



VOL. 3, No. 15

AUGUST 1, 1929

A Talk on Accessories

Given at Service Meeting by J. W. WILSON, Acc. Mgr.

YOU know we have often troubled our minds in an effort to try to condense this whole accessory proposition to a form where it could be easily applied by you men who have many other things to do. You know that our accessory sales and those sales by distributors and dealers have constantly increased. These results, in a large part, can be attached directly to the efforts of the service salesmen and the supervision by the service manager.

It is true that a large amount of accessories can be sold through the New Car Department, yet the large after market is solely your field and the frequency of contact that you men have with owners and the advantage you take of this contact is the thing in which we are primarily interested.

You know that frequently a car is sold with very little additional equipment on it and once that car leaves your station for the first ride, if it does not come back at all during its life, you are deprived of the revenue that in itself permits you to operate your service station. Actually the job which you hold is dependent upon that car coming back to the service station. Now when it does come back, there are just four sources of revenue or four channels of profit that are thrown open. This chart (No. 1) will illustrate my point. For example, these figures are the result of an analysis on the part of the Service Department.

The owner of the Packard will spend approximately \$50.00 on service during the year. The profit on this to your department is approximately \$20.00. In the second place, he will spend approximately \$50.00 for lubrication, the profit on which is about \$20.00. Now you should get both of these items although there is a likelihood that you may miss out on part of the second, namely: lubrication. Because of the number of gas stations on corners these days any owner is likely to drive in there for his oil change rather than go the least bit out of his way to the service station. The third item, "gasoline" to the tune of \$200.00 with a profit of \$25.00 is very doubtful. You can hardly compete with the gas station on the corner. This leaves then but one other item which you have the opportunity to get, namely: the sale of additional equipment or accessories.

An average of 20 representative distributorships during

1928 indicated that more than \$175.00 worth of accessories could be sold per car delivered with a profit of more than \$70.00.

What does this mean? Why it means that with a little merchandising effort on your part and on the part of your service salesmen you can obtain a profit from that Packard car which is even greater than the combined profits on everything else he buys in your establishment. Now this is important to you as service managers because in 95% of our distributorships and dealerships, the Service Department gets the credit for supervision of accessory sales and the profits therefrom.

Now let's look at this proposition in a little different manner. Service Department analysis show that the average repair bill has decreased about \$3.00 since last year and the profit per repair order has decreased about \$1.20, but you are handling more cars and your expense has not decreased. If your service salesmen would increase your accessory sales by \$3.00 per repair order, your profit loss due to the decreased service bill would be offset.

To tell you this and to neglect to tell you how to do it would be folly. *This is not a new idea any more than Borden's Milk was a new idea. It is simply in a condensed form and something that can be used by all of you.* Make out a list of seven Packard accessories, not necessarily those I have shown here, but let us use those as a sample. Then, show your service salesman what he can make at 5% commission if he should sell during the week just one of each of those seven items. Then show him what it amounts to if he should do this for four weeks. It seems to be human nature to lean toward and cooperate with the fellow who does you the most good and who seems to have one eye on your progressiveness. *That is just why this particular idea is being shown to you.*

If you could see your way clear to raise the salaries of your service salesmen you would be only too glad to do so because the Lord knows they deserve it. Very likely the income from the first three sources of revenue referred to will not permit you to do this, but here is a definite proof that you can do the equivalent of raising their salaries by simply suggesting and showing them how to work with a purpose—to check every car for just six or

"Better Service Means More Car Sales"

seven Packard accessories and sell one or more of those missing. If you should hand them an accessory catalogue and simply say "Sell more accessories" you won't get very far, but if you will spend 15 or 20 minutes in choosing a definite and small combination for them you will find that you have made it easy for them and they will easily grasp the idea. It is a good idea to check up at the end of every two weeks and show each of the fellows what the others are doing. *This plan applies to the service manager who is selling 50 Packard cars a year as well as to the one who sells 5,000.*

To get the maximum benefit from this plan of making it easy for the service salesmen to sell, you should give them all the coaching possible on how to sell, for really selling—not taking orders—is the only way to get volume.

Upon analysis you will find that Packard accessories can be sold by tying your reasons for selling them to the owners' desires. You will find these desires are controlled by one of these six motives. In going over them we will name some accessories but by no means all that may be sold by appealing to them.

1. Appearance—Emblem, tire mirrors, polishes.
2. Comfort—Heaters, accelerator extensions, windshield wings.
3. Safety—Lorraine and Pilot-Ray Lights, double windshield cleaners.
4. Convenience—Trunks.
5. Performance—Purolator cartridges, winterfronts, spring covers.
6. Economy—Step plates, rubber mats.

Now, the service salesmen usually know their owners pretty well and probably know on which of these desires to best approach each individual. Buying motives of those people they do not know can be found out by asking leading questions, getting customers to talk about their cars and what they use them for. The salesmen should always plant the buying idea in the customer's mind. Saying "You don't need a spotlight, do you?" or "Let me sell you a heater" does the reverse of planting the buying idea, but saying "Wouldn't it add a lot to your safety and comfort to be able to see at night around a curve before you turn it"—opens the way to selling a Pilot-Ray Light. The salesman should always end his talk by asking the customer to buy.

