



THE SERVICE SALESMAN AGAIN

A few do's and don'ts for the new service salesman. And these may apply to some of the old-timers, who have forgotten some of the rules.

You cannot expect to hold your present service volume, much less increase it, unless the handling of the customer is correct.

We are assuming that a careful and correct diagnosis of the trouble reported by the customer is made. We are also assuming that the character of the work done in the shop is good and that the work done will accomplish the results desired by the customer.

In addition to this mechanical part of the job being right, you cannot overlook any of the details in connection with the proper handling of the customer.

First in importance is promptness in waiting on the customer. This applies no matter how crowded the floor may be; whether you are talking to a customer or talking on the phone you should stop what ever you are doing long enough to greet the customer who has driven in.

Second in importance is courtesy. This applies not only during the greeting but throughout the contact. It implies an interest expressed in the customer's problems. It means finding out just what he wants accomplished. It means explaining the results you can get from the operation you are trying to sell him.

Third is following the job through. This means remembering the item which was causing the cus-

tomers the most concern; making sure the boys in the shop have the whole story and making sure after the job is completed that the shop has accomplished the result the customer wanted. Following through means having a definite understanding of the work to be done, of the price and of the time the car will be ready; and then seeing that the customer gets exactly what he understood in that agreement.

Every service salesman and every service manager should read carefully the first article in the July issue of "The Reader's Digest." The story is about a couple who traveled around the United States and found sixty-three per cent of the service stations to which they drove their car were dishonest in some respect in the handling of their business. The sad part about the article was that the higher percentage of "shady" treatment was found in well-equipped service stations in the larger cities, although it doesn't say these were authorized dealer service stations.

In addition to the "do's" already listed, there are a few "don'ts" which very definitely should be followed by any service salesman. Don't try to prove a customer wrong. Don't be antagonistic. Don't use high pressure or "shady" sales tactics. Don't oversell.

Service business is founded on good workmanship, confidence and hospitality. Service business must be earned by giving more value; fair, courteous treatment, keeping of promises and a sincere effort to understand each customer's need.

BRIDGEPORT SERVICE

Mr. George W. Smith, Jr., President of Mathisen Motor Sales, Inc., Bridgeport, Connecticut, Dealer, recognizing the importance of service revenue during the months ahead, furnishes a fine example of what the forward-looking, progressive Packard Dealer is today doing about the vital service phase of his business.

Mr. Smith is, from profitable past experience, a sincere advocate of Employer-Employee Management Councils. He finds the interchange of ideas resulting from such conferences highly beneficial to his business.

Some months past, when the Defense Program started gathering momentum, Mr. Smith, recognizing what the likely contingencies of it would be, called a meeting of his Service Manager, Tester, Shop Foreman, Parts Manager and Accountant. This meeting resulted in the following program that is already in effect and producing profitable results:

1. To cover the loss of mechanic personnel due to Draft and the drain of Defense Industry, the hiring and training of four apprentices.

2. A mechanic's hourly rate that, along with the assurance of permanent employment, insures the retention in the Dealer's service of those men who are looking beyond the present emergency period.

3. The increase of Parts and Accessories Inventory to a 90-day supply as protection against material shortages and increased price.



4. A modern, fully equipped Lubrication Department.



5. Investment in equipment for a complete Motor Tune-Up Clinic.

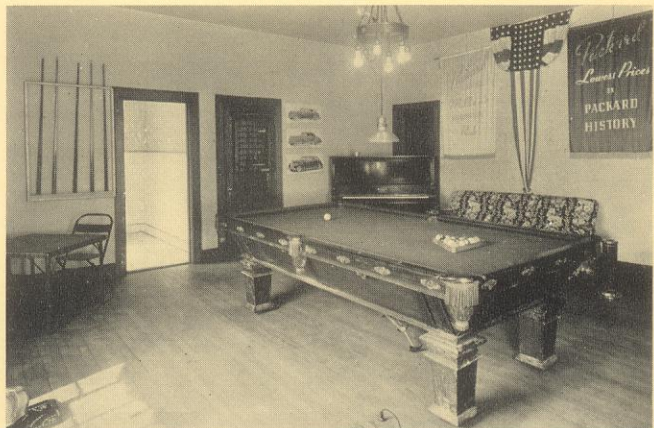
6. The hiring of a Motor Clinic Specialist to operate that Department. Every car serviced to be checked by this man. This results in the sale of much additional labor, but more important, greatly increases the sale of the frequent replacement volume parts items such as Spark Plugs, Distributor Points, Condensers, Rotors, Coils, Fan Belts; Generator, Starter Motor and Carburetor parts, etc. These are the type parts that furnish the greatest volume and profit and accordingly are the most competitive, since all Gas Station Garages and Independent Service Stations concentrate on their sale.

