



## WHAT'S TOUGH ABOUT HANDLING COMPLAINTS?

We are not going to say that handling complaints is the easiest job in the world. We are, however, convinced that very often the manner in which they are handled makes them tough, and the fact remains that complaints should be welcomed because the fellow who has some trouble and does not complain but goes somewhere else is the one you really have to worry about.

There are several kinds of people handling complaints. Some of them you will notice make a big job out of it and very seldom do any good.

In the first place the "waiter" type is always in trouble. He is the fellow who develops the idea that the main rule in handling complaints is to allow the roaring customer to cool off for several days before any attempt is made to straighten things out. The "waiter" gets a complaint letter relayed back from the factory and either carefully places it in the bottom drawer of his desk or in his inside coat pocket for "seasoning." He figures if the customer has time to cool off he won't be half so hard to handle; but what actually happens is that when he finally gets to the customer he has two battles on his hands instead of one. The first one is to try to excuse his tardiness and the second one is to handle the complaint. If you find yourself getting into the habit of waiting out a customer just keep in mind that you are more than doubling the straightening-out process.

The other type is old "high-speed" himself. When he gets a complaint he drops everything and gets to the customer just as quickly as he can. His exceedingly prompt appearance both flatters and disarms the complainer. This boy's promptness proves to the customer that he is dealing with the right people. Their interpretation of the word service means something and there just isn't any advantage in trying to find a better grade of service anywhere else.

Now there are several ways of getting at customers. We always have with us the debater type. He is a stickler for principles, and he upholds the rules and honor of his company even to the extent of driving the customer clear off the premises. A complaint to the debater is a challenge. He feels duty bound to consider it an argument which he must win. He feels that by trading growl for growl and roar for roar he can gradually wear the customer down either by sheer logic or sheer noise and thus win out. He settles a complaint now and then, and settle is the right word because the customer "settled" in this manner certainly will avoid a second interview.

In contrast to this you have the fellow who can really take it. He is usually the fellow with a soft-spoken voice and an agreeable smile. He lets the customer unload, and the louder the customer talks the softer this fellow talks. He's a quiet sort

of fellow, but as you watch him work you find he is firm. His calmness is gradually caught by the customer who soon feels that this is a reasonable sort of fellow and so he changes from storming to reasoning. Then this boy who can take it really goes to work and adjusts the complaint in a manner which invariably is satisfactory all the way around.

This same quiet sort of fellow is usually quite a diplomat. He doesn't just step out and say this never happened and that he can't understand it. He agrees with the customer on every possible point just to make the customer feel he is dealing with a sincere ally. He always gets across to the customer the fact that he is sympathetic and then he tries to show the customer how anxious he is to get the thing straightened out. He gets the customer to make suggestions on how this should be done. He leaves a feeling with the customer that good service is important to the organization that this man represents.

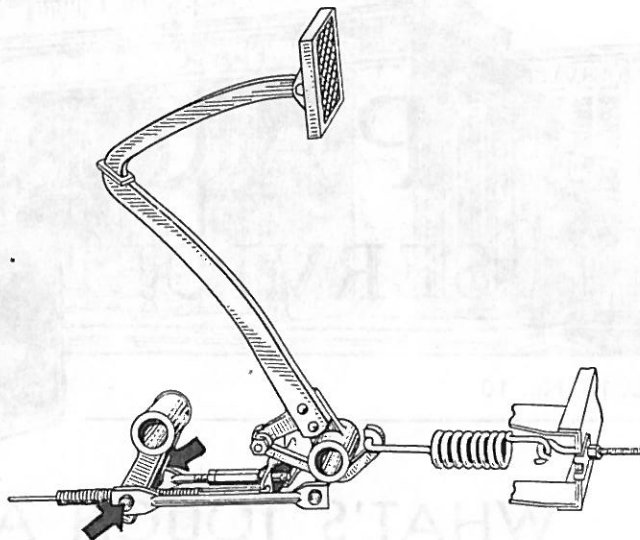
And so we come to the conclusion that in handling complaints the man who is really good at it always gives the customer immediate action, the quicker the better. The good complaint adjuster uses the complaint as a means of giving the customer a practical demonstration of the meaning of the word service. He resells his particular brand of good Packard Service. He more firmly ties that customer to his organization with a view to future sales. The good complaint adjuster is just a real salesman who welcomes the opportunity and calls a complaint an excellent chance to pull a dissatisfied customer up to the ranks of a real booster.

