

VOL. 5 NO. 4

FEBRUARY 15, 1931

## Have You Too Much System?

NOT long ago a friend of mine started in business in a small way by opening a store. I was helping him select some of the equipment and like Amos, Andy and Brother Crawford, we decided that a cash register was one of the most important items. Unlike our colored friends, he didn't give his friend the job of running the cash register, therefore, this story can continue.

Anyway, we went into the local branch of one of the largest cash register manufacturers and asked to see some equipment which they thought would be suitable for a store which we figured would do about so much business. Now this salesman could have looked us over, we didn't look any too prosperous, and he could have sold us a cash register with keys up to the fifty cent denomination and we probably would have been entirely satisfied. On the other hand, he could have assumed that as we were just going into business and apparently very new at the adventure, we would be considerably over-enthusiastic and he could have sold us a machine far beyond our actual requirements.

I don't know whether all of the salesmen for these people work in the same way, anyway I liked the way this man worked. I learned something from helping to buy a cash register and I hope that some day I have to buy another one, because I want to go back and have another talk with that salesman.

He didn't sell us a little mechanical contrivance for keeping track of spare change; he sold us a system that would do some definite things for that store. He talked to us about the inventory that we planned on carrying; he went into the method of controlling that inventory; he talked about proper buying; he told us just how to figure turnover and what turnover should be expected in the particular line of business that was being discussed. He even talked some advertising and told us about how much ought to be spent in comparison with the business we intended to do, and before he was through he was telling us the kind of lights we ought to put up, how we should display the material in the counters and on top of the counters; he gave us a little book showing us how to decorate the windows; he gave us the benefit of his long experience in dealing with retail stores. He then began to stress the importance of the proper control of the business, he showed us how important a complete control was.

Well, the outcome of the thing was that we bought a cash register, and we went away from that place fully convinced that we had met a real salesman; he had really tried to help us with our problem, and it seemed to me that he had done a great deal more than simply try to sell us a cash register. He was really interested in doing more than that, and that is one of the thoughts that I thought worth while passing on.

And here is the other one. In his talk on the value of a proper system, he said that there are five things which a system must do to give you the kind of control of your business that is necessary to obtain successful operation:

First, a system must give you accurate information about what goes on in your establishment at the time it takes place.

Second, it must give you the maximum of protection against mistakes, carelessness, forgotten charges, temptations, etc.

Third, it must provide quick and pleasing service.

Fourth, it must provide the greatest convenience for you and for your customers, particularly during the rush hours. It must be flexible enough to take care of your peak loads.

Fifth, it must be economical; it must save time and cut out lost motion, in operating inexpensively, it must stop carelessness, disputes, and act as an incentive for the whole hearted support of those operating the system.

Now, you may say that this was a terrible line of chatter to pass out to two boys trying to buy a cash register, and maybe it was. I'm not trying to judge his style of salesmanship. I don't even presume to know whether or not he is a good salesman, but I do know that he interested us and that he tried his utmost to be of real service to us and I know that he gave this friend of mine something to work on and something that will stay with him as his business grows. I don't know whether this is a standard selling talk for this particular make of cash register. I'm suspicious that maybe it is, anyway, what he said about system was well worth listening to, and I thought, as he was talking, that it applied in a very direct way to the system of any Service Department. I think that it would be a mighty good thing if we would accept his method of measuring a system and check our own system with it. If the system we use in our Service Station does these five things, then

I am convinced that we have a control of our activities, which is adequate and which will result in clear accurate records maintained in a way to give pleasing, prompt service to Packard Owners in a convenient and economical manner.

