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"The Crank"

QUITE an effort has been made during the winter months to increase the volume of service business during the months when it is rather quiet in the shop. Any effort along these lines whether by telephone, personal calls, special advertising or letters, usually produces some favorable result. In directing our efforts toward producing more business, let's not overlook, for a single minute, the importance of holding on to the business which we already have. There are too many Service Stations still giving the impression to a large number of car owners that either their money is not necessary for the operation of their Service Station, or that they are incurable cranks, who actually know nothing about an automobile and less about its proper maintenance and who, therefore, must simply be tolerated when they do come in for service.

We recall a story about a service man in a small shop, who had one of these "crank" customers. It seems that this service man had been twisting wrenches even before the days when starting crank handles were in style. He knew something about automobiles from the very fact that he had lived with them for over twenty years, but with all of this and no matter how much time and patience he put in on this particular customer's work, there always seemed to be something wrong. This customer evidently had the feeling that what he did spend for repair work entitled him to the full privilege of lecturing the service man for as long a period of time as he felt necessary, concerning not only the troubles he had, but the inefficiency of Service Stations and this one in particular. The charges which always resulted from service work made necessary by inefficient repairs were terrible and many other subjects which entered his mind at that particular time were covered.

After several such calls and scenes, the service man had about convinced himself that there was just one way out of his trouble and that was to let this customer know plainly just who was running the Service Station and that he intended to run it according to his own ideas. Fortunately for all concerned, the owner wasn't

feeling quite as grouchy as usual that day and things went off fairly well, several other jobs were taken care of that morning and the service man thought that a trip to the bank was advisable, so during the noon hour, after removing his greasy overalls, he went to the bank and stopped in a restaurant for lunch. This same customer happened to be eating lunch with a friend and did not recognize the service man, due to the absence of the greasy overalls and the addition of a clean collar. The conversation at the second table was concerning automobiles and our service friend overheard a portion of it as follows:

"You ought to have your brakes fixed properly," our customer friend advised his companion, "it's a matter of safety and if you will take a tip from me, you will run out to see Bill who does the work on my car." "I wouldn't recommend him if I wasn't sure that he knows his business, I'm fussy about my service and I want my work done according to my ideas. None of these service fellows can put anything over on me."

Bill did a little thinking on the way back to the shop—So this was the way these crabbing customers talked outside of his shop! He formerly had the idea that if they were always fussing to him about his work, they must be doing the same thing on the outside. That very morning he had been just about ready to tell this customer that he could take his work and his automobile to a warmer climate.

This is the moral of that little story—it takes a lot of patience to analyze some customers. Some of your customers who are the hardest to handle are the best advertisements you have. Here is something worth remembering—the customer who bothers you and is determined that he is always right, is usually also just as determined in his belief that he has picked the right Service Station. You cannot spend too much time studying customers, it not only makes your work easier and more pleasant in the long run, but also it pays much bigger dividends.

"Courtesy Always Pays — And You Are Paid To Be Courteous"

Service De Luxe



All of the fancy service uniforms are not in California, nor is this the King of Spain with a couple of generals. Colonel Florida, General Service Manager of New York, decided that he was not going to be outdone on this courtesy man idea and here is the result.

Service Meetings

We cannot stress too often the importance of taking full advantage of all of the educational material being issued by the factory service department. It is of value only to the extent that you use it and we might add, to the extent that you use it in an interesting and instructive manner. For instance, are you getting the full value out of the Service Films? Do all of your men get an opportunity to see them and understand them fully?

It is a good plan once in a while to turn your service meeting over to someone else and sit in the back row, just listening in. In this way you can quickly determine whether or not the meetings are as interesting as you supposed. One thing is certain, the method of instruction must be varied from time to time. Do not have meetings on service films only, even the order of the meeting should not be the same each time.

Make sure that subjects of interest to every one present are discussed. This is done in Los Angeles, for instance, by the service manager appointing at the close of each meeting, one man to prepare ten questions for the next meeting. These questions are asked by the man preparing them of anyone in attendance and the one asked is expected to answer to the best of his ability. If the question is not answered satisfactorily, it is then the privilege of anyone present to give his version as to the proper answer. After the correct answer is given, the service manager calls for a general discussion until the subject is thoroughly understood.