## ECONO-DRIVE GOVERNOR WRENCH



Time will be saved if you use this special short wrench to change the Econo-Drive Governor at the frame X member. It is a very difficult operation without the proper wrench, ST-5197, which has a  $1\frac{7}{16}$ " opening. The wrench is \$1.30 list.

## CLUTCH RELAY LEVER PINS



We have had some reports of the pins working loose and coming out of the clutch booster spring relay lever. This trouble will, of course, be found only on the Super-8 and those Junior cars having Borg and Beck Clutches which are fitted with the Super-8 type of clutch booster mechanism.

We have made a change in production and are now using longer pins which extend through the relay lever with cotter pins through the ends to prevent their coming out.

We suggest that all cars having clutch booster springs be inspected as the opportunity is presented. Any pins that show signs of looseness should be replaced with the new design pin, piece number 358798, and secured with a cotter pin.

## ENGINE SLUDGE

Regular periodic drainage of the crankcase oil has been a general practice but this alone is not sufficient to insure freedom from trouble in the engine oiling system.

All engine oils form sludge or gum in a greater or less degree when used under present-day driving conditions. These materials collecting in the piston ring grooves, oil passages and oil pump screens may restrict or cut off the flow of oil to such a degree as to be very harmful to the engine.

To prevent the accumulation of sludge, the lower oil pan and oil pump screen should be removed and thoroughly cleaned at least once a year. Better yet if the equipment is available the engine should be thoroughly flushed with the proper cleaning agents to remove all sludge and gum deposits from the crankcase ring grooves, valve guides and oil passages.



## NEW CAR TIRE PRESSURE

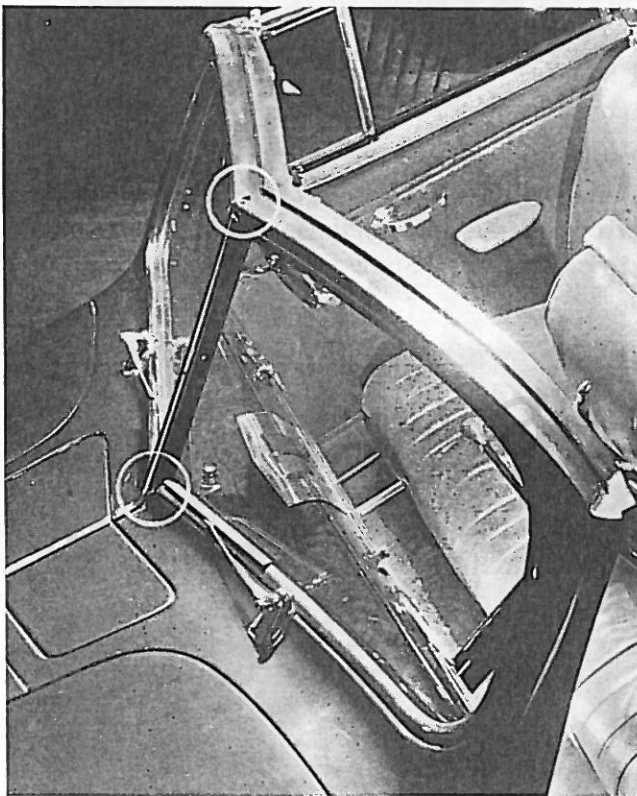
It has just come to our attention that the transportation companies handling our cars are inflating the tires to more than normal pressure so that the cars will ride better in transit.

Tire pressure has a very great effect on the quality of the ride and it is most important that all cars be delivered with the tires inflated to the exact recommended pressure.

If you are not already doing so you should make checking and inflating the tires to the recommended pressure a part of your new car delivery operation.

