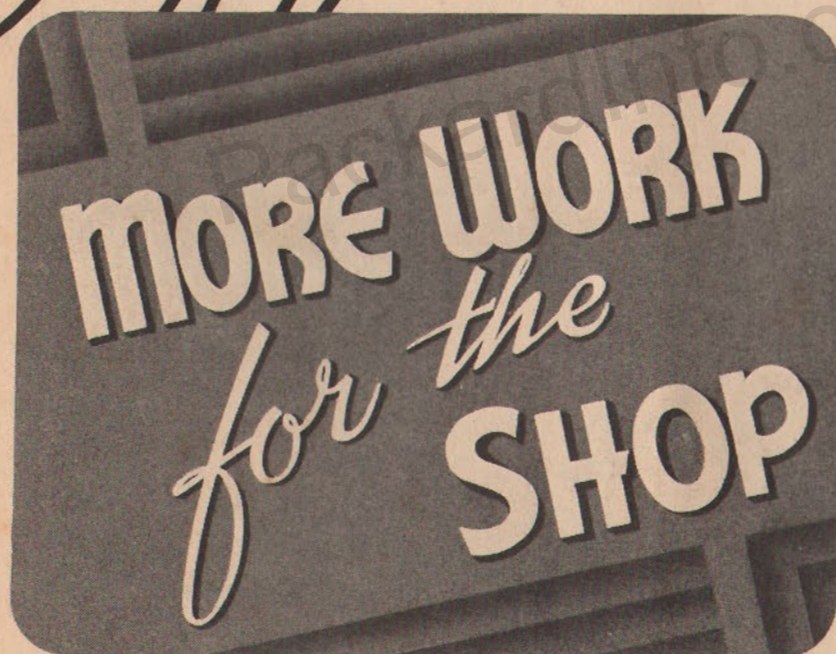


**SERVICE  
TRAINING**

*Film  
Supplement*



VOL. 2  
FILM 4  
APRIL 1938

*by the* SERVICE PROMOTION DEPARTMENT  
PACKARD MOTOR CAR COMPANY - DETROIT





JIM: There it is, boys. Little old Jim comes crashing through again.

LOUIE: Well, I'll be a --

JIM: Better stick to your wrenches, Louie. Takes brains to play this game.



JIM: Well -- guess it's about time to get out on the floor and take care of the cash customers!

LOUIE: Yeah, and how about getting some cash customers in here? The shop hasn't got more'n an hour's work ahead.

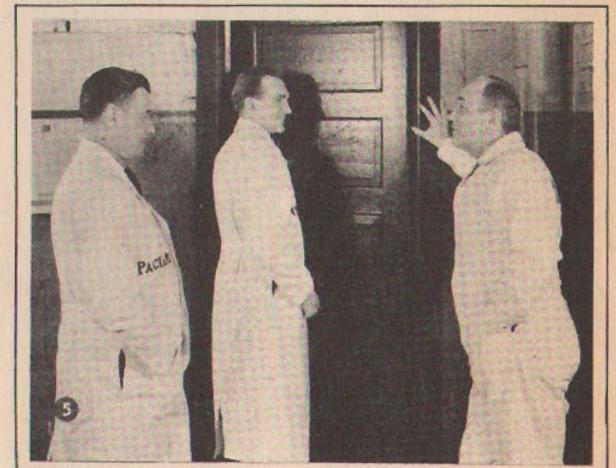


LOUIE: Go on out and sell something, you guys.

FRED: Aw, shop's been full all morning. What're you crabbing about. We'll get you something for this afternoon.

LOUIE: Oh yeah! -- little stuff like this morning, I suppose. There wasn't a decent sized job in the whole lot.

FRED: What do you want?



FRED: It was all work, wasn't it?

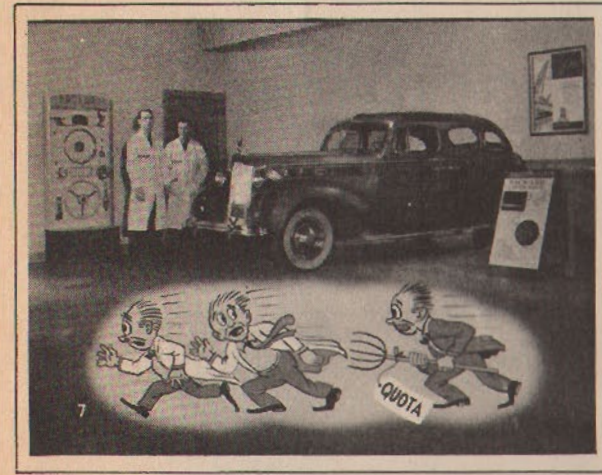
LOUIE: Sure, but it takes more time to ring in and get started on those little jobs than it does to do 'em. It's all right for you birds on a salary to write a slug of little orders. Looks good -- lots of repair orders a day.





LOUIE: But in the shop we only get paid the time for the operations on the order. What we want is more shop hours on each repair order.

JIM: Nuts -- you're worse than the boss. He's always hollering, too... more service volume ... more service profit.



FRED: Yeah, and now he's got the quota bug. Trying to tell us how much business we've got to do each month.

JIM: Sounds crazy to me. What can we do about it? If business is good, it's good -- if it's slow, it's slow. There's nothing --

FRED: Oh oh -- there's a customer. I'll see what I can do for Louie with this one.



JIM: That's the way this business goes. Sometimes you're rushed and sometimes there's nothing to do. Guess there's nothing I can do about it.

VOICE: Isn't there?

JIM: Huh!



JIM: Is that you, Fred?

VOICE: No, I'm not Fred.

JIM: Who in hell are you, then? I don't see anybody.

VOICE: You can't see me. I'm not made that way. But every time you hear me go

Wheeee

VOICE: Then, here I am.



JIM: Oh, one of those guys, eh?

VOICE: Yep. But even though you can't see me, I can help you.

JIM: How?

VOICE: You want to bring in more business, don't you?

JIM: Sure. I'd like to make that quota. Maybe I'd get something out of it.

VOICE: That's easy, but --



VOICE: You've got to see people to make sales. The more people you see, the more parts, accessories, and service labor you sell.

JIM: Ha! I knew there was a catch to it. We see every owner that comes in here. And we sell 'em service, if that's what they're in here for. What more can you do?

VOICE: There are two things you can do.

**TO INCREASE  
SERVICE VOLUME**

1. Bring in more owners
2. Increase the dollar-value of repair orders

12

VOICE: First, bring in more owners. And, second, increase the dollar value of repair orders.

JIM: Sounds easy. But where are you going to find more owners? There are only so many that come in.

VOICE: Then go after more. You're a salesman, aren't you -- not just an order taker. How do salesmen in other lines do it?

JIM: Ha!