According to Mr. Randall, Service Manager of Los Angeles, the most important feature of this method is

that each man naturally does considerable reading and research work in order to produce his allotment of questions and to thoroughly familiarize himself with all phases of the work for his own protection.

This idea naturally tends to vary the meetings. The service manager may have the questions sent in to him before the meeting and may have prepared a short talk on each one to make certain that all of the necessary points are brought out and explained on each subject. They plan to keep careful minutes of each meeting which will preserve some valuable information for future reference and it will be used as a basis for future meetings.

In Chicago, it has been found that because of the location of the Service Station and the distance that most of the men live from it, that a meeting held at noon is better attended. In this particular service station, there is a lunch room in the building which means that the noon hour is not entirely taken up and a full half to three-quarters of an hour is available for meeting purposes. The men seem to like the idea, since the attendance is practically 100% every noon that the meetings are held. These meetings are varied by the use of the Service Films, talks from various executives; superintendents, foremen, general discussions, a movie film from the factory, or from some outside manufacturer. According to Mr. How, assistant to Mr. Peterson,



Noon Meeting in Chicago

Service Manager, the meetings have proven much more successful than when they attempted to hold them in the evening.

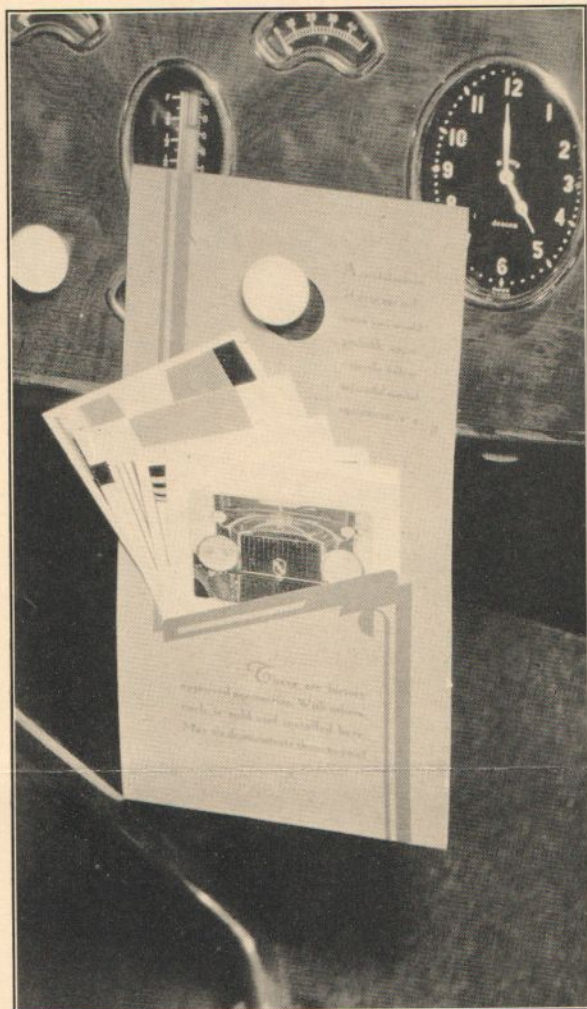
There are many variations which can be worked into service meetings to make them interesting at all times and it is certain that a continual effort along this line will show direct results in the improvement of Packard service throughout the country.

Silent Salesman Envelope

To boost Accessory Sales

"A careful survey of your car indicates that you would probably appreciate the following useful special equipment"—is the introduction of this attractive new silent salesman envelope which has just been designed by the factory accessory department. The envelope is a russet color with a modernistic green line, an opening provides

space for the insertion of an Accessory Circular and by hanging this envelope on the choke rod of cars in for service, you have an effective means of presenting accessories to your owners. This practical advertising media concludes "These are factory approval accessories."



