



The Job of Service Manager

WHAT is a service manager? You men in the service department ought to know the answer, but we will venture that most of you will say that "he is the man in charge of the service department." Such an answer is only half right because in traveling around we have met a lot of men who had charge of service departments but they were a far cry from being a service manager. They may have been good mechanics, or good organizers, or good salesmen, or good business men, but they were not good service managers because they did not have in their makeup a combination of these abilities.

You men who are ambitious to become service managers must get out of your heads the idea that all you have to know is "how to fix 'em" or "How to hand the customer apple sauce."

There are a few characteristics which go to make up a service manager which you will want to keep in mind if you are striving toward such a goal—

No. 1. A keen desire to serve, and a sympathetic interest in, the public.

No. 2. Organizing ability.

No. 3. Vision—including an open mind to learn.

No. 4. Ability to radiate business and mechanical knowledge.

No. 1 Assumes a fair knowledge of psychology and salesmanship which produces the force and the tact necessary to reflect enthusiastic interest in the owner and his service problems.

No. 2 Assumes a knowledge of service routine, accounting and a business sense combined with the ability to produce "internal" as well as "external" good will.

No. 3 Assumes an ambition—a desire to correct existing wrongs, analysis of the

present and the future rather than complaints of the past.

No. 4 Assumes the ability to pass on to others the knowledge which you have and can obtain. Learning new facts is not enough nowadays. A manager does not grow by the amount of his knowledge but rather by his ability to pass on that knowledge to those who must put it to actual use.

Service Managers—good ones—are more and more in demand. A year from now the demand will be still bigger and—harder than ever to satisfy.

An ideal start for a service manager's position is as a mechanic who has come up through the ranks and who, on his way up, was farsighted enough to acquaint himself with the business fundamentals that are so necessary if a man is to be a manager.

Another type with a good start is the man with a college education. He has knowledge that the other man lacks, and this knowledge—if applied intelligently—has a market value. By the same token, you, too, can accumulate knowledge, which if put to use, will command a higher market value.

If you have a good repairman's knowledge you already possess something important in the makeup of a successful service manager. But if you have only one or the other of these you are only partially prepared.

There are other things of importance in conducting a service department besides the successful "fixing" of cars—although that element is mighty important.

A service manager should know something about accounting. He should be able to read a profit and loss statement and know what it is all about, because the manager



"Better Service Means More Car Sales"

of any kind of a business should know whether the business is losing or making money—and why. He must be familiar with overhead and what goes to make it up. He must be able to analyze and control the direct expenses of his department.

A study of salesmanship is also highly desirable. The ability to obtain and *hold* customers is an art in itself, and we are sorry to say—not a common one. Learn all you can about the proper ways to handle customers and this will pay you dividends.

Shop management, too, presents a science in itself. Time spent in study of how to get the most out of a shop will never be wasted. Knowledge of equipment, scheduling systems, layouts, and many other things are necessary to the mental equipment of the successful service manager.

Why not give yourself a square deal by resolving to sacrifice some time each day, after working hours, to the study of the things that will fit you for a service manager's position?

High Altitude Cylinder Heads

The high altitude head is not used on all motors because special fuels are required if roughness and detonation are to be avoided. It has the further objection of requiring frequent attention to spark plugs especially at low altitudes and under cold weather operating conditions. This is caused through the necessity of employing, what is termed, a cold type of spark plug to prevent burning of the electrodes when driving under open throttle conditions. A plug of this type has the objectionable characteristic of becoming easily fouled when driving at slow speeds, especially in cold weather. Further, doped fuels cause a deposit to form on the plugs, resulting in fouling and short-circuiting.

Hypoid Gears

If other companies were to give no consideration to the elements of cost and take as a measuring stick or guide our experience with hypoid gears in comparison to spiral bevel gears, hypoid rear axle gears would, unquestionably, be universally employed by the entire automobile industry. At present the hypoid gear users are confined to Marmon, Packard and several bus companies. Other companies have experimented with them and in some instances trouble has been experienced. This could possibly have been due to a number of reasons, as:

1. Design of the gear.
2. Method of mounting.
3. Type of bearing employed.
4. Quality of workmanship.

To our knowledge, the hypoid gears which we have now used for some time have given such excellent results and service that axle gears have not appeared on the service complaint list since the adoption of hypoid gears.

