



FIGURES FOR HE-MEN~

"AW!—don't talk accounting to me, I know where the profits of this place come from without going to those dumb-bells up in the office. If you want to know the truth—they could close up that front office for all the good it does them. Where they get the idea that a lot of bookkeepers are needed to keep this business going is more than I know.

"It's plain enough that if the boss sells a new car and makes \$700.00 and then allows \$1200.00 for a used crate that we sell for \$500.00, that neither the new car nor the used car sales departments are making the money. I know that all the money that is made around here is made in my department and it's been that way for years. Why, do you know, that new bookkeeper tried to make me believe that a lot of goofy figures he had, showed that the service department had been losing money right along? Can you get that—my department that keeps the doors around here open—losing money? Why he's worse than crazy. I've always told the boss that the best way to cut expenses around here is to 'can' those bookkeepers."

There you have one of those old time service managers who in his day was a good mechanic and still knows how they should run. But you also have, as head of your service department, a man who must be taught at once the value of figures. You will almost always find at the head of a losing service department a man who is ignorant of the value of figures. One would think to hear such men talk that figures, bookkeepers, auditors, and anything that had to do with profit and loss statements were the works of the devil himself; that they had been developed and brought into the automobile business for the sole purpose of deceiving and molesting him in his work as service manager.

He can't get into his head why he should be interested in any fancy factory printed invoice for billing a customer for a given amount of work. He thinks a parts requisition is silly, and while he may agree that a time card may be necessary, you never can sell him on the idea that a

garage needs a "New Car Inspection Report" or a "Vehicle Register" for keeping track of incoming and outgoing cars, or an "Owner's Follow Up Record" to help him get new business; and as far as your giving him an operating statement for his department, well, you are just wasting time if you are trying to prove that he isn't the goose that lays the golden egg for you.

If this description or any part of it fits you, there is just one thing left for us to do and that is to buy the flowers. A service station cannot be successfully run unless the service manager is able to digest accounting figures and reports. All business is conducted with figures and this requires a knowledge of accounting and the use of figures.

You must be able to find the leaks in the reports and make the necessary changes in your routine to control them.

Does your sale of labor hours give you a gross profit of 50 to 55%? If not, the reason can very likely be found in the report on idle time or from a check up on the extra time above bogie that is being spent on repair operations. Is the actual cost of a productive hour sufficiently below the selling price of that hour to leave a fair profit? If not, some more study is required on the figures found in the accounts headed defective work, general labor, small tools and possibly some others.

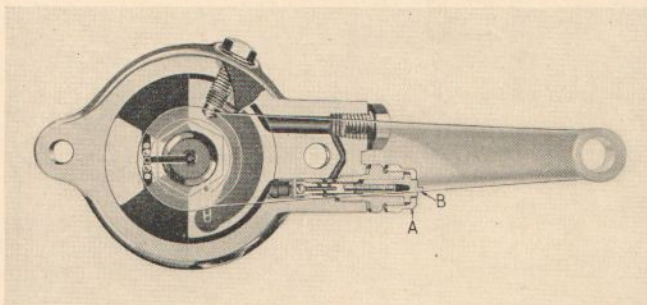
Is your Parts Department paying? If not, what do the figures show as to turnover and how near correct are the percentages of expense to sales? You should have a turnover of close to $4\frac{1}{2}$ and the expense should be about 8 or 10%.

There is not a single angle of the service job which does not need watching from the standpoint of figures, by which we do not mean that you must become a bookkeeper. We do mean you must be able to interpret figures in such a way that they will analyze past performance and predict future needs. You will find some interesting information on this subject in Part II of The Service Manual.



"Better Service Means More Car Sales"

More About Shock Absorbers



The article on Shock Absorber Adjustment in Volume 2, Number 23 of the Service Letter told you how to adjust the new metering valve and cautioned you about its use. We overlooked telling you about where it should be installed. The answer is—the new valve is for use in the lower plug. This is opposite the filling plug, the cut shows this clearly.

A Suggestion for The New Year

With the starting of the New Year let's make and keep at least this one resolution—

Resolved, that "*loyal intelligent service*" be our watchword for 1929. This sounds simple enough but there is quite a bit to it. The man who greases cars and overlooks even one point, fails in living up to this standard. The mechanic who does not carefully replace every single cotter pin and lock wire in exactly the right way fails; and the service salesman or inspector who does not take time enough to satisfactorily explain every single point a customer asks about fails also.

Then like most other sins this lack of loyalty works in a positive as well as in a negative way. You can go too far just as well as fail to go far enough.