## WINDSHIELD LEAKS

18th SERIES CONVERTIBLE



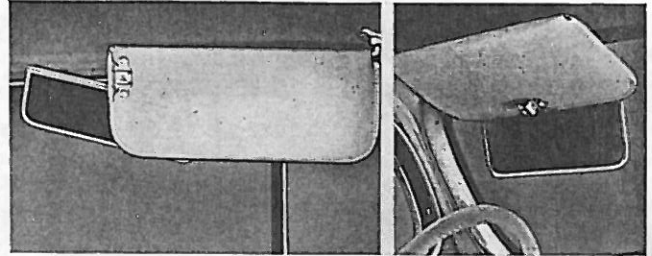
You may have some complaints of windshield leaks in these cars. Upon investigation you may find that the windshield divider bar has worked up so that there is a leak between the cowl and windshield glass at the center near the division bar. In extreme cases the center may have been pulled up so far that the top seats against the windshield header bar only at the center, leaving a considerable opening at the sides.

The windshield division bar is fastened to the cowl by means of a long screw through the cowl into a lug on the back of the divider. At the top, it is secured in the same manner by a screw through the header.

In most cases of leaks at these points, it will be found that the lower screw has come loose or worked out and that the pull of the top has raised glass and the divider bar at the center.

The correction, of course, is to tighten the screws or replace them if they have fallen out.

## SUN VISOR GLARE SHIELDS



Bright, sunny days, with the late afternoon sun, bring out the need of an extra sun visor to fill in between the two regular visors. The Visor Glare Shield, PA-314953, fills the bill to a "T". This popular visor sells for only \$1.00 and is adjustable in any direction. It can be clamped on the edge of either car visor and adjusted to suit the user.

Plan now to cash in on this popular utility item! Stock Visor Glare Shields! Display them and ask your owners to buy!

## DRIVE SHAFT CLUNK

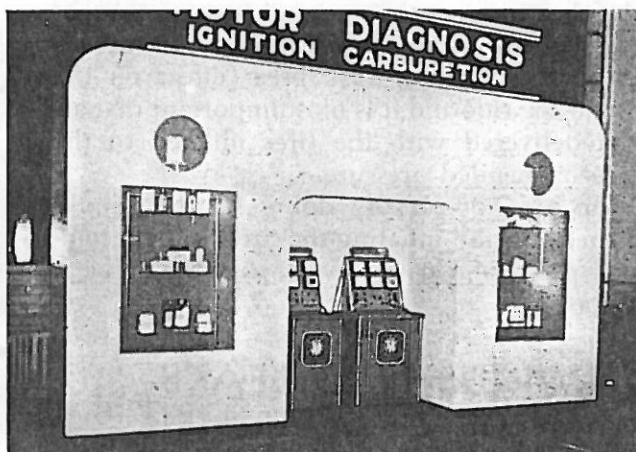
Some of the 18th Series cars have developed a clunk or thud when starting. This particular noise may be distinguished from that caused by loose universal flange by the fact that it is not heard just as the clutch is engaged and the car starts to move but is delayed and comes in only after the car has moved a short distance. It is most noticeable when starting in low gear against a heavy load and may not be experienced when starting in second or against a light load.

It has been found that the noise comes from movement of the drive shaft spline. As power is applied to start the car the nose of the differential pinion housing dips down causing the drive shaft to move back on the spline.

The correction is to raise the nose of the differential slightly to reduce this movement on the spline. A 4° taper wedge, piece number 354405, has been developed for this purpose. It is installed between the spring and rear axle spring pad with the thick end toward the front.

When the wedges are installed the drive line should also be removed and any shoulders or roughness on the spline dressed off. When re-installing thoroughly lubricate the spline with hypoid gear oil.

