

PACKARD SERVICE



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The Builder of Good Will

IS IT a fact that a large percentage of automobile sales depend on the Service Department to a great degree?

Is it true that some people will purchase a second choice car because the service rendered by the company representing the first choice car is far inferior to that of the second?

Is it true that a satisfied owner can do far more to influence a sale than brilliant advertising or a clever salesman can?

Yes, a thousand times yes, is the answer to these questions!

It is difficult to think of a business which at the present time is more dependent upon the good will of its customers than the automobile business.

Large sums of money are spent on carefully planned advertising campaigns; the prospect is attacked through large national periodicals, local magazines and newspapers, and our advertising enters his home in a personal way in what we term direct-by-mail advertising. Our salesmen are provided with and drilled in the use of every possible sales argument in favor of our product. By the time the prospect becomes an owner a tidy little sum of money has been spent on him.

Certainly, advertising and salesmanship are effective sales forces, otherwise we wouldn't use them. They are valuable but are far from being our greatest sales factor. What is our greatest individual selling force? Nothing else but REPUTATION.

Reputation—that's the big stick. Reputation of the company building the product, reputation of the product itself, and last but by no means least, the reputation of the local company handling the product.

In the last analysis, what is reputation? Reputation is the esteem in which anything is held by people. In short, then, reputation is Good Will.

How best can a distributor or a dealer build Good Will? If success is to be attained, it is imperative that Good Will be secured.

Read the second paragraph of this article once more. Again we repeat that the answer to that question is YES, and it's a great big Yes.

The Packard distributor or dealer must first realize that Good Will is his greatest asset and then, that Good Will is cultivated only in proportion to the care and attention he freely gives to his customers.

The greatest creator or destroyer of Good Will is the Service Department. It is in this Department that repu-

tation is either made or lost. The prospect becomes an owner; he deals with the Sales Department no longer; he now comes in contact with a department where deeds count more than words.

The salesman who sold the prospect was, in all probability, courteous, pleasing of voice, of clean appearance and trained to feature strongly what we call selling points. He was no ordinary man, this salesman. He was accustomed to meeting people in the higher walks of life and felt at ease with them.

How about the man with whom the owner must deal in the Service Department? Is he courteous, of pleasing appearance, patient? Does he know his business as well as the salesman knew his? Doesn't it seem reasonable that great care should be exercised in the selection of men who are to meet and take care of the owners' requirements?

We have all greatly overlooked the importance of the strategic position that these men hold. We have not given them the attention which their position demands. In the last analysis, they are, to a very large extent, the custodians of that much-desired Good Will.

Realizing the need for help in this direction, it is our intention to show these salesmen of service what an important part they play in this business of ours. We intend to point out to them the various factors which are so essential if we are to build up Good Will. The desirable features employed by one distributor shall be broadcast to all the rest. This will be accomplished by the printed word in conjunction with the traveling service school.

We will issue, about once each month, a paper devoted to the Service Department. While contact with the owner will be the subject most stressed, there will be other features, such as new ways of performing certain repair operations, the particulars of new tools as they are developed and various other items which will all be of interest to the men in the Service Department.

In this undertaking we heartily desire the co-operation of every distributor and dealer. We cannot reach your men unless you desire it. Call them lessons, service bulletins, or whatever you please—they will only be effective to the extent that you encourage your men to read them.

This paper is dedicated to the "Service Salesman, the Builder of Packard Good Will."

Men Wanted

YOU who serve the owners have no doubt met Mr. Henry Jones. He is gruff of speech, rather irritable and quick to fly off the handle. In the parlance of the shop, he is a "hard boiled owner." When his car pokes its nose in the door the inclination of the boys is to get elsewhere and get there quickly. Surely you have met him sometime or other.

Now, can you do this? When Henry J. starts in to read the riot act to you, can you listen politely? When he gets to the stage where he tells you plenty about the car itself, the company that sold him the car and your service department in particular, can you still maintain a friendly look in your eyes? When he gets going so good that he imagines you are the real cause of all his trouble and goes after you accordingly, can you still wear an honest-to-goodness smile?

