



## CASH!!

WE have heard from various sources of authority that one of the largest leaks in any Service Department is to be found in its accounts receivable. We have heard further such statements as: "Accounts Receivables should not exceed a forty-five day basis, based on sales volume." You may have wondered what these statements really meant and of what interest they were to the ordinary Service Manager.

In case you require a very simple explanation of these terms, we would answer in this manner:

Accounts Receivable represent the amount of money charged to customers on repair work, which your shop performed on their cars and for which they have paid no money.

The other sentence in simpler form means that if you allow one of these accounts to become more than forty-five days old, you can set it down as a rule that you are going to have difficulty in collecting the entire amount. In other words, the face value of these accounts depreciates after that length of time.

We dislike to make statements concerning unsatisfactory conditions without offering some suggestion for the remedy of those conditions. In this particular case we not only have a remedy, but what represents practically a cure for this condition. What we are referring to is the

"cash system." You may want to give it some fancier, or smoother sounding name, but the main thing is that your efforts, tending to bring about the payment of more cash for service work, reduces and eventually eliminates the loss due to Accounts Receivable. By loss, we not only mean the loss in money, but in Good Will. This last loss is brought about by the arguments and dissatisfaction produced by the delayed invoice system.

The first step to take in getting closer to a cash basis is to make sure that your routine is simple enough to enable you to have every invoice available when, or very shortly after, the work on a car is finished. The invoice in all cases must be ready when the customer calls for his car. We believe that the best way to deliver the invoice is not attached to the car in some way, but from the Cashier's window.

We like very much the idea used by the L. R. Mack Organization in Albany, explained in detail in Volume 5, No. 6, for gradually preparing for a cash system.

The next step undoubtedly is to notify your customers in a friendly and logical manner at least thirty days before such a change is made. At this time it is also advisable to arrange for a certain limited number of courtesy accounts. For this purpose either provide a courtesy card, such as is commonly used by hotels, or some means

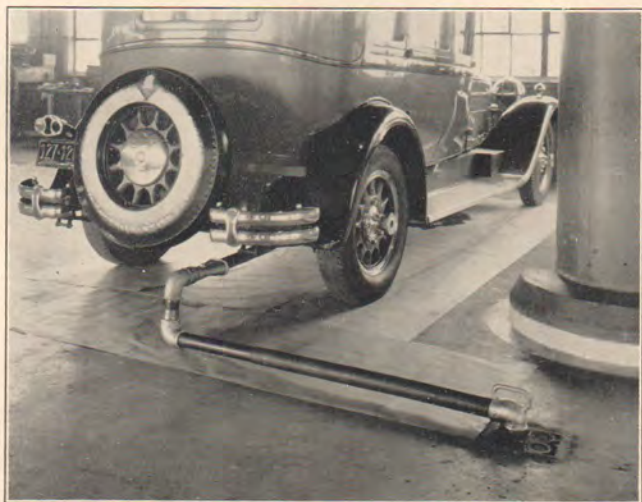


of identifying the customer so that the car will be released with the invoice on the understanding that payment will be made by check the following day. This step is advisable especially with chauffeur driven cars.

The next step is explained in the pictures; it is not only important that you provide convenient facilities properly located for the payment of service invoices, but that you make the payment of those invoices as pleasant a transaction as possible. The picture simply offers a suggestion; you may consider this simply a detail, but even in the paying of bills, there are certain rules of psychology, which must be followed.

## Building Equipment Suggestion

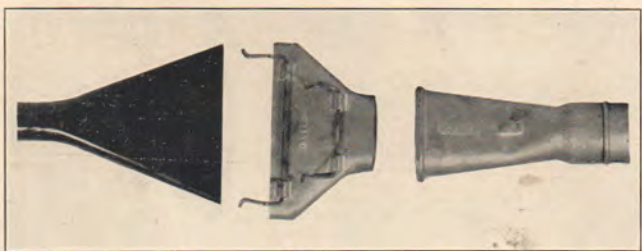
A new and more serviceable connection between the tail pipe and underground exhaust system. The connection is made of substantial aluminum castings and seamless steel tubing. The difference in length between the tail pipe of a car when in the shop and the casting in the floor to the duct system is accomplished by one tube sliding inside of the other a la trombone effect. The



variation in height from the floor to the tail pipe is accomplished in the same fashion. A handle is provided to assist in connecting or disconnecting the unit with the floor connection.