Teach the service salesman the value of these approaches and he will not only sell more accessories and increase your profit and his earning capacity but he will become a better salesman on service jobs.

Another Service Promotion

During the service convention the General Sales Manager gave a talk which was printed in part in Vol. 3 No. 13. He referred to the possibility of promotions from service to sales work and made the statement that service men have developed into crackerjack salesmen.



Manager to Retail Sales Manager at Packard-New York.

Here is a case where a service man tackles the job of training and supervising salesmen and our bet is that he does a mighty good job of it. We congratulate Mr. V. R. Skogland on his promotion from Export Service

Service Posters



Take down those smeared up oiling charts, road maps and oil advertisements that are supposed to decorate service station walls. Such dust covered antiques are no asset and add nothing to the appearance of your shop.

You are endeavoring to appeal to a class of people who are above the average in intelligence. Your whole place should have a style appeal and signs such as the posters recommended, hung in the neat frame in permanent locations will help. Of course attention must be paid to keeping the posters neat and clean. This can be done by wiping the surface with a clean damp cloth since they are finished in oil paints.

The series consists of 12 14½ x 39" posters for \$6.00 and \$1.50 for the frame.

The poster shown is the third in the series and should be ordered as Service Poster "For your Protection" from the Service Literature Department.

We will appreciate any suggestions you may have on subjects for future posters and your comments on the three you have received.

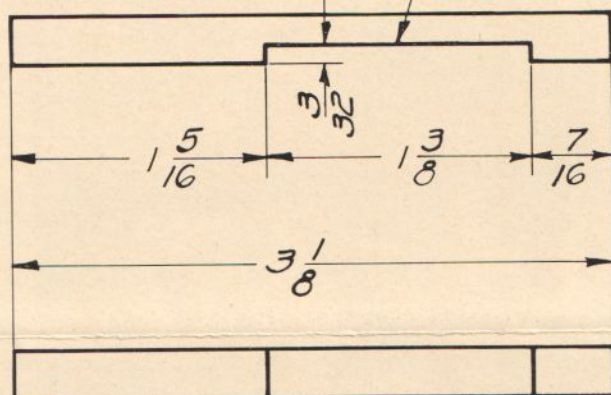
Special Tools

We have received a few time saving suggestions. Mr. C. J. Tingey, of Los Angeles, has a multiple die to be used for straightening threads on axle shafts. A valve spring lifter and an air valve type grinder for valve work. Mr. E. J. Sturgeon, of San Francisco, sent in a special tool for removing tight valves without damage to the valve. Mr. G. W. Kinne, of Seattle, has a universal hub cap wrench and Mr. Tibbits, of Joliet, Illinois, a wrench for tightening the cap screws on the cylinder equalizer tube assembly.

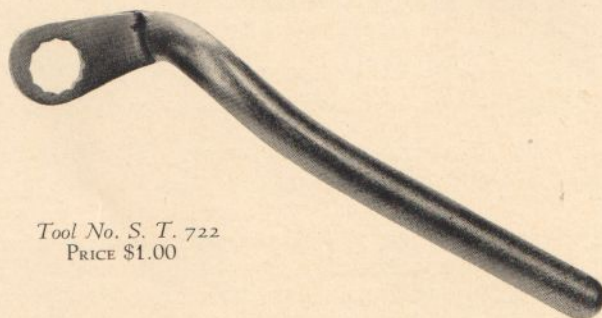
THE WINNER

The winner for the month is a suggestion from Mr. Charles Nagy, of Perth Amboy, New Jersey. He sent in a tool made from an axle shaft key and it proves to be just the thing for tightening the water pump gland nut in the original style 626 water pump. You can make these up in your own shop and they will therefore not be carried by the factory.

BREAK CORNERS



Piston Lubricator Wrench



Tool No. S. T. 722
PRICE \$1.00

This special wrench was designed for removing the piston lubricator. It permits quick and easy removal and by having an offset handle, will clear the exhaust pipe.

The Guarantee on Tourists' Cars

The factory has been notified of instances where the tourist policy, as outlined in Packard Principles, is not properly carried out.

The plan is simple and the wording is plain. If an owner from another territory drives into your station and an examination shows that the replacement of any parts are necessary, determine the age of the car from the number plate on the dash and if the owner is entitled to a replacement under the terms of the guarantee, do the

necessary work and supply the necessary parts. Charge the owner for labor at recommended prices; supply the parts replacing defective ones without charge. List such parts on D-14 claim tags, supply the usual information and in addition the words "Tourist car." Return the part to the factory and credit will be allowed in the usual way. Tell the owner that he has been billed only for the labor and that the invoice is subject to adjustment by the dealer from whom the car was purchased. May we repeat—

To handle guarantee work for tourists—

1. Charge for labor;
2. Do not charge for parts;
3. Explain transaction to tourist;
4. Return old part to factory on D-14 tag.

