



## Handling the Tourist

ROY BEYDLER, Service Manager at New Orleans has a shop bulletin board and has recently posted on this board a bulletin which we are taking the liberty of reprinting, as we think it is especially appropriate at this time of the year throughout the Southern states, and it will be a good thing to keep in mind for those points farther north in the next sixty to ninety days.

We cannot too often stress the importance of the proper handling of the tourist, and the fact that all of us in service work should develop a spirit of cooperation with all dealers' and distributors' service departments, and that we should not only continue to improve our own service, but help every other organization to retain, in the owner's mind, the fact that whatever work was done, or whatever service was rendered, was done in the interest of the owner and with the thought of making that work entirely satisfactory.

Let's all get together and make this next season one in which all Packard owners, who do any touring, will feel that we are working as one big organization to make the ownership of his Packard car a most pleasant experience.

### SERVICE BULLETIN

A complaint is the result of either an error or a misunderstanding. I know of no better time to avoid a misunderstanding than at the time the repair order is written up. If when an owner calls for service, his trouble is properly diagnosed, the repair order is written up showing exactly what operations are to be performed, the charges covering each item and the owner's signature obtained, the cause for the complaint arising out of a misunderstanding is eliminated in advance. If the owner is in such a hurry that he cannot wait for the repair order to be written up, ask him to sign a blank repair order, explain to him that it is a matter of importance on his part as well as your own and that the house demands that you obtain his signature. Of course, the owner's signature can not always be obtained, but we must in some manner get the proper authority to perform whatever repairs, which after an inspection, might be necessary. As our service department is on a cash basis, it is all the more important

that the customer know to the penny in advance what the job is going to cost him.

All supplementary orders should be authorized by the owner before actually performing the operations. If, while the car is in the shop, additional labor and material are found to be necessary, the shop foreman should report such items to the service salesman who is handling the job (regardless of the amount of the necessary extras); if the service salesman knows his customer and the extras are of minor nature, he may or may not authorize the extras performed without delay, owing to the individual case. If, however, the extra happens to be of a major nature, the owner's approval must be obtained before proceeding with the job.

Let's improve our service by exerting every possible effort on our part to eliminate even the remotest possibility of a misunderstanding. This, I believe, can be done. First, we must be absolutely competent to perform whatever work we have taken upon ourselves to do, please do not misunderstand, there are instances when any one of us might have cause to be in doubt. In such an instance, let's consult the other fellow, as we are all striving for the same goal, owner satisfaction, the welfare of the house and our own contentment, all of which depend upon the efficiency of our organization, both individually and collectively. If we can not consult the other fellow with the feeling of satisfaction that he will be as much interested in helping us with our problem with the same degree of sincerity that we have when making such a request, then we can no longer call ourselves an efficient organization, for to be efficient, we must work in harmony. Please understand that I have no reason to believe other than that every individual of us have for some time had this thought in mind, and I believe we have practised it; however, by keeping it in mind, we can look forward to the day when our service department may be the reason for someone buying a Packard automobile.

During the past two years, the majority of our service complaints have originated outside our service station and their cause was beyond our control. The complaints which I have reference to are, I might say, numerous and would have been avoided if our owners, while

*"Your Willingness Should Outrun Your Obligation"*

touring, had stayed away from a few "service stations" who seem to rejoice in telling an owner that his old "can" is out of date, that we must have forgotten to change his carburetor because it also is obsolete and that our mechanics certainly must be dumb for allowing him to start on a trip with the car in such rotten condition.

To cite a particular instance, one of our owners, after having driven his car something over twenty thousand miles, returned recently from a touring trip firmly convinced that his Packard was no good and that we as distributors were no better, all because some individual (by the way, in an authorized Packard service station) had told him that his car was no good because we had failed to install the new type clutch shaft which the factory had authorized all distributors and dealers to change over (a 433 seven-passenger sedan). How this service man knew the new shaft had not been installed is beyond me, as according to our owner's statement, the clutch was not removed. Further, to bear out this service man's statement he took the owner to his shop and showed him, to use his exact words, "a pile of those no good clutch shafts," which evidently he has for display purposes.

Now, our tourist season here at New Orleans is opening up. During the next three months, we will, in all probability, service from five to thirty-five tourists daily. This does not mean that we can class all these cars as strictly tourist trade, for a fair number of these owners will make their winter home here in our city, which means that, in addition to our own owners, we must provide for servicing these extra cars as well, and believe me, we want to handle their service in a manner that they will appreciate. Let's give them all the attention that they would expect from their home distributor, or dealer, make them feel at home, and assure them of our interest in the matter of keeping their car so serviced that they may derive the full measure of pleasure and satisfaction from their car, such as they must have expected when they purchased a Packard. Keep in mind that the owner brings his car to our service station for service and will prove to be a far better customer if his car is properly repaired and unnecessary comments and conversations are avoided.

---

### "Special Duty"

Mr. Vance Mortella is now supervising service in Central America. The specially equipped service "car" and "safety" equipment are very likely used for "over time" work.



