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## Service Hospitality?

THE man up front who meets the customer is, as has been said, a most important part of your organization. One of the first requisites for a man for such a position is an innate desire to please and meet people. It must be a pleasure for him to do this, otherwise he will not put into it the genuine sincerity that the man does who is getting a real kick out of being nice and courteous.

We see every day the man who stands up and works automatically. He does his work absolutely correct, but does not inject a single ounce of personality into the job. He greets Mrs. Smith in the same fashion as he greets Mr. Jones. On the other hand we have the man who can do the simplest job in the station in a way that assures customers that he has a real interest in them. As a hotel man once said—"there is a real art in swinging a door; there is a way to swing a door that will assure the guest that he is entering a place where people are glad to see him and want to serve him."

Hotel men long ago realized that until they could instill this spirit into each of their employees, that they were fighting a losing battle. To those who do not have this inborn desire to please, it is impossible for them to impart that feeling to the customer.

With lines being drawn tighter and competition becoming keener, it is not enough that the service station turn out efficient work. The station that is going to sell the most service in the future is the one that has the correct attitude in connection with customer contact, developed to a high degree in its entire organization.

Efficiency and courtesy must go hand in hand. Courtesy is to the service station what hospitality is to the modern hotel. It is something that is just as easy to develop in the smaller organization as it is in the larger. It is not at all a question of cost, but one entirely of choosing the correct man for the job and developing this desire to serve. If, when a service salesman approaches a customer, his face actually lights up, reflecting a desire to serve and creating the impression that it is a pleasure to be of service, then you have started to create this atmosphere of hospitality which day by day is becoming

just as important in the service station as it is in a large department store or in a hotel. Lack of this very thing has caused more complaints and dissatisfaction than any other one thing connected with the service station. You cannot serve Packard owners or create this desired impression until you have formed a habit of politeness and courtesy, showing by your manner and speech a keen regard for others.

Really intelligent service cannot be given unless a man is familiar with every department and activity of the service station. Service salesmen or any man who answers the 'phone should have sufficient knowledge of the entire organization to give or quickly obtain any desired information. He should know the price of the more common repair operations, he should know the shop time required, he should be able to give intelligent recommendations consistent with the policy of the service station on lubricating oils, gasoline and anti-freeze mixtures.

He should know how to *give* service and how to *sell* maintenance. There is of course a distinct difference, and he should keep in mind the fact that service deals entirely with the customer himself while maintenance deals entirely with the customer's automobile. The customer should not have to pay for any *service*, but he does expect to pay for the *maintenance* required to properly operate his automobile, aside from any adjustments required during the guarantee period. Let's organize our entire service organization to *give service* that pleases and to *sell maintenance* that is efficient.

We can well afford to learn some lessons from the modern hotels, especially in comparing the "front" activities of the service station with the reception lobbies of the hotels, and in so doing it would be well to adopt the slogan that was set up by Mr. Statler for his organization. On his instructions to all employees he gives them this thought: "The one who progresses is the one who gives his fellow being a little more, a little better service."

## "Better Service Means More Car Sales"



## Holding Service Meetings

Service Meetings should be a vital part of your efforts to render better and more profitable service. The more each man knows about his part in producing this result, the closer each man works with the other and the better the co-operation between each department the sooner you will notice an improvement in the service you are endeavoring to sell.



The factory Service Department is placing in your hands a great deal of information and some interesting methods for conducting such meetings. You have a text book full of facts in the Standard Service Manual.

Part I holds the answer to "How long should this job take," "How do I adjust this?" "What parts will I need for this job?" and many other questions of a mechanical nature.

Part II contains a complete description of the routine of each department—suggested forms for each detail—how to plan a budget—how to operate the parts department—the follow up of owners—the handling of returned goods and information about outside manufactured parts such as batteries, watches, wheels, etc. There is the section on Standard Sizes and Adjustments, the Special Tool Catalog and a collection of miscellaneous data.



"The Service Bible"

Practically every section of the Manual can be made the subject for a service meeting and in this way familiarize each member of your organization with the business as a whole.

Then you have the new Educational Films. These will be issued each month and will cover both mechanical and management problems. They are a most important addition to any service meeting.