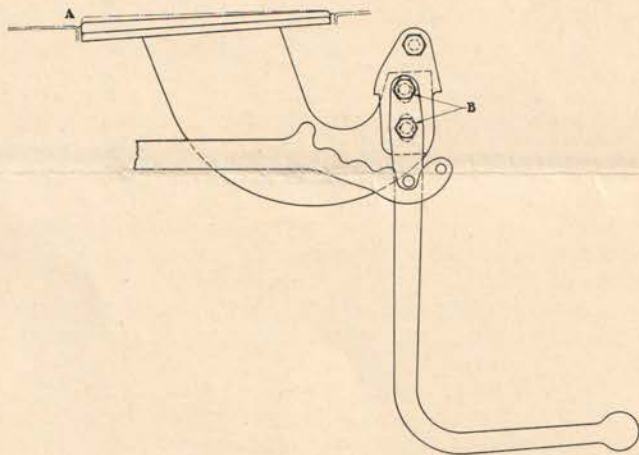
Take these five items and go right through your entire system. Find out if it is doing the job that it was intended to do. If it is doing more than this, it is unnecessary "red tape," if it is doing less than this, you do not have the control of the activities of the Service Department, which is necessary for the profitable operation of your department.

#### A Measure for System

Information	Protection	Service	Convenience	Economy
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### Ventilator Cover

The position of the ventilator cover in relation to the sponge rubber gasket is adjustable. You may find an occasional case where the cover does not seat firmly on the gasket, thus allowing water to be driven through into the driver's compartment. In such cases you will undoubtedly find that an adjustment by means of the



slotted holes at "B" will take care of the opening at "A." After loosening the nuts, have the cover held down firmly into the rubber gasket while the nuts are being tightened in the new position. You will find that the ventilator cover will then close firmly on the gasket and this will prevent further leaking.

### Cleaning Custom Car Tops

We are repeating the information sent out by the Custom Car Department in General Letter G-304 on the subject of custom car top material and the proper method of cleaning the different materials used.

"Do not clean Jonarts or Burbank tops with naphtha, ether, gasoline or any other cleaning preparations, as they destroy the water-proofing quality and cause the tops to leak.

"To clean a 'Burbank' top, use art gum or a dry stiff brush.

"In the case of 'Jonarts,' use art gum or ivory soap and lukewarm water with a stiff brush."

### Eighth Series Springs

To make it possible to give the owner practically any kind of a ride he desires, we carry in service stock springs with varying rates of action.

The springs in the first group are standard and are furnished as regular production equipment.

All front springs measure 2¼ x 42" and all rear springs 2½ x 60½".

		Lbs. Load	Rate
180366	Front Spring	850	325#
180367	Front Spring	950	325#
180369	Front Spring	1050	325#
180382	Rear Spring	1000	145#
180384	Rear Spring	1100	145#
180386	Rear Spring	1200	145#
180388	Rear Spring	1300	145#
180390	Rear Spring	1400	145#
180392	Rear Spring	1000	165#

Standard equipment on 7-Pass Touring only

If a soft ride is desired, substitute springs of the same load, but lower rate of action. See group below:

		Lbs. Load	Rate
180360	Front Spring	850	275#
180362	Front Spring	950	275#
180364	Front Spring	1050	275#
180372	Rear Spring	1000	120#
180374	Rear Spring	1100	120#
180376	Rear Spring	1200	120#
180378	Rear Spring	1300	120#
180380	Rear Spring	1400	120#

For extraordinary high speed driving and rough road conditions, we recommend the extra stiff spring. See group below:

		Lbs. Load	Rate
186031	Front Spring	850	375#
186032	Front Spring	950	375#
186033	Front Spring	1050	375#
180392	Rear Spring	1000	165#
Standard equipment on 7-Pass. Touring			
180394	Rear Spring	1200	165#
180396	Rear Spring	1300	165#
180398	Rear Spring	1400	165#
186029	Rear Spring	1300	185#
186030	Rear Spring	1400	185#

Before changing springs on any car a careful check should be made to make absolutely certain that the springs are not binding at the shackles (this can be eliminated by reducing the tension on the spring bolt spring washers) and that the desired result cannot be obtained by changing the valving in the shock absorbers. The extra stiff springs are required only in exceptional cases where the car either carries more than the normal load or is driven hard over rough roads.

