



VOL. 2 No. 16

AUGUST 15, 1928

Don't Keep Them Waiting

NOT so many years ago certain railroads had harmful reputations for the late arrivals of their trains. A few, on the other hand, ran their trains with remarkable punctuality with the result that the traveling public would, whenever possible, patronize the roads with the good records. This loss of patronage caused the roads at fault to correct this harmful condition so that today, with few exceptions, the railroads are far more dependable in this connection.

Some service stations build up unsavory reputations because they disappoint their customers by not keeping promises while others have little or no trouble along these lines.

There is one thing certain and it is that, next to improper workmanship, the most common and serious complaint is "work not done on time." If you want to find a sure way to disgust and irritate people in this day and age—keep them waiting.

We know that it is impossible to attain a 100 per cent record in this respect because there are some factors which cannot always be controlled, but we refuse to admit that there is any legitimate excuse for broken promises day after day.

Why does one railroad have trouble in getting its trains through on time while others maintain enviable records for "on time arrivals." The answer to this question lies in the efficiency of the train dispatching system.

So, too, does the delivery of repaired cars at the promised times depend largely on a system of intelligent dispatching or rather follow-up.

Causes of Broken Promises

Let us look into a few of the things that are so likely to cause broken promises.

First the service salesman must know how much work the shop can handle and he must keep posted as the shop fills up with each kind of work. It is ridiculous for him to keep taking in work, for early delivery, after the shop has reached its capacity.

Second comes the matter of diagnosis (trouble shooting). It should be plain to all of us that we must first know what work has to be done before we can determine how long the work will take. There is no question but

that scatter-brained diagnosis is responsible for many broken promises.

Writing up the order for one thing and then finding out in the shop that something altogether different is required does not help to keep promises.

The second rule then is to check the job over carefully and be sure that you know what is required to remedy the trouble before committing yourself as to when the car will be ready for delivery.

You Make the Promise

The next rule in the making and keeping of promises is *do not let the owner dictate the promise.*

If the customer tells you that he must have the car at 4:00 p. m., and there is doubt in your mind that you can have it ready at that time, then for the owner's ultimate satisfaction and your own peace of mind don't take the job in. It is our experience, on "close" jobs of this kind, that invariably the customer is disappointed—and angry. We certainly want to do all we can to oblige our customers, but never at the risk of their later displeasure caused by a long wait for the car or slipshod workmanship, the result of haste.

After the order has been written up and the promise is made *then get the car into the shop.* Do not allow it to stand around until you take care of something else first but get the car on the move. The shop can't work on it while it is standing on the service sales floor. We have seen cases where the car didn't roll into the shop until after an hour's useless and costly delay.

It is not justice to the first owner when you take care of two or three more cars before getting his car to the shop. First come first served. So see that the owner gets a fair deal when he is first at your service station.

We know that it is difficult to keep two or three owners waiting while finishing up the first job, but if you are to maintain an even schedule the cars must be sent to the shop singly—not in bunches.

Co-operation Needed

It is also important that there be complete harmony and co-operation between the shop and service sales department if the schedule of deliveries is to be carried out

"Better Service Means More Car Sales"

on time. Trains do not arrive on time when the train crew and dispatchers office fail to work together closely.

A service salesman making a promise when he is not fully aware of conditions, or load, in the shop, places himself and his company in a risky position. We do not wish to appear as favoring the shop but it is expecting too much of a shop foreman to hold him responsible for getting cars out on time when little intelligence is used by the person making the promise. The result of ill-considered promises, when the shop attempts to meet them, is often anything but satisfactory workmanship.

Another factor, not always sufficiently appreciated in the making of a dependable promise, is the time necessary for a careful inspection of the job after completion with an allowance for possible readjustments. This is important and should not be under-estimated.

Let us now assume that a careful promise has been made, *on a properly diagnosed job*, and that the car has been sent to the shop promptly.

The responsible shop foreman knows that one of the principal things expected of him, in addition to turning out good work, is the maintaining of the delivery schedule. It goes without saying that the job should be started as soon as possible and in its regular turn.

Now as sometimes happens, in spite of careful diagnosis, some unforeseen element may creep in. A tearing down of the job may reveal other necessary work—the required part may not be in stock or other things may prevent the meeting of the scheduled promise.