It is so important that this be properly handled that we ask, for the protection of owners and distributors, that the factory service department be notified of any cases not handled as outlined.

Volume

General Letter G-112 of July 8 is of interest to the Service as well as to the Sales Department. It shows an increase in Packard registrations for the months of January to May in 1928 to 1929, of 2622. Over 2600 more cars delivered in four months of 1929 than during the same period of 1928.

Are you prepared to take care of this increase without slighting owners of older cars? Are you actually getting these new customers into your station? What percentage of the Packard owners in your territory are you serving? The too prevalent answer to this last question is "Oh, 90% anyway." If you have one of the best follow up systems in the world and use it continuously, you are probably not getting 90%, and with an old style system or none at all you may not be getting even 60%.

The first reason for having the best system you can find is that you cannot afford to be without it. A service department is a selling organization and an up-to-date selling organization spends a lot of time and money in keeping track of its customers and its prospects. The service department must do the same thing.

A close examination of the record of transactions with each owner will recall those who come in regularly and those who drop out. The record is the only possible means of keeping these facts before the service manager. The record makes an invaluable mailing list and your entire selling efforts can be based upon it.

SERVICE CUSTOMER RECORD									
DATE	TYPE OF SERVICE	AMOUNT	DATE	TYPE OF SERVICE	AMOUNT	DATE	TYPE OF SERVICE	AMOUNT	DATE
11/6/28	3205	2.54	5.00						
11/14/28	3205	26.41	7.25						
11/20/28	3205	43.69	2.60						

3926 Marquette Ave. Handle J. D.

Follow up card 4 5/8" x 8"

Keeping such a record is simple. The visible type file is best and except for the large stations, the book type of visible file should be used. If no owner record is available, take the days' repair orders and make up service customer record cards for each order. On the reverse side put the

Hamilton, J. D.		10/14/28 15 626 167007 158216 81-302	
3925 Marldale Ave		Jan 3026	
Bristol, Conn. 2 Supply, 1189 E. 49th St. Rand. 0605			
11/18 Any will pleased		11/18 I 1	
11/18 Everything OK excellent performance		11/18 I 2	
		12/18 I 3	
		3/1 S 1	

Reverse of card

owner's name and his home and business address. Show the model, motor, vehicle and license numbers. Obtain the key number and delivery date either from your records or from the car. On the front of the card show the date of the repair order, the number of the order, the speedometer reading and the total amount of the bill. If any items were done no charge, show the cost of such items in red. Continue this process daily and obtain from the sales department a list of all deliveries of either new or used Packards and you will soon have a most valuable Owner Follow Up Record.

The use of the metal signals will give you at a glance an interesting story calling for some real selling on the part of the service department. At the end of each month place a signal on the lower right hand corner in the space marked 30-60-90 days. If the owner has not been in during the last 30 days, place the signal on the 30. If 60 days has elapsed, place it on the 60 and if 90 days, on the 90. Red signals may be used on the 90s.

A good plan is to have a follow up post card to be mailed to those with the signal on the 30. Have a personally signed letter sent to those where the card is on the 60 and either 'phone or call upon those where the signal shows no work done in 90 days. List the result of this follow up and show the type of letter used on the reverse of the card in the proper spaces.

There is a small space on the front side in the lower left corner marked "Credit." If you still maintain service charge accounts, use this space to indicate the maximum credit which the service salesman may extend to the customer. For instance, Mr. Adams has authorized charges to his account up to \$300. Mr. Jones, you find, wishes his kept below \$100 and Mr. Smith is C. O. D. at all times. Mr. Adams' card may be marked "A" in the "credit" space, Mr. Jones' "B" and Mr. Smith's "C." This places a credit file in the service department and it should be checked by the cashier monthly.

Another feature on the front of the card is the day of the month spaces. These are to be used to schedule work into the shop. If, on January 1, you do a clean carbon and grind valve job you should have the car back in a few days to readjust the valves and you would place a signal say on the 10th and call the owner on that day. Motor overhauls, the replacement of gears and brake re-line jobs should be followed up also.

Don't judge the cost of these records by the results you will get out of them. A binder and 500 cards only costs \$10.00. The binders hold 500 cards and are carried in Stationery Stores Department. Order Service Follow Up Binder complete with cards and start a real follow up for more service volume!

Uniformed Service



Courtesy coat \$3.00 net, specify size
Pin S. T. 744, \$0.50 net

Uniforms have an appeal for the average person. Somehow you associate efficiency with uniforms. The army wouldn't look so good nor perform so well without its uniforms. The modern movie has a trained and uniformed personnel and the public likes it. The gas station, with neat uniformed attendants, gets the most business. The hotels and railroads make it easy for you to know who is in their employ by uniforms. The modern service station should cash in on the benefits that uniformed trained men will produce.

Keep in mind that soiled uniforms are worse than no uniform at all. The advantage of the uniform appearance of your contact men is well worth the expense. We now have the service coat pin as shown. It identifies the man by name and tends to personalize your service. The pins are available at 50c each from the Special Tool Department. The white courtesy coats are \$3.00.

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