



Service to Out-of-Town Owners

WE ARE indebted to Art Libby, Service Manager of Packard Minneapolis for the following letter:

"I think it would be a good suggestion to service departments all over the country to be a little more conservative in selling repair work to owners outside their respective territory. There are lots of times when an owner should be told that certain things he complains of will not do him any harm until such time as he can take the car to his home distributor."

"We had many tourists to take care of last year, and many times when an owner wanted to know if back-lash or some similar trouble could be corrected, we informed him that it could, but that it was not interfering in any way with the operation of his car. We told him that we would much prefer that this be taken care of when he returned to his home, as the distributor there could take care of him just as well as we could, and the expense would be less if they were allowed to do the work."

"In nearly every case this was agreeable to the owner, and the service stations to whom these owners belonged would much rather take care of their owners in matters of this kind than to pay us a profit on the work."

"Of course, when there is anything wrong with the car that is apt to cause trouble, it should be taken care of without hesitation whether it is costly or not."

"I also notice that in many cases new parts are installed in a comparatively new car and the owner billed for the parts when they should have been returned to the factory for credit, which would save a lot of trouble in making adjustments with the owner."

This handling of tourists is so important that we again request every service man to READ TRADE LETTER NO. T 2182.

We will point out a few of the high spots contained in it. "Insofar as possible, all warranty or policy work not necessary for the proper operation of the car, should be left to the home distributor." Read the second and third paragraphs of Art Libby's letter again, because he gives a very good idea of how this should be handled.

Again in the trade letter we find, "but if within the 90 day warranty period there is guarantee work to be done by a foreign distributor (the one doing the work), should perform the work and charge the customer at the standardized price as given in the Service Manual, using the zone list price of the zone in which the work is done, AND DEDUCTING THE LIST PRICE OF ANY DEFECTIVE PARTS. The parts considered defective should then be returned to the factory for credit by the foreign distributor, and he should give the owner a receipt for the bill, outlining the work which would fall under the heading of guarantee service. The customer will then return the bill to the home distributor, who is under obligation to reimburse the owner for the amount paid for labor." Please note that this paragraph explicitly states that the tourist is to pay for LABOR ONLY on any work that falls within the warranty period and which is rightfully warranty work. For charges covering this class of work, the owner may expect to be reimbursed by his home distributor. The foreign distributor should be very careful in telling the owner what he may expect of the home distributor, leaving the matter of settlement of charges largely in the hands of the home distributor.

Again, "If after the expiration of the 90 day warranty period an owner in the territory of a foreign distributor is of the opinion that any parts are defective and should be replaced (without charge) he will install the new parts, and will charge the owner only for the labor as outlined in the preceding paragraph, and will return the defective parts to the factory for credit."

Again, "In case work of an extensive nature is required (on a tourist's car which is outside the warranty period, but which the foreign distributor believes should be done on a no-charge basis) it will be advisable for the foreign distributor to get in touch with the home distributor to find if the work should be done at the home distributor's expense."

"It is the direct responsibility of all distributors to see that his dealers carry out the provisions of this policy."

The tourist season will soon be here again in full force and it should be the honest desire of all of us to make the way of the tourist as pleasant as possible, and to this end, we repeat, be sure to read again TRADE LETTER NO. 2182.

Service Lesson No. 5 - - - Handling Complaints

KNOWING how to handle complaints is an art in itself and is a subject that should be studied by all service men. All too often, a good customer is lost because of some misunderstanding that could have been prevented, if the service man, handling the complaint, had exercised a little good judgment.

There are, no doubt, many times when some owners become discouraged over their cars. Something goes wrong and the car gives trouble, which the owner believes should not occur. Maybe the trouble is due to the way the owner is operating the car; or it may be caused by a defect in the car itself. At any rate trouble exists and the owner is unhappy.

He may wish he had not bought the car; he may question his own judgment; he may recall that his old car did not give him much trouble; he may believe that he got a "lemon" and that it is impossible to make the car right. These and other thoughts are no doubt common at times, in the minds of some owners, and will always occur as long as automobiles are built, because you and I will never see the day when troubleproof machinery is built, and by the same token we will never see the day when corrective labor completely vanishes from our service stations. The owner, however, is not interested in these facts, but is interested in a satisfactorily operating car.

He may be in a very disagreeable mood, when he puts in an appearance at the service station, and may say things that you would rather not hear. He has got to give vent to his feelings and may select you as his victim.

Here is where you can show just how much of a salesman you are, and whether you are worthy of the trust of handling customers. It is one thing to do business with a man who is in a good frame of mind, and an entirely different thing to handle one who may be feeling very unpleasant. *To handle the last named, satisfactorily, requires salesmanship of the highest type.*

Whenever the occasion arises that you must listen to the troubles, as related by an irritated customer, the important thing to remember is to listen patiently and do not interrupt. Let him do the talking until he is through.