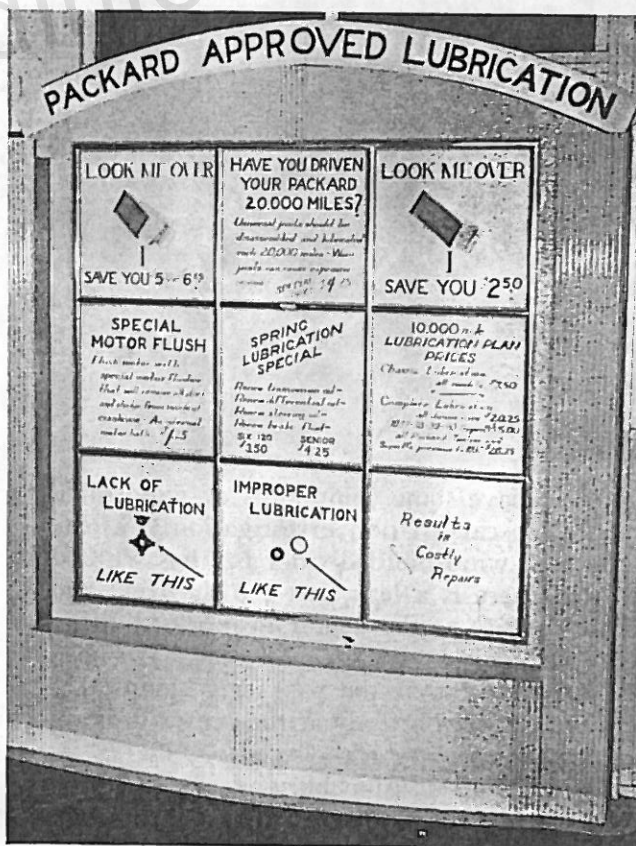
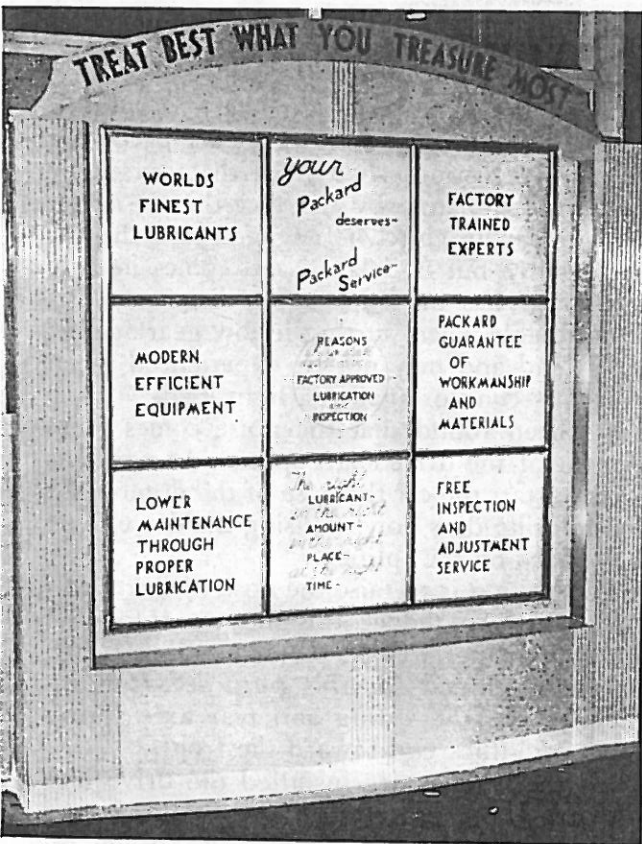
## DETROIT SERVICE SOME IDEAS WORTH TRYING



Our factory photographer caught a couple of very good ideas at the Jefferson Avenue Service Station. A practical and profitable selling campaign is being carried on under the supervision of General Service Manager Wilson, former factory field service representative. A meeting on the subject of selling service was well attended and

well handled. The subject of display of services was covered and some of these displays are shown.

Displaying and demonstrating sell lubrication and motor tune-up as well as accessories. The Jefferson Avenue boys believe in the old selling slogan of "Have It—Show It—Ask Them to Buy."



SUGGESTIONS OR QUESTIONS ARE ALWAYS WELCOME. ADDRESS—EDITOR PACKARD SERVICE LETTER