All parts of the unit have been made strong enough to stand average shop use including being driven over with a car and should prove much more economical than the flexible metal hose now in common use. B. E. 220 Net Price \$8.75.

Tail Pipe Connector, B. E. 221—A new aluminum connector suitable for use between the tail pipe for the so-called fish tail end of the 840 and 845 exhaust pipes



and the flexible hose connections, B. E. 202 or the new style coupling, B. E. 220.

It is made of an aluminum casting with snap clamp rods on both ends to assure tight assembly while in use. Net Price, \$2.00.

A limited number of both B. E. 220 and 221 have been made up and are available through the Service Stores Division.

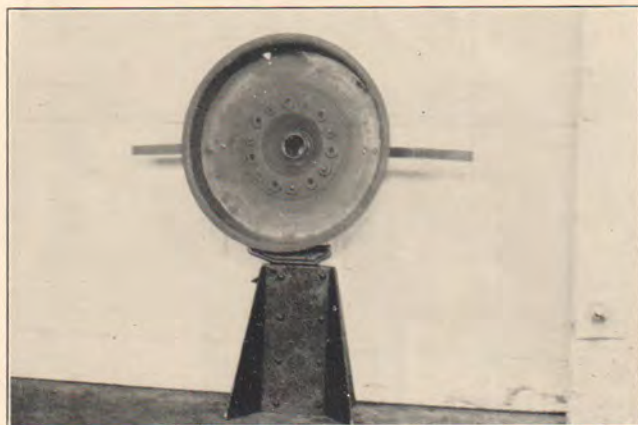
NOTE: The B. E. 220 connection is designed for use in all buildings incorporating the Packard Floor Exhaust Connection where they are installed on 20' centers.

Complete information as well as the castings themselves for underground exhaust systems can be obtained through the Building Division at the factory.

## High Spots on Brake Lining

Mr. William A. Burch, machinist at Packard, Washington, has sent us a picture of a special tool that he uses for curing, grabbing and squeaking brakes. It is an operation which smooths down the high spots on the lining after a reline job and thus eliminates the grabbing and chattering. He takes an old brake drum and increases the inside diameter by ninety thousandths. He then glues under pressure No. 20 Grit Carborundum Cloth to the inside of the drum, using Linolac glue. This is allowed to dry from twelve to twenty-four hours under pressure.

After adjusting a set of brakes to standard, he removes the drum, puts on the drum with the carborundum cloth; takes up on the brakes just enough to give tension and turns the drum until the auxiliary and primary shoes are seated. He then takes up on the eccentric just enough to seat the secondary shoe. He states that they have tried this method on several sets of brakes and find that it works satisfactorily. The operation takes about three quarters to one hour to perform, but the cost of the tool is very inexpensive and will pay for itself on the first job.



## More Income

\$3,200,000,000.00 sounds like a lot of money at any time and for the year of 1930 it sounds like a great deal more. It's such a sum that it is hard to realize that it represents the total bill of vacation motor tours in the United States for the year of 1930.

It is not simply an approximate guess; it is a figure based on reliable sources and determined by the American Automobile Association, as a result of an exhaustive survey which they made. It represents what the American public spent last year for automobile vacation tours. It does not include the \$325,000,000.00 spent in Canada by American motorists. This is a separate figure.

These amounts, it has been determined, are slightly smaller than was actually spent in 1929; it is interesting to note, however, that the number of tourists was materially increased. It is further interesting to note from their report that the outlay for recreational travel during 1930, including these amounts and what was spent for rail travel, air and water travel, also European and South American travel, represents the staggering figure of \$7,500,000,000.00 If you want something to compare this figure with, it represents an amount equal to our total foreign trade for the year.

These figures as totals may not be particularly interesting to you. They should, however, be vitally interesting to you since the first amount mentioned is made up of money spent in various parts of our own country. Quite a large portion of it undoubtedly was spent for the maintenance and operation of tourists' cars. The question of most importance is how much of it can be directed into your own cash register. There are very few Service Stations, which are not on some line of travel taken by many of these tourists. Some distributors, of course, are extremely fortunate in their location and derive their full share of tourist business. Washington for instance reports an income from tourist business last year of around \$16,000.00; an item surely worth going after. It is difficult, of course, to know what volume of this type of work you can rightfully expect. It is our belief that a word from your own Packard owners, as to the type of service you render and the convenience and courtesy which tourists will receive at your hands, is undoubtedly your best method of advertising. For instance here is a letter received from a Detroit man, recently visiting Montreal; he was deeply impressed by Packard owners of the type of service that he, as a tourist, would be able to obtain in Montreal, he will never

hesitate as a tourist to take his car to Montreal for any service required. This same condition can be multiplied many times by your own owners to their friends and so on down the line.

