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A WORD TO THE SERVICE SALESMAN

A Bulletin Issued by F. E. BISHOP, General Manager, Pittsburgh, to His Service Department

IN keeping with the times, it is but natural that we should receive more complaints with regard to the price of repair work than when conditions are normal or times prosperous. In talking with men of our own organization, I find a lack of understanding with regard to repair prices. Why do we use flat rates? Is it for the purpose of gouging the customer? Many customers seem to think so. Quite the reverse is true.

Flat rates were developed for the customer's protection against those unscrupulous dealers and distributors who, on a time-and-material basis, built up large, expensive repair jobs, believing this was a sure way to make big profits quickly. Every legitimate motor dealer knows that by keeping the customer's up-keep costs down to the lowest possible point, he is doing that which will, in the end, reap for him the greatest profit, by insuring himself of the customer's future business not only in repair work and accessories but in the purchase of his next car.

Our flat prices are developed and set by the Factory at Detroit. Time-studies are made on each repair operation, under the supervision of experts. Good work requires sufficient time—not only the actual time required to do a specific operation, but no human is an automatic machine who can work continually from the time the bell rings to start, until the time the bell rings to stop. He must have sufficient fatigue time for the purpose of securing tools and materials. In time-studying a job, the actual time is taken, to which is added fatigue time and a certain percentage of extra time to make up for what would be considered a loss of time on the average mechanic's part. It would be unfair to take the best mechanics, time-study them, and expect every mechanic in the country to equal such record. No two men are equally efficient on any job. Naturally, thousands of mechanics cannot be judged on the same basis.

Have you ever taken into consideration the vast amount that is spent annually in life insurance and accident insurance. I will grant you that perhaps the average minor repair can be well executed in the average garage or alley shop. However, in having the work performed by an authorized service station for the particular make of car one is driving, he insures not only genuine parts, but he is paying for insurance which does not appear

upon the repair bill. In our own service organization, we triple-check every repair that is made on a car. While the work is in progress, the foreman on the job inspects it as the various operations are finished. He inspects the finished job. The car then goes to the shop inspector who goes over every repair item carefully to see that the work has been properly performed. From there the car goes to the final tester, inspector, or service salesman who originally wrote the order; he again checks this job carefully. Particular attention is paid on such jobs as involve steering work, brake work, removal and replacing of wheels, etc.

To get back to insurance, few people realize or take into consideration that the most priceless possessions they have—the lives of themselves, their families, and their friends—are carried in their motor cars. The omission of one cotter-pin or one lock washer, an inferior bolt or screw, may result in a serious accident. This is one reason for triple-checking repair work in a Packard Shop.

The Packard Motor Car Company at Detroit go to unlimited expense in order to make good their slogan, "Your Family is Safest in a Packard." It is the duty of every Packard dealer or distributor to carry out this safety idea in his service department in the performance of repair work. No matter how well the car might be built at the Factory, if inferior material is used in repairing it, if negligence or carelessness creep in, allowing omission of cotter-pins, lock washers, etc., all of the expense in research, design, and manufacture by the Factory is lost. One of the chief reasons for keeping our labor turn-over down to a minimum is to insure not only good mechanics from the standpoint of mechanical performance; but it takes a long time to train and imbue the average employe with the spirit of "safety always" in Packard repairs.

We have any number of men who have been with us more than ten years; we have several who have been with us as long as twenty years; few who have not been here at least several years. A large part of the training that they have received has been along the lines of safety. I can well recall the day that I started in the shop. The shop superintendent said to me, "I don't care whether you leave out an axle, or leave off a wheel, or leave out the

entire motor; but don't omit any cotter-pins or lock washers. See that every nut is tight." It was an excellent way in which to impress me with the importance of little things. Naturally, the omission of a wheel, or axle, or motor would do no damage because the car could not be put in motion; but the omission of a cotter-pin or lock washer, or a loose nut might result in serious accident. It is simply an additional factor of safety to have one or two men inspect each other's work. Surely the chance of omitting anything, regardless of how small, is minimized to the finest degree.

Another factor which should be taken into consideration is that as new developments are made in motor car construction, it takes additional time in the hands of the average user to prove whether these developments or changes are entirely satisfactory. Not infrequently such apparent improvements are found to be lacking in some respect and, until the engineers are able to perfect the new developments, no mechanic can be expected to put out a satisfactory job. In recent years a few glaring examples will serve to illustrate these conditions:

When Balloon Tires were first used, they naturally gave a softer ride but no one had taken into consideration the additional rebound from these tires. Naturally, a new two-way shock absorber had to be developed. As the power in the motors was increased, greater speed put additional strain on shock absorbing devices, which again meant additional research and development in shock absorbing equipment. With Balloon Tires came four-wheel brakes and all of the steering difficulties, which meant millions of dollars spent in research work to perfect a steering which was safe regardless of tire pressures and wheel balance. Four-wheel brakes, while a great improvement over the old two-wheel brakes, were subject to considerable study; different materials required for brake drums; different linings were needed, because, in the meantime, motors had been developed to great power and extreme high speed. Brake squeaks developed, which only proper design in original construction could definitely eliminate or minimize.

No testing laboratory or no proving ground can develop the defects or failures on any particular part of the mechanism; it remains for the thousands of average drivers to develop these features. Quite frequently our own salesmen, as well as the owners, say, "Why not let well enