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Service Sells Them

As most of you know there is a questionnaire that accompanies each new car and which is filled out by the owner and returned direct to the factory.

Recently we read a few of the questionnaires returned during the early part of October.

One of the many questions asked the new owner is this one, "What one thing more than any other led you to buy a Packard?" Here are a few of the replies picked at random.

CHARLOTTE, N. C.—"Aside from the car itself (which I think is perfect), the wonderful dealer service."

HATTIESBURG, MISS.—"Excellent service and good dealer."

WILKES-BARRE, PA.—"Influenced by opinion of people who own Packards."

SCHENECTADY, N. Y.—"Service, that I found dealer was rendering his customers."

BOSTON, MASS.—"The service that the Packard Boston Company gave to friends of mine."

JAMESTOWN, N. Y.—" . . . also character of service given by Mr. Roscoe, service manager."

METUCHEN, N. J.—"The known reliability of agent—also wish to mention when the new car was delivered it was clean and serviced better than any car I have ever possessed."

Please understand that these statements are only a few among many that give "good service" as their principal reason for buying the car.

Notice the remark about the new car being delivered in

a clean condition and being well serviced. Here is an owner who is impressed with something that should be standard practice, but from his experience in the past it is unusual to take delivery of a clean and well prepared new car. Are your owners "favorably impressed," when you deliver the new cars? A great deal depends on how that new car is prepared because the most enthusiastic owner is the new owner. He can do you a world of good, while he is happy in the possession of his car, so for heaven's sake don't dampen his ardor by turning over to him anything but a spotless, glittering, well serviced car.

What a wonderful thing it would be for Packard in general if *everyone* in the service department realized how much weight the "character of local service" carried in influencing new car sales.

Fellows, wake up and think of yourselves not only as the "fix it brigade" but as a strong, healthy "sales brigade" as well.

The mechanic who makes satisfactory repairs—the service salesman who courteously sells service—the inspector who intelligently diagnoses trouble—the shop-foreman who keeps his eye on quality—the final inspector who acts as insurance against "come-back" work—the boys in the stock room who have the right parts at the right time; surely these men are salesmen in every sense of the word. By their collective efforts in pleasing their customers, they cause many a new owner to say to the factory, "I bought my Packard because of your local dealer's reputation for giving good service."



I AM GOING TO SELL MY-----, THE CAR IS GOOD BUT JONES & CO'S SERVICE IS TERRIBLE —

YOU CANT GO WRONG ON BUYING A PACKARD AND SMITH & CO. HAS A WONDERFUL SERVICE DEPARTMENT—

"Better Service Means More Car Sales"

You Can't Buck L.W.

WE quote two paragraphs from a letter received here at the factory from an owner.

"The reason for this letter is that I should like to point out that what I asked for has been done at your dealer's expense—as it should have been done in the first place. *But it has been done only after much bitterness and after I had made definite plans to bring suit for misrepresentation.* The car is now in shape, yet, I don't think I shall ever be able to boost for it again. In fact, only yesterday, up in the country, my brother asked me about the car and I told him my experience with He was planning to buy a Packard this winter. He is not going to buy one now."

"Instead of your dealer making good cheerfully, he made me feel that the credit is all mine for having 'forced' him to make good."

As far as this particular owner is concerned, a good name is suffering and that name is Packard. Here is a case where our slogan becomes a boomerang. Where we had an asset we now have a liability.

The factory sincerely regrets this. But while we frankly admit that a case of this kind hurts Packard as a whole, *it hurts the dealer a thousand times more.*

An investigation of this particular case disclosed that the owner made no unjust demand. A part plainly defective needed replacement and the service manager knew from past experience that the factory would replace it. The labor involved was less than the cost of the part. The service manager, however, took the arbitrary stand that because the car was a few days beyond the expiration of the warranty period the owner should pay and he told the owner so in no uncertain way—in short, he was discourteous.

With regard to discourtesy, we will only say that no matter who you are, big or small, rich or poor, smart or dumb, you can't be uncivil to the public and get away with it. Benjamin Franklin said, "he who spits against the wind spits in his own face." When you are discourteous to an owner, you are damning your own bread and butter.

About the stand taken by the service manager on refusing the replacement because the car was a few days over the warranty period, we say he was wrong. We do not believe that it is good business to get down to hair splitting when *good-will* hangs in the balance.