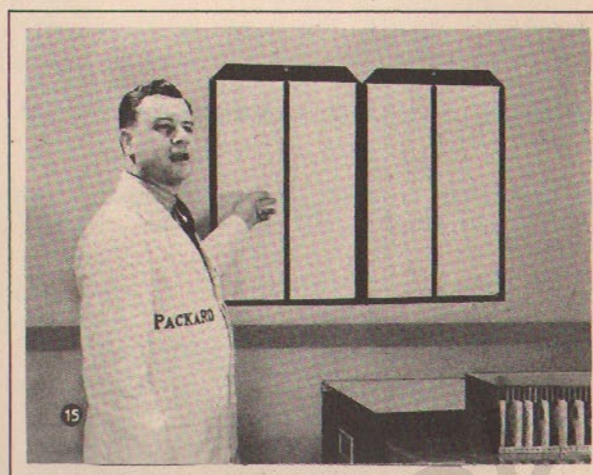
JIM: They have a prospect list. And they spend a lot of time and money working one up.

VOICE: Then it must be worth money.

JIM: Sure. Now, if we had something like that for service --

VOICE: What's that in front of you?

JIM: What?

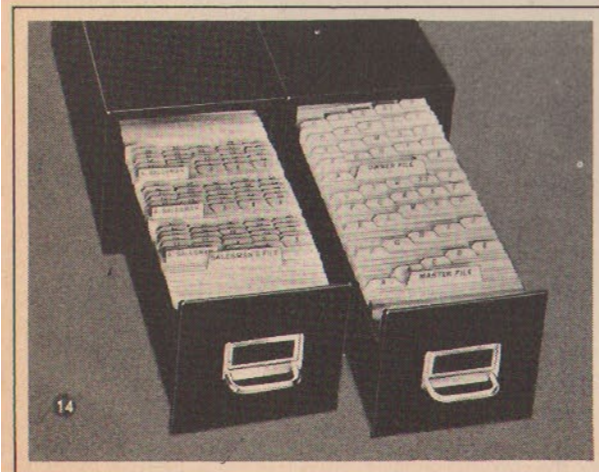


JIM: By ringing doorbells -- like the Fuller Brush man. But you can't do that in this business. Only Packard owners want Packard service. And you don't find Packard owners behind every doorbell.

VOICE: New car salesmen are up against the same problem. What do they do about it?

JIM: Oh, that's different.

JIM: This? It's only a record of contacts we've made with owners. Every time we sell a car, the owner's name goes down -- Say! Come to think of it, it's a prospect list. We can use that for digging up service customers. Well, I'll be



JIM: I think you got something there. Why, it shows everybody that might be your customer, and it shows you which ones are customers. It's perfect!

VOICE: Well, if you've found that out, I guess I've done my job. I'll be running along.

JIM: Wait a minute. How do you use a prospect list?

VOICE: That's for you to figure out. You're the one that's going to use it. So long.

Wheeee



JIM: Gone! Well, how the hell do you use one? I'm no salesman. I only work here. Oh, there's Fred. Maybe he knows something about it. Fred! Come here a minute.



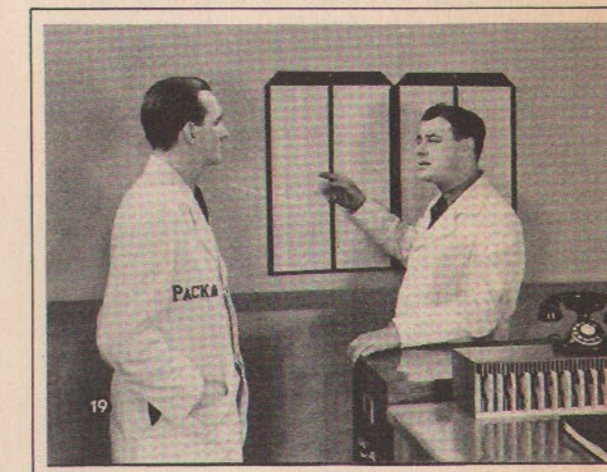
JIM: Say, Fred. I was thinking. It came to me this Owner Contact Plan is sort of a prospect list of service customers.

FRED: What'd you think it was -- a game of tic-tac-toe?

JIM: Wait a minute, Fred. I got an idea this'll help bring in more business.

FRED: You're wasting your time.

JIM: Well, look.



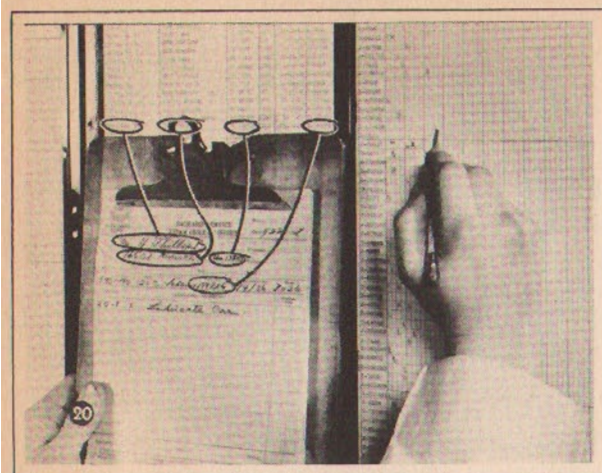
JIM: It's got the name, address and phone number of every Packard owner.

FRED: And engine number, too. That's why we've got it out here where it's handy. I use it to get that information at the same time I post the new repair order.

JIM: How's that?

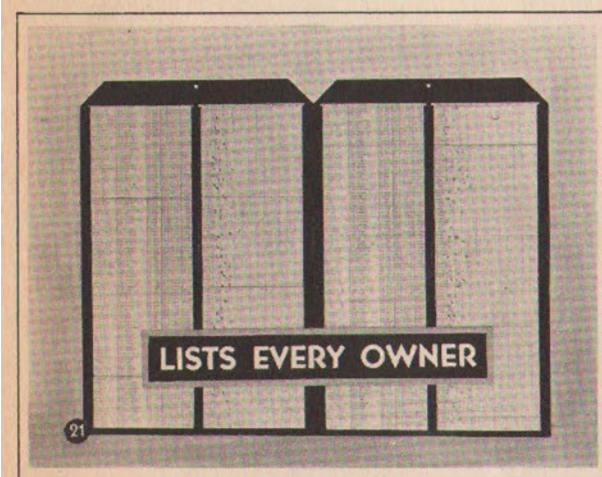
FRED: Well, if I write an order for a lubrication --





FRED: I mark an "L" on the contact side of the record and, at the same time, I copy off the owner's name, address, phone number, and engine number onto the repair order. Saves asking the owner a lot of questions, and I don't have to go digging into the dirt and grease of the engine to get the engine number.

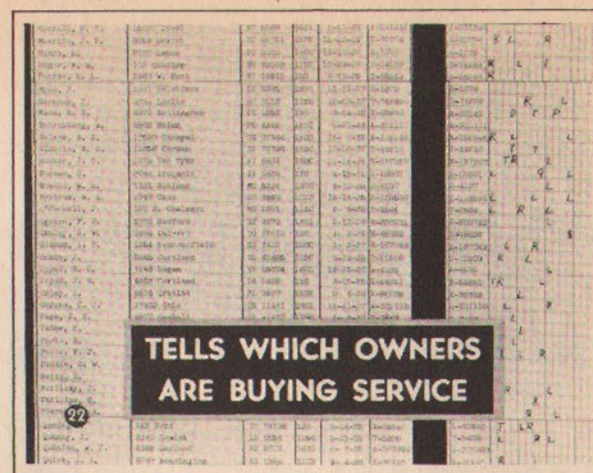
JIM: Sounds like a good idea, but what I'm getting at is this --



JIM: The Record lists every owner -- everybody that ought to be buying service from us.

