



VOL. 7 NO. 1

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Merchandising Plans

WE have prepared and will mail to each Service Manager a book for his special attention and consideration. It deals with special plans for building service volume during 1933. The book is bound in attractive, convenient style to be kept and used throughout the year. It is of loose leaf design so that pages may be added as they are issued. You may wish to make additions of your own and the main subdivisions of the book will be found a convenience. Leather tabs are supplied for the main headings and sub-headings will be found in the index.

The plans, equipment, forms and ideas are in no sense "desk theories." They have been tried and proven. Backed by sufficient enthusiasm, they will prove successful for you.

Such subjects as these are covered—Service Market, Direct Mail, Scientific Equipment, Lubrication, Insured Service, Accessories and Parts. New angles on every one of them—the same goods, but wrapped up in new packages and presented in a new way. It's going to take some new "packages" and in some cases a new type of "goods" to get across in 1933. We have two jobs. First, to make sure that our service is right from the customer's viewpoint and second, that it is presented in so attractive a manner that it will bring customers back for more.

Your goal for the year must be to so operate your Service Department that you will obtain all of the lubrication work and all of the maintenance work on every registered Packard not over five years old in your territory and a large share of these two items on Packards older than this.

Does your present volume of service work represent all that can be expected from your Service Department? Have you figured out what each customer on your service record should produce for you in the way of gross income? Do you know for instance that the large oil companies set up, as a quota for each customer that they service, an amount of \$114.00 for gas, oil and grease? This amount represents an average for the entire country for this type of service.

One automobile company sets a quota of \$143.00 per year for the average customer as a reasonable amount to cover lubrication and general repair work. They state that it is possible to anticipate your service volume

by taking 85% of your potential customers and multiplying it by \$143.00.

Another manufacturer sets as a quota \$10.00 per service order written and ten calls per year, or \$100.00 per customer. The National Automobile Chamber of Commerce figures indicate that the average amount spent per customer per mile for maintenance is \$.025 per mile and \$.001 for oil, or approximately \$260.00 for ten thousand miles.

These figures quite evidently are based on all of the service for a car kept in first class condition. They are considerably higher than our figures. An analysis of figures on current model cars, where the frequency of calls indicates that we are obtaining all of the lubrication and mechanical service, shows that we are obtaining approximately \$60.00 for mechanical maintenance cost, labor only. For each \$3.00 spent for labor, approximately \$1.00 is spent for parts, therefore each customer spends approximately \$20.00 for parts. These figures represent what an average customer is actually spending under present conditions. They do not represent what a customer should spend to properly maintain and lubricate his car. Our records indicate that it is possible, when properly handled, to show a correct gross profit on an insured service contract sold for \$80.00 for 10,000 miles. Our records further indicate that we are now obtaining an average of \$9.64 mechanical labor per repair order written. If parts are added to this on the same ratio, our average repair order would amount to \$12.85. If you are selling the average customer not only mechanical maintenance, but lubrication work, he will be in your service station ten times in ten thousand miles. On this basis you should obtain an income of approximately \$128.50 where you are obtaining all of the work from a customer. Now assuming that you will have some special prices during the year, and that it is unreasonable to expect a call from a customer at the rate of ten for each ten thousand miles, we will strike an average between what is now being obtained and what apparently is possible to obtain. Taking \$60.00 for labor and a third of that for parts, we have \$80.00 for your gross income per customer. Then we will assume conservatively that we can expect to write \$8.00 on each repair order and that the customer will be away at least two months out

"EVERY OWNER A SALESMAN"

of the year, we still have \$80.00 as a conservative yearly estimate. If you will take your "active" owners' list and count the names on it, then multiply it by \$80.00, you will have a figure which naturally you cannot realize in view of the fact that on your owners' list are many who do not come to you regularly. It is only possible to realize this income, per owner, on owners which you now have, or can get into your "active" file.

The owners on your "occasional" list will not produce this income for you. On this group, unless you are able to move them to the "active" group, you probably cannot expect more than 50% of this income. On your "inactive" list you can anticipate very little revenue.

It is, therefore, important that you divide your file as we have recommended into these three groups. When this has been done you can then obtain the amount of service volume that you should derive from your territory by multiplying the number of names in your "active" file by \$80.00 and those in your "occasional" file by \$40.00. Add these two amounts together and the total represents a conservative possible service volume in your territory.