Now it is your turn to talk; your chance to demonstrate your salesmanship qualities. Depending upon how you handle the situation may determine whether the owner will be an asset or a liability to Packard. The slogan, "ask the man who owns one," rests entirely in your hands.

First of all, do your talking in a tone of voice that is quiet and does not irritate. "A soft answer turneth away wrath," is a very truthful proverb. Next wear a friendly smile, remembering that there is a difference between a sickening grin, or smirk and a smile.

Above all things, do not start in to prove to the owner where he is all wrong—even if he is. If you do that you will soon have him in a worse frame of mind than he was in the first place. Without overdoing it express a little sympathy, because all of us like a little of it now and then. Let him see by your actions that you are deeply concerned and will not stop until you have him satisfied.

Suppose the trouble is due directly to some act of neglect or abuse on his part, bring the fact to his attention by suggestion, rather than bluntly telling him so. None of us like to be made to appear foolish, even when we are decidedly in the wrong, but if our errors are pointed out to us in a delicate way we are then far more apt to accept the responsibility.

When the trouble is not the fault of the owner do not make the serious mistake of assuming a defensive attitude, because when the owner is positive that the fault does not rest with him, there is nothing that so irritates and disgusts him, as to have some one wobbling around trying to pass the buck. If the fault is due to a defect in the car, or to faulty workmanship on your part, admit it frankly, and the owner will think a whole lot more of you.

Never assume an attitude of doubt that the car can be made right. You are there to build faith, not to destroy it. The owner, like the doctor's patient, must first have faith in the doctor. An attitude of "sure we can fix this difficulty" is the one to assume even though the trouble has you guessing.

Some time ago we stressed the fact that when you felt the owner was entitled to something, the only policy was to give it to him at once, which would be appreciated by him. Giving it to him only after much argument and controversy, leaves the impression that he got it only by fighting and forcing you into giving.

If we were to give one single rule, to be borne in mind when handling customer's complaints, it would be this. *Get the customer's point of view by putting yourself in his place.* By doing this a whole lot of unfortunate misunderstandings will be prevented.

Courtesy Tags

HERE is an idea that has been used successfully by the Packard Dealer in Hollywood, Calif., and the Packard Distributer in Jacksonville, Fla. It has produced such good results in these two places that we believe it can be used to excellent advantage by all Packard Service Stations.

The cut at the right (which is reduced in size) illustrates the idea. The tag is made of light cardboard stock, of an orange color, and is $4\frac{1}{4} \times 9\frac{1}{4}$ in size.

This tag serves two purposes

First, it informs the owner that you have performed several small services which needless to state will be appreciated by the majority of your owners.

Second, it also gives you an opportunity to bring to his attention any additional work which is advisable.

Please get this last thought clearly. We should never recommend repairs that are unnecessary but we should always be quick to point out those corrections which if made at the time will save annoyance and more expensive repairs later on.

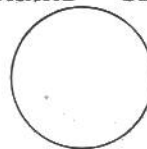
The tags can be used with or without an imprint. By having them made up in a large quantity we can sell them to you at a very reasonable price. Tags without imprint cost one cent each. Imprinting costs ninety cents a hundred in lots of less than a thousand, or in lots of a thousand or more the cost is four dollars a thousand. Thus, one thousand tags with your firm name and address printed thereon would cost fourteen dollars.

A sample of these tags was sent you with General Letter No. G-884. When ordering them specify Form D-1 and state how you want your name and address to appear in case you want them imprinted.

This is a good thing, fellows, so don't be bashful in sending your orders in care of the Editor of the Packard Service Letter.

(Note: since this was written the orders have been rolling in fast. The tag has gone over with a bang, so if you haven't already done so, climb on the band wagon now.)

PACKARD SERVICE



R. O. No.

Mr.

The following services have been cheerfully performed on your car, in addition to the work you requested. If you find this report not correct please notify the Service Department office.

Your running boards have been cleaned.
Your steering wheel, brake and shifting levers have been cleaned.
Your windshield and rear window have been cleaned.
Your tires have been checked for correct air pressure.
Your radiator has been filled.

The above services were performed by

At your convenience we suggest that you have the following repairs made, which our inspection shows should be performed:

Tested by

Date

(DEALER'S IMPRINT)
HERE

D-1-25m

Printed in U. S. A.

Sales Benefit at the Expense of Service

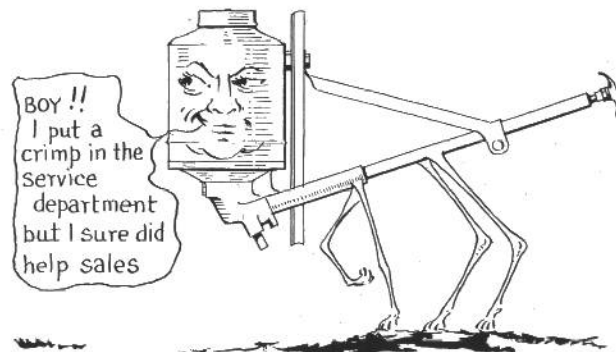
WHAT is a gain for one is a loss for another. Every once in a while we hear some service manager bewail the fact that the Chassis Lubricator (which lubricates 31 different points on the Packard car) has made an awful dent in the repair department. Spring and shackle bolts and other parts that used to wear out in a reasonable length of time now appear to last forever.