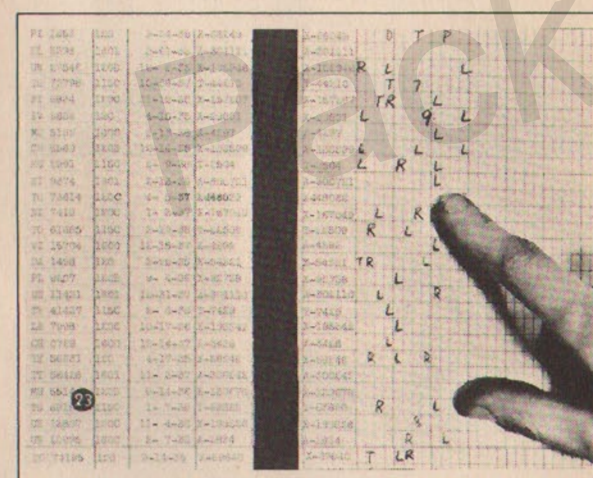
FRED: And some of 'em do and some of 'em don't.

JIM: That's just the point.



JIM: It tells you which ones are buying service from us and which ones are not.

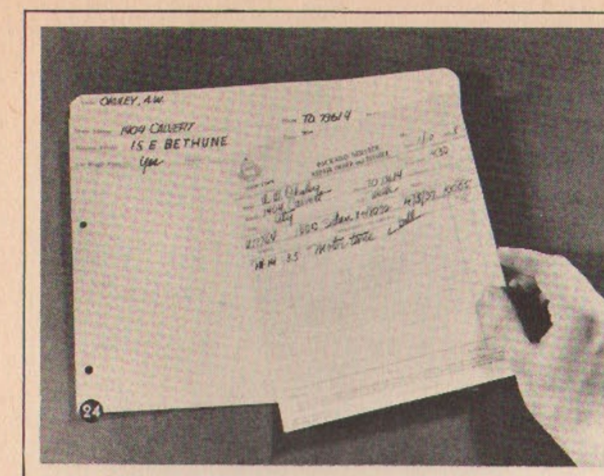
FRED: So what? I can feel bad without finding out how many customers we've lost. That's not what the Owner Contact Plan is for. Let me show you something.



FRED: See this owner? He's one of our customers -- not somebody else's. But he hasn't been in for lubrication for over two months.

JIM: I see. It tells you what our customers are buying.

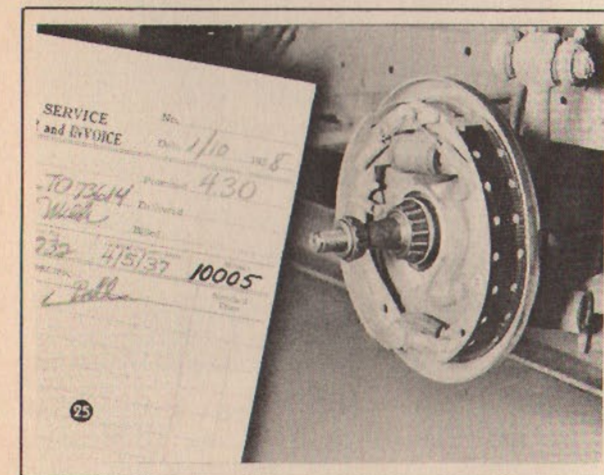
FRED: Sure.



FRED: And if you look in the repair order file, you can find out what kind of mechanical service he's buying and what the mileage was. From that you can figure out what he needs.

JIM: What are you going to do about this one?

FRED: Well, I know his car needs lubrication.



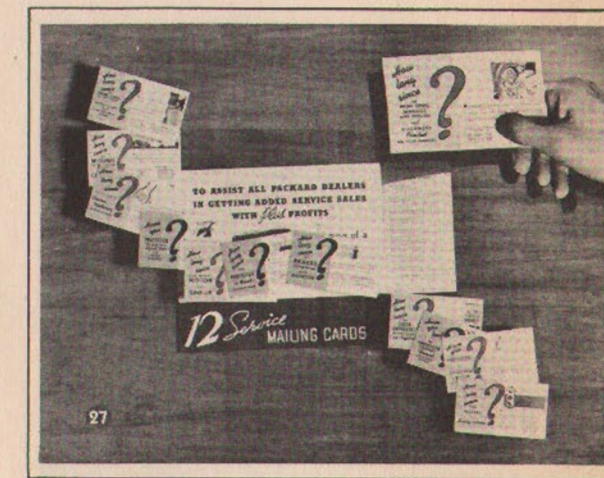
FRED: There was ten thousand miles on his car last time he was in -- and he hasn't had the front wheel bearings repacked yet. That gives me a swell lead.

JIM: Next time you see him, you can tell him about it.

FRED: I'll do something quicker than that. Look.



FRED: Here's one of those reminder cards we buy from the factory. Fits right into it. "How long since the front wheel bearings were repacked and alignment checked on your Packard?" That'll remind him it's time to bring his car in, and it'll give him a suggestion of some needed service he hadn't thought of.

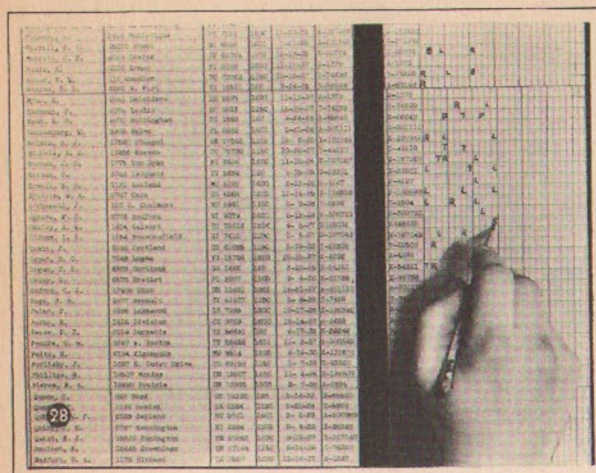


FRED: If that one didn't fit, there are eleven others on everything from air cleaners to safety check-up. One of 'em's bound to fit.

JIM: So that's what this Contact Plan is for.

FRED: Sure.





**FRED:** Then you mark up the number of the card sent so you won't send another tomorrow.

**JIM:** I get you. The record shows what you've done to make that customer more active. Gee, you can do a lot with that plan.