The man on the rack can use so much unnecessary oil and grease on a car that in one day he can waste what the entire profit from this work amounts to. The mechanic can likewise waste enough bolts, cotter keys, gaskets, shellac and time to more than offset the profit on the order.

The Service Salesman or inspector can, instead of taking enough time with a customer to make him happy, take altogether too much time by unnecessary and harmful talk. You have all heard such remarks as "Well, we are sorry but we can't do a thing for you. Now if you had bought your car here, we would have notified you of this change and asked you to come in and have this new part installed." Or this one, which the customer always enjoys hearing especially just after a price reduction, "On the new car the design was changed and this trouble is overcome." Another common one is, "The reason we had to change those pistons was because the last fellow who put them in sure didn't know his business—he just about ruined your motor." Or there is the bright boy who meets the nervous old man, who just bought a new car and comes in for a new light bulb, like this, "Why, Mr. Jones, what is that noise in your motor, sounds like she was going to jump out. Better let us pull that motor down before she lets go on you."

In other words, thoughtfully do *all* of your work, don't *half* do it nor *over* do it. Be loyal to the customer and to Packard. The result will be "Loyal Intelligent Service."

Another Advertising Suggestion

The Hitchcock Motor Company, of Santa Barbara, California, have inaugurated a bulletin to be mailed to each customer. Its purpose is primarily to sell the service department. It is to contain, as the first issue would indicate, items of an educational nature and suggestions for obtaining the best possible service from their automobile.

Since a great deal of what we call service is a matter of impressions, and there is a lot of psychology in this problem, we should all take advantage of such methods as this to acquaint the customer with your methods and facilities. He should also know what is required from him if satisfactory service results are to be obtained.

Packard SERVICE

Vol. 1

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No. 1

ANNOUNCEMENT

It is our intention to issue, from time to time, as the occasion warrants, this paper for the benefit of Packard Owners in Santa Barbara. We want each Packard car in the territory to render the best service to its owner at the lowest possible maintenance cost. Our shop is fitted with only Packard tools; our mechanics are all Packard trained; and our methods and prices are all Packard factory methods and prices. Thus the car is serviced in the same manner as it was built.

"PIRATE" PARTS

Some owners are having replacements made in their cars by outside shops under the impression that it is cheaper. In most cases the parts used are cheaper and of an inferior material and will not, of course, last as long as the genuine article. In other cases where the parts are purchased from a Packard dealer, the cost is higher because no Packard dealer or Distributor can or will give a discount on parts under a factory ruling.

FREE INSPECTION

Our Mr. John Keith is well experienced in diagnosing any trouble which you may experience with your Packard. Mr. Keith will inspect your Packard and report its condition to you with such recommendations for improving its running condition as he sees necessary. This inspection is absolutely free and places you under no obligations whatsoever. It is merely a step toward improving Packard service.

The recent change in the personnel of our Service Department has been a success from the start, judging from the comments of many Packard owners, whom we have not seen for months. We wish to keep the Service on the same high plane as the car we sell, and if you have any constructive criticisms, please let us have them.

HITCHCOCK MOTOR COMPANY.

Battery Guarantee

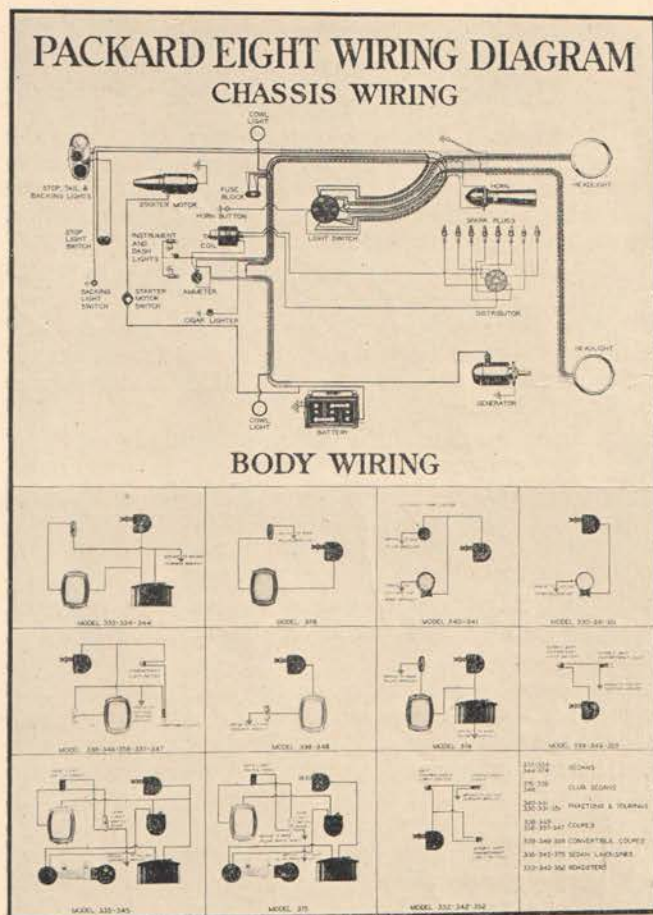
The standard ninety-day guarantee on Prest-O-Lite batteries has been in force by most Prest-O-Lite dealers. Their intention, however, has been to be liberal on Packard adjustments. The Prest-O-Lite dealers have now

