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The Special Order

ONE of the worst evils in connection with service work is the comeback.

An owner who has to come back the second time to have a trouble corrected is usually not in the best frame of mind.

The owner who has to come back the third time is in a far worse frame of mind. Nine times out of ten, he is disgusted, irritated and is anything but a good advertisement. We can't afford to have any of these "three timers" running loose because, believe me, boys, they hurt sales.

Turn one of them loose at a Kiwanis or Rotary luncheon, country club, or in fact any place where people are gathered, and listen to his favorite topic of conversation. You won't hear anything that will make your chest swell out with pride.

We will agree that the millenium will have approached when every repair job is turned out 100%. In spite of good supervision and inspection, now and then one gets by that has to come back the second time. It is our job—if we are good business men—to do all possible to guard against this and keep comebacks down to a minimum.

Especially is it important (almost imperative) that we prevent jobs from coming back the third time. We cannot emphasize the importance of this too much.

Packard-Chicago, realizing the importance of this, long ago, instituted what is called the "Special Order."

When a car comes back the second time for the same trouble the "Special Order" is used. It is a regular repair order which has been stamped "Special Order" with a rubber stamp. The stamp

is large enough so the words stand out in a conspicuous manner.

The Special Order is a signal to the Chicago boys that the car is a comeback and is to receive *preferred attention*.

The comeback is given a careful, painstaking diagnosis; the trouble must be definitely located and if necessary two or more men are called in, much the same as a consultation of doctors. Every precaution is taken so that when the Special Order reaches the shop it gives explicit instructions covering the work required to correct the trouble.

The foreman in the shop fully realizes the importance of the Special Order and *he gives personal supervision to this particular job*. Both he and the mechanics know that the deuce will be to pay if the car has to come back the third time, so it is given preferred attention. Before the car is delivered to final inspection the foreman is certain the work called for on the order has been performed correctly.

We now come to the final inspector who is the last line of defense. When he sees the Special Order he, also, is "up on his toes" and knows it is up to him to see that the trouble has been completely remedied. Like a judge of the Supreme Court who is not influenced by decisions of other courts, he digs for facts. Putting the car through its paces, he weighs the evidence. When he puts his O. K. on the car you can bet the chances for it coming back the third time are mighty slim.

Do you have a method to insure the comeback job getting preferred attention? If you haven't, then, for the good of your business, adopt one quickly.

"Two timers" are bad enough but "three timers" are ruinous.

"Better Service Means More Car Sales"

Roses and Thistles

“WHY all this talk about pleasing the owner? Why should I smile and be so all-fired courteous, especially to a customer who is sometimes gruff and almost unbearable? Why should I wiggle and squirm trying to get cars out on time so the promises can be kept? Why be so fussy about repair work? When that old crab, John Smith, doesn't show up for three months, why worry about following him up and trying to get him back again?”

“Fondling the owners and doing everything but tucking them into bed no doubt helps the company I am working for and also the factory *but what is it going to get me?*”

Perfectly natural questions and I will not side-step any of them. To begin with, we must agree that the majority of us humans are more interested in the “I” or the “me” than we are in “us.”

On the other hand, many of us never seem to learn that in order to take care of “me” we have to pay a great deal of attention to “us.”

We are all, to different degrees, interested in our jobs and feel ourselves to be good employees but after a certain point has been reached many of us are inclined to say, “Oh well, it isn't my business so why should I worry very much about the welfare of this company.”

Loyal? Well yes, in a way, provided it doesn't interfere with my own comfort and pleasure.

Interested? Yes, as long as I get the old pay envelope.

Ambitious? Yes, but what good does it do around this dump; this outfit doesn't appreciate a good mechanic or service salesman so why should I break my neck. This hot-air about *the company's interest* and all that old stuff is the baloney.

There's the rub—“the company's interest.” That's the old stumbling-block that trips the blind-folded donkey.

“The company's interest”—a very deceiving way of saying MY INTEREST, the one that affects the ME and the I.

Hooey? Not by a long shot.

Remember this: No one ever picked a thistle when a rose grew next to it—not even you.

Supposing you owned and operated a service station on the West Side, were soon going to open

another on the East Side and you were looking around for someone to run it for you.

