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Handling the Adjustment

IT IS an old and true saying: "That a drop of honey catches more flies than a gallon of vinegar." So with men. If you would win a customer to your cause, first convince him that you are interested in him, and that you are interested in what he has to say.

Let him tell you why it is that he differs with us, just what the points at issue are—you will presently find that the points on which we agree are many, and that if we only have the patience and the desire to get together, we will get together. Show him that as far as his car is concerned you are after exactly the same results.

Show the customer you are looking at the issue through his eyes, and when you do this your job of settling the points at issue to his satisfaction is far easier than if you assume the attitude that you are always right.

Determine in your mind as quickly as possible who is responsible for the trouble. Do not try to put the responsibility on him. Even if you are convinced that the customer's complaint is ill-founded, do not let him sense this at first as he is apt to get his anger up and no adjustment you propose later on will seem fair to him.

Where you make a concession, make it cheerfully, and with the same feeling, for example, as you would have if you were receiving an increase in salary. He will know whether you mean it or not. Give him a smile and its cost will be the cheapest advertising that the company can ever hope to buy. Do your good will advertising by having your customer say nice things. It costs you little and the returns are big. So much for the actual handling of the complaint. Our real concern, however, lies in the ways and means of avoiding those pitfalls, which make

the complaint necessary. As the old adage puts it—"An Ounce of Prevention is Worth a Pound of Cure". Here are outlined a few of the causes necessitating adjustments.

1. *Adjustment given as a matter of policy due to low mileage or where the owner has had continuous trouble with the car since delivery.*

Keep a close lookout for your customer during the first ninety days. If you are able to keep him happy during this period the chances are one hundred to one that he will be a satisfied customer for the life time of the car. Don't charge him for repairs necessary as a result of poor workmanship or defective material and don't charge him with the idea that it will stop him from coming to you for adjustment during this period. Give him what belongs to him cheerfully and charge him for what is chargeable to him. Let him know he is going to be charged and why. The majority are reasonable and

while you may have to bend backward at times, it won't hurt for long. Keep smiling and the good will created will result in good profits.

2. *Credits issued as a result of overcharges.* There is not much excuse for having a come back under this heading.

In the old days when flat rates were not the vogue, this glaring error of policy was much more general than it is today. Use flat rates whenever you can. They are fair and in most every case the customer can be sold that the charge is reasonable. Where you don't have a flat rate listed in your manual, make up a price and give it to him before the job is started. Don't expect him to feel happy if he gets a bill for \$10.00, when he thinks the job should cost only \$5.00.



"Better Service Means More Car Sales"

We have seen many savage complaints based on one or two trifling items that were so obviously high as to discredit the price scale throughout. If there is an overcharge, make the concession and let him know why he is entitled to it.

3. *Credits issued due to poor work or wrong diagnosing of trouble.* There is very little excuse for this complaint. Most shops are equipped with the necessary special tools, made to facilitate speed and accuracy in making repairs. With proper supervision in the shops and thorough testing when the job is completed, it should reduce this trouble to the minimum. Don't let a poor job slip by; it will nearly always come back.

Imperfect diagnosis is due generally to an incomplete understanding with the owner as to what result he is expecting. And the moral of that is, "Test the car with the owner both before and after the job, if possible." The rattle or squeak that bothers him may not be the one you hear at all. From his verbal description you may think you can identify the trouble. In many cases this does not work out. A steering whip may be described by the customer as a bad case of shimmy, or a noise in the rear, described as loose shackles, may be a tag attached to the headlining hitting against the body panel. Squeaks in the rear of car, described as fender squeaks, may be seat or lean-back springs. Don't guess what the customer is aiming at. Let him identify the sound. You will save money and in the end will prevent an adjustment.

Just a word as to standard sounds built in the car. Don't kid the customer along by letting him think you can eliminate the sound by changing some one thing or another. Be frank with him. Let him know that you know what the sound is and why it is there and that it does no harm. He will forget it quicker than if you attempt to change it.

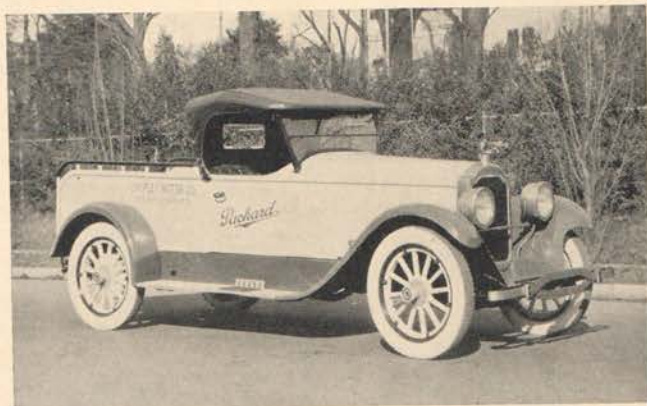
Bear in mind that the owner is your meal ticket, keep him happy. Make your concessions cheerfully, in short create good will—make it easy for the sales department to re-sell him. Do your advertising through the impressions you make with your customers, and make it easy for all of us to say, "ASK THE MAN WHO OWNS ONE".