received a copy of a bulletin containing this paragraph which should straighten out any misunderstandings which may have prevailed.

"Prest-O-Lite Rubberib batteries are now guaranteed against repairs for one year. A Prest-O-Lite Rubberib battery which during the first twelve months fails under normal conditions of use, will be repaired at no cost to the owner by the authorized Prest-O-Lite Service Station."

Wiring Diagram Charts

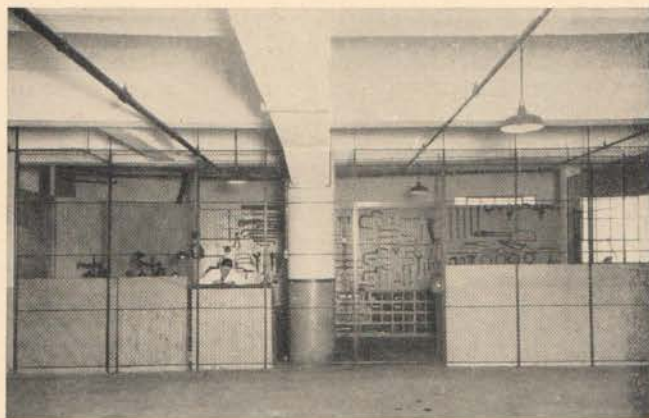
The cut shows a wiring diagram which is printed in colors. These are 34 x 46 inches and sell for 75c each. Dealers will please send their orders to the Distributer. Distributers will please order from the Factory Literature Department in the usual way.



Protect Your Tool Dollars

These special tools won't take care of themselves. They look to be in mighty good health when they are new but they require and deserve a lot more attention than the average service manager gives them. In the first place you should insist on an accurate inventory of all shop tools and equipment at least every ninety days. For this purpose the whole works should be cleaned up and any that have become dull, damaged or broken should be replaced or repaired.

This will give you the right kind of check on this equipment and assures you of complete tool insurance for your men. When you check over the inventory, recheck it with the Special Tool Catalog and make certain that the correct S. T. number and price is used on each item. Then check to determine whether or not you have taken



This Tool Investment is Well Guarded

advantage of this service which the factory extends to you on such equipment. Have you enough of the right kind of tools? How does your machine shop check up? Are you still using obsolete heavy duty machinery that requires a lot of space? Why not send in a copy of your inventory and a layout of your shop and let the Special Tool Department give you the benefit of its experience on what best suits the average shop requirements.

Just because you bought a hundred dollars worth of tools five years ago is no sign your shop is properly equipped today. These tools are being improved and new ones added and your list needs constant revision.

Give a little thought to the proper location of your tool room. Is it as convenient as it might be? Is it where the foreman can keep an eye on it? How does it look inside? If it's the usual tool room, it is one grand mess with very little system. The drills, reamers, taps and dies should be kept on inclined shelves according to size with dividers between each one and it is a good plan to keep them in the cases in which they come. Cards under celluloid should give the size of each. A convenient wall or "A" shaped racks are used to advantage as they conserve space and if, after the tools are arranged on them, they are painted and the tool outline is also painted on the board, it makes a very neat and handy arrangement. There are also a number of very practical steel cabinets for this purpose. One by Lyon Metallic Manufacturing Company is shown as it has some very clever features. It is sold under their Number 626 and lists for \$30.00. One of heavier construction may be obtained if desired at very little additional cost.