Silent Salesman Envelope

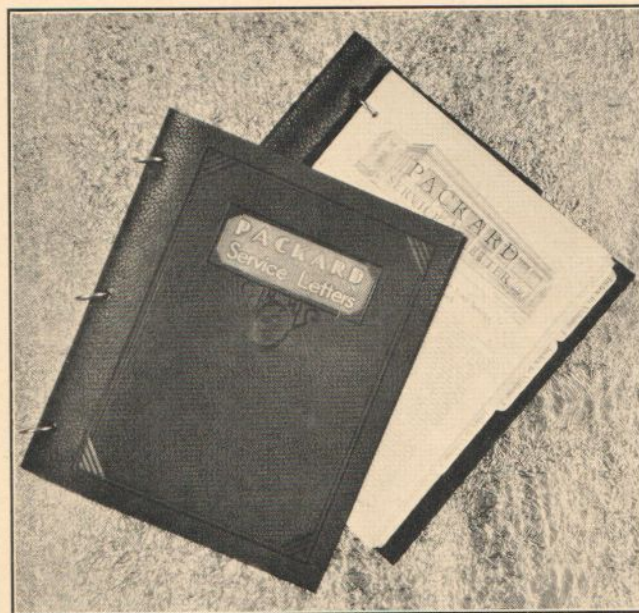
With others, each is sold and installed here. May we demonstrate them to you."

The factory accessory department is prepared to supply these envelopes upon request.

Binders For Service Letters

A Service Letter binder has been designed for every man who receives a copy of the Service Letter. We have felt that the value of the letter was not simply a temporary one, but that the copies saved and filed in order made a handy and valuable reference book.

The index for each volume containing one year's issues assist you in finding articles and notes on any subject pertaining to your work. The handy, yet inexpensive, binder will give you a definite place for your copy of the Service Letters. The binders are large enough to hold over two years' letters and orders should be sent through your Service Manager to the Editor, specifying "Binder for Service Letters." These sell for forty-five cents each.



Service Letter Binder 45c Each

Styles in Repair Orders

We will all agree that styles change. This applies to a great many subjects but we do not know that it has been applied in the past to repair orders, but it does just the same. For instance, the old style repair shop used to "overhaul" practically every other car that came into the shop and as we all know, "overhaul" jobs are few and far between now a days and yet the word is still used on many repair orders and invoices. Operations calling for the replacement of the cylinder block, are written up as motor "overhaul." Such an expression to a customer means much more than it does to a service salesman, or a mechanic. It brings to mind the idea of a complete going over, whereas you may not have touched any of the bearings, generator, starter motor, the front end chain, or any number of other parts. It has been advocated for some time that up-to-date Service Stations should lay aside the expression "overhaul," and substitute for it definite operation names which are more in keeping with the work actually done.

We still hear the expression "scrape in bearings." To the owner of a car not driven for as long a period of time as the owner feels such a car should be capable of going without such drastic work, the expression brings to his mind the idea that the bearings have to be cut way down in order to be fitted, whereas the expression "fit bearings" gives the customer the idea that is correct, namely, that you are simply going to put the bearings back in the condition they were when he purchased the car. We are in favor of obsoleting the phrase "scrape in bearings."

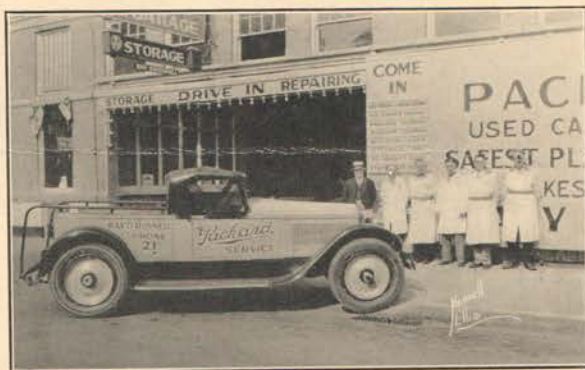
Many repair orders carry the expression "tear down clutch," or "tear down" some other assembly, whereas "remove and inspect" does the same job in a much better way and leaves the customer in a much better frame of mind. Let's quit "tearing down" things in the repair shop, the modern Service Station "removes and inspects" an assembly.