It is true, that, from a service man's selfish point of view, the Chassis Lubricator was no boon to the repair shop, but who would want Packard to go back to the old method of grease gun lubrication.

We asked our old friend Jack Gilray about it, and he said that going back to the old system would be like trying to bring back horse-hair davenport, button shoes or corsets. The grease gun, in comparison with the Chassis Lubricator, Jack says, is as sensible as starched pants or six fingered gloves.

After all, we fellows in the service department are primarily interested in sales, and you can bet that all of the work lost in the repair shop, due to the Chassis Lubri-

cator, has been made up thousands of times in the increased sales of new cars, traceable directly to our service business "enemy."



CHASSIS LUBRICATOR—Habitat - all Packardom. Noted for its ruthless destruction of friction. Hailed as a Champion by all chassis parts; a nightmare by all service men. Feeds on Packard chassis lubricating ail.

Ask Me Another

1. *Why should the two front tires be exchanged occasionally?*

The right front tire wears more rapidly than the left, and the tires should be reversed to equalize the wear.

2. *Why is the rapid wear which is caused by low air pressure more evident on the right front tire than on the left?*

Practically all driving is done on the right side of the crown of the road and in holding this position the left front wheel is pointed straight ahead while the right wheel points inward an amount equal to the toe-in. For this reason most of the scrubbing action occurs on the right side.

3. *Is the installation of cylinder oilers recommended?*

Not unless an examination of the particular motor in question shows a dry, rusty condition of the valve stems. This is usually confined to the winter months and to cars which are driven slowly. If the valve stems show sufficient lubrication the cylinders are receiving plenty of oil.

4. *Why is the use of benzol dangerous?*

Because benzol is apt to show a high sulphur content, setting up an acid condition in the crankcase oil. The

sulphur content in average benzol runs higher than in the average gasoline.

5. *What is the advantage in setting up the front brakes tighter than standard?*

Tightening the front brakes makes the action more severe and decreases the pedal pressure necessary to stop. It is usually done for women drivers.

6. *What is the disadvantage?*

If the front brakes are tighter than the rear they are apt to lock when the road is slippery, putting the car out of control. The rear brakes are also more likely to squeak when most of the pressure is on the front.

7. *Does the use of glycerin cause the formation of rust deposits in the water system?*

No. Glycerin tends to loosen rust deposits, however, and may carry into the radiator rust which otherwise would remain in the cylinder water jackets.

8. *Is it possible to "boil out" a radiator with hot water and soda?*

This operation is sometimes successful, but in order to remove heavy rust deposits the procedure outlined in Technical Letter No. 1844 will usually be found necessary.

59 Years of Packard Service



HERE we have the austere judges of the Packard Returned Goods Department. From their lips fall the words that make the distributor either happy or otherwise, for in dignified tones they pronounce the verdict "credit or no-credit."

George Liddle, the dignified looking gentleman on the left of the picture, began his Packard career back in 1906, selecting the service department for his field of endeavor. George does not split hairs between right and wrong for he works closer than that; with him, it is or it isn't, and when he makes a decision you can bet your last penny that justice has prevailed.

In the center of the picture we have Bill Fox, who believes he has the most unpopular job in the factory. It

is Bill's job to occasionally inform a distributor that he is all wrong in expecting credit on some part that the distributor tries to make Bill believe should be given. Bill is a jovial soul and not the hard hearted Shylock that some may think. He is the baby of this group as he only started with the company back in 1915.

On the right we have Louis Bertoli, who climbed aboard the Packard ship back in 1904, and he too chose the service department as the place where he could do the most good. Now we ask you, if after having 24 years' experience, shouldn't Louie be competent to pass decisions on the many cases brought to his attention each day. Like George, Louie is the soul of fairness and an excellent judge.

We asked the three boys if they had a message that they wanted given to the field, and they took us off our feet by shouting the following, in unison.

"Tell the boys in the field that every finished product that leaves the factory and is later returned, passes through our department, and unless the parts are properly identified it causes endless delays and withholding of credits. Be sure and use Returned Goods Claim Tag, Form D 14, and tie the tag securely to the part returned."

"Defective material credits are passed without delay IF and WHEN the following information appears on each claim tag: (a) firm name, (b) claim number, (c) quantity, (d) part piece number, (e) name of part, (f) owners name and address, (g) motor number, (h) mileage, (i) delivery date, (j) replacing part order number, (k) detailed explanation of reason for returning the defective part and reference to any previous correspondence with dates and names involved (this is very important). Last, but not least, read carefully the new section in the service manual devoted to returned goods, which fully covers the routine for returning new and defective parts."