### Improvement in Metal Tire Covers

Metal Tire Covers are becoming more popular every day. We have just incorporated two improvements in our covers which will be appreciated by the field.

FIRST, we have arranged with the cover manufacturer to improve the surface finish and to give us an extra coat of enamel. (This applies only to covers merchandised through this department.)

SECOND, we will pack only two covers to a carton, which will eliminate the possibility of marring them.

## How Many \$ for 7c?

Service Letter Volume 4, No. 23 illustrated a new type of Follow-up System, which we will designate as the Syracuse Owner—Follow-up Record, thus giving credit to its originators. As explained, it is designed to fasten to the wall, or other suitable equipment, such as the Multiplex stand.

The forms are thirty-five inches long; the first section is eight inches wide to fit in a standard typewriter, and the second section is fifteen inches wide. The form is divided so that names may be added, as required, and also so that at the end of each year a new year's record may be started without the necessity of re-typing the list of owners' names. The price of the record is seven cents for a set of two, that is, one sheet of eight inch width and one of fifteen. This will accommodate 130 names.

There are several variations which can be made in keeping record on this form. You may designate simply the week in which the owner's car was in the Service Station by a cross in the proper space, or you may show the exact date by noting the actual date that the car was serviced.

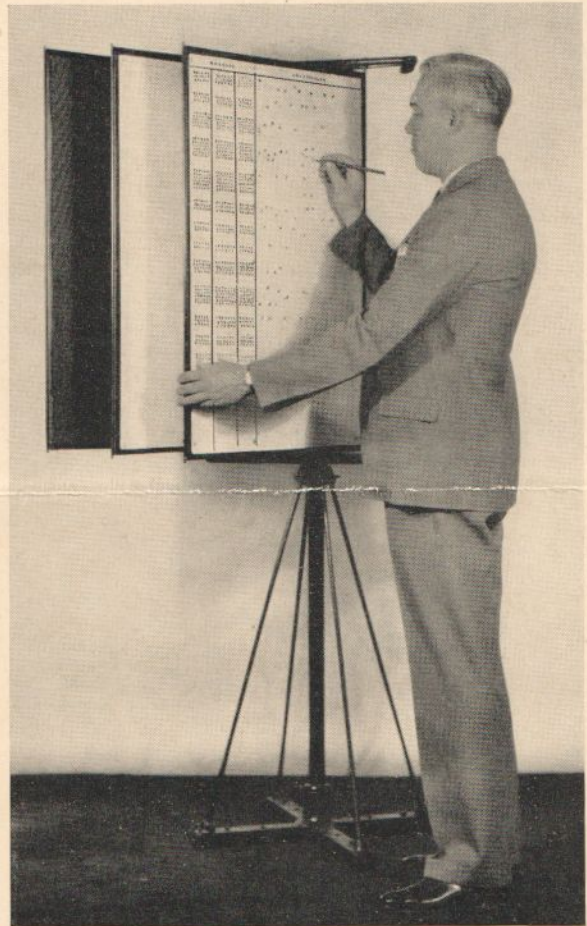
You may use it as a record of your follow-up efforts by using a diagonal mark of a different color to indicate when and how you got in touch with the owner. For instance, a blue mark could be used when a letter is sent; a green mark for telephone calls and an orange mark for personal calls.