You have the Technical letters which should be made

clear to all. You are able to obtain from the factory enlarged photographs of any cut shown in the information book. These aid in holding meetings. You also have the Service Letter which deals with all sorts of subjects pertaining to service. Make it a part of your meetings—see that it is read and understood.

Possibly a few programs for service meetings will be of assistance. We will arrange a few as suggestions. They need not be followed strictly but will serve as a guide in lining up meetings:

Roll Call.

Reading of minutes of last meeting.  
(these need not be in detail but should cover the subjects discussed and any decisions made.)

Discussion of items not finished at previous meeting.

Showing of Service Film and Lecture.

Open discussion on Film and Lecture.

Adjournment.

This meeting should be held, say between the 5th and 10th and a second meeting should be held between the 20th and 30th, with such a program as follows:

Roll Call.

(Mention the names of those absent from the last meeting and insist upon regular attendance.)

Reading of minutes of last meeting.

Discussion of items not finished at previous meeting.

Discussion of principal subject.

(Use the front page article of one of the last Service Letters or a section from the Manual as a subject.)

Open discussion — (on subject covered) and have questions prepared which may be answered from the last two issues of the Service Letter.

Follow with general discussion of any current problems. Encourage the mechanics, service salesmen, stock men, and others to come prepared to present their problems and their suggestions for improvements.

(Handle this part of the meeting with the utmost tact and frankness so as to stimulate thinking and encourage new ideas.)

Adjournment.

## Some Good Rules

A very successful distributor gives the following rules to each new employee. They are well worth repeating:

1. We are in business to sell—sell to the public—sell ourselves—sell service—and sell merchandise. Now, unless each one of us can sell ourselves and sell our firm and its policies to the public, it is going to be mighty hard to sell our merchandise and our service. Just remember, each one of you is a salesman regardless of what your position may be. You can at least sell the customer on the idea that you can wash his car, can grease his car, can change his tires, or whatnot, just a little better than he has ever had the work done before.

2. Remember, there is always something to do around a large service station like ours. It makes no difference which department you are working in. If you run out of something to do, straighten things up, clean up, and help make your department spick and span. Have a place for everything and see that everything is in its place. This will increase your efficiency when your department gets rushed. Remember the tourist season will soon be here and we want to be in a position to take care of them in a 100% efficient manner.



## Correct Stock Room Layout

SUGGESTION No. 3

In planning an improvement in your parts department or the layout of a new parts department it is nowadays essential that you consider the installation of steel bin equipment. Many reasons can be advanced why steel bin equipment should be used in preference to wood bin equipment. The saving of floor space is one of many outstanding features of steel equipment. It will carry approximately a third more contents on the same floor area as wood bins. Parts can be more easily located, which speeds up delivery to the repair shop and to the customers' counter. Today steel bin equipment costs less than wood bin equipment; it is more substantial; can be kept much neater and cleaner; and also it has a resale value while wood equipment has none. Past experience has taught us that the proper size steel bin equipment for all around service in the field should be 3 feet wide, 12 inches deep and 7 feet high. These are standard dimensions for practically all bin manufacturing concerns and parts for this size will be available for years.

The factory will be glad to assist you in the selection of your stock room equipment and the proper layout of your parts department. Write the Editor for a Stock Room Layout form which will give us the information to help you with this important part of your business.

### Special Notice—

Dates for the

## Service Managers' Annual Convention

Have Been Set

This year the meeting will be held in June:

Tuesday 18th,

Wednesday 19th,

Thursday 20th.

This allows Friday for a trip to the Proving Grounds for those staying over.