Whewee

**VOICE:** You forgot something.

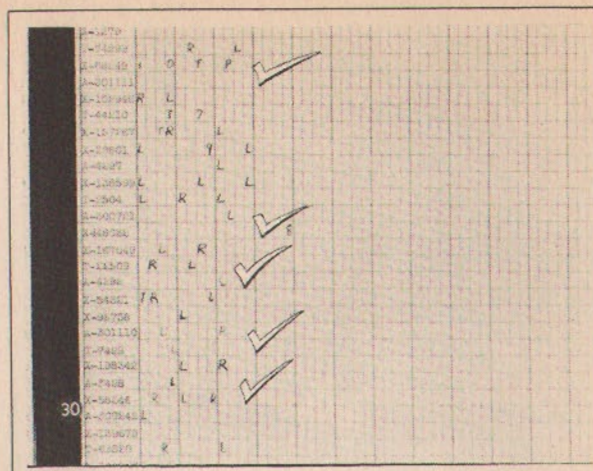


**JIM:** That voice again!

**VOICE:** Sounds like you need me.

**JIM:** Well, what is it this time? I found out what to do with the prospect list, didn't I?

**VOICE:** Did you?



**VOICE:** What about those owners that haven't been in for ninety days -- or six months, or more? They're your real prospects.

**JIM:** What can you do about them?

**VOICE:** What can you do about any of 'em? Now look, Jim.

### THREE KINDS OF SERVICE CUSTOMERS

<b>ACTIVE</b>	Buying all their service from you
<b>SLOW</b>	Buying some, but not all, service from you
<b>INACTIVE</b>	Buying all service elsewhere

**VOICE:** There are three kinds of service customers: active, slow, and inactive. The active ones are buying all their service from you. You want to keep them that way. The slow ones are buying some, but not all, of their service needs from you. You ought to go after all of it. The inactive customers are lost -- buying all their service some-place else. But you ought to get it back.

**JIM:** How?

**VOICE:** Leaving it to me again, eh?



**VOICE:** Why don't you try ringing doorbells -- or telephone bells. You told me that was the way salesmen work.

**JIM:** Doorbells! Telephone bells! Why -- How --?

**VOICE:** Use your head; you'll get it. I'll be seeing you. So long.

Whewee



**JIM:** Use my head?

**FRED:** Yeah, what's wrong with you -- screwy? Talking about ringing doorbells with your head.

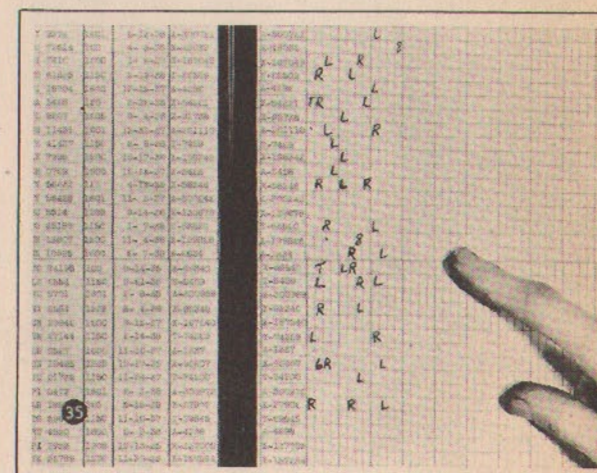
**JIM:** That wasn't me. I was thinking. Besides, it was telephone bells. I got it!



**JIM:** I bet I show you something. Watch me bring an owner in who quit being our customer.

**FRED:** You are screwy.

**JIM:** Maybe. But let me see that Contact Record.

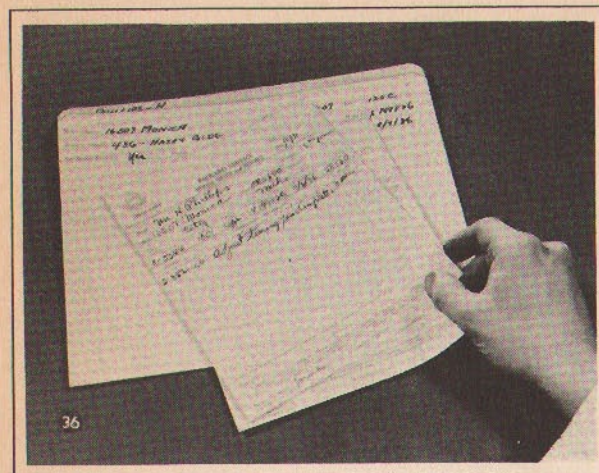


**JIM:** Here's one -- H. Phillips. Hasn't been in for three months, and he was petering out before that.

**FRED:** And he didn't respond to those reminder cards. Fat chance you've got.

**JIM:** We'll see. Where's that repair order file?





JIM: Don't see much here. Steering gear adjustment was the last thing we did for him. Twenty-eight thousand miles. That mileage gives me an idea! Give me that phone.



JIM: Hello, Mr. Phillips. This is Jim Burton of Cedarheights Packard. According to our records, we haven't had the opportunity to check your car thoroughly since you had it in here for a steering gear adjustment three months ago.

PHILLIPS: No, I've been having my work done by a young man that runs a shop near the office.

JIM: I hope he is doing satisfactory work, Mr. Phillips.



JIM: You know we have a complete set of Packard special tools designed to do many service operations on your car that can't be done successfully with just ordinary tools. And, of course, our men are kept constantly informed on the latest approved factory service methods.

PHILLIPS: I have complete confidence in this young man. He does excellent work.

JIM: That's fine, Mr. Phillips.



JIM: Your Packard is a piece of precision machinery and deserves the best of care. You are having it lubricated regularly, of course?

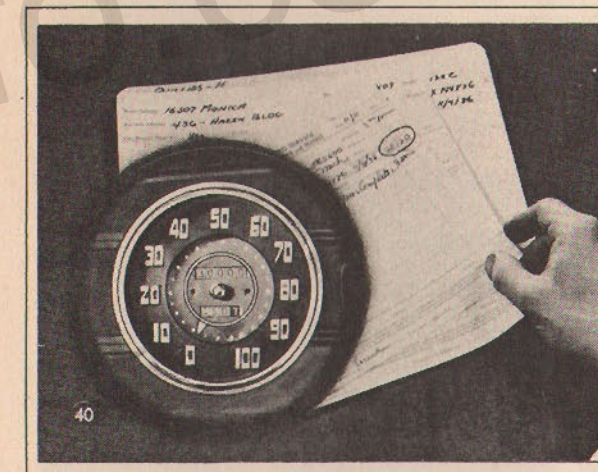
PHILLIPS: Oh, yes. I have that taken care of at the place I buy gas.

JIM: It's important that every point be lubricated on schedule and with the right kind of lubricant. By the way --



PHILLIPS: Won't that be taken care of on the regular lubrication schedule?

JIM: I'm afraid not, Mr. Phillips. It's a special operation requiring special tools. Oil stations only take care of open lubrication fittings.



JIM: -- according to our records, you have about thirty thousand miles on your car by now.

PHILLIPS: Almost thirty-one thousand.

JIM: Then it's time the universal joints and the rear wheel bearings were packed. The engineers recommend it for continued satisfactory operation.



JIM: Why don't you let us take care of that operation? We know exactly what has to be done and just how to do it. It'll save you a lot of trouble explaining -- and you'll be sure the bearings won't fail for lack of lubrication.

PHILLIPS: Well, all right. I'll bring it down tomorrow morning.

JIM: Fine. About nine o'clock?





