



## Briefs from a Service Meeting —

A SERVICE meeting of Class A points representing approximately 57 per cent of the total car sales was held February 14 and 15 at the Factory. Discussion on a most interesting program developed, and we want to pass on to you the high lights.

The first part of the meeting covered in detail the late mechanical changes and improvements. The Body Engineer, Chief of Inspection and representatives from the Engineering Department, gave the benefit of their experiences in working out mechanical changes or adjustments in answer to reports from the field.

It was gratifying to have a confirmation of our belief that the present series cars have been exceptionally free from mechanical trouble. Very few changes in design have been made and that portion of the field represented were very enthusiastic in their praise of the present cars.

There was quite a bit of discussion on the subject of customer contact. The general opinion being that even yet, not enough importance has been attached to the training and appearance of the service salesman.

White service coats seem to be most appropriate and are being used generally for service salesmen. It is then easy for the customer to identify the man whose job it is to take care of him. Several points seem to favor the idea of having separate inspectors as compared to handling service sales and inspection by the same men. This plan is favored by the factory for larger stations since it is felt that more of the sales angle and less of the purely "mechanical" service is given in this way. Also the impression on the customer is better since the contact man is more apt to be clean and neat and is on the service floor rather than out riding a car.

A more accurate owner follow-up record becomes more important each year as the service income per car becomes less. The factory has adopted a straight file card carried under form D31 that serves this purpose. A visible index file of the binder type has also been approved and is described in this issue along with a more expensive type. We suggest that you obtain the information we have on these files and cards before deciding which will suit your purpose.

A definite follow-up routine should be adopted. Be sure that the man who has bought his first Packard receives special attention. A personal rather than a form letter is preferable in this case. Make sure he is intro-

duced to the proper service salesman and give him a call right after he has had his car in for the first time.

Some stations prefer telephone contact; some believe personal calls are better and all of those represented use some type of follow-up form. We believe that at least two special seasonal letters should be used and we will try developing something along the line of a lithographed piece that will contain your own letter, for this purpose.

Further improvements have been made in the bonus plan and these will be gone into in detail in another issue. The stations using the bonus all expressed satisfaction with the results and we feel that other points will want to study this more carefully.

It was suggested that the factory service department could improve upon the service manual. It should be easier for the service salesman to use and it is planned to offer a book of about 5x7 inches for the price sheets and index of Part I. This will be done on the next issue of the manual.

There was a general discussion of the Maintenance Agreement and it has been decided to put a lot of effort into this method of selling service. The routine necessary will be published shortly. This is in detail and lays out the plan with a new set of forms from an attractive direct mail piece, showing the agreement in improved form, special repair orders, etc., needed to put the Maintenance Service right into effect. We will have this ready for you in about two weeks.

In summarizing the meeting it was agreed by the A managers that the thing of first importance is the co-operation between the distributor and the dealer. We have tried to pass on information to the dealer in the Service Letter but there is plenty to do in the way of giving the dealer the benefit of the distributors' experiences in handling service problems. Work together in promoting better Packard Service.

The Automobile owner, especially in our class of car, is tremendously impressed by what he sees when he enters a Packard Service Station—Clean and well painted building, white coated service salesmen and modern equipment.

Next to the impression thru the eyes is the impression created by courteous, snappy, intelligent attention by the contact man.

In fact it was generally agreed that the Packard owner is now looking for a higher type of "Service Attention" than ever before and is more than ever impressed with appearances, cleanliness, courtesy and things of that kind.



# The Spring House Cleaning

In your boyhood days you may not have liked the constant reminders of the fact that continual attention was required on "that place behind your ears". You never could figure out how dirt could get 'way up there anyhow and even if it did, you knew that no one could see it. Since you have grown older you appreciate that interest in your appearance and realize that it was all for the best. Now why is it that so much stress is laid upon cleanliness. Isn't it greatly over estimated in value? Isn't it too much to expect the service station to be kept free from dirt; and where must the line be drawn between too much cleanliness and too much expense?

If you stumble on the item of expense every time you start to work on this idea of cleanliness, let's start from that point. Let's look at it from a cold cash investment standpoint.