7. A clean, attractively painted Service Station.



8. The incorporation of a Tire Department in connection with their Service Department Waiting Room. The volume profit possible in tire sales has been sadly neglected by most Dealers.

9. Payment of a liberal Accessories Sales Commission to all service employees. Furnishing an incentive to increase Service Department Accessories Sales.



10. A Chauffeurs' Club. Membership open to chauffeurs of all makes of private cars. Club Room in Dealer's building complete with shower, pool table, card tables, piano, radio, etc. A sure-fire

goodwill builder that is helping to increase New Car, Used Car and Service Sales.

11. An adequate, trained service personnel that assures every owner a complete test and estimate of all work found necessary on each and every call. "Preventive Service" that makes for happy, satisfied owners.

12. Training of mechanics to look for and report to the Service Manager all parts replacements found necessary upon dismantling units in the course of repairs.

13. A test on the completion of the work ordered on every job, insuring customer satisfaction and continued patronage.

14. Careful attention to the important "after sale" in the typing of customer invoices giving full, detailed information as to work performed, as listed in the Service Charge Manual.

Incomplete invoice description of work performed, for which a substantial amount of money has been charged, creates in the owner's mind uncertainty as to the fairness of Service Charge.

DOOR WEATHERSTRIPS LOOSE

CLIPPER

You will find cases in which the door weatherstrips on the Clipper have become loose, particularly at the forward edge of both the front and the rear doors.

If the weatherstrips are carefully recemented they will stay in position but the work must be carefully done. In the first place it is necessary to see that the weatherstrip is not too thick for the gap between the door and the body, and must be trimmed down if there is not room for it to operate.

In cementing the rubber in position the surfaces must first be thoroughly cleaned and the cement should be tacky when the rubber is applied. Excess cement should be carefully cleaned from the outer face of the rubber so that the rubber will not have a tendency to stick to the body.

It will also be helpful if the outer surface of the rubber is coated with powdered graphite or soapstone because it will then operate more freely against the edge of the body, and the body will not tend to pull it away from the door.

After the above operations have been performed the doors should be closed and should remain closed until the cement has thoroughly set. Any good rubber cement will be found effective and the manner in which the work is performed is much more important than the type of cement which is used.

TRANSMISSION DRIVE SHAFT EXTENSION LEAKAGE

CLIPPER

When we first started building the Clipper transmissions (less aero-drive) with the extension mounted on the rear, we had trouble with the oil seals running hot.

In some cases the seals were damaged to such an extent as to permit oil leakage, and it is possible that the bearing itself may have been scored. We believe, however, that such damage will be confined to the early cars.

For several weeks we have been putting an additional quantity of transmission lubricant in the extension housing so as to insure thorough initial lubrication of the bearing and the seal. This over-supply may, itself, cause leakage while the car is new but the construction should not be disturbed unless the leakage continues.

Any leakage in the earlier cars which is caused by a damaged seal will, of course, continue and will require the replacement of the seal.

RUNNING BOARD TREAD REMOVAL—CLIPPER

The rubber treads on the Clipper running boards are held in place with two types of clips.

The inner clips—the ones next to the body—are simply snap clips which push straight down into the holes in the running board. The outer clips are shaped like hooks, with the open side of the hook facing outward.