JIM: It worked, by jiminy! It worked! There's one ex-customer that's going to turn into a regular customer, and I don't mean perhaps.

FRED: Just because he comes in once doesn't make him a regular customer.

JIM: But he'll never be one until after he comes in for the first time. That's what it takes ... Salesmanship!



JIM: Salesmanship and a good prospect list. There's something to this Owner Contact Plan -- if it's worked right.

FRED: It's nothing but a list.

JIM: But, boy, what you can do with that list.

### OWNER CONTACT PLAN IS A PROSPECT LIST

#### USE IT TO

1. Provide list of possible customers
2. Show active service customers
3. Show slow service customers
4. Show inactive service customers
5. Show efforts made to increase activity of customers

IT IS--

THE FOUNDATION FOR BUILDING MORE SERVICE SALES ★

JIM: I'm going to use it as a prospect list. Look what it'll do. I'm going to take a minute and jot 'em down.

JIM: That's the stuff, all right. A good prospect list -- and then bring 'em in by phone.

VOICE: But don't stop there.

JIM: What?



JIM: Who said that?

VOICE: It's me again.

JIM: I don't believe it.

VOICE: What do you mean? There's nothing different about me, is there?

JIM: You forgot your whistle.

VOICE: Oh! I beg your pardon. I'll try again.

eeeehw

VOICE: Here I am.



JIM: That's better. Now, what were you saying?

VOICE: I said, don't stop with the telephone.

JIM: How else can you reach 'em?

VOICE: Lots of ways. You'll have to fit the means to the problem in front of you.



VOICE: Use the reminder cards to call an owner's attention to needed service -- service that you know he needs. Mileage items are your best bet here.



VOICE: You can use the seasonal direct mail as one way of follow-up to reach everybody -- active, slow and inactive customers.

JIM: Sure, those are easy. And --



JIM: You use the telephone to follow up on slow, and inactive owners --

VOICE: You can do a lot of things with the phone. You can sell, you can locate prospects, you can dig out complaints, you can --

JIM: Yeah.





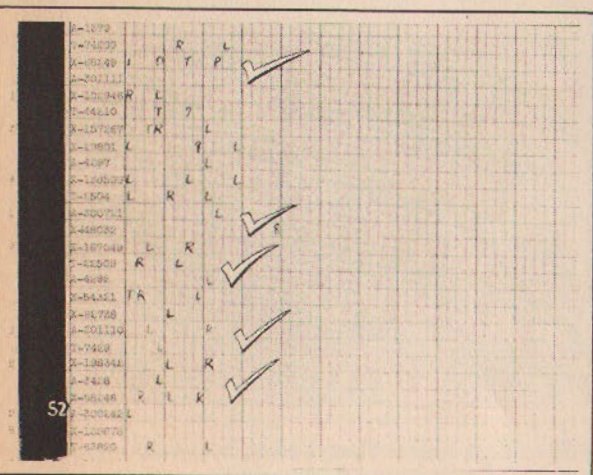
JIM: You know everything, don't you?

VOICE: You bet I know everything. Now that that's settled, let's get down to business.

JIM: I thought we'd covered everything --

VOICE: We're just beginning.

JIM: Say --



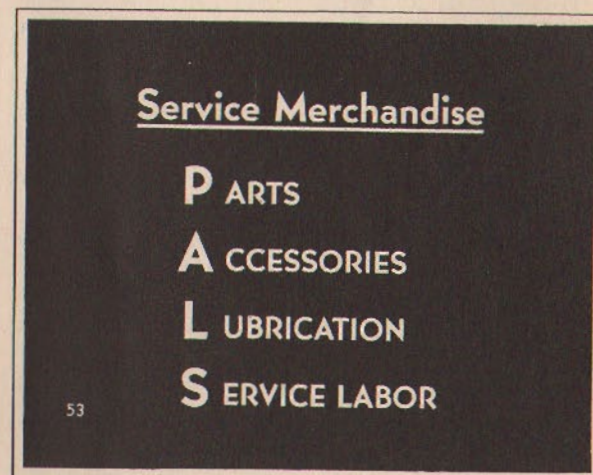
JIM: -- look at all of these owners that're not coming in. I've got enough work there to keep me busy a month of Sundays.

VOICE: What're you going to do with 'em when they come in?

JIM: Listen to 'em and write up a repair order for what they want.

VOICE: What do they want?

JIM: What do they want?



JIM: Parts, accessories, lubrication and service labor. What do you expect 'em to want when they come into a service station?

VOICE: Well, I don't know. Maybe they want some bright and shiny new parts to put on the mantelpiece at home -- for decoration.

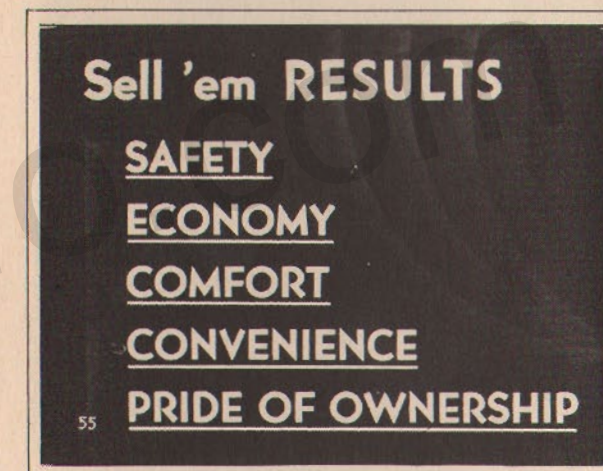
JIM: Nuts! They want 'em to put their cars in shape.



JIM: They want more brakes to stop quicker -- safer; maybe a heater to keep warm -- comfortable. Or a fender bumped out -- so it'll look better. But they gotta have parts or accessories -- and always labor, to get it.

VOICE: Oh, then they don't give a hang about parts or labor?

JIM: Huh? Oh, I get you, wise guy.



JIM: You mean sell 'em results -- safety, economy, comfort, convenience, and pride of ownership -- instead of parts, accessories, labor and supplies.

VOICE: Sure. Sell the owner the results he wants -- not just what he happens to ask for.

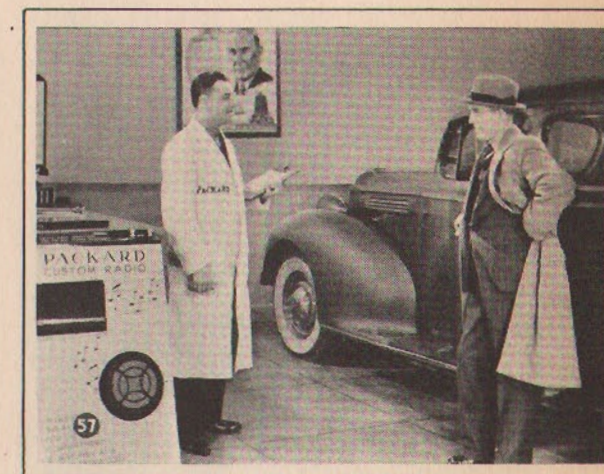
JIM: That sounds like common sense. But how --?