Vibration Damper Installation

Some cases have come to our attention where detail parts of vibration damper assemblies have been installed and the results have been out of balance conditions and just as rough a motor as when the repairs were started. The proper procedure is to install a complete balanced vibration damper assembly, then you are sure of correct results.

"Old Faithful"



Speaking of service cars here is one that goes under the title of "Old Faithful." It is according to report a 1912-30 with something over 125,000 miles to its credit. A 60 mile towing job and long hard winter usage are taken for granted in its life.

It is a part of the service equipment of Danker and Donohue, a dealer in Boston. Mr. Danker writes that he hates to think of parting company with it, and as we wrote him, the important thing is to have a neat, well kept, dependable service car, and Old Faithful seems to come admirably within this class.



\$6.75 Net

Try Out a Parts Picture Display Stand on Your Parts Counter

Accessory Meeting



A few accessory managers were called in to the factory for a meeting. The discussions covered past performance and future plans. A reviewing of plans and problems and a general discussion on each item handled or proposed resulted in an even greater spirit of cooperation between the factory and the field on this phase of our work.

The emphasis that the distributors and branches represented feel should be given to the accessory department was shown in the roll call of those present and the fact that the average length of service was greater than 13 years.

NAME	CITY	LENGTH OF SERVICE
R. E. ROSEN	Chicago	22 years
H. L. BERGHEGER	Cincinnati	21 years
J. D. WILSON	Factory	18 years
R. J. THOMAS	Philadelphia	16 years
W. L. LAIER	Chicago	15 years
P. W. PELSUE	St. Louis	14 years
A. G. ROLLINS	Detroit Branch	14 years
R. R. PUETT	Kansas City	13 years
J. E. CORKER	New York	12 years
C. E. WYMAN, JR.	Boston	11 years
J. C. MACBETH	Pittsburgh	10 years
F. L. HENDERSON	Factory	4 years
JACK BRADY	Detroit Branch	3 years

This group will handle a combined gross business of nearly \$4,000,000 this year.

Mr. Wilson showed the new accessory film which will be of interest to all service men. It is titled "A Sure Route to Bigger Profits."

Ordering Repair Order Forms D-104

We have made arrangements with the printer of Repair Order forms to handle the imprinting of distributors' or dealers' name on the blue or invoice copy of the order at no extra cost. We will not carry in stock any D-104 forms. These will be carried by the printer and your order should always give the necessary imprinting instructions. About four or five days are required to fill these orders.

Please figure on this delay and on all orders for repair order D-104 give imprinting instructions on your orders.

An Idea on Follow Up

Go after the used Packard purchaser. Mr. Brown of Boston has a letter, as shown, that he uses with very good results on the man who has just bought a used Packard. Let this man feel that he is one of the family and will receive the same attention and courtesy that the buyer of a new Packard will receive. Take pains to create this impression with him upon his first visit to your service department. Show him your place and show him that you have parts for his car in stock. Get him coming to you for service. You get increased service business now and you may get his new car business next year.

Dear Mr. Dudery:

Date

Our Used Car Department has reported the sale to you of a Packard Eight Roadster, motor 264757, and we welcome you into our Packard Family.

Good service is absolutely essential to success in selling automobiles, and much attention is now being given to this phase of the business. Good service means courteous treatment, correct mechanical work, fair charges and prompt delivery.

May we call your attention to the enclosed folder outlining our special lubrication and adjustment service which we have arranged after careful study and which we offer for your consideration.

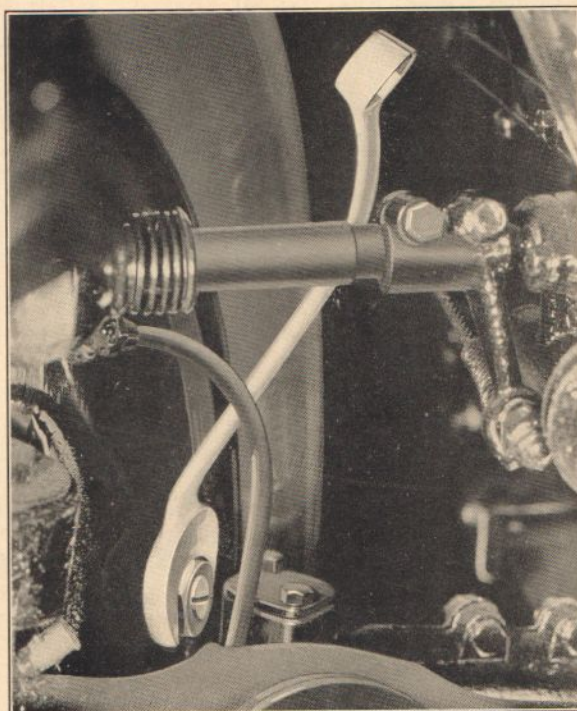
We will always welcome your constructive criticisms to the end that our service may be operated to the entire satisfaction of Packard owners.