Why, do you suppose, large factories spend thousands of dollars in brightening things up with white paint, and insisting that different departments keep spotlessly clean? Simply because it has been proven that cleanliness means more light and both have a definite effect on the quality of work and on output per man. All of us are greatly influenced by our surroundings. A clean bright place begets interest in the work and commendation from the customer. There is positively nothing that will so certainly impress a person as cleanliness and orderliness.

## The Service Sales Office

In the first place, how about that portion of the service department with which the customers come in contact? Is the entrance attractive, or is it dark and foreboding? Is it impossible to see exactly where one should drive for service and is it possible to step out of the car without stepping into some grease? First impressions cannot help but be lasting ones. Therefore this part of the service station should be attractive and clean. Such an appearance invites confidence and, on the contrary, a dirty and untidy service sales department cannot help but cause suspicion. Cleanliness associates itself with efficiency; and dirt with inefficiency. In making it possible for a customer to do business with you in a cheerful manner by greeting him in proper surroundings, you are inviting his return, and he does not hesitate to advertise the impression of efficiency which this cleanliness has given him.

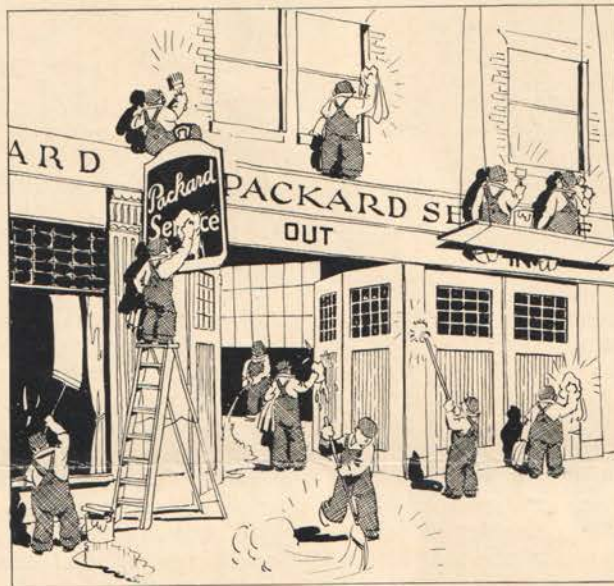
## The Shop

And now to go into the shop—We know for instance that it is difficult to keep shop floors in a spotlessly clean condition; on the other hand, we do know that it is easily possible to clean up constantly and this is the only definite way to prevent accumulation of dirt and grease.

There is also the item of rubbish. The habit of forever keeping old damaged parts, which are removed from cars—old tires, old fenders, old springs, will very shortly defeat the idea of cleanliness. It is not enough to clean out the corners and under the work benches once a year or when the pile becomes sufficiently large to get in the way of the workmen. It is necessary to keep continually after this collection; assign one place for this junk and see that it is removed at regular periods. The waste receptacle and grease and oil containers can be kept in a neat and orderly manner without actually costing any money.

## The Men

There still exists among too many people the idea that the best mechanic is the one who can most completely and quickly cover himself with grease and oil. His tools are kept in as untidy a condition as is his appearance. On the other hand we have that type of mechanic who is neat and keeps himself as clean as possible. His tools are always well arranged so that they can be quickly picked up and you never have to worry about his getting the inside of some owner's car dirty. Now, assuming that both are of equal mechanical ability, it is not hard to figure out which is actually worth the most money to your service station, and right here let us repeat that it takes good clean surroundings to induce the mechanics to keep themselves and their work clean and neat.



## The Stock Room

It isn't possible to run a dirty disorderly stock room efficiently. If your stock room isn't clean it isn't giving good service.

## The Car

Then there is the matter of keeping the cars in proper condition. Nothing delights an owner more than to see his car properly covered and protected before he leaves it in your hands, and it is a very simple matter to make certain that the car is clean before it is turned back to the owner. Even the service salesman has time to wipe off the windshield and the steering wheel and to make certain that there are no spots of grease on the upholstery before he releases the car, and this—from an owner's standpoint—cannot be stressed too often.