When it comes your turn to talk (after giving Henry J. plenty of time), can you speak in a tone that has an effect like soothing syrup? Can you so handle Mr. Jones that after the seance is over (and without having to give the building away), he leaves the service station in a happy frame of mind?

If you can sincerely answer yes to these questions, then consider yourself a SERVICE SALESMAN; and real eighteen-carat service salesmen are rare indeed.

A service salesman possesses the traits of a seasoned diplomat. He is adept at pouring oil on troubled waters and bringing the sun from behind

the clouds. He resembles the successful doctor in his ability to diagnose intelligently the various diseases of the automobile.

He, likewise, is a good mechanic, being able, if necessary, to fix the trouble he diagnoses.

Last but not least, he is a master salesman, for in many cases his customers are not in receptive mood. As in the case of Henry Jones, the service salesman must work under pressure. In many cases he must sell all over again the car that the new car salesman sold once.

Now fellows, let's get down to brass tacks. A large portion of our production depends on what Mr. Jones, Mr. Smith and the rest of the owners think of our car and Packard in general. You fellows, more than anyone else, are in touch with these owners. The impression they form of you is largely the impression they form of Packard. *It is vital for all of us that the impression be a good one.*

"He profits most who serves best." It's the truth, and you fellows will find yourselves successful in proportion to the extent that you follow this principle.

We know it's not easy, this job of service salesman, but it's an important one and one which leads to bigger things. With over twenty million automobiles running around this country, the service business isn't going to go backwards. Men are needed and needed badly. Are you ready? Fine! Strike up the music, boys, here comes the Packard Service Salesman!

Mike McKanic Says - -

NOW that the factory men have told you Service Salesmen how important it is to take good care of the owners, let me say a few words for the shop.

No matter how well you Service Salesmen handle the owners, we all know they are going to be displeased if we mechanics don't turn out good repair work. Your words will count for little unless we back you up.

There are a few things that you fellows can do to help us turn out better work.

First, let's have repair orders that we can read. We waste a lot of time trying to decipher what looks like a lot of code words. Don't be afraid

to use clean carbon paper; the shop copy of the order is the last copy and is sometimes impossible to read.

Now comes a delicate subject and one which is the source of much friction between Service Salesmen and Shop. I refer to promises. The customer, it seems, is always in a big hurry. You fellows try to oblige him by making a promise that suits him and in the majority of cases where a short promise is made it usually means a disappointed owner due either to a broken promise or a hurry-up, half-done job. Please give us enough time to do the work properly.

Another way you fellows can help us is to give

us more information on the repair order. In your talk with the owner you receive a lot of information that would help us in more quickly correcting the trouble. The order reads "Tune Motor." Now it would help us if we knew particularly what caused the trouble in the first place. Is it due to improper carburetor adjustment, trouble in electrical system, or what? True, we can find the trouble but lots of time can be saved through little notes of information given by the Service Salesman.

Another thing is that too many orders are written up calling for operations that won't cure the trouble. This is due to you Service Salesmen

taking for granted the owner's diagnosis of the trouble. A job comes in filled up with carbon and the order reads "Tune Motor," which will help this job about as much as cod liver oil will help the gout. Was this job inspected by the Service Salesman? No; he took the owner's word for the trouble. Nothing but grinding valves and cleaning out the carbon will help it and the job must be held up until we can get the owner's "go ahead."

We mechanics admit that there is plenty of room for improvement in the shop and a lot of it can come through more co-operation from you fellows who write the orders.

Delco Tools

WITH the adoption of the high compression head on the current model cars and the increased motor speed which came with it, the condition and adjustment of the distributor and spark plug points have become more important than ever before.