I am your oldest employee; been with you four or five years. About a year ago you hired Dick Smith, who personally I detest. He is so darned fussy about his repair work, everything must be just so. Whenever a customer drives in, Dick, the grinning ass, runs to meet him and lets on it's his greatest joy to take care of the crabby cuss. In his spare time he is always reading “trying to improve himself.” Tries to tell me about accounting and such trash. When I leave *promptly* at 5:30 p. m., the “sucker” may be breaking his neck getting a car out for some customer, as if the night man couldn't get it out. Dick is another of these “nuts” who looks out for *the company's interest*. Tell me who are you going to choose to run the new service station, Dick or me?

Well brother, I am waiting. Do you pick the thistle or the rose?

Alright, Dick gets the job. In giving him the job, however, remember—“Do unto others as you would have Dick do unto you.”

With very few exceptions most men get to the front by attracting the eyes of others. They stand out from the rest of the herd as does the rose in a field of thistles and you and I have already agreed we wouldn't pick a thistle.

Quit this waiting for “lady luck” to serve you; the chances are a million to one that you won't ever discover oil in your back yard and many a heartache has resulted when the “unjust will” was read. It may seem like a tough old rule, but we don't get much more out of the game than we put into it.

If you will consistently work hard, doing your work well; if you will do your level best to be cheerful and courteous; if you will spend some time “trying to improve yourself;” if you will have patience but always keep your eyes on the goal ahead; if you will believe in your heart that you will come out on top—then I say to you in all sincerity, that according to a natural law, that sometime, somewhere, someone will reach forth and pluck you for the rose you are.

By that time you will have learned that “*the company's interest*” is **YOUR INTEREST**.

Several complaints have come to us regarding current model motors which have been caused by the fact that the main bearings have been tightened by the Distributer or Dealer. This is very apt to make the motors rough and harsh, and the re-adjustment is very seldom advisable.

During cold weather the oil may congeal in the crankcase and if a cold motor is raced before the oil starts to circulate the main bearings may “pick up” enough to cause the shaft to bind. This is practically the only reason why the main bearings will need to be touched until after a long period of service.

Accessories

THERE is good money to be made in accessories if they are merchandised properly, but oh what sins are committed under the name of merchandising.

A great number of our Distributers and Dealers make a handsome profit on accessories—they understand the secret of proper retailing.

Others fail to receive this profit because they either ignore this source of income or do not recognize the fact, that for accessories to be sold, they must be merchandised.

To those who ignore the business entirely we can only say that you are overlooking a good bet. A dollar is a dollar and you can make a lot of them in pushing accessories. Many of our distributing points regularly make more money on accessories than they do on parts and repairs combined.

Those who handle accessories in a half-hearted fashion are little or no better off than the first.

Take the matter of display for instance. All of us can recall a window of some retail store where the display remains unchanged for months. Or the articles displayed may be arranged in a mussy, haphazard manner that repels rather than attracts. We wouldn't think of trying to sell a new Packard car which was in a dusty and greasy condition; on the contrary we see that the car is spotless with its nickel shining, tires inflated properly and its general appearance 100%.

Again, we wouldn't expect to sell many new cars by keeping them locked up in a warehouse or in some other place out of sight. We know enough about selling cars to realize that they must be displayed and the better the arrangement of display the better the chance for sales. The same is true of accessories, they too must be displayed.

When we say displayed we do not mean throwing a can of nickel polish in among a conglomeration of bumpers, spot-lights, skid-chains and other accessories, which taken together—in a dirty show case—look like a miniature city stricken by a hurricane.

What we do mean is well arranged displays located in a prominent place in your service and sales departments where your owners can see them.

An excellent place for a show case in a medium or small establishment is to have it where the service salesman writes up the repair order. This automatically brings the owner up to the display. Place electric bulbs in at least each corner of the show-case and throw some light on the accessories. Have the accessories rest on shelves covered with black velvet or velveteen, thus forming a rich background, especially for nickel plated objects.

Do not leave the same accessories in the case until they start to grow hair, but change the display at least once a month. Trimming a window or show-case is an art in itself so give it some thought, and make a real job of it. Have your trimmer watch the man who sets up the best department store window display.

Remember Packard accessories are all approved by the engineering department and many are of special design so as to carry Packard distinctiveness. You can sell them if you will do two things. Display them properly and tell your owners about them.

As a rule it requires no additional help to merchandise accessories, but it is necessary to have the interest and selling effort of those who meet the customers.