## Here is Why

Why are we here at the factory so interested in your service station being clean? It is certainly not that the factory wishes to appear in the role of an Up-Lifters Society. The reason simply stated is that the factory has automobiles to sell and has been in business long enough to know that there is a very definite relationship between sales and clean service. So, from purely a profit stand-



point, you cannot afford to run anything but a *clean* service station. Especially be sure that your service station is at least as clean as your competitor's and it should be cleaner. It may be that conditions permit them to have a more beautiful building or a more extensively equipped service station, but they certainly have no exclusive right to cleanliness. White paint and soap cost you no more than they do him. We cannot urge too strongly that you continue your campaign on cleanliness and for the one big reason that it does pay dividends.

## When Removing Radiators

This item has been mentioned before in Service Letters but due to its importance we believe it should be repeated.

When removing a radiator for any purpose after it has had any anti-freeze in it, the core should be flushed thoroughly before it is allowed to dry. By doing this you eliminate any chance of sediment becoming hard in the core and causing trouble later on.

Also if the cylinder head is removed for any purpose and the radiator left on, do not drain it any lower than necessary as sediment is almost sure to clog the core partially if allowed to dry too long.

## Suggestions for the Young Mechanic

1. Learn to use precision gauges. Use your micrometers frequently.
2. Take an interest in your job—don't feel that you are forced to work.
3. Hold yourself responsible for the job you are working on.
4. Have a place for everything and keep everything in its place.
5. If you have spoiled a job, report to your foreman, and don't offer excuses.
6. Don't borrow tools—have your own kit and take pride in it.
7. Do your work in such a manner that you will become known as a skilled mechanic.
8. Learn the "why" of the internal combustion or gasoline engine—it will be of practical help in servicing its parts.
9. Without interfering with your present work, learn all you can about the job ahead of you.
10. Read the best technical magazines relating to automotive construction and repair service.

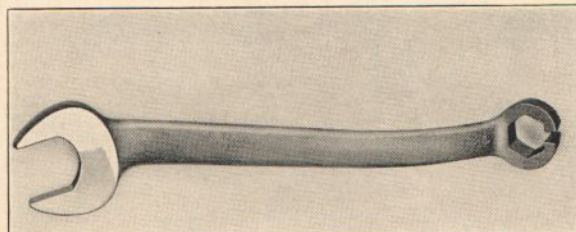
## Tool Suggestions

Suggestions for special tools have not been coming in so fast lately but we believe that if you fellows will re-read the new plan of awarding cash prizes for the suggestions accepted, that you will feel it well worth your time to send in any thoughts you have on time-saving ideas or sketches of tools you have found worth while. See Service Letter Vol. 3 No. 4 of February 15.

Suggestions have been received from Mr. Homer of Jacksonville. He has a tool for starting the lower nut on the generator. Mr. Conner of Jamestown and Mr. Chandon of San Francisco both have sent suggestions for getting the connecting rods up through the cylinder bores. Mr. Heller of Patterson has a 30-inch wrench that helps remove the nuts from the rear shock absorbers.

Mr. Robertson of Toronto uses a special wrench on the thermometer tube flange nut. Mr. Pachuta of Shamo-kin designed a tool for replacing foot brake retracting springs. Mr. Stevenson from Victoria has an outfit for oiling shock absorbers, and Mr. Lupton of New Brunswick has some improvements for the adjusting brake nut and the brake adjusting tool.

## A New Wrench



We now have wrenches for removing the thermometer tube flange nuts. This wrench has been so designed that the opposite end can be used for removing spark plugs and anchor bolts. This makes a very useful addition to your tool equipment. S. T. 734 for  $\frac{3}{4}$  hex. nut and S. T. 737 for  $\frac{5}{8}$  hex. nuts.

## "Clean Up"

We may not have much worldly goods

That we can call our own,  
Nor learning out of copy books  
Some others may have known.  
But we can all take proper pride,  
You know just what I mean  
If we should now at once decide  
To keep us nice and clean.