The writer has been assigned to take care of your service needs, and will be pleased to meet and advise with you relative to your Packard at all times.

Sincerely yours,

PACKARD MOTOR CAR CO. OF BOSTON,
Service Salesman.

Combination Wrench



S. T. 734

Combination Spark Plug, Anchor Bolt, and Thermometer
Nut Wrench

Letter Writing—

We have in the last few issues been submitting suggestions on what to do and what not to do when Mr. Packard Owner entered the service station. The importance of promptly waiting upon him, of courteously handling his desires, and of making certain that the work has been accurately done. All of this is very fine but what shall we do about the man who owns a Packard but who either doesn't come in as often as he should for proper maintenance or who does not come in at all?

With a properly kept Owner Follow Up you know at all times just who these people are. It may be possible to have a talk over the 'phone with a good many of them, but the chances are you won't have time to do this. The mail man offers the next best solution. To use this method a great deal of thought is required. Any form letter to bring results must follow certain principles. The rules that follow may well be observed if you wish more effective letters.

1. Make the first sentence of interest to the reader.
2. Use picture building words and verbs that are full of action.
3. Use short sentences and short paragraphs.
4. Use positive rather than negative statements.
5. Use a certain point—hammer home one thing at a time.
6. Be definite—avoid generalities.
7. Be perfectly natural.
8. Give the letter a newsy atmosphere.
9. Use words that any one will understand.
10. Use the "personal touch" in every letter. Learn to use the pronoun "you" rather than "we" and "I".

There are seasonal recommendations, the follow up letters and the business getting letters that you should use, and it must be kept in mind that any campaign cannot be successful if used only spasmodically. Persistence in any type of advertising is what counts once the correct type of advertisement or letter is obtained.

For your guidance we will from time to time run letters which have proven successful. They will be simply suggestions and are subject to adoption to your needs and to improvement. One of these suggested letters follows:

Date

Mr. Packard Owner:—

"Someone has said 'We don't have climate in New England, only weather.' Whatever it is called, we are now going through the most severe season—and Packard owners can look ahead to better driving conditions soon.

This is the season when most owners can best spare their cars for inspecting, re-fitting or for making any other changes that will give them most satisfactory riding.

Our servicing shops, too, are especially equipped now to do this work for you. Our paint shop is the finest in New England, our upholstery department is unequalled and the personnel has been increased in all departments so as to render the most speed and economical service.

We call your attention to the enclosed folder covering a regular lubrication and adjustment service which we have arranged efficiently and priced attractively. Too much stress cannot be placed on the importance of this service to your car which we offer to you.

The inspection and minor adjustments, are, of course, made without charge, as a part of our regular service to Packard owners.

Let us help you to put your car in such condition that you will get the utmost pleasure out of it

Sincerely yours,

PACKARD MOTOR CAR COMPANY OF BOSTON
Service Sales Department.

Instructions for Installing Weather-strip on Top of Doors

To make a quick job of repair, we would suggest that you loosen the door header trim panel from the top sufficient to provide an opening to insert the weather-strip. Rubber must project $\frac{1}{8}$ " above top of door. To secure the rubber, force the header panel back in place with a soft mallet, then brad through both header panel and rubber with No. 19x $\frac{3}{4}$ taper-head brads.

The brads will pass through the trim cloth and when properly seated, conceal the heads by picking up the cloth with a heavy needle around each brad. There will be no need for trimmers paste if you follow above instructions.

Service Man Wanted

We are anxious to secure the services of a Packard trained technical man familiar with our shop practice in all of its phases. As a preliminary step this man is to accompany our Oriental District Supervisor. He will visit Packard stations in South Africa, India, Australia, New Zealand, Dutch East Indies and the rest of the Orient. This trip will take about eight months and if the man makes good he will be placed in charge of the territory. Write the Editor.



End Bins Assist in Displaying Parts and Accessories

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