## Body Number Names

There has been some misunderstanding in connection with the proper naming of body numbers, which we wish to make clear. The small brass plate attached to the body, either in the back compartment, or on the floor sill is now being supplied with the name "Body Type Number," and this is what we wish to call the number indicated on this plate.

On the front side of the dash is embossed a large number, which is properly called "The Body Serial Number."

Both of these numbers appear on our motor vehicle records and when ordering parts for a particular body, supply us with the motor number and both of the numbers appearing on the "Body Type Number" brass plate.

We would like to have you acquaint those in your organization, who use these numbers at all, with their correct name, and make certain that it is clear that the number on the small brass plate is the body *type* number and that the number on the front side of the dash is the body *serial* number, also that any correspondence with the factory dealing with these numbers includes the correct name for the number given.

---

## Distributor Shafts

Care should be taken, on all cars equipped with N. E. ignition, not to tighten the manual advance clamp plate too tight around the base of the distributor. It should be just tight enough to keep the distributor from slipping.

If this clamp is set up too tight, it will bind the distributor and cause twisting off of the driving shaft. Care should also be taken in keeping the distributor shaft well lubricated.

A change in construction on the distributor went into effect about November 4, adding two oilless shaft bushings. The grease cup is retained and should be filled, as previously instructed.

---

## Adjustment of Tapered Rolling Bearings

Care must be taken in the adjustment of the tapered rolling bearings, if they are to give the maximum amount of service. In general, these bearings should be adjusted to given not more than five thousandths end play, which is equivalent to the bearing rotating freely with a barely perceptible shake. When tapered rolling bearings are adjusted too tightly, the rollers will become chipped on the larger end, and if they are adjusted too loosely, the rollers will chip on the smaller end. Pitting at the bearing cup is caused by improper adjustment as well as improper lubrication.

You will recall that the present steering construction is made up of two opposed tapered roller bearings, the adjustment at this point is more critical for the reasons given above, and occasionally you will run into trouble with the bearings if you attempt to pull these up too tight to take up some slight looseness where a complete going over of the entire steering would be the correct move.

## Training Mechanics

A recent investigation by a special S. A. E. committee was made, which gives the figure as 300,000, being the number of automobile mechanics in the United States. Most of these mechanics have learned their trade by the apprenticeship method. They started as helpers and, usually by a "hit and miss" system, have picked up sufficient knowledge to be able to make adjustments and repairs. Some of them learned their lessons well, and in the past years, the automobile manufacturer can take little credit for the efficiency of the mechanics in the field. Incompetent labor is extremely expensive, and it is impossible to estimate the amount of money spent in tearing down and putting back parts and assemblies which were in satisfactory operating condition.

The manufacturer, as well as the dealer, today fully realizes the importance of the efficiently trained mechanic and a great deal of effort is being put into this work. Every possible educational opportunity should be given your service department, and we urge you to use fully the facilities which this department is placing in your hands for this work. You have the service educational slide film, which covers service activities from a mechanical as well as a management standpoint. You have the Technical letters, which deal strictly with changes, adjustments and repairs. You have the Service Manual, Part One dealing with standard prices and standard repair operations; Part Two dealing with management, routine, and general information. You also have the Service Letter which deals with the various activities in connection with the service department.

Again we want to urge that every organization take full advantage of these facilities. You may have sufficient copies of the *Service Letter* to place one in the hands of every man in your service organization. Technical letters are available in sufficient quantities, so that they may be posted on your service bulletin board and be carried in file by those who should have this information available. Do not overlook the advantages of slide films as a means of education. This information is all available through the Service Department at the factory, it is simply a case of your obtaining it and using it for the advantage of every man in your service organization and for every Packard owner operating his car in your territory.

## Service Complaints

Mr. J. F. Avery, District Manager of the Pacific Division, sent us a copy of a service complaint report used by the Earl C. Anthony, Incorporated, Los Angeles, and we want to pass the idea on to you. This brings about a tie-up between any sales resistance which may exist as a result of service complaints and the correcting of those complaints by the service department. A copy of the form is shown.

These sheets are carried in the portfolio of each salesman, the idea being that when a salesman listens to a service complaint, he asks that the man making the complaint be more specific in stating the nature of the trouble, and as the man states his trouble, the salesman writes it down on the service complaint sheet and has the owner sign it. The salesman promptly turns this sheet in to the retail sales manager, who, without delay, sends it to the service manager. Not later than the

following day, the service manager, or one of his representatives, interviews the owner and, if possible, adjusts the claim. Upon disposing of the claim, the service manager writes his reply on the bottom of the service complaint sheet, signs it and returns it to the sales manager.

The next morning at the sales meeting, the sales manager reads the complaint report and the service manager's reply. A monthly report is made up from these sheets and is sent to the general manager. Such a report is certainly of tremendous value to the sales and service departments, and we would like to see many other points using this idea. The form can easily be made up to suit your own department, and we are confident that the use of it will result in even more cooperation between the sales and service departments. There will be a clear understanding, not only between these departments but between the customer and the service department. It will convince the owner that not only the salesman who sold him the car, is interested in his welfare, but the entire organization, and that specific plans are carried out to make certain that his ownership of a Packard car results in a pleasant relationship with all departments.

