



VOL. 1. NO. 13

OCTOBER, 1, 1927

Are You Ready?

IN A RECENT letter to all Packard distributors and dealers, Mr. Macauley, closed by asking the following question:

"Is Packard going to be a large quantity producer and thus be able to sell its splendid products at a low price, or must we be content with a medium output with necessarily higher costs and prices and without the opportunity for growth, expansion and profits which we now have in our hands?"

By this time, almost all of you will have had an opportunity to see and ride in the new series Packard. In all sincerity we ask you boys in the service department if you have ever seen a more beautiful car or have ever driven a better one.

We believe all of us will agree that we have THE CAR, and have it at a price that is most reasonable.

What, then, can keep the factory, distributors and dealers out of the "large quantity producer" class?

Several things can—not the least of which is service. In the first issue of the Packard Service Letter we stated that—"it is 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." We still hold to this opinion.

We wish, hope, trust and pray that the day will come soon when the service department ceases to look at itself solely from the standpoint of a "fixit" department and wakes up to the realization of what a mighty factor it is in the selling of automobiles.

We have a wonderful year ahead of us but to get the most out of it our service departments must be in the front line with heads up. Let each service manager pause for a few moments and take an inventory—let him ask himself these questions:

Is our service department a real help in making new car sales or is it a hindrance?

Is the great majority of the owners who patronize our service department satisfied with their cars and our service?

Have we a reliable system of follow-up so that we know at all times just which owners do or do not come to us for service? (See Packard Service Letter No. 10.)

Are we following up those owners persistently who don't come to us, making real efforts to obtain their patronage?

Do we follow up complaints promptly?

Have we enough confidence in our work to send out a return post-card after each repair job is finished? (See Packard Service Letter No. 10.)

Do the men who come in contact with the owners appreciate how necessary it is to be cheerful and courteous; eager to please and conscientious in keeping promises?

Are they perfectly familiar with Standard Prices and Specifications?

Have we enough "seasoned" mechanics who know the Packard car; do they take pride in their work; do they realize how much it hurts when a

"Better Service Means More Car Sales"

car has to come back two or three times before the trouble is corrected?

Do our men who diagnose trouble "know their stuff" or are they making a lot of poor guesses before finally locating the troubles?

Have we a good selection of Packard special tools so that repairs can be quickly and correctly made?

Is our shop equipment adequate?

Are we prompt in making service calls?

Have we an adequate stock of parts and does the stock room give the shop good service when parts are needed?

Is our service department clean, bright and cheerful in appearance?

Have we ample floor space to service the present amount of cars in our territory?

Have we planned for an expansion in service floor space to accommodate additional cars which will be sold due to increased sales program?

If you, as service manager, can answer "yes" to the foregoing questions, then it is an assured fact that your owners are contented and happy with their cars. Your service department will have created a lot of word-of-mouth advertising, which is by far, the most effective advertising in the world.

On the other hand, if some of the questions can be answered by "no" only, then it should be perfectly plain that those points should be concentrated on until the trouble disappears. Disgruntled owners, also, have the habit of advertis-

ing by word-of-mouth but the results of their efforts doesn't ring the bell on the cash register.

Out in Seattle, the Packard distributor goes by the name of Service & Sales, Inc. *Note where the word "service" appears in the firm name.* The proprietor of this establishment, Mr. Herbert Berg, is one who in his long association with Packard has fought his way to the front via the service department route. He is a "nut" on service and by applying the Golden Rule principle in his dealings with people, he has built up a profitable business.

Have you ever heard of an automobile dealer going "blooey" who was a "nut" on giving good service? You have not and what's more, you won't. If part of the money that is used for over-allowances on used cars was devoted to the improving of service facilities there would be a lot more prosperity in some establishments.

The service department will play a big part in the battle for increased business this coming twelve months. You fellows in the service departments will determine to a great extent just how big the business will be in your particular establishment. You are key men, and don't believe otherwise.

Unless you boys hit the ball and give service that is service—well, all the advertising and all the salesmen this side of Podunk won't put Packard in the big producer class.

"He profits most who serves best," and that's no idle chatter.

How Do You Fight?

IN THE art of warfare the general who fights an offensive fight has one big advantage over the enemy. He knows just what he is going to do—where to mass his troops—where he is going to strike. The enemy general, fighting a defensive fight, is to a great extent in the dark; he must be prepared at all points in his line of defense; he cannot mass his troops in any one particular position—he is dealing with the unexpected.

A service department can be conducted on either defensive or offensive lines and as in war the offensive policy is the best.

After you turn out a repair job, do you promptly follow it up, inquiring as to the result? If you do, you are an offensive fighter—you strike first.

On the other hand, do you forget about the job and trust to luck that it turned out OK—and that the owner won't come back? If so, you are a defensive fighter.

How about that owner who hasn't been in your

service station for three months? Is he in Europe? Has he sold his Packard? Is he dead? Is his car running so sweetly that he doesn't need service? Is he "sore" at you fellows and patronizing another service station?

Do you know? If not, why not?

When you trust to luck that all is well, what you believe to be a pretty pussy may really be a sharp clawed wildcat.

When an owner doesn't put in an appearance for three months—get suspicious and *find out why.*

If you adopt the card system described in Service Letter No. 10 you can find out just when each owner was in last. If you do not use a follow-up record please tell us why.

You have one, you say? Fine! Then you have one of the weapons of the *offensive* fighter.