When it is foreseen that a promise cannot be kept it then becomes of the utmost importance to get in touch with the owner and acquaint him of this fact. It is bad enough to have to disappoint him by telling him over the phone that his car will be delayed, but it is far worse to neglect getting in touch with him allowing him to come for the car and then have to wait.

Refusing Work

Supposing the point is reached where work must be refused, then what?

When this condition presents itself a situation arises that requires the utmost in service-salesmanship. When an owner is told that you cannot handle his car at the present time he is disappointed naturally and will resent what he is likely to term poor service. This is especially so in the case of the busy business man who sacrifices valuable time in order to bring his car to you.

The efficient service manager realizes that speed is a big factor in present day service work. He knows that it is to the interest of his company when he does the utmost to get the maximum of work out of his shop. He realizes fully the harm of turning away customers; he is after volume in work because in volume lies profits.

The up-to-date service manager, therefore, lays his plans carefully—brings his organization up to a high state of efficiency—maintains the best in tool and shop equipment. He does these things so that he can handle volume—but *never volume at the expense of quality.*

If taking in more work means that promises are going to be broken and that quality of workmanship is going to suffer, then we say again, in the name of good service, don't take it in.

When the point has been reached where work must be refused then the service salesman should draw on all his powers of diplomacy and salesmanship.

Assume that Mr. Jones drives in at 11:00 a. m. and wants the brakes adjusted, carbon removed and valves

ground. He must have the car promptly at 5:00 p. m. and cannot leave it any longer. He is a good and influential owner. Your shop is filled and should you take the car in means a broken promise or a "shystered" job. What should you do?

There is only one thing to do and that is to not take the job in, but your refusal must be a clever one. The correct refusal will call for real salesmanship because Mr. Jones is going to be very disappointed when he finds the work cannot be done and, because he may be of the "hair trigger" type, he may take his car elsewhere unless he is handled by a diplomat.

Diplomacy Required

After gently—and oh so regretfully—informing Mr. Jones that you cannot meet his wishes then give him the following thoughts in your own words.

1. You couldn't start to work on the car until at least 3:30 p. m., unless you shoved his car in ahead of someone else's and you know that he, as a fair-minded man, wouldn't ask you to do that.

2. If you took the car in, it would only mean that he would be disappointed at 5:00 p. m. You would rather tell him the truth now than to incur his disgust and future distrust on account of a broken promise.

3. The only way you could possibly get the car out on time would be to do a half-way job and you are there to see that the customer gets all that he pays for. If necessary show him in the Service Manual the time required to do the job. Tell him that while you recognize that speed is a big factor in pleasing owners that good workmanship is more important.

4. You know that he, as a sound business man, will realize that your company cannot afford to maintain facilities and a large enough organization to handle peak loads which only occur infrequently.

5. Ask him to please bring the car in the next day, if he cannot leave it, and you will see personally that a reservation is made for the work in the event another big day is experienced.

From our experience we have found very few owners who would not listen to reason if a courteous explanation was given them. True, it is disappointing to have to come back again, but the average owner will think a whole lot more of you than if you take the car in and then later break a promise, or turn over to him a car upon which the work has been hastily or poorly performed.

In the majority of cases the owner can be persuaded to leave the car which is, of course, the best thing as this provides work for the shop the first thing in the morning.

However, turning away work is at the best a poor advertisement for your service and if it occurs too frequently you can rest assured it will eventually result in many lost new car sales.

Today more than ever people demand efficient service and the new car salesman who has a strong service department behind him has a tremendous advantage. We cannot emphasize too strongly the necessity of providing **ADEQUATE SERVICE FACILITIES.**

More and more prospective owners are asking the question of other owners—"How's the service that the Packard dealer gives?" When the reply is a negative one then the new car salesman is working under a vicious handicap.

So if you are figuring on sales expansion don't forget that good service is absolutely essential. And of all the things that mean good service, in the eyes of the owners, *reliable promises* stand out as one of the very most important.

Does Follow-up Work Pay?

By T. E. REIGELMAN—Service Manager

Douglas M. Longyear Inc., Hollywood, Calif.

