examined several air conditioner compressors which were stuck so tightly that they would not turn.

These compressors stuck because of a copper deposit on the cylinder walls and pistons. The deposit, in turn, was caused by an acid condition in the refrigerant which attacked the copper in the system and carried it into the compressor.

The acid condition is apt to develop unless the system has been properly serviced, but it can be avoided if proper care is used.

We have recommended that only special Packard compressor oil be used when additional oil is necessary. This is in order to be sure that it contains no impurities which might cause an acid condition in the refrigerant. Piece number 365970 covers compressor oil in 1½ pint cans.

We have also urged that equal care be used with the dehydrator if it is found necessary. Please refer to the Service Letter Supplement covering the air conditioner, particularly the portion describing the use of a dehydrator.

The complete Dehydrator Equipment is covered by ST-5186, and additional material may also be obtained from us. One pound cans are carried under ST-10088 and five pound cans under ST-10089.

The collection of the copper deposit in the compressor is serious not only because of its effect on the compressor itself but also because it indicates that corrosion has attacked other parts of the system and may make the air conditioner inoperative.

Corrosion can be avoided if the system is kept free from moisture and if the proper dehydrator and compressor oil are used.

ALBUQUERQUE, NEW MEXICO

A CHICAGO BOUQUET

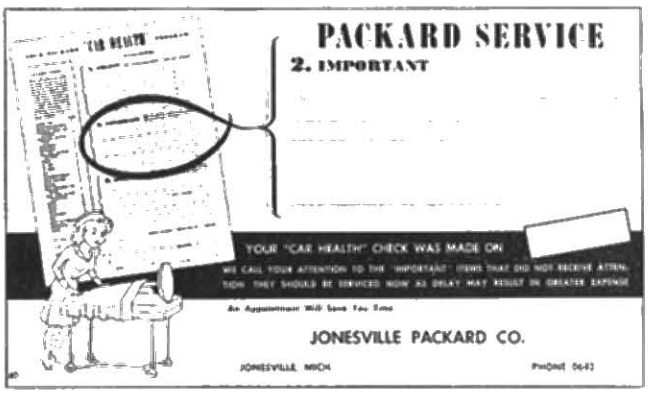
The service station on Wells Street has made a practice of sending a service reply card (like VT36) to customers who have been in for the first time to learn if they were received courteously, unreasonably delayed, satisfied with the work, etc. With very few exceptions, the replies are always favorable. The "exceptions" are followed up immediately.

Today the following reply was received: "Betsy is an old tub, 1937 vintage, but I was greeted with the same courtesy as I would have been had I been driving a 1942 Clipper."

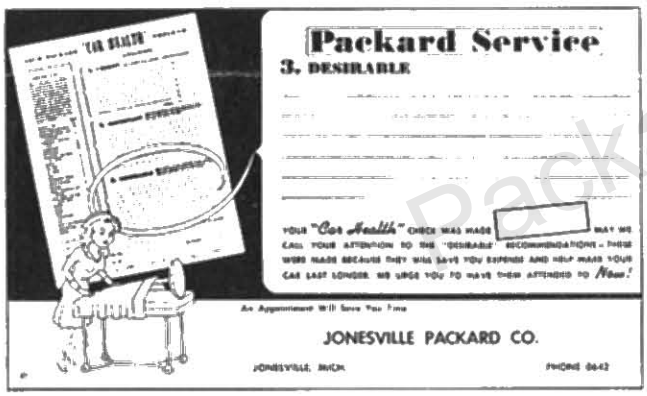
"HEALTH CHECK" FOLLOW UP

Here are two stamped postal cards to help you follow up the "Important" and the "Desirable" groups of work on "Health Checks." The personal call and the telephone call are of course most effective. We realize that these take time and time is a very scarce article these days.

A few cards a day takes only a few minutes and will help a great deal to keep the "Health Check" and its continuing benefits in the minds of your customers. For future service business don't neglect the follow-up of "Health Checks."



Card No. 40



Card No. 41

These cards are supplied no charge—a charge is made for the stamps and for form name imprinting—100 cards cost $1.00 for stamps and .65 cents for imprinting. Additional cards cost $1.00 for stamps and .10 cents for imprinting.

DOOR WEATHERSTRIPS LOOSE

Clipper

We still hear occasionally of loose weather strips on the Clipper doors.

This condition is most likely to occur at the forward edge of the door. It is also most likely to happen in very warm weather when the car has been in the hot sun. Heat may soften the cement, so that the rubber is not held as strongly to the edge of the door.

In addition to cementing the weatherstrip carefully to the door, it is necessary to make sure that there is no tendency for it to stick to the body. This can occur if the cement is carelessly applied, and after the strip is cemented in place, the outer surface should be carefully cleaned.

After you are sure that the exposed face of the weatherstrip is clean, it should be coated with powdered graphite or soapstone. If this is done, the door will close more easily and the edge of the body will not tend to pull the rubber loose from the door.

LUBRICATION OF MOTORS IN CARS IN STORAGE

In his letter of September 9, Mr. Page sent to all Packard Distributers and Dealers a copy of the new Conservation Order M-216 covering Maintenance Requirements for New Stored Vehicles.

This Order must be considered from two standpoints:

1. It is not only to your private interest, but it is also your public duty to take care of your new cars.
2. The Conservation Order must be carefully observed if loans are to be obtained on these cars.

In general the storage instructions follow the recommendations of the individual automobile manufacturers, but they are not identical with any such instructions, so that the Conservation Order should be carefully studied to see in what particulars it differs from your own preparations.

Our recommendations are unusually close to the Conservation Order, but you should note particularly the instructions covering the lubrication of the engine.

The Conservation Order specifies a rust inhibiting oil in the preparation of the engine. Here at the factory we have used Rust-Ban 603, which is produced by Penola, Inc., Pittsburgh, Pa. There are other good rust inhibiting oils, but our own experience has been with this product.

Do not forget that the *entire* Order must be followed if the cars are to be subject to an RFC loan.

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