—By C. L. BUTT, Philadelphia.

A Real Service Car

The Chipley Motor Company deserves special mention in connection with its service car, which we are pleased to show.

Have you thought of a prospective buyer's reaction from seeing such equipment? Sell the boss on the idea of an up to the minute service car, on the basis of not only additional convenience and service to owners but upon its advertising value. It is an aid to sales.



The Body Number

There has been an impression that the embossed number, which is the raised number stamped on the metal dash, was a body number. There may develop some difficulty if this is not straightened out. The embossed number is simply an identifying number. It is a thief proof number and is used only when some of the other numbers are altered or defaced. It is an added protection to Packard owners.

The body number is to be found on a brass plate attached to the body sill on the right side just inside the door and on the coupe and roadster types it is in the back compartment on the right rear sill and can be found by raising the rear compartment door and lifting the carpet.



The plate is the same size as the illustration and has two numbers stamped on it, with a dash or space between them. The first number indicates the body type and the second is the body number. When ordering body parts always specify both numbers—this will insure accuracy.

Telephone Service

The February 1st issue called your attention to the value of prompt, polite telephone service. Here is an idea that will help you accomplish this. Have a few cards printed—enough for each telephone in use in your building and place a card next to the telephone. Tack it up or place it under the glass on the desk top. You will be surprised at the results.

Packard

Telephone Courtesy

ANSWER your telephone promptly and pleasantly.

ANNOUNCE your name and the name of your department.

IF YOU REQUIRE help in handling the call properly, get it at once or politely transfer the call to the person who can best handle it. Don't say you don't know.

IF IT IS necessary to keep anyone waiting, report at intervals and let them know what you are doing to get the information required or the person to whom you wish to speak.

IF YOU ANSWER for another person, offer to take the message, then call it to the other's attention at the first opportunity.

REMEMBER, courtesy over the telephone is always desirable. It wins friends for you and the company.

Dressing North East Distributor Points

It is important that your Distributor Point Dressing Tool, S. T. 656, be changed over so as to accommodate the points on the North East distributor. Either obtain a blue print and make this change in your own shop, or send in your complete Distributor Point Dressing Tool to the Special Tool Department to have this change made. The net charge is \$2.00.

Brake Riveting Machine

A new brake riveting machine is being carried under S. T. 306. This equipment was decided upon only after testing all available makes.

This machine covers three operations—removing rivets; drilling and countersinking the lining; inserting and clinching the rivets.

All necessary dies, punches and drills are included.

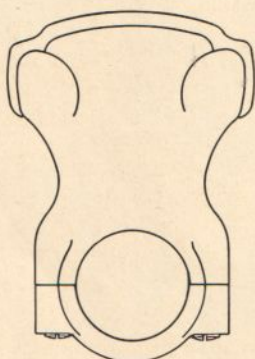
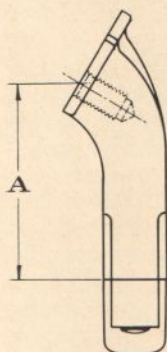
Taking Care of Drivers with the Oversize Vests

The location of the steering wheel in relation to the front seat cushion is of importance to the driver with the large waist measure. The proper procedure when you receive a request for more space at this point is to order out an instrument board bracket of the desired length as shown below.

The steering gear case bolt holes in the frame should be filed out to permit raising the post.

Steering Post to Instrument Board Bracket Assembly Number	A Dimension	Toeboard Plate Assembly
133189	2 $\frac{1}{32}$	124198
139998	4 $\frac{3}{8}$	139075
122903	2 $\frac{15}{64}$	122907
156481	4"	145747
156482	3 $\frac{7}{32}$	145748
170803	2 $\frac{3}{8}$	167784

The steering wheel is raised 1 $\frac{3}{8}$ " for each inch of bracket length altered.



Shock Absorber Metering Valves Don't forget them--

In some sections warm weather is not far off. We will soon be giving some attention to the shock absorber metering valve adjustments. At the same time it will be well to inspect the oil level in each one and add new fluid to each unit when needed.

Cleveland and the Service Sign

The new Cleveland building has within its walls service facilities that are not surpassed in convenience and efficiency in the wildest dream of any service manager. From the time the car is driven into the station until it leaves, every modern device combined with a careful, thoughtful, well trained personnel assure customers of the quality of service they expect from such a place.

