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Owner Expectations

THE Sales Department's Manual of Practice sets forth seven requirements for the service department to comply with if it wishes to deal satisfactorily with the Packard owner. The Packard owner is depending upon the Service Department of the Distributer or Dealer, for the economical and intelligent maintenance of his newly purchased car. He has been led, because of the nature of his purchase, to expect good service and this does not mean free service. Maintenance service is justly chargeable except for the obligations of a well defined though liberally interpreted guarantee. Just what the owner may expect, we believe, should be clearly set forth to him at the time his car is delivered.

Our recommendation is that the car, after being properly serviced and adjusted for delivery, be turned over to the owner and that at the same time, or very shortly thereafter, he be introduced to the Service Manager and to the Service Salesman who will handle his work. At this time, the Information Book should be called to his attention; he should be instructed on the proper use of the choke and the method of starting the car. There are other points which should also be called to his attention including the proper inflation and care of the tires; correct lubrication, care of the battery, care of the finish, the operation of the door locking devices, the use of the tools which have been supplied and he should be impressed at this time with the importance of bringing his car in periodically for inspection and care.

The facilities available for the servicing of the owner's car; the stock of parts carried and the tool equipment in which the company has invested considerable money, should be shown and explained to the owner. In other words, he should be sold on the quality of service which it is possible for you to render. Show him also the owner followup system, which you use and the fact that you keep in touch with owners after delivery of the car.

The owner will, as explained by the Sales Department, expect certain things: First, that he will be greeted promptly and courteously with a smile and a welcome. Second, that a prompt and efficient inspection will

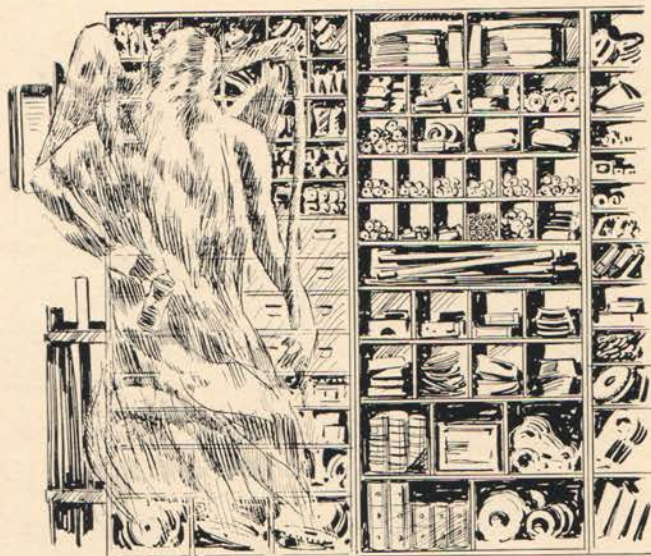
diagnose the cause and designate the remedy of any difficulty which he may experience. Third, that it will be possible for him to give an order and instructions for service repair work without unnecessary delay. Fourth, that the work will be promptly and affectively done and that the car will be ready for delivery at the earliest possible promised time. Fifth, that if the work proves to have been unsatisfactorily performed, special attention will be given its correction. That corrective work necessitated by errors in the shop, will be made without charge. Sixth, that the car will be returned in as neat and clean a condition as it was when sent in and that the upholstery will be protected from soil, the steering wheel cleaned and the car otherwise kept protected from dirt and grease. Seventh, that a bill will be presented promptly and in accordance with Packard standardized service charges, listing the items which he has requested to be performed and that the invoice will agree with the order which he left for the necessary work.

You will, therefore, if you are wise, organize your service activities so that the customer's expectations on these items may be realized.

It would also be well at this time to caution the service salesman that in soliciting service work, we are selling what no one wants to buy and the less the necessity of buying, the better pleased will be the customer. We, therefore, must caution against over-selling of service. Any properly trained inspector or service salesman usually discovers a number of things that should be done and which would improve the condition of the car by so doing. It must be expected, however, that with use, the car will wear and that as it wears, squeaks and rattles and depreciation will occur. The car cannot always remain new and it is a question whether the owner prefers to accept the rattle and noises developed by depreciation and in the interest of economy continue to use the car in this condition, or whether new parts should be installed. Let the owner decide this question, since, as a general rule, it may be assumed that the average owner leans toward economy in ordering repairs and, therefore, overselling should be guarded against.

"Customers often judge Packard by what they think of You"

Old Man Obsolete and the Parts Department



A Parts Department is maintained in your organization for just one purpose, that is to have on hand the necessary parts to enable you to render good service to Packard owners, which in turn enables you to sell more Packard cars. It is not intended that a Parts Department should be a place in which to store old out-of-date, or used parts, which may or may not be carried on your inventory.

The operation of your Parts Department can and should show a net profit. An average will show between eighteen and twenty per cent as an operating profit. This, of course, is dependent upon several things. Of first importance we would place the proper selection of stock. If your Stock Room is crowded with old obsolete and used parts, the efficiency and speed with which service can be rendered will be materially reduced. Your records will be cumbersome, your stock room in general will be too large and not in a neat orderly condition. A properly balanced supply of parts is absolutely necessary toward the efficient and profitable operation of the Parts Department. Without it, you need more space than is necessary and more men than are necessary to handle the work thus increasing your expense and decreasing your net profit.