Timing Chain 905-906

The issue of the SERVICE LETTER dated October 1, described the method of checking the timing chain in the Twin Six motor.

No 905 or 6 car should be allowed to run 20,000 miles before this check is made, and it is preferable that the first inspection be performed in the neighborhood of 15,000 miles.

The camshaft chain on the 905 and 6 is non-adjustable, and in case excessive wear should develop, it is important that the condition be discovered before the chain becomes so loose as to risk jumping the sprocket.

Arrangements should be made so that the chain in each motor will be checked before the mileage reaches what might prove to be the critical point.

Service Salesman Jones, M. D.

(Master Diagnostician)

Too many Service Salesmen expect the customer to order what work he wants. This seldom produces satisfactory results. What the Service Salesman should get from the customer is simply a description of a condition which he wishes corrected. The Service Salesman must assume the position of a doctor. A doctor you go to see is not interested in what you think will cure your pain. What he wants you to tell him is where the pain is as close as you can and what results you have along with the pain. He finds out what you know about your trouble and then he prescribes the remedy. You, as a Service Salesman, must do the same.

When authorized distributors and dealers consider their Service Managers as the "guardians" of their customers' cars and their Service Salesmen as the "doctors" in charge of the health of those cars, then will we have a proper foundation for a Service Department. We will then be in a position to prescribe *regular* treatments that will keep the automobile running as it should.

Price of Spark Plug Cleaner

In the November 1st SERVICE LETTER a price was quoted on spark plug cleaner ST-897. The price of this item as listed in the Tool Catalog issued January 1, is changed to \$10.00. The price in the Catalog is correct.

Remember the Other Fellow

One subject which needs repetition at least once a year might be called the "Service Golden Rule." Treat the other Packard distributor and dealer as you would like to have them treat you. This subject was very nicely covered by a letter sent out by a distributor some time ago. We think it well worth repeating, as it will again remind you of the importance of helping to create in the owner's mind the fact that Packard Service wherever you go is just a little different than any other service. What we want is to have every owner feel that Packard service, away from his home service station, gives him the feeling that no matter what goes wrong whether it relates to the car or to the owner, that he has an interested friend in every community where Packard is represented. Make your service give the impression that you are obligated to every Packard owner for his needs while he is in your territory. Your obligation should extend into every field in which the owner may be interested, so that he may use your establishment as a basis for information, advice and courteous service.

TO SERVICE MEN:

One of the most important qualifications of a good Service man is the ability to refrain from saying too much when talking with the owner of a car. Vastly more harm has been done in the Service Department by saying too much than by saying too little.

To be sure the Service man must be courteous and sympathetic but it is never necessary or good business to guess at the trouble with the car nor make a long explanation of all the things which may be necessary to cure it.

Never under any circumstances should a Service man or Dealer say anything to the owner from another territory which would cause the dealer who sold the car to become involved in any unpleasant controversy with his customer.

Never say anything to an owner which would in any way cast a reflection or criticism on the statements, diagnosis or workmanship of another Dealer's Service Department. Remember none of us is infallible - we all make mistakes - and surely all Packard men should stand together and help one another in every possible way.

Our Service Departments exist for just one fundamental purpose - the satisfaction of the owner with the performance of his car - which means that the most important part of the Service man's work is the "psychological" part - the way he handles the mental attitude of the owner towards his car.

Very truly yours,

PACKARD MOTOR CAR CO.
Service Manager.

JFP:OT

Clutch Throwout Bearing

Oilier 900

The lubrication of the clutch throwout bearing in the Light Eight is performed by means of the oil tube on the right side of the motor.

In lubricating this bearing care must be taken in filling the tube with oil, because a careless operation of the oilcan may cause the air in the tube to prevent the entrance of the oil, and it is easy to gain the impression that the tube is full of oil when this is not the case.

While it is possible to lubricate the bearing with the present tube, we realize that in some cases this will not be properly done, and the throwout bearing will suffer.

For this reason a new tube has been developed with an oil cup at the upper end so that the oil cup may be filled, regardless of the air in the tube. The oil will gradually find its way down the tube and through the wick into the bearing.

The new tubes may be ordered from our service stores division as follows:

201804 Transmission Clutch Throwout Bearing

Lubricator Tube Assembly.

You may find it advisable to install these tubes where you are in doubt as to whether the car will receive intelligent lubrication.