Due to the peculiar shape of the combustion space, the gases are subjected to extreme turbulence which has increased the rate of flame travel many times. The spark is timed to occur enough before the top dead center so that the gases immediately over the piston are ignited as the piston reaches the top point of the stroke. The Engineering Department worked this out very carefully and found that with the spark plugs set with .027 of an inch gap the spark should occur just $\frac{3}{8}$ of an inch of flywheel travel before top dead center. The breaker points should be set to a maximum opening of .020 of an inch. If these settings are made accurately—using a feeler gauge—it will insure the best possible operation under all conditions.

To assist you in servicing these distributors and keeping them in the best of condition with the minimum effort, we have developed with the Delco Company the set of service tools shown in the illustration on the following page.

These tools consist of:

S.T. 631 *Contact Adjusting Tool*; a "T" handle bending tool with which to true up the alignment of the breaker points after they have been dressed.

S.T. 632 *Distributor Wrench*; a forged steel wrench to fit the points. The large end will fit the large nut on the low tension connection.

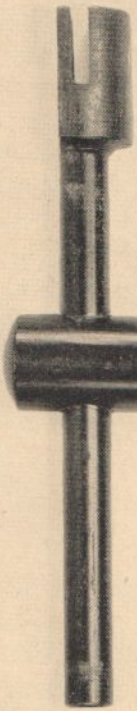
S.T. 633 *Spring Tension Scale*; at high speeds especially, the spring tension on the breaker points is very important and must be maintained at $1\frac{1}{2}$ pounds. With the spring scale shown, this spring tension can be checked accurately.

S.T. 634 *Distributor Contact Adjusting Tool*; on the Eight this tool saves a lot of time in synchronizing the two breaker points with the four-lobed cam. The correct synchronization of points is very important and will go a long way in smoothing up a rough motor. Take off the cam and put on the tool and adjust the eccentric that holds the breaker points until they fit the notches in the tool.

S.T. 635 *Ignition Switch Screw Driver*; on the older switches, the screws that hold the switch lever are in so tight that it takes the special screw driver shown to loosen them. This is a special tool with an extra large handle and a special heat-treated blade that will stand up.

S.T. 636 *Distributor Rubbing Block File*; for dressing the fiber contact on the breaker arms to give them a smooth contact surface against the cam. Take off the cam and put on the tool rotating it in a clockwise direction so that the teeth along the edge dress off the fiber contact points.

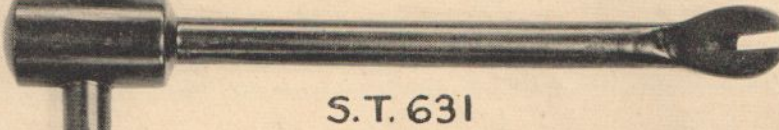
These tools may be procured singly, or in sets, including two distributor wrenches, for \$6.95.



S.T. 632



S.T. 636



S.T. 631



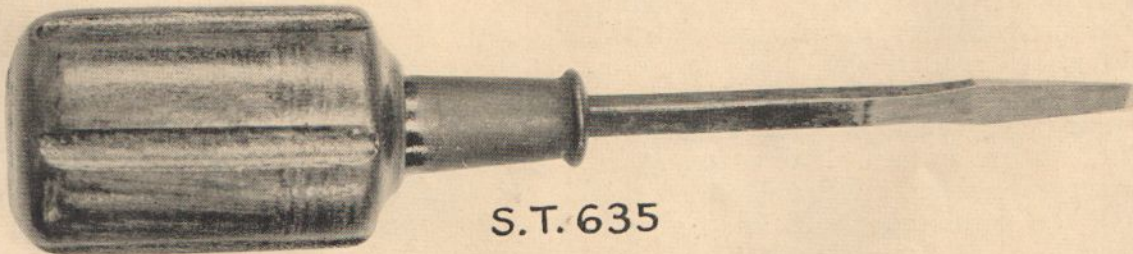
S.T. 632



S.T. 634



S.T. 633



S.T. 635

S.T. 632—\$0.35 (two required)
S.T. 634—\$1.00

S.T. 631—\$1.85
S.T. 633—\$1.65

S.T. 636—\$1.00
S.T. 635—\$0.75

SERVICE DEPARTMENT