An inspection of your bins and stock record cards should be made at least every six months. If every piece of stock carried is turning over at a sufficiently high rate of speed and every bin space is storing active or fairly active stock, you will be able to show a proper profit. On the other hand, if the majority of your bins are used as a resting place for obsolete or worn-out parts, then it is not fair to expect that a small proportion of actively moving parts will offset the inactivity of a large share of the parts which you carry. In other words, you must get a fair turnover on all of your stock rather than too high a turnover on three-quarters of it and no turnover on one-quarter of it. Make sure that Old Man Obsolete is not occupying a large share of your Stock Room space. Besides being sure that your ordering is on a correct basis, check all of your cards and the bins at least twice a year. This will insure you a properly balanced stock of actively moving parts, then keep one eye on your expenses and you will find that the net profit of your Parts Department is up where it belongs.

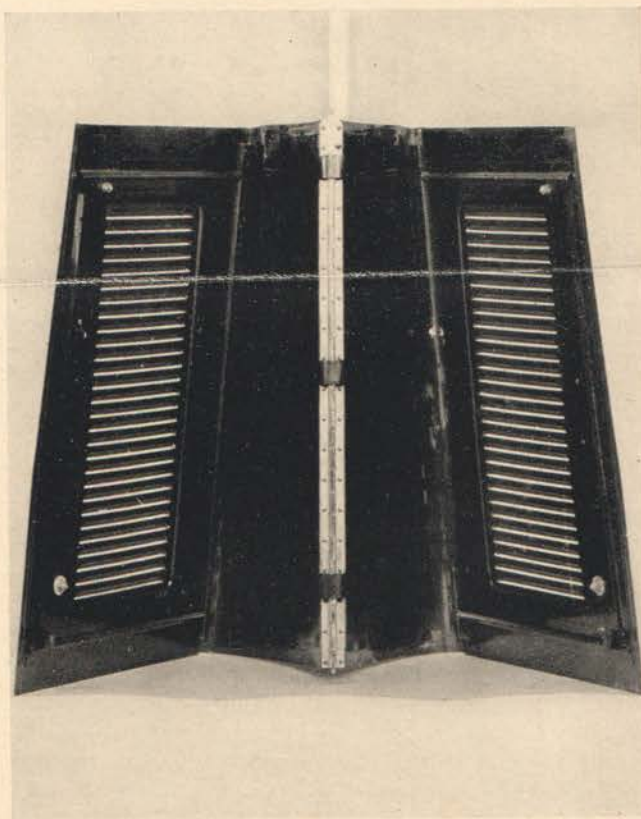
Ordering Parts on Separate Orders

A letter has been mailed to distributors dealing with the ordering of service parts, a list is attached to the letter giving in piece number order those items which should be listed on separate orders.

The reason for this is due to the factory's stock location or the nature of the part being such that they are packed separately. By ordering these items on separate orders, you simplify the handling of the order here at the factory and enable us to have the packing slips on these items packed with each crate or box.

If you order two or three items under the same number and the number appears on this list, they may be included on the same order. The list should be checked with your stock record cards and a note made on the cards specifying that separate orders are required on each of these piece numbers.

Protection of Paint on Motor Hoods



A special bracket has also been designed and is now in production. It is carried under piece number 181082—hood hinge bracket. It is designed to prevent marring of the finish on the hood and it may be added by inserting it on the hinge, as shown—three for the standard Eight and four for the 740 and 745 motors.

Accessory Notes

Jack Wilson, the genial Factory Accessory Manager, believes that the merits of window eaves are not fully appreciated. He says we now have a new bracket that

slips in behind the window moulding and eliminates drilling the window reveals, which has been a big objection. Jack has a set on his car and says they are useful at any season of the year. Let us see if we can increase sales on this item.

The Accessory Department has a circular on the Puro-lator Cartridge that tells why it should be changed every 8000 miles. If you can use them, drop us a line.

The Service Man's Vacation

Many service men feel that they cannot take a vacation in the summer time because of the increased volume of business at that time of the year. We believe, however, that the average service man will take a few short trips in the summer and even if these are of only one or two days duration, our little suggestion will apply.

The suggestion is "vacation with a note book." The days that you are on these trips become one of the traveling public. Become a tourist and keep your eyes, ears and notebook open and if you will do this, the trip besides being enjoyable, will be instructive and the information obtained will pay in many ways. You can pick up enough ideas in a few days to produce extra business dividends in months to come worth many hundreds of dollars. It is not a bad idea to make a definite trip of this kind two or three times each year. For one thing you will enjoy the trip because of the amusement you will derive in seeing yourself as others see you.

You may even pick up a few comments concerning the efficiency or inefficiency of your own service station. You may have the experience of driving into a service station for an oil change, or a car washing job and find that before the service salesman can settle on the price, it is necessary for him to carefully scrutinize the license plate after which he decides that possibly because they are from some other state, oil should cost you from ten to twenty cents a quart more than you could buy it from the filling station across the street and that the wash job, instead of being at the regular rate of \$1.50, becomes \$3.50.