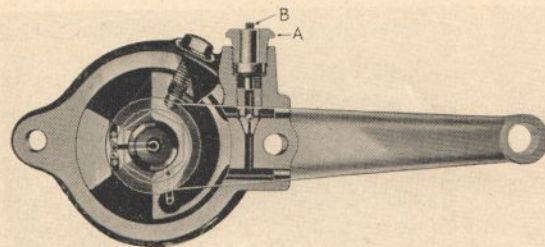
BE SURE AND REGISTER

SEE GENERAL LETTER 97

## Special Tools

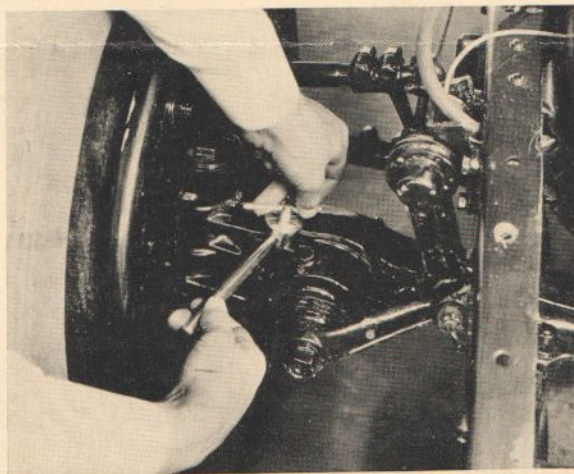
A few suggestions for special tools have been received and are being tried out by the Special Tool Department. Mr. Wessel at the Detroit Branch sent in a bench fixture for assembling differentials. Mr. Holmes of Boston designed a shock absorber connecting link puller. Mr. S. B. Smith of New York has a fixture for holding the gasket while assembling the lower half crankcase. Mr. Tingey of Los Angeles has a fixture for aligning front axles.

The Special Tool Department has designed a new tool for adjusting the new type shock absorbers. ST-743 is shown in use.



Using wrench ST-743 to adjust the metering valve, proceed as follows:

Loosen lock nut "A," then turn the metering valve "B" by means of the cross bar at the top. The shank through which this bar passes engages with the tang on the upper end of the metering valve. The body of the wrench is graduated so that you can adjust the metering valve to a definite dimension either a full turn or a fraction thereof.



ST-743 \$1.75 net

To set standard, turn adjustment "B" to the right until it bottoms, then back off  $1\frac{1}{2}$  turns.

### A Good Floor Cleaner

We have just heard of a cleaner that does a real job on tile, terrazo or linoleum covered floors. This cleaner not only cleans but brings back the original finish. It is also very good for cleaning paint work and furniture.

The name is Castle Cleaner and it is made by the Castle Soap Company, Box 264 Back Bay Station, Boston, Mass. It can be purchased in concentrated form in 30 gallon drums at \$1.50 per gallon, or in 55 gallon drums at \$1.25 per gallon. (Prices approximate).

If you are having trouble with floors of this type we suggest you get in touch with the manufacturer.



## New Parts Picture Display



When the customer, or for that matter, the shop man appears at the parts counter and wants "One of those little gadgets that fits on the what-you-call-it" the most experienced parts man is apt to be a bit puzzled and of course it takes time to find out just what is wanted.

Likely as not the customer becomes irritated and feels that the parts department is not properly organized. With one of these display stands it is easy to say "Will you please point out the part to me?" The customer can as a rule quickly find the part he has in mind and you save his time and yours.

The display is a revolving cylinder holding four cards—13 x 23 inches in size. It is sturdily constructed of sheet steel. The sign at the top is 9 inches. Up-to-date cards will be supplied upon the issuing of each new parts list so that the display may be kept up-to-date.

The price of the stand is \$6.00 net. Cards will be supplied for each stand; The cards are 75c a set of 4. Extra sets of cards may be had at 75c.

## Clean Up Signs



The sign shown is used by the factory with very favorable results. We have thought that they would be of value to the field. We do not wish to be placed in the position of continually preaching cleanliness without being able to help practically with this problem. Such signs do help keep a place clean. They are a metal double faced sign 9 x 20 inches and sell for 85c each.

## Handling Tools



This view was taken in the San Francisco Service Department. The tool room was planned and adopted by Mr. R. M. Dodge, service manager. Besides being exceptionally neat, we can see where such an arrangement would increase the efficiency in handling this equipment. The board with tool checks for each man and a hook at each location or bin gives a definite control on each item. More tool rooms like this one will mean more time saved in the shop and therefore more profit.

## The June Service Film Is Ready

**Packard Springs  
and  
Shock Absorbing  
System**



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