You may also want to keep track of different types of work performed on each car, for instance, a red cross would indicate mechanical work; a blue cross—lubrication and as many other colors could be used as you wish, in order to obtain a picture of just what class of work you are obtaining, and from this picture you can determine what further efforts you should make to obtain additional work. For instance, if blue indicates a lubrication job, if you find very few such marks at the end of a three months' period, you may say to yourself, "There is no money in lubrication anyway, so I'll forget about that class of work." Such a statement may be true in your particular case, but probably it is because of your method of handling such work. It certainly is not true that there is no money in lubrication sales. It may be that your method of issuing oils and grease from the stock room tends to create waste, or it may be that your records on these supplies are inaccurately kept. The first thing to do is make sure that this material is not wasted and that it is correctly issued and sold. Then decide what volume in such work you can reasonably expect. This can be determined by putting down the number of different cars that you serviced regularly last year, then put down the number of gallons of motor oil that you sold last year, divide the first figure into the second and you have the total number of gallons of oil sold per car serviced. Now figuring an average of 10,000 miles per year, you should have sold each one of these owners approximately ten oil changes throughout the year, amounting to either eight or ten quarts per car, depending on whether it is a standard or custom car. The result of these figures will show you approximately what your oil business should have been, as compared with what it actually was; you will probably be surprised at the difference in these figures.

Now if you want the rest of the story, figure your profit on a gallon of oil and multiply that by the difference between the number of gallons which you sold and which you might have sold and that's the figure you ought to be interested in. We are not saying that you

would normally get all of this lubrication business, what we are saying is that you can get a whole lot more than you are getting and that it is profitable when properly handled. And this is not all, if all of your customers came in regularly for oil changes, how much more work on mechanical items would you receive as a result of these regular calls?

Maybe you have a paint shop that hasn't been doing especially well, or it might be interesting to keep track of the number of times an accessory sale is made. Anyway if at the rate of seven cents per 130 names, your follow-up on those customers results over a period of a year, in only seven additional orders for the shop, you surely wouldn't say that the seven cents and the small amount of time to keep up such a record hasn't been well spent.



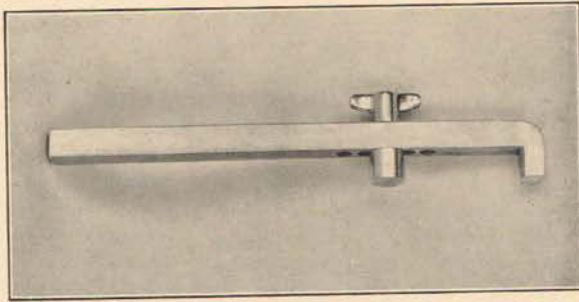
The Service Department can't control the amount of new owners, but it can control the amount of business it is possible to get from the Packard owners on its list. There is no reason to suppose that 1931 is going to be an over-prosperous year, on the other hand, it is going to be a year where every bit of business that you possibly can obtain is going to be well worth the effort that such a record as this makes possible. We should all make a drive to obtain the amount of service work which it is reasonable to expect from each owner's car in our territory.

VOL. 4 NO. 23 GIVES MORE DETAIL ON THIS RECORD AND ITS ADVANTAGES—START ONE AND WATCH THE RESULTS.

## Special Tools

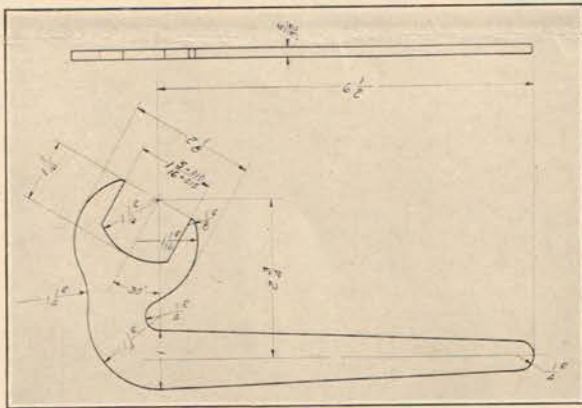
### ST-801 FLYWHEEL CRANKING TOOL

NET PRICE \$2.75



This is a special adjustable wrench for turning the flywheel when taking up the main and connecting rod bearings. It will save considerable time over the old method of using the screwdriver on the teeth of the flywheel and prevents the crankcase and teeth of the flywheel from becoming marred.