Automatic Valve Take-Up

Due to the fact that it requires considerable labor to remove and replace the three racks in the Twin Six motor which carry the rocker levers and automatic take-up mechanism, they should be thoroughly tested and inspected before putting them in the motor to be sure of proper operation after the motor is assembled.

First: See that assemblies are thoroughly clean. Then test each individual piston in the mechanism for stickiness. Fill each cylinder with oil. Then, through the opening in the top of the cap, push down lightly on the valve which bleeds the cylinder. Then push up on the piston and see if it returns immediately.

The pistons should operate in the cylinders, with the proper lubrication, perfectly free. If a sticky one is found be sure to free it up by cleaning, or in rare cases, by lapping in with a little pumice stone and water. Do not grind off any more than is absolutely necessary to have the piston free.

Then check to see that each rocker lever operates freely on the eccentric, or will fall back and forth of its own weight.

You will note, in some cases, that there is a very sharp edge on the lower tip of the piston which contacts with the eccentric. This may occasionally gouge into the eccentric instead of sliding on it freely. If this condition exists, take an oil stone and stone off the sharp edge on the lower tip of the piston.

The assembly, before placing into the motor, should be tested for leaks around the piston or the little valve which seals when the piston is pushed upward. This can be done by filling the cylinder with oil through the opening in the cap, and if you are able to push the piston up without opening the valve it indicates that the piston has too much clearance, or that the valve is leaking.

After the three brackets are placed in the motor, each should be tested before the motor is completely assembled.

In service stations where there is no equipment for turning the motor other than under its own power, it will be necessary to assemble the motor before determining whether the mechanism operates properly or not. In such cases replace the manifold and carburetor, start the motor, getting it thoroughly warm, and bring it down to an idle, (the valve cover plate being left off); reach through the manifold with a piece of heavy wire and push down on each little valve, one at a time, allowing the oil to bleed out of the cylinder. When the valve is again allowed to seat, the automatic take-up should take up the clearance almost instantly. This indicates that this particular one is functioning properly.

Due to the slight clearance between the piston and the cylinder wall, it is, of course, necessary that the pistons be free from dirt or gum. New mechanism removed from service stock should be tested in the above manner

the same as mechanism that has been used because the pistons may have become sticky due to standing.

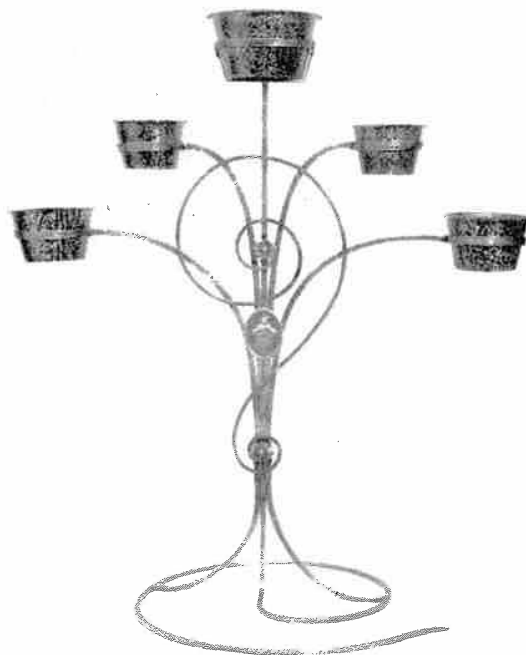
Be sure, in bolting the brackets into place, that they are not pulled down too tightly. They must be pulled down evenly because a slight distortion of the casting is apt to cause a piston to stick in the cylinder.

This may sound complicated, but you will find after doing it once that you will prefer to free up the old mechanism and replace it in the motor, rather than order a new bracket from the factory.

The New Tool Catalog

We are mailing under separate cover to each Service Manager a revised edition of the Special Tool Catalog. This is issued as of January 1. It contains all of the later designed tools and is listed complete with prices in effect January 1. We urge you to check your tools to this new list and order any that may be required.

A Real Christmas Gift



Speaking of master mechanics, probably those working in the White Plains' Service Station are entitled to first prize. A short time before Christmas they decided that a Christmas present, made by themselves, would be most appropriate for their President, Mr. Holzkamp. The result was this beautifully wrought stand, which is about five feet high and beautifully finished of hammered copper. Every man in the shop had a hand in making this and we don't doubt but that it is one of White Plains' prize possessions.