VOICE: You can figure that out. Here comes a customer. I gotta be going.

Wheeee



JIM: Jeepers creepers! I stuck my foot in it that time. How the devil do you sell something you haven't got? Well, I'll just make a stab at it with this customer and see how I come out



JIM: Good morning, Mr. Hines.

HINES: Good morning. Seems to me I'm using more gas than I ought to. I think the carburetor needs adjusting.

JIM: Okay. It'll only take a few minutes, Mr. Hines.

VOICE: Whoa -- Hold on there.





JIM: For gosh sakes, whistle when you come in like that.

VOICE: Well, you can't let him get away like that. What does he want?

JIM: He wants more gas mileage.

VOICE: Will the carburetor adjustment give it to him?

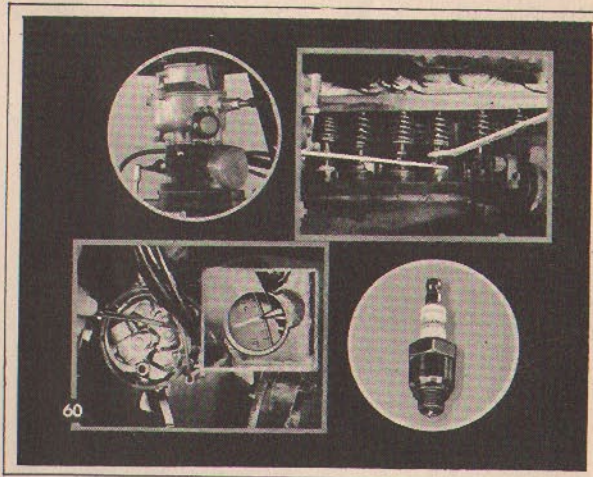
JIM: Oh, I get you. I'll try again.



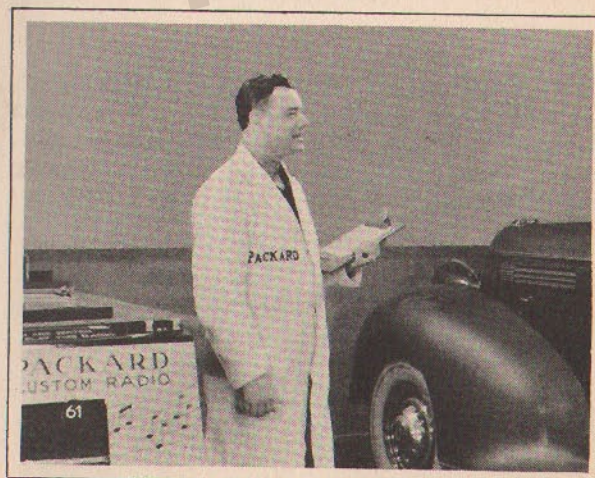
JIM: But, Mr. Hines, gas mileage depends on a good many things other than the carburetor. You won't get the result you want if we do just part of the job. What you want is more miles per gallon.

HINES: Yes, I know. But it seems to me a carburetor adjustment ought to take care of it.

JIM: Everything that has to do with the running of the engine has some effect. Let me show you.



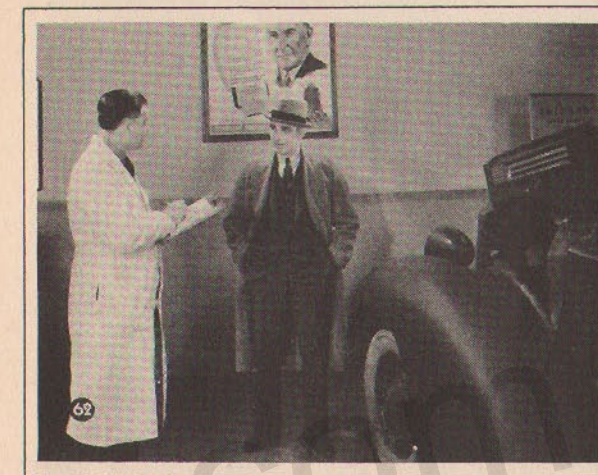
JIM: The carburetor has to be adjusted to feed just the right amount of gas. The valves must be adjusted just right to keep power from leaking out of the cylinder. The spark has to come at just the right split second and it has to be a good, hot spark to ignite the gas. Otherwise, Mr. Hines, you won't get full power from the gasoline and you just naturally have to use more of it.



JIM: If we do the whole job -- a complete motor tune-up -- you'll get better gas mileage, and, in addition to that, you'll have a smooth-running engine with more pick-up.

HINES: That's logical enough. You need plenty of acceleration in traffic these days.

JIM: I'll say, Mr. Hines.



JIM: Will five o'clock be all right?

HINES: Yes, that'll be fine. And you might as well lubricate it while it's here.

JIM: Okay, Mr. Hines.



JIM: Blow me down if he didn't get one up on me that time. I should've thought of lubrication. But I'll find something.

VOICE: Sell him pride -- pride in appearance.

JIM: What? -- Oh, I get you.



JIM: You certainly take good care of your car, Mr. Hines.

HINES: Well, after all, people judge a man by the appearance of his car these days.

JIM: That's true. It's just as important as being well dressed.



JIM: Someone dented your fender over here on this side.

HINES: Yes, I got that in a parking lot about a week ago. But I haven't had time to get it fixed.

JIM: Suppose we take care of it while your car's here this time.





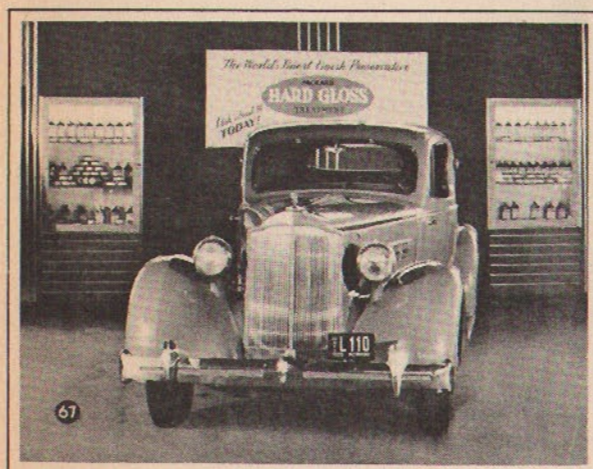
JIM: Our metal man can do the job while the mechanic is doing the motor work.

HINES: Then it won't take any more time, eh?

JIM: Not a bit. And it'll look like a brand new fender.

HINES: All right, might as well get it done.

JIM: Certainly. And do you want a body polish at the same time? It'll make the whole car look as spick and span as the fender.



JIM: You can see what a difference it makes on that car over there. And it'll protect the finish against the weather -- snow, ice, rain, or sun. The changeable weather we'll be having during the next few months'll be hard on the finish without proper protection.

HINES: That's a good idea. Might as well get the job done right.



JIM: Boy, oh, boy! Did I raise the dollar value of that repair order! Nobody's as good a salesman as me, I bet. Who else around here would have thought of selling him all that?

Wheeee

JIM: It's that man again.



JIM: What can I do for you this time?