Today we'll start to scrub our teeth  
And shine our hats and shoes,  
We'll brush the dandruff off our coats  
And chase away the blues.  
A smile will smooth the wrinkles out,  
Goodwill brings lots of cheer.  
You've noticed that, I have no doubt,  
So let us try it here.

Your workbench needs a cleaning too,  
There's many odds and ends  
With which you don't know what to do,  
Screws, nails and wire bends.  
Of junk, the Free Press hides a lot,  
Don't throw it on the floor  
But feed it to the fire pot,  
Throw wide the furnace door.

Then clean your thoughts of useless trash  
That sure will do you harm,  
And never let your tongue be rash,  
Don't be a false alarm.  
Keep cheerful, show your sunny side  
To ev'ryone you meet,  
And you will feel the Packard Pride  
When walking down the street.

By P. W. HIRSCH  
Packard Factory



## Keep Track of That Owner

You are limited to a definite number of car owners in your territory for your service income. True—you can figure on some tourists, and in some specially favored parts of the country this tourist business amounts to a large proportion of the total, but most stations can plan definitely only on the Packard owners in their territory.

Admitting that this is true why don't you take advantage of it? Why do you let the repair business of a single one of them get away from you? You will say "They all come to us"—but do they, and how do you know they do without any definite records?

The Follow Up Card is the only safe way to make sure. We don't care what kind of a record you use, nor what kind of a file you keep it in, but we are mightily interested in convincing you that such a record is necessary.

We believe that in order to operate a successful service station (which means a profitable one) you must keep track of every single owner and the number of visits he makes to your shop.

The main thing is to decide to get in line—get a set of cards started and keep them up to date at all times.

The factory carries such a card under form D-31 at 65c per hundred. This is a box type file card.

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Form D-31—Size 5" x 8"

We have found also a very satisfactory type of card and file in the more expensive visible index drawer type files, and if you are interested write the Editor for more information. Another type card is also shown—it will be known under form D-31A.

The first part of the card takes care of the first 90-day period. The next spaces record the personal and letter follow up of the owner and the back of the card is for listing each visit of the owner. Any work performed under the guarantee is posted with red ink. This gives you a separation of charge and no charge work.

This card is of the visible margin type and can be bought with a binder which holds 500 cards. The binder and cards complete sell for \$11.50 each up to 8 binders. For 8 or more binders they are \$10.50 each. A sample card is shown.

Decide upon some type of card and get it working as quickly as possible. You will soon notice results in the shape of more productive hours.

In the smaller organizations this record can be kept up with very little effort by the service salesman or the service manager. For the larger places it will become a

separate job. A girl can keep it up and notify each service salesman of customers who should be followed up. It may be advisable to put a young fellow on this job. It is a wonderful training for a salesman and the results of 6 or 8 personal interviews a day on the subject of service will more than pay in added service sales, accessory sales and in good will.

[illegible]

D-31A—Size 4½" x 7"

## A Spring Letter

Have you gotten out your Spring Letter? Maybe something along this line will fill your requirements. The results in terms of good will as well as increased service sales will offset the cost of such customer contact.

*To Our Packard Owners:*

April, 1929

## SUMMER SERVICE SUGGESTIONS

Warm weather is here to stay and we wish to remind you of the things that are required to make your motor car operate with the most satisfaction for this season.

- No. 1. Drain the oil in transmission, differential and steering cases.
- No. 2. Drain anti-freeze and flush from radiator. If you use glycerine or Prestone it should be strained and put in a can and saved for next winter.
- If your car has been in service for two winters, we suggest that the radiator be removed, cleaned and replaced.
- No. 3. Take off the louvre covers and removable winter fronts.
- No. 4. Generator—cut down charging rate. Excessive charging is injurious to both the generator and battery, as well as shortening the life of the lamp bulbs and ignition breaker points.
- No. 5. Speedometer—lubricate.
- No. 6. Once a week—have the tires inflated to 40 pounds and test the battery.
- No. 7. It is a good plan to start the season by removing the carbon, grinding the valves and tuning up the motor.
- No. 8. Shock absorbers should be checked for proper adjustment.

We are ready to furnish this service now.

Yours very truly,

PACKARD-SERVICE COMPANY

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