THE subject of follow-up of Packard owners by service departments, and the relation of service to sales, seems to be of paramount importance at this time. For the benefit and information of other distributors and dealers, who may be skeptical of results along these lines, we give below some definite results obtained by Packard-Hollywood from one small campaign covering 715 old customers, some of which had not been in our service station for two years. The names of these owners were taken from old service records which had long since been removed from the active files.

The campaign consisted of three letters sent out at intervals of two weeks. Following are the results.

65 of letter No. 1 were returned undelivered.
15 of letter No. 2 were returned undelivered.
18 of letter No. 3 were returned undelivered.
617 owners received letters O. K.

228 of these owners came in as a direct result of these letters. Out of that number, twelve jobs totaled over \$300.00 each, five over \$500.00 each, and one was a \$900.00 job. Three purchased complete Triplex Safety Glass Equipment at an average of \$212.00 per car. Four have since purchased new Packards.

When we consider that these names were taken from "dead" records of people, who for various reasons were no longer our customers, we feel that the average cost of eight cents a letter was well spent. This was only one campaign, but we never allow a customer to stay away more than two months without putting him in the path of much attention from follow-up.

We are rather proud of the little system of letters we have worked up for this purpose, and if any Packard distributor or dealer is interested we will be most happy to furnish copies of our letters and complete information.

Editors Note: We can vouch for all Mr. Reigelman says. Packard-Hollywood, to the best of our knowledge, stands second to none with regard to the consistent follow-up of Packard owners, and what's more—they get results.

Incorrect Chain Installations

In Packard Service Letter Vol. I No. 8 we listed all the improvements made on the 526 and 443 cars. In paragraph 16 we mentioned that the front end chain had been increased in length by the addition of one link.

The chain used on 326-426-236-336 cars is a 63 link chain while the chain used on 526-443 is one of 64 links. If the stock room makes a mistake and gives out a late model chain it is easy to install it on the earlier cars, thereby, causing trouble. It is good practice for the shop to check the number of links before making the installation.

A Dual Life

Packard by Day --- U. P. by Night



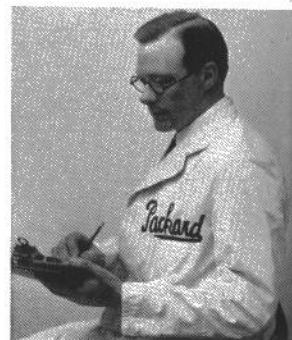
Monty "by Night"

AMONG the graduates of the University of Pennsylvania in the Class of 1928 was Howard Franklin Munro, who has been associated with Packard-Philadelphia for the past seven years. Mr. Munro graduated from the evening school of Accounts, Salesmanship and Finance. It is a strenuous four year course, made all the more so, as the classes are held in the evening and

all students carry on some vocation during the day.

In carrying on his work with Packard, Mr. Munro has been one of the leading service salesmen. His experience with the company started as tester, followed shortly by being placed in charge of the Test Department. Mr. Munro has thus satisfied his ambition for a higher education to better fit himself for a broader field of accomplishment.

He took up the college work while still head of the Test Department. He has been a very industrious student with excellent marks and with unusual modesty he has progressed with his college work so that when he graduated in June very few of the organization knew of the sacrifice he was making to complete the college course. His record in the opinion of the faculty is best expressed in their own words which appeared in the graduating class "Record" as applying to "Monty" Munro. "Monty's ability as a salesman coupled with his executive qualities were quickly recognized by the prominent automobile company whose slogan is—Ask The Man Who Owns One." His quiet unassuming manner characterizes him as a worker—one who tackles a job with vim and determination and a minimum of talk. Such men reach the heights.



Monty "by Day"

Repacking Water Pumps

When repacking the water pump it is advisable to insert the packing and wind it around the shaft in the direction that the pump shaft runs. When tightening the gland nut, care should be used to leave the packing loose enough to expand after it has once seated. If the packing is too securely tightened to the shaft it is likely to score the shaft. Once the shaft is grooved or worn it is almost impossible to overcome a water leak at this point.

ATTENTION SERVICE MANAGERS

The Annual Service Convention will be held at the factory, September 19, 20 and 21. Full details will be sent to you later.

The Oil Filter Cartridge

Many service men feel that the unscrewing of the plug at the end of the oil filter cartridge case gives a definite check on the condition of the filter.