You will be amazed at the uncanny ability of many of the service salesmen in diagnosing trouble. They can tell you before you get out of the car exactly what is wrong with it and how much it will take to fix it up. It isn't necessary for them to make a detail examination or to even take a ride with you; they know before you get through talking exactly what your trouble is. You may wonder too, particularly if you are driving an older model car, why it is that the prosperous looking man with a new model car drives in several minutes after you have arrived, receives such prompt attention and you are allowed to stand around for a good many minutes, which time can well be used in making a few notes to take back with you. This note probably will read "Instruct Service Salesmen to take care of customers in the rotation in which they arrive." You will, in this connection, also want to note carefully the manner in which the service salesman approaches you; we are talking now about the owner of the old model car, which may appear somewhat dilapidated. Is his attitude high-hat and offensive, or is he just as anxious to be of service to you as he was to the other customer with the new car?

Of course, all of your experiences will not be unpleasant and you can derive just as much benefit by making notes on the pleasant experiences as on the others. Some little unusual attention which you receive in a service station can just as well become a part of your own routine.

In this connection, it is also well to check up on the knowledge of your service salesman concerning the roads

out and into your city, also to various larger points along the highways leading through your city. You have, undoubtedly at times, been inconvenienced by inaccurate or incomplete instructions concerning roads when you have been touring. Make sure that sufficient maps and correct information are available to the service salesmen. It is a great convenience to the tourist and is much appreciated.

When you get back, check over each item which you have noted with your organization. You will find a number of "do's" and a number of "don'ts" to put into immediate effect. Vacations of this type are extremely profitable—try them out and see how much you can improve the service you are rendering to the tourists.

How About Today?

the things you did a muntch ago,
or what you did last yeer, old scout,
or even what you did last week,
dont give you much to bragg about.
the things that happened in the passed
are dedd & gone, so why not say
"to well with them?" & show the world
that you can saw sum wood *today*.
the berds that bragg about their passed
mite just as well come out & say,
"i used to DO things, yeers ago,
but, well, i'm not so good, *today*."
for folks aint interested, much,
in retrospective, past "reviewing."
they do not care what you have done,
they want to no what you are *doing*.

PACKARD FLORIDA MOTORS COMPANY

FLARING TOOL ST768 \$6.25 NET



The flaring tool will accommodate four different sizes of tubing $\frac{3}{16}$ ", $\frac{1}{4}$ ", $\frac{5}{16}$ " or $\frac{3}{8}$ ". This tool is designed to flare the end of the tube with spinning action so that tubing will not crack or split at the flare.

Personal Mention

In the "Personal Mention Column" we have none other than Sam Taylor, formerly head of the Courtesy Department at the factory and before that, mechanical supervisor for the Service Department. Just now Sam is well started on a trip around the world in the interest of the Packard Export Corporation. Sam's motto is "Join the Service Department and see the world."



This gentleman is Al Lavine, high ranking Service Salesman in the Philadelphia Organization. He has led in accessory sales volume and average weekly bonus, we believe, for the last two years. His average weekly bonus on accessories for 1928 exceeded \$22.00, for 1929 it exceeded \$15.00. To sell accessories at this rate, you must first satisfy the customers you handle with the maintenance work required on their cars. Mr. Lavine would tell you that it is a matter of staying on your toes and thoroughly gaining the confidence of your customers.



Water Pump Installation

SIXTH SERIES

In the Service Letter dated May 15, we advised that the tension spring on the 626 service water pump be tightened only one quarter of a turn in making the installation.

We now feel that it will be preferable to omit the spring entirely and this omission has already taken effect on the pumps in our service stores division. The purpose of this change is to prevent any possible side thrust on the water pump shaft.

We do not anticipate any difficulty from noise unless the pump packing is extremely loose, and in any case we feel that positive assurance against leakage is the most desired feature.

Accessory Display



This view shows one corner of the Service Department of the Hubbard-Woods Branch in Chicago. There are many owners who bring their cars into the Service Station, but who very seldom go into the show room and such a display as this changed occasionally, that is both the accessories and the cars, would undoubtedly have a beneficial effect upon sales. The artificial grass mat adds considerably to the display and if you can find a corner in your Service Department which is not used a great deal, it can be used to a distinct advantage if cleaned up and decorated, using this view as a guide.

Lapel Buttons

We have had a number of requests for information concerning the lapel button made up as a copy of the crest design as used on the front of the radiator shell. These are supplied in red and gold coloring. They are handled by the Service Literature Department and the price is twenty-five cents each. Orders should be sent in through the distributor and may be addressed either directly to the Literature Department, or to the Editor of the Service Letter.

Closed Car Wings

The Accessory Division is now shipping an improved closed car wing for present series cars. It does not interfere with vision and is easily adjusted so as to effectively control air currents for ventilation. The new piece number is PA-2516, and one of the most attractive features is the lower price, the list is \$20.00 attached.

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