Certainly, there is a limit to all things, but good judgment should not be shackled with hide bound rules and regulations. You are familiar with the factory policy on defective parts. It is just and liberal. We have

found it profitable to
make no mistake by likewise follow

When you feel that an owner is entitled to something, give it to him freely and he will then appreciate it. Giving it to him after much argument and controversy leaves the impression that he got it only by fighting and forcing you into giving.

We cannot do better than to quote again two paragraphs taken from a letter written by Mr. Macauley in 1926:

"Our owners are quick to sense our fairness—or otherwise—and their attitude towards us and our product will, in the main, agree with our attitude as to fairness and liberality toward them. A narrow, selfish service attitude by any distributor will automatically create that same kind of an attitude on the part of his owners toward himself, toward Packard cars, and toward the Packard Company.

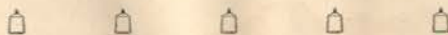
It is true that the occasional customer will demand something that cannot be conceded without a sacrifice of self-respect. In such case, a concession should not be made. But it should not be measured in the light of the fact that if the concession is made it will cost the company or the distributor a certain number of dollars. The indirect cost of failing to create a happy satisfied owner will usually be infinitely greater. Let's make our mistakes on the side of too great a liberality. Let's, with our eyes open, allow owners to sometimes put something over on us, in the interest of getting the troubles swept out of our way quickly and cleanly. Let's end disputes as soon as they begin. And in the long run we will have more friends, less worries, and be more prosperous and highly regarded."

You can make no mistake in basing your service attitude on the thoughts expressed in the foregoing quotation. They are safe, sound and sure.

It costs real money and effort to sell an automobile these days. National, local and direct mail advertising; repeated calls of a salesman and demonstrations are all brought into play in making a sale. These elements are expensive.

Another great influence in making a sale is the recommendation of a satisfied owner—a most effective factor which costs but little.

If you have one dissatisfied owner it is bad for your business; if you have several, rest assured that the effect of their damaging efforts will be reflected by many lost orders. "Better Service Means More Car Sales."



Vance Mortellra, wild bull of the Pampas, was back at the factory recently. Vance was in Mexico City during the recent wholesale executions. His shoes were smoking when he crossed the welcome border line at El Paso.

We have received a few complaints about Valve Reseating Equipment, but not one that has been cured if the instructions that came with the equipment had been read. Also read No. 9.

Common Sense

Letter from Mr. Joe Page of Chicago contains an excellent and important thought regarding the releasing of unsatisfactorily repaired cars to owners.

A cut of the card mentioned in the last paragraph of Joe's letter is shown also. For a very slight cost you can have these cards printed locally with your name thereon and slotted so they will fit over the choke-button.

The entire idea is another excellent way of forestalling severe and costly criticism of your service department. USE IT.

"I have one thought which I consider of very great importance and it is something which we have constantly tried to drive home in our own and our dealers' organizations, namely, that if at the last minute we find it impossible to get a car exactly right, we should make it a special point to see the customer when he comes for his car and tell him frankly that, try as we would, we have not been able to get the car just as he wanted it and we are, therefore, not satisfied. Let him take the car over night but advise him that we will need a little more time or another try at it before we are satisfied.

Now, if you will think this over, you will see that the psychology of this is *very* important. The man who has been given the above statement by his service salesman cannot complain, but let that same man take delivery of the car without anything being said to the effect that it did not come through the shop just one hundred per cent and he will soon discover this fact with the result that he will be extremely dissatisfied and may or may not complain to us feeling that if we deliver the car without any explanation, it signifies that we considered the car was in condition to deliver back to him. In his mind he will feel that there is little use of complaining or bringing the car back if that represents our standard of work. Those are the people who leave us for good, but remember, they tell their friends what they think of the quality of our service.

This business of telling the owner that you are not quite satisfied with his car is so simple and so effective and withal such a common sense proposition, yet, it is the hardest thing I know of to get the service salesmen to really do it.

If the practice were universally followed, I am quite sure a very large amount of dissatisfaction would be avoided and our service stations and the service salesmen would have the reputation of honesty and sincerity. Everyone knows how it will frequently happen that with the best of intentions and the hardest kind of work, mechanical troubles will fail to respond or with the best of diagnosis we will go on our guess and a day's shop work may go to light.

Usually these things are not discovered until the end of the final inspection and then it is generally too late or impossible to reach the owner. Under these circumstances what all too often happens is that the salesman or inspector simply says a silent prayer against hope that the owner will accept the car as satisfactory and register no complaint.