This subject of special tools is very definitely connected with that other one known as "Net Profit" because since the gross profit on both parts and labor is more or less fixed, the problem of shop net profit becomes one of saving time on standard operations. There is only one right way to do this—that is improve your men's efficiency. What can better assist you in doing this than *More and better Tool and Shop Equipment?*



Gasoline Gauges

The King-Seeley Corporation wishes us to give you this information concerning a temporary amendment to their Service Policy on Telegage Dash Units:

King-Seeley No.	Packard No.
1508	157430
2273	158242
2371	158440

2. To receive this replacement, the returned gauge must be accompanied by a defective claim form, properly filled out, or free replacement will not be made.

3. The motor number and original date of delivery of the car must be given on each claim form; otherwise no credit will be allowed.

4. This special policy will remain in effect until June 1st, 1929.

5. This policy goes into effect December 15th, 1928.

You will understand that all returns under this arrangement are to be made to either your local King-Seeley dealer or to the King-Seeley Corporation, Ann Arbor, Michigan.

Oldberg Mufflers for Models 336-343 443-426-433-526-533

We are now prepared to furnish Oldberg mufflers for these models

Piece No. 97512—Exhaust Muffler Assembly Covers models 336-343-443.

Piece No. 97513—Exhaust Muffler Assembly Covers models 426-433-526-533.

TO INSTALL

Remove old muffler with brackets and tail pipe.

Remove brackets from old muffler and attach to new assembly using two end stud holes. See illustration.

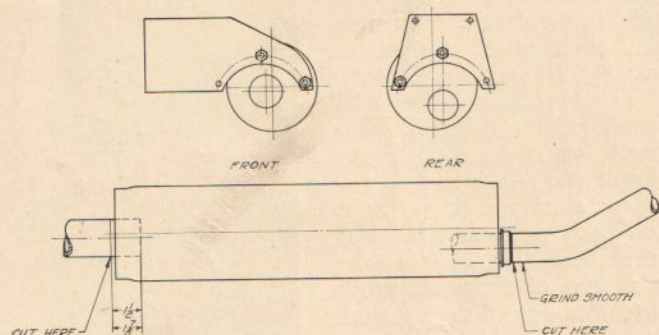
Cut off tail pipe just outside of welded flange—grind smooth.

Cut off $1\frac{1}{8}$ " from rear end of exhaust pipe for Eights, $1\frac{1}{2}$ " for Sixes.

Assemble muffler and brackets to chassis.

Reassemble tail pipe and clamp in place.

Note: Put a slight kink in the tail pipe to line up with outlet tube in the muffler.



Parts Order Handling

Accompanying this issue is an article in pamphlet form describing in some detail the factory Parts Department. This will prove of particular interest to those Parts Managers who have not had an opportunity of personally going through this Department. After reading the article you will realize more fully the effort which the factory puts into the problem of promptly handling your parts order.

All of the equipment and systems we can use, however, will not take the place of the work you need to do in properly ordering active and required parts.

Make your ordering comply with the factory Parts Department routine and you will receive the benefits of the prompt handling which this new equipment makes possible.

Information on Gasoline

The service salesman is undoubtedly asked a good many times in the course of a year as to what gasoline is best suited for use in the Packard car, and we are giving you a line-up on just about what information should be given out on this subject.

The fuels available for use in automobiles may be divided into three general classes: 1. Ordinary gasoline. 2. High Test Gasoline. 3. Anti-knock Gasoline. We also have three subdivisions: 1. Benzol. 2. Gasolines with mixtures, such as ethyl. 3. Miscellaneous trade named products.

Ordinary gasoline is the fuel most generally used and will give the same gasoline mileage and the same power as any of the other gasolines, providing the motor does not carbon knock. It is the gasoline to use unless difficult starting is encountered in cold weather. When this occurs, high test gasoline has an advantage.

High test gasoline is worth its cost only for cold weather starting, and should only be recommended for this purpose.

Anti-knock gasolines are, as the name indicates, designed for a specific purpose. They are not cure alls and should not be recommended where specific motor repair operations are actually necessary to overcome various noises in the motor which a customer may be complaining about.

There is no economy in the purchase of cheap gasoline and benzol compounds. These are very apt to contain a high percentage of sulphur. This forms an acid which causes rapid depreciation in the motor. Such mixtures cause pitting of pistons, pins, chains, crankshafts, and other important parts of the motor, and are in the long run very expensive fuels to use. We recommend that such fuels be discouraged unless you are positive that the sulphur content is low.

The final question brought up is that of power. There is actually very little difference in power and pick up or gasoline mileage, and it is more a question of selecting a fuel which is handled by a reputable concern, and this usually turns out to be one of the well known widely advertised brands.

**We Welcome Suggestions and Inquiries from Packard Service Men
Address All Communications Care Editor, Packard Service Letter**