How shall we get in touch with those owners who have disappeared?

We can do one of three things: call them by telephone, send them a letter, or best of all, make a personal call.

Where you have only a very few owners who are absentees, try the personal call first and telephone second.

In the larger service stations where the absentees run higher it is best to send out a good letter first.

We submit the following letter as one being suitable to send to those owners who have not been in for service for three months or more.

PACKARD MOTOR CAR COMPANY

DETROIT, MICHIGAN

August 16, 1927

MR. JOHN JONES,
72 West Mack,
Detroit, Michigan.

Dear Sir:

Our records show that we have not had the opportunity of serving you for some time.

Possibly your car has not required service attention, but when it does we feel that you should allow us to serve you. We solicit your patronage because we know that an owner's long-time satisfaction with any high-grade car is dependent upon the care given it.

We believe that we are in the best position to serve you for the following reasons:

Our equipment consists of all the special machines and tools, developed by the Packard factory, to perform various repair operations more speedily and more efficiently.

Constant contact, with the factory, provides us with information which enables us more quickly to diagnose and correct trouble than could others who do not have this necessary contact.

Our charges, based upon Packard Standard Prices, a nationalized flat rate system---will defy any competition.

We use only genuine Packard parts rather than any inferior substitutes. Your safety is our concern.

Most important of all, no one else can have the interest in your satisfaction with your Packard, that we have. Our incentive is based, not on the lure of large repair profits, but on the hope of selling later another Packard car to you or one of your friends.

May we serve you in the future?

Yours very truly,
Service Manager

Maybe this letter is not quite to your liking. If not, then write one that suits you better—the idea is to have one and use it. Business today is a terrific battle for customers, and advertising is a weapon that cannot be ignored in the fight to obtain and keep them. The foregoing letter is a piece of advertising to aid you in winning back apparently lost customers. It is a tool for the offensive fighter, so *use it*.

Suppose he does not answer the letter—then what? Go after him some other way—preferably have someone who is tactful call upon him and find out his reason for absence. If personal calls cannot be made, then use the telephone. The point is to reach him, discover his objection to using your service, and then *remove the objection*.

Once again let us hammer home the value of the use of return post-cards. See Service Letter No. 10 and if you haven't already had a supply of these cards printed, don't lose any more time having this done. These cards are another effective weapon of the offense and prove that you have the backbone to "Ask the Man Who Owns One" what he thinks of your service.

The service department that chooses the offensive position automatically raises its standard of service by the mere fact that it is aggressive in securing its business.

The passive, bovine-like attitude is not worth a tinker's damn. It's like a sailing vessel in a dead calm—lots of sail but getting nowhere. The use of *steam* makes you independent of the elements.

What kind of a fighter are you, defensive or offensive?



Answers to Questions Contained in Service Letter No. 12

1. The transmissions of some of the new cars are noisy for a minute or two because of very heavy oil in the transmission. The condition can be corrected by diluting the lubricant with cylinder oil until the proper consistency is reached.

2. Quick depreciation of the ignition breaker points may be caused by a very close adjustment, by a broken down condenser or by a short circuited resistance in those types where a resistance unit is used. The points will also depreciate rapidly if the generator voltage is too high. This latter condition is usually caused by a poor connection in the charging circuit.

3. A hot spark plug is one whose electrodes and porcelain become heated at a comparatively low motor temperature. A hot plug usually has a long porcelain and projects farther than usual into the combustion chamber. A plug of this type is most satisfactory for a motor operated slowly or at low temperatures, because its heat assists in vaporizing the compressed gas.

4. A hot spark plug is unsatisfactory for high speeds or high operating temperatures, because pre-ignition is apt to result.

5. Excessive side clearance between the connecting rod bearings and the crankshaft will permit an excessive amount of oil to be thrown on to the cylinder walls.

6. Cylinder oil should not be used in the chassis oiling system because it is too thin to lubricate and protect the spring shackles properly.

7. It is not advisable to use an ordinary transmission oil, because many of them contain ingredients which would clog the felt filters, and also because they are apt to solidify at normal winter temperatures. The proper lubricant must be a heavy oil, a clear filtered oil and an oil with a low pour test.

8. Tire noise can usually be identified by the fact that it is much less pronounced on a smooth pavement such as asphalt than on a rough pavement such as brick. Gear noise changes its character when the motor is "pulling" or "coasting," while tire noise will be the same for a given motor speed whether the car is accelerating or decelerating.

Ask Me Another

1. What is the best way to remove the reddish deposit which sometimes collects on the headlight reflectors?
2. What makes a fan belt "squeal" at high speeds, and how can it be corrected?
3. What is the usual cause for the failure of the insulated connection from the battery to the battery box?
4. Why does a valve stem guide sometimes show excessive wear on one side?
5. Why is it unwise to use high test gasoline for hard driving in hot weather?
6. What is the origin of the acid which is sometimes found in oil removed from the crankcase?
7. Why is it more likely to be present in a motor operated at low temperatures?
8. What effect does stabilator adjustment have on front wheel tramp and why?

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NOTE—Save these questions. Answers, only, will appear in next PACKARD SERVICE LETTER.

Jack Harrison

Will conduct meetings at the following points: Buffalo, Oct. 18; Albany, Oct. 20; New York, Oct. 25; Philadelphia, Oct. 28; Pittsburgh, Nov. 1. Jack knows his automobiles but ask him who he picked to win the big fight at Chicago.