VOICE: So you're going to help me from now on, eh? Guess you don't need me any more when you reach that stage. Well, I'll be toddling along.

Wheeee

JIM: Hey! Come back!

eeehw

VOICE: Change your mind?

JIM: Yeah.

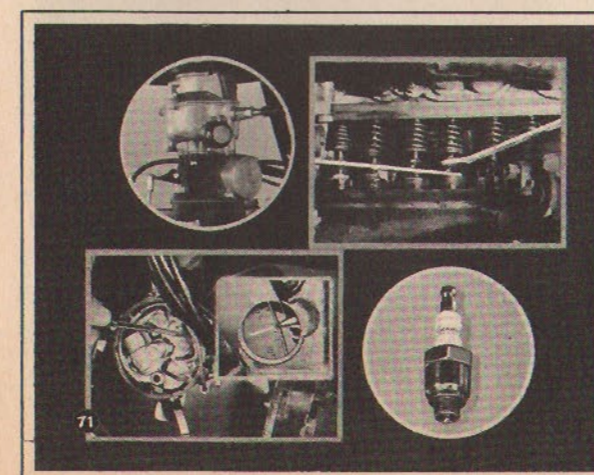


JIM: You haven't given me any bum steers yet. I thought you might have another idea.

VOICE: Nope. Not another one. I just wanted to pat you on the back.

JIM: Well, glad to meet you, stranger. You and I ought to be pals. What did you want to tell me?

VOICE: Just wanted to point out a few things.



VOICE: Remember when you started trying to sell an engine tune-up? Hines balked at the idea of any more than a carburetor adjustment.

JIM: Yeah. I wondered about that.

VOICE: That's easy to explain. He thought he was being oversold.

JIM: He needed that complete tune-up worse than anything he bought.

VOICE: Sure he did.



VOICE: But that was mechanical repairs.

JIM: What's that got to do with it?

VOICE: The owner can't see why he needs mechanical repairs. He feels it's just extra expense and he blames the car for it. That's why it never pays to sell more mechanical service than is actually needed.

JIM: But if you're going to be a salesman you've got to sell.

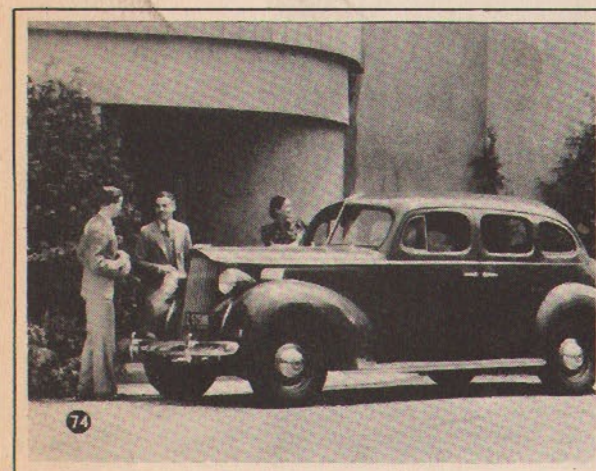




VOICE: You're right. You've got to sell all the mechanical service necessary to give the result the owner wants. Remember! Hines wanted more gasoline mileage. If you'd only adjusted his carburetor he wouldn't have gotten the result he wanted, and he'd have blamed you.

JIM: It took selling on that job alright.

VOICE: It isn't good selling to drive customers away. And that's just what you'll do unless you stick to actual mechanical needs -- and explain 'em as you sell 'em --



VOICE: Appearance items are something else again. The owner can see what he's getting. And, besides, appearance service appeals to his personal vanity.

JIM: So I sold him a repair order full of pride.



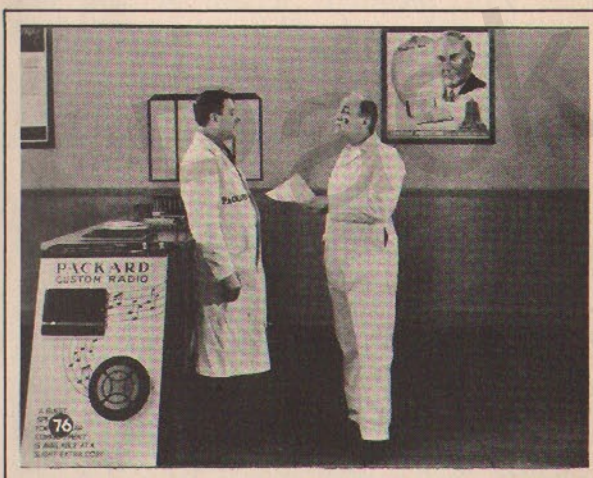
JIM: That sure works. I'll show these buzzards around here that think you can't get more business.

VOICE: There's just one more thing.

JIM: What's that?

VOICE: Oops. Here comes Louie. I've got to scram.

Wheeee



JIM: Hi, Louie. Boy, am I good!

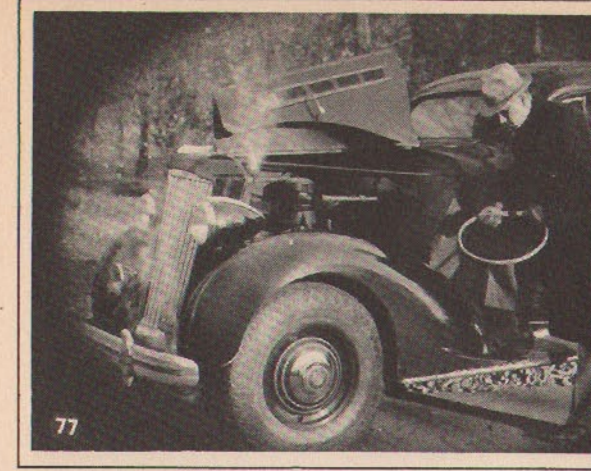
LOUIE: Swell. Guess you ought to be able to handle this.

JIM: What's that?

LOUIE: You know the Simpson car? You sent it up for a new water pump.

JIM: Yeah. Through with it?

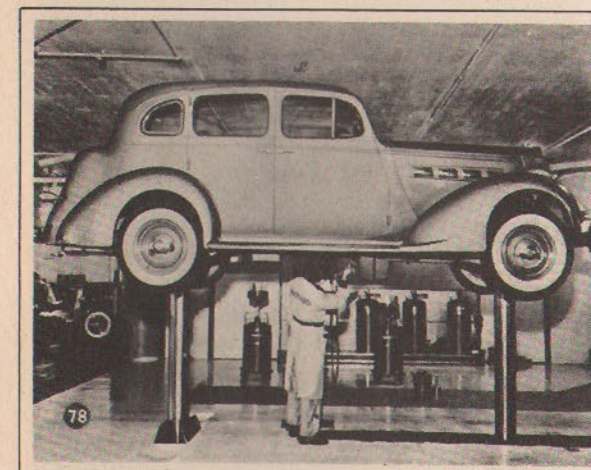
LOUIE: Not yet.



LOUIE: The fan belt's worn to a frazzle. It'll be gone before another thousand miles and then this owner will have some real cooling trouble.

JIM: He'd be mad, all right. Guess I'd better ring him up and sell him a new one.