This is not strictly true, because the filter is simply a by-pass in the oil line. It may be clogged to such an extent that it accepts only a small percentage of its normal oil capacity, and still the oil will flow when the plug is removed and the motor running.

Under average conditions it will be found advisable to change the cartridge at the end of 8,000 miles, although this will vary according to the nature of the driving. If a car is driven largely on dirt roads the filter may require replacement at an earlier mileage.

The clogging of the filter is caused by carbon from burnt oil, and by road dust entering through the carburetor, so that the filter in the city driven car does not clog at as low a mileage.

Seat Cushion Temperature

During a hard drive in warm weather it may sometimes be found that the rear end of the front seat cushion becomes unusually warm, particularly on the right side.

This is caused by the entrance underneath the front seat of air which has been heated by the exhaust line. It can be prevented by plugging with corks the three holes under the front seat frame in the vertical partition which forms the rear wall of the tool compartment.

This change has already been made in the bodies which we are now shipping.

Appearances Count

Appearances count for a lot—far more so than most of you realize. Many people form their judgment of a thing as much by how it looks as by its actions. With this in mind we think that a number of our service stations use good business judgment when they paint the cylinder block after a motor overhaul—such as a “hone cylinders and renew pistons” job. At the most this costs \$1.50 and, considering the impression it makes on the owner, the cost of this little extra service is negligible.

If you had a pair of shoes resoled and they were returned to you nicely polished, certainly, you would appreciate it and, no doubt, feel that the shoe-maker was a good business man, anxious to please his customers.

So, too, with the owner who, upon lifting the bonnet of his car, is pleased with the sight of a clean and freshly painted engine. He believes a good job has been done—because appearances justify his belief.

Windshield Rattle

We are indebted to Mr. Walter Lueder, Service Manager of Packard-Peoria for the following information in curing a windshield rattle, when in the open position.

“We have found that the quickest way to remedy this complaint is to install one anti-rattler washer, piece No. 157663 on each of the arms between the windshield end of it and the swivel stud.

“This washer, you will remember, is the piece the factory offered us for eliminating rattles in the door straps.”

Ever Get One Like This?

Service Manager, We-Fixem Garage.

Dear Sir:

Just a few lines to thank you for the very excellent job of lubrication that you did on my car yesterday. It was a peach.

If you will refer to my order you will see that it specified the work of adjusting the brakes and making the stop light work. Nothing was said about lubrication but I got it just the same and, strange to say, I was not charged for it.

There is one thing that I must say about you boys, and that is, when you start in to do anything you don't fool, but you finish what you start (unless it is called for on the repair order.)

Now about this grease job, I don't know who started it, but I'll bet everybody was in at the finish. When I took hold of the steering wheel I thought I was shaking hands with a jelly-fish; it had that cold, clammy, slippery feeling. One look at my hand and I knew I had been somewhere.

Although I hadn't ordered any work that would cause one of your “lubrication engineers” to get in the rear compartment, nevertheless, he did—and how. At no charge to me the upholstery on the left rear door was thoroughly lubricated. Beautiful job efficiently done—your boys know their stuff.

You will remember that my wife was with me when I got the car. Well, when we got home and she got out of the car, lo and behold, she too was oiled—and, again, how. The seat cushion where she sat was covered with that superior Pennsylvania oil that you are always bragging about. Was she mad? Well when you say your prayers tonight, pray hard that she doesn't cross your path for some time to come.

Hardly worth mentioning, are the small items such as door handles, shifter lever ball, windshield, two windows and the left running board—these items were also given concientious attention and in liberal quantities.

On top of all this deluge the brakes don't brake and the stop light doesn't light. Well, next time I will order oil and grease and then you will no doubt work on the other things.

Awaiting an “oily” reply, I am,

Yours truly,

I. M. GRIEST.

“Success or failure in business is caused more by mental attitude even than by mental capacities.”

—Walter Dill Scott.

“Nothing is easier than fault-finding; no talent, no self-denial, no brains, no character are required to set up in the grumbling business.”

—Robert West.

**We Welcome Suggestions and Inquiries from Packard Service Men
Address All Communications, Care Editor, Packard Service Letter**