Several very good suggestions were received during November and December on special tools. The Tool Department has picked out two winners, who are receiving a small check as a reward for their efforts. One of these tools was received through Frank Butler, dealer at Warren, Ohio; the other from C. Beard of Louisville. They were both relative to a water pump packing nut wrench to be used on Sixth Series as well as Seventh and Eighth cars. The illustration shows their suggestion.



Other suggestions received were as follows:

A hub cap wrench from H. N. Camesaca, Lincoln, Nebraska and also from Rufus Scott of Albany.

Mr. J. R. Montgomery of the Detroit-Grand River Branch sent in a wrench for opening the radiator drain where the new style pump is used, also a suggestion for removing the valve chamber cover plate on the first run of Eighth Series cars.

Mr. George Steppenbeck, San Antonio, made a suggestion for cutting a groove underneath the cutter of the valve chamfering tool. This, however, was included in the design a short time ago.

Mr. Frank Ptacek of New York suggested a shock absorber to ST-743.

Mr. Lester Hall of Omaha suggested a special wrench

for holding the nuts when removing the pan between the radiator and the front end gear cover.

Mr. Lee Merrill of Portland sent in two suggestions, on a handle for shutting off the radiator drain on Sixth Series cars, and another on thread shields, as supplied on new spark plugs to slide over the blades of reamers.

Details are carried in file by the Special Tool Department and additional information on any suggestions may be obtained by consulting that department.

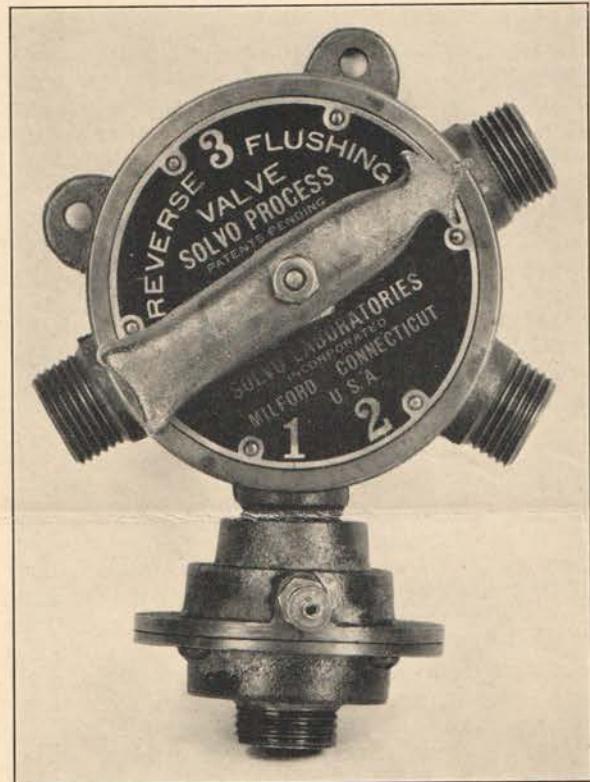
ST - 798

### RADIATOR FLUSHING TOOL EQUIPMENT

for all Model cars

NET PRICE \$37.50

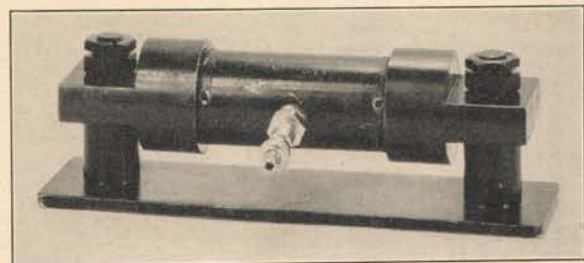
ST-799—PACKARD ONLY—NET \$27.50



### ST-800 VIBRATING SCALE CRACKER

for all Model cars

NET PRICE \$27.50



Sediment in the radiator should be removed to improve its efficiency.

The tool is very simple and will do a satisfactory job. It can be easily installed on the wash-rack.

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