If you are not already cashing in on this business, get busy and go after it—it's profitable.



Ask Me Another

1. If water freezes in the door lock what is the best way to get the key in?

The key should be heated and inserted as often as is necessary until the ice is melted.

2. Is there anything that can be done to prevent the ice from forming?

Kerosene injected through the keyhole will help the condition.

3. What causes water to run out of muffler when the car is first started?

Water is one of the products of combustion when gasoline is burned. After the exhaust line becomes heated the water leaves the exhaust pipe before condensing.

4. Why are holes drilled in the transmission lock plunger retainers?

They are vent holes to prevent pressure from building up in the transmission and forcing the oil forward into the clutch housing.

5. What causes the steering to squeak or grunt?

It is usually caused by the lack of a proper lubricant in the steering gear case. Sometimes the sector will score through the lack of a good

lubricant, and if this occurs it will probably require replacement.

6. How may toe-board squeaks be corrected?

See that the bolts holding the triangular braces are tight, relieve the outer edges of the wooden filler blocks so that they will not rub against the body panels, relieve the notches in the body sills so as to clear the lower corners of the toe-board, and install spacers under the lower screws at each side so that the screws will not cramp when they are drawn tight.

7. Should new oil be used in testing bearings with the oil test tank?

Fresh oil will not flow from the bearings as readily as oil from the crankcase, and the latter may be used unless it is excessively diluted. If fresh oil is used it should be a light grade.

8. When a motor spark knocks objectionably between 30 and 40 M.P.H. but does not show this symptom on a slow pull what is the probable cause?

It is probably due to insufficient tension of the governor springs in the distributor.

Here They Are

Admission Factory service we do the same.

We are listing below the Packard Service Stations that consider it good business to follow up each completed repair job with a return postal card such as outlined in Packard Service Letter No. 10. In other words these stations dare to "Ask The Man Who Owns One" what he thinks of each sample of service that is rendered. There is no question about it but that the card makes it convenient for an owner to register a complaint, but isn't it good business to hear of these complaints quickly and get them settled promptly? The ostrich with his head stuck in the sand is only kidding himself; he makes it easy for a camel to sneak up behind him and plant a good healthy kick that hurts. Don't be an ostrich, but learn what is going on in the minds of your owners. It pays.

ANTHONY MOTORS, INC.—Minneapolis, Minn.
PACKARD BRONX CO., INC.—New York, N. Y.
SHARPE MOTOR COMPANY—Canton, Ohio.
STANDARD AUTO. COMPANY—Greensburg, Penn.
BERRY MOTOR CAR COMPANY—St. Louis, Mo.
PLUMMER-WOLF MOTOR SALES—LaGrange, Ill.

EARLE C. ANTHONY, INC.—Oakland, Calif.
EARLE C. ANTHONY, INC.—San Francisco, Calif.
NEVADA MOTOR COMPANY—Reno, Nev.
TURNER AUTO. COMPANY—Uniontown, Penn.
SERVICE AND SALES, INC.—Portland, Ore.
CHIPLEY MOTOR COMPANY—Raleigh, N. C.
PACKARD MOTOR CAR CO. OF BOSTON—Boston, Mass.
H. A. LAING MOTOR COMPANY—Framingham, Mass.
PACKARD MOTOR CO. OF PITTSBURGH—Pittsburgh, Pa.
THOS. C. HUNT, INC.—Greensboro, N. C.
McCORMACK BROTHERS—Birmingham, Ala.
FOILES GARAGE—DeKalb, Ill.
CITIZENS MOTOR CAR COMPANY—Indianapolis, Ind.
THOMPSON AUTO. COMPANY—Windsor, Ont.
H. H. WILLIAMS—Palo Alto, Calif.
DOUGLAS M. LONGYEAR, INC.—Hollywood, Calif.
EARLE C. ANTHONY, INC.—Los Angeles, Calif.
PACKARD MOTORS, INC.—Salt Lake City, Utah.
STEWART CASSELL MOTOR CO.—Lexington, Ky.
LACKAWANNA AUTOMOBILE CO.—Wilkes-Barre, Pa.
MORTON MOTOR CO., INC.—Bluefield, W. Va.
RUBY-STERRETT MOTOR CO.—Charleston, W. Va.
J. H. HANSEN PACKARD CO.—Omaha, Neb.