We will have more to show you of this place later. Just now, we want you to take a look at the standard service sign. It looks good on the best of buildings and indicates that you belong to the Packard Service family. If you haven't one, order it under P-1500. The price is \$15.00 which is a permanent rental cost.



New Tool Catalog

There is now available a revised edition of the tool catalog. It is up to date and includes a number of new recommendations. There are a good many tools which have been altered to make it possible to use them on current as well as noncurrent cars.

It will pay you to go through the entire catalog and to check your tool inventory with it.

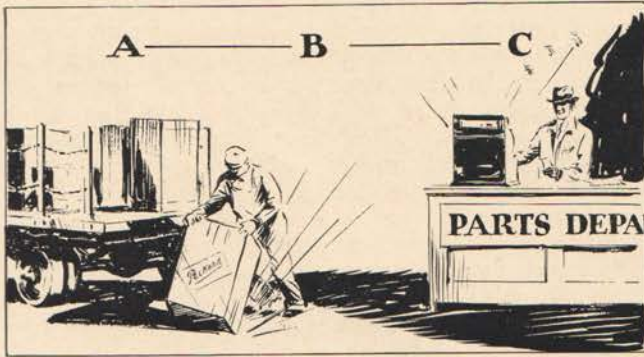
The tools shown are made up and sold to you as a convenience and in line with our policy to be of all possible assistance to you in helping you operate an efficient and a profitable service station. There is no profit taken by the factory on these tools; they are sold at cost with only a handling charge added.

We urge you to take advantage of this service because it helps you render better service and that is the result we are after.

One catalog will be mailed no charge to each distributor and each dealer. If additional copies are required, they may be obtained by writing the Editor. Please order only those you can actually use and we will be glad to mail them no charge.

Whenever the purchase of new tools and equipment is being considered, we invite you to communicate with the service department.

The Big Noise in the Stock Room



Problem—What is distance of line "B"? "A" is Bang No. 1 and is made when parts are received from the factory. "C" is Bang No. 2 and is made when the money received from the sale hits the cash drawer.

Profit in the parts department depends largely upon the space of time between these two noises. The other name for this noise is turnover. It represents the rapidity with which a parts department sells and replaces a stock of parts.

The correct way to figure turnover is in terms of physical units but this is rather inconvenient when handling from 4000 to 9000 or more different parts, so the next best result must be sought. The turnover must be figured in dollars and cents. There is only one right way to do this—divide the cost of all parts sold by the average inventory at cost.

An example:

Inventory, at cost January 1, 1928	\$10,000
Purchased, at cost during year	36,000

Handled during year	\$46,000
Inventory, at cost Dec. 31, 1928	\$ 8,000

Sales during year, at cost	\$38,000
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Inventory Jan.	\$10,000
(Book Feb.	8,000
Value) Mar.	7,000
Apr.	9,000
May.	12,000
June.	14,000
July.	16,000
Aug.	12,000
Sept.	12,000
Oct.	9,000
Nov.	8,000
Dec.	8,000

Divide by	12	125,000
		\$38,000

Divide into sales	10,416
Stock turn	3.6

Turnover is of course not the all important thing in running a stock room but it is the best index and it should be watched closely. For best results both from the standpoint of service and profit, the stock should move about 4.5 times a year.

Should you find that your turnover is much below 4.5 there are two ways to correct it. No. 1: Cut down immediately on the quantities of the items ordered and in this way reduce your inventory. No. 2: Endeavor to create a sale of some of the older parts. Notify the owners of trucks, Twin Sixes, 116 or 126 cars, of parts available. It may be that they do not know that you stock parts for cars as old as theirs. You can increase your parts sales to some degree in this way.

Should you find that your inventory is turning more than 4.5 times a year, check the back orders. You will usually find that too often the stock room is delaying customers and orders in the shop. This does not pay and it is sure to lead to poor service.

The Latest in Courtesy Coats

A uniform appearance of employees always attracts attention and is good advertising. The country's large storage garages, filling stations and service stations recognize this fact. The company has carried, and has endeavored to standardize on Courtesy Coats. We have compromised on a linen coat as being most practical. It holds its shape and stands laundering well. These are listed in the tool catalog.

There is an increasing demand however for white coats and we are prepared to supply the type shown.



The material is of herringbone weave. It is made for automobile men. The buttons are covered; the stitches reinforced; the cloth pre-shrunk. It is tailor made and custom built. It sells at \$3.00 the same as the standard coat.

There is nothing like a clean, white, well-fitting coat to finish off a well-trained, courteous service salesman. They place your service station on a higher plane. They classify you as an up to the minute, efficient branch of the Packard organization—try them out.

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