LOUIE: While you're doing that --



LOUIE: I dropped by to see if Joe had found anything while the car was on the lubrication lift. The tail pipe is kinked. That'll give him a mighty sluggish engine. And besides that --

JIM: Hey!



JIM: Who's the salesman around here anyway? You or me?

LOUIE: Now don't get all het up. The important thing around here is to sell service. If you don't find everything the owner needs, I'll catch what you miss.

JIM: Aw, scram! I gotta think this over.



JIM: Beats all what there is to this selling. We can get more work for the shop and Louie and the boys in the shop can help do it. I bet you, by golly, we can make that quota!

Wheeee

VOICE: Sure you can, Jim.

JIM: Oh, it's you again? Well, what do you know about making that quota?

VOICE: I'll tell you how.



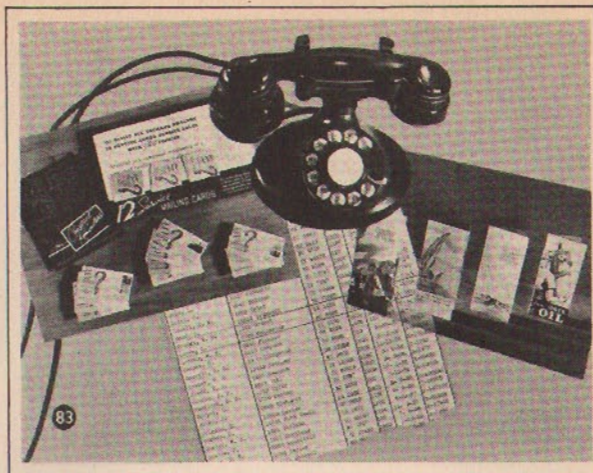
## SET YOUR DAILY QUOTA

Owners  
to contact:

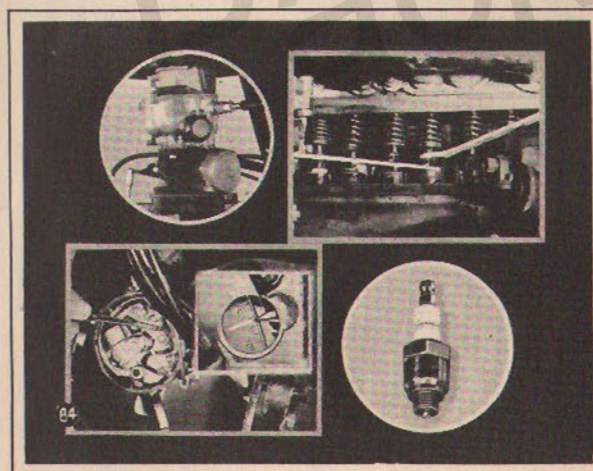
Dollar value  
per repair order  
to attain:

81

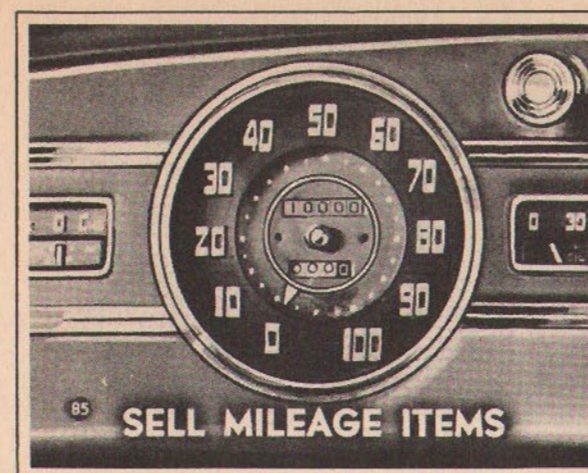
VOICE: Each of you set up a daily quota for yourself -- so many slow or inactive customers -- so much dollar value per repair order to attain. And then go out and make that quota. You can do it. Do the things we've just been over.



VOICE: Keep 'em coming in by using the telephone, reminder cards, and seasonal direct mail. And then, when you get the customer in ...



VOICE: ... Sell him his mechanical needs -- all of 'em. But only what he needs. Use a plan for building up the dollar value of the repair order.



VOICE: Sell mileage items -- things the speedometer will tell you he needs.



VOICE: Sell seasonal items -- parts, accessories, and service labor needed in the season at hand.



VOICE: And sell appearance items -- items that will enhance the appearance of the car

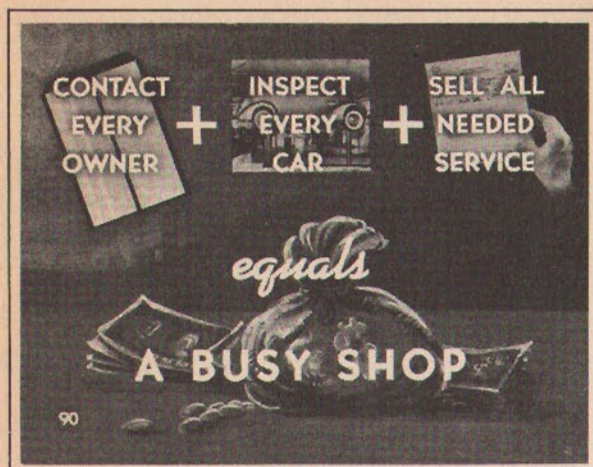


VOICE: Look for related items -- items needed in connection with work the customer orders.



VOICE: And look for plus items -- items the customer needs which are not related to the work he ordered. Those are the ways to build service volume.



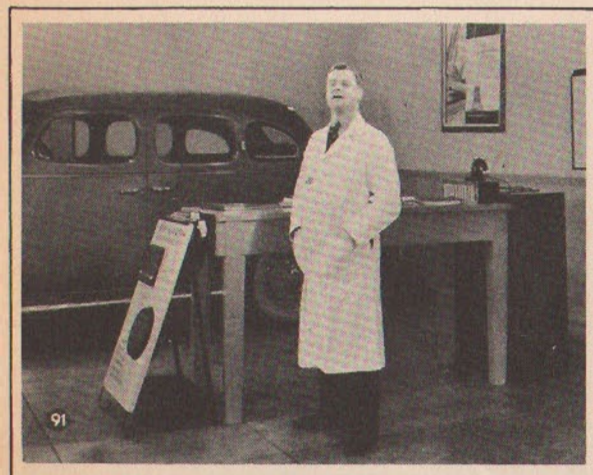


VOICE: Contact every owner, inspect every car, sell all needed service, and you'll have a busy shop. Now, is that a set-up, or is that a set-up?

JIM: I think you've got something there.

VOICE: I always have had.

JIM: Oh, yeah.



JIM: You think you're good, don't you?

VOICE: I know I'm good.

JIM: Well, listen. Everything we did today, I thought up and I put into operation, didn't I?

VOICE: Sure you did -- with help of Louie and the boys in the shop.

JIM: Sure -- that's what I said -- the boys in the shop and I. But where do you come in? Who in hell are you, anyway?

VOICE: Me. I'm common sense. Your own common sense.

JIM: You are! Well, I'll be .....



JIM: We're not so dumb.



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