We are not so sure but what the wording "grinding valves" is becoming obsolete. The average owner's

idea of a mechanic "grinding" valves is that the metal which makes up the seat of the valves, must be about half gone by the time the mechanic gets through with such a job. Why not "reface" the valves, or simply "Clean up" valves. It sounds much more efficient and in the customer's mind it leaves him with more of his car to drive home.

These may seem rather small matters, but it is just such items which have aroused many a customer's anger to the point that he has never been back to your Service Station. They are small matters indeed, when it comes to correcting them, but they can amount to quite a bit in the customer's mind and altogether too much when the loss of future service business, or even the loss of a sale, might easily be traced to just such items. We are now in the business of *service maintenance*, we have outgrown the methods and ideas of a *repair shop*. Your service station is modernly equipped, your service salesman is continually being educated along the line of modern sales endeavor. Now let's start to work on the repair order and make this modern in every respect. It requires very little effort and it may mean a good many more satisfied owners by the end of the year.

Service Car—Eugene, Oregon



Mr. Ray O'Donnell sent us this picture of his service car—the largest and best equipped service station could be proud of such a car. It is fine advertising along with being a most useful part of service equipment. We welcome the boys from Eugene, Oregon, to the Service Letter Family.

Bulletin Boards

Mr. D. S. Elrod, Advertising Manager of Chicago, sent us the very interesting Bulletin Board Poster which we reprint. It is used by the LaSalle, Illinois dealer, who very evidently is doing his share to produce a "bigger and better service" job for 1930.

A Bulletin Board is inexpensive to make and its uses are many—A common fault with most Bulletins is that they lack courtesy and further lose their effect by an over dose of "Don'ts." They should be instructive and thus promote co-operation.

SERVICE

Our Service Department is operated primarily for the benefit and convenience of our customers.

It behooves every man and woman employed here to remember this always, and to treat all our customers with courtesy.

Any member of our sales and service force, who lacks the intelligence to interpret the feeling of good will that this Company holds toward our customers, cannot stay with us very long.

Remember that each old customer is just as valuable to us as the new customers. The old customer may any day become the owner of a new car.

Impress upon him the *No-Trouble-to-Help-Spirit*. Do not overlook the fact that the customer pays your salary, as well as mine.

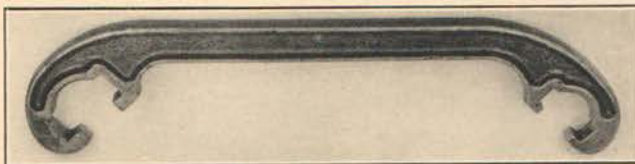
The employee who helps to perpetuate this plan is never out of a job.

Rob-Roy Motor Sales

An Institution of Exceptional Service

WM. PALMETIER, Mgr.

Special Tools



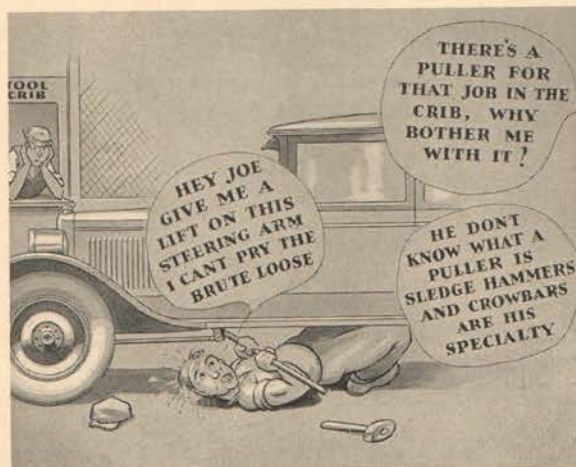
Brake Applying Wrench

ST-762—PRICE \$2.00

(All Bendix Brakes)

This tool is used when locating the two anchor pins on the Bendix Brake Assembly. The wrench has an opening designed to fit over the control lever and binding bolt at the shaft end of the lever.

Introduce Your Men To All of Your Special Tools



Just a Thought

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