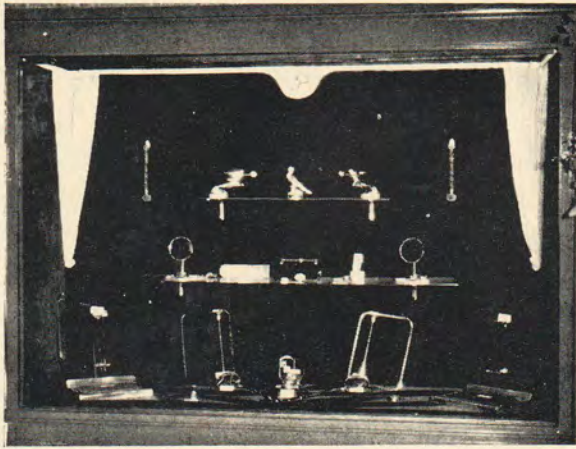
<i>Earl C. Anthony, Inc.</i> <b>SERVICE COMPLAINT</b>	
QUERY TO SERVICE DEPARTMENT:	
FROM Sales 12-5-29	DEPARTMENT.
OWNER'S NAME F.R. Clark	
ADDRESS 1720 Wilshire Blvd.	PHONE VI-1678
MODEL & TYPE 740 Club	CAR SOLD BY Los Angeles E.C. Anthony
NATURE OF TROUBLE:	
Hard starting	
Signature A.C. Lusky	
<b>Reply promptly to department issuing this query.</b> <b>REPLY</b>	
Service salesman called on owner and instructed owner and wife on proper starting, driving with each to make sure instructions were understood.	
Signature F.R. Crosley	

## Exhaust Pipe Enamel

A preparation has been submitted to the factory for finishing exhaust and tail pipes. It is a heat-resisting, high-gloss enamel, and while we do not feel that there will be sufficient calls for the material, to warrant our carrying it in stock, you may have some calls for a finish which will stand up under the severe conditions to which these parts are subjected. If so, please deal directly with the manufacturer, asking for Fi-re-pa heat-resisting, high-gloss enamel, made by the Fi-re-pa Manufacturing Company, 50 Plainfield Street, Providence, Rhode Island.

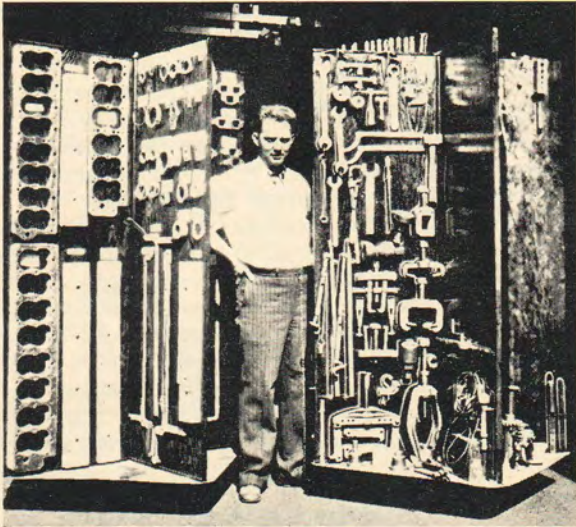
Do not order this material from the Packard factory.

## Accessory Display



The attached photograph, received from Mr. Rosen of Chicago, shows a very simple, yet most effective, window display for accessories. We are passing the idea on for your use.

## Special Tool Racks



This photograph was submitted by Mr. Reigleman, Hollywood, California, it shows a gasket rack and a special tool rack. Racks of similar design are in use in other parts of the country. Mr. Wilson, in Rochester, made one up some time ago, and it has proved very satisfactory, as they take up very little floor space and, when mounted on bearings, revolve with a light touch. They are inexpensive to make, easy to keep clean and keep the material out where it is more accessible, at the same time taking up little floor space. The two shown in the cut were designed and made by the shop foreman at Hollywood.

## Watch Your Phone Service!

"Is Mr. Sullivan in?" "No Sir."

"Is Mr. Edgar in?"

"No, Mr. Edgar went out with Mr. Sullivan."

The owner wanted to place a service order on his car, and these two men were the only two he knew about the premises.

The chap at the end of the telephone might have been Mr. Televox for all the initiative or human warmth that he had put into his conversation. He didn't sound intelligent enough to put down an order correctly, but there was a general repair shop down the street and it would be better to have the work done where he was assured of personal interest.

And so another service order was diverted from that dealer's shop. All because those clinching words, "But I'll be glad to see that what you want is done," had not been spoken.

## Service Posters and Frames

The cut shows the Insured Service Poster. This is not one of the regular twelve Service Posters, but is to be purchased extra by distributors and dealers selling service on the insured service plan. This poster sells for \$1.25, the frame is the same as the Service Poster frame and sells at \$1.50.

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