We believe the first thing to do is to impress upon your own owners the fact that you are taking care of not only their cars, but all Packard cars going through your town. Richmond, you will recall, has a book for registering tourists, which was described in Volume 4, No. 11 of the Service Letter. Many Service Stations have road maps available for the convenience of tourists and undoubtedly a great deal more could be done along this line. For instance, through the summer months particularly, your Service Salesman should be thoroughly familiar with the best routes out of town to various points. Maps on the wall should be available. Road maps can be obtained from your local automobile club. Information concerning hotels, even registering rooms and being familiar with hotel service in nearby towns would be of considerable advantage to the tourist.

An additional service has come to our attention in the form of a very complete book entitled "Motoring Abroad," for the convenience of customers who plan trips in other countries. A copy of this very interesting and instructive booklet can be obtained from the American Automobile Association, Foreign Travel Division, Washington, D. C., at ten cents per copy.

There are many courtesies which can be extended to tourists; among your own customers as well as among those who will go through your city during the tourist season. Why not definitely prepare and plan for your share of the money spent annually on vacation touring?

## 8th Series Lubrication Tank



**ALWAYS** check the Lubricator Tank when adding or changing oil on 8th series cars.

February  
Sixth  
1931

Packard Montreal Motor Co. Limited,  
4026-30 St. Catherine St. West,  
Montreal, Que.

Gentlemen:

Mrs. Richardson and the writer just returned from a week's stay in Montreal, and the writer personally noticed the great number of Packard cars used in the taxi service, and upon questioning the drivers, as to why so many Packards were used I was told that not only were they a good car but that the service in Montreal was of the highest standard. In fact your established service is so universally commented on that it seems to be the chief sales talk amongst the taxi drivers, whom we all know place heaps of abuse on whatever automobile they drive.

I thought this information might be of interest to you.

Very truly yours,

Signed:  
J. D. Richardson.

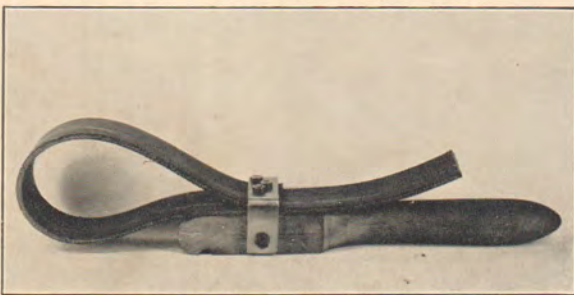
## Wichita Service



We have here Mr. Wilson King and his boys from Wichita with an exterior and interior view of their new Service Department. They recently moved into a new building of which they are very proud. The entrance and space for writing shop orders from which cars pass to the well lighted ramps and the second floor, are features of particular interest. The boys certainly have ample space in which to show their stuff, which should result in some good net profit figures for Wichita.



### WHEEL HUB CAP WRENCH

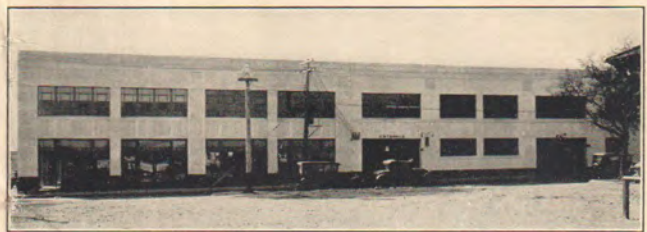


ST. 982 \$2.25 NET

## San Antonio Service



We have obtained some pictures of the new building in San Antonio from E. A. Garner, Service Manager at that point. There are several points of particular interest, one being the exceptionally attractive treatment of the front of the show room and the second view shows the entrance and exit to the Service Department.



A Service Department to be up-to-date must have exceptionally easy entrances and exit facilities and this has been accomplished in the new San Antonio layout.



The third view is of the San Antonio Service Car. This was previously shown and credited to Houston and we will have to ask that organization to send in a picture of their Service Car to see how well they compare with their neighbor's, in such equipment.

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