In removing the tread the inner edge should be pried up first so that the inner clips are un-snapped. After this has been done the inner edge of the tread can be lifted so that the hooks can be rolled out of the holes in the running board.

EQUIPMENT

This is the day of streamlining in a thousand ways—automobiles, trains, buses, baby carriages, steamships, stores, offices and—successful service stations.

It is said that 86% of all human impressions are registered through the eye.

Provide what people like and they will bring their profit dollars to you just as surely as a good show attracts the crowd and gets the money.

There is no deep, dark mystery about running a profitable service station.

WHAT ONE CUSTOMER THINKS

"Mr. Customer, our entire Packard shop is here to serve you at all times. Will you please be frank, and tell us why we have not received any of your service business during the past year?"

"All right, Mr. Service Manager, I'll give it to you straight from the shoulder—and no hard feelings?"

"No hard feelings, Mr. Customer."

"Well I live about three miles from your shop, and I suppose distance is a factor where many other Packard owners are involved. Still, I would much rather have my car serviced in a Packard service station, if I could get at least as good service as I obtain from the numerous little independent shops and super service stations in my neighborhood."

"Oh, Mr. Customer, we can give you better service than you can get in your own neighborhood."

"Can you, Mr. Service Manager? Yes, I believe you could—if you really tried. But last year I paid you \$1.50 for a brake adjustment. Apparently your inspectors didn't check the car very carefully because when my wife picked it up and drove it home, it pulled to the left rather badly. I was too busy to bring it in again for a week, and then you charged me 50 cents. In contrast to this is the independent station near my home, who have complete brake equipment and who have performed three brake adjustments for me since—at only \$1.00 each. Their inspector makes it a point to ride and test the car with me personally, to be sure I am satisfied.

"Those extra few minutes checking *to be sure I am satisfied* not only please me but pay them dividends because, being pleased, I give them my lubrication business, my wash jobs, and many other little bits of profitable business."

"Thank you, Mr. Customer. At least you have been frank. I shall take steps to see that every time a car owner comes into our shop for service, the service salesman rides the car with the owner until he knows definitely what the owner wants done, and that an inspector rides the car with the owner again, after the work is done, to be sure it has definitely been done well."

"In that case, Mr. Service Manager, I'll give you another trial. Understand, I haven't been patronizing neighborhood stations to save money. I have no objection to paying for service *which accomplishes the purpose intended*, and I would much rather have you Packard people service my car if I can be sure of careful diagnosis and good workmanship and inspection."

DRIVE LINE CHUCKLE

CLIPPER

In any car you will be able to detect a slight rattle or chuckle in the transmission when coasting, with the clutch disengaged, over a slightly uneven road surface.

This is a necessary condition because gears and splines which have enough clearance to operate properly will develop backlash when they are not loaded. This is a condition which occurs in coasting. The noise is, of course, much more noticeable in the lower gears than it is in high.

In some of the Clipper models equipped with the electromatic clutch the noise has been more noticeable than usual and we have found that it can be reduced by tilting the nose of the carrier upward, using 2° wedges between the rear springs and the spring pads on the axle tubing.

We are changing the machining of the spring pads to provide this result in production and the change is in effect on the cars which we are now building. There is no identification, however, which will indicate whether the pads are machined at the old or new angle.

We suggest that nothing be done in a new car unless the noise is unusually loud or unless the owner complains. When the springs settle, as they normally do, they will bring the drive shaft into line and the noise will be less noticeable.

FOLLOW THROUGH

Gentlemen:

I was pleasantly surprised by one of your service men today, and I think he should be complimented.

Two weeks ago I went to the dealer's shop to have the brakes adjusted. At that time the man on the floor—the fellow who makes it a point to greet you by name with a friendly smile—remarked that my motor was running a little unevenly and that a motor tune-up would pay for itself in better performance and more gas mileage.

At the time I was too busy to leave the car, and have been so busy since that I forgot about it. Today I received a courteous note from him, reminding me about that motor tune-up, and the car will go in tomorrow morning.

I like that kind of service. And I think a go-getter like him should be complimented for remembering his customers and keeping their best interests in mind.

A. Customer