What an idea, and yet you will find it happening everywhere every day.

I could write at considerable length on this one single topic because I know positively that there is an awful lot to it, yet, for some reason the average service man does not seem to be able to grasp the common sense of it and to realize that in admitting ourselves not satisfied with the condition of the owner's car, we are not only eliminating his complaint when he finds out the car is not right, but we are actually creating a fine impression, notwithstanding, the fact that our work was not entirely successful. *In other words, we are turning a bad situation into a good one.*

The little card which we use in Chicago helps to tie this thought up in the owner's mind and by anticipating a possible discovery on his part that something is not entirely right, we have, I believe, avoided a lot of complaints and kept our owners in a friendly mood toward us.

Very truly yours,
PACKARD—CHICAGO
J. F. PAGE,
General Manager of Service

Packard Service



This car has been inspected.
We believe all the work has been properly performed.
Mistakes will happen. We are not infallible.
When we are at fault we want to know it at once.
It is sometimes impossible to correct a trouble the first time.
If our car and service are satisfactory, tell others.
If not, tell us. We realize that good service is the most important part of our business.
Your satisfaction is our greatest asset.

OUR PHONE IS BOULEVARD 6190
Call Service Salesman,

or the General Manager,
J. F. PAGE

Form C. R. 11.

Actual Size 3 3/4" x 5 5/8"



Might as well try to climb the Alps on roller skates as try to do good repair work without the proper tools. Have you got the recommended selection as listed in the special tool section of the Packard Service Manual?



"What a whale of a difference a few cents makes" said the service manager after spreading around some Barrelled Sunlight. Customers he never knew existed soon paid him for brightening things up.

Ask Me Another

Question: What provision has been made to remove rattles in the door locks?

Answer: A small screw is now located underneath the latch in the door locks making it possible to eliminate up and down play in the latch.

Question: What is the proper adjustment of the three screws which act as stops for the clutch plate?

Answer: The three stop screws in the clutch are adjusted by turning them in as far as they will go and then backing them off three notches (not three turns).

Question: What will be the result if the screws are turned in too far? If they are backed off too much?

Answer: If the screws are turned in too far they will not permit the clutch to release. If they are backed out too far they will not keep the clutch from spinning.

Question: What can be done to prevent leakage in the cowl ventilator?

Answer: Most of the leakage in the cowl ventilator is at the outlet pipe which drains the ventilator trough. The pipe may be removed and a rubber gasket inserted between the flange of the pipe and the trough. Gasket Piece No. 157367.

Question: With what clearance should the new type pistons be fitted?

Answer: The new style pistons are fitted with .0015". See Technical Bulletin No. 1839.

Question: What kind of oil should be used on the window regulators?

Answer: It is advisable to use Whitmore compound in lubricating the window regulators, because it is highly adhesive and will remain on the mechanism for a long time, making it unnecessary to repeat the attention except at very infrequent intervals.

Question: What is the best way to check the point at which the breaker points separate?

Answer: The best way to check the point of separation of the breaker points is by temporarily wiring a lamp bulb into the circuit at the distributor. It is possible to obtain the same result by watching the ammeter on the dash, but this requires two men for the job.

Question: If a motor is hard to start, what are the most common causes?

Answer: When a motor is hard to start it is usually caused by a partially discharged battery, by the failure of the choke to close completely or by dirty or improperly adjusted spark plugs and breaker points. Any item which affects the tuning of the motor will also affect the starting conditions.



Spread The Good News

How easy it is for us to take the good things in life for granted and not give them their proper credit.

Take for example the Chassis Oiling System that is built into Packard cars. A wonderful innovation that has done wonders in keeping down upkeep costs and has, from a service department point of view, given practically no trouble.

You boys in the service department can be of real help to Packard as a whole if you never overlook the opportunity of shouting praises for this ideal method of lubricating an automobile.

Tell your New Car Salesmen what a great

thing it is. Point out to them how much it helps in keeping down service costs for the owner and don't ever get tired impressing on your owners how wonderful it is.

Read the Packard Sales Educational Lesson Vol. 5 No. 19, dated December 5, 1927 of which the subject is "A car without Centralized Lubrication is not a Modern Car." The message of this lesson is valuable to us all, service men and salesmen.

The Packard is a Modern Car, and Packard Service Station considers it its function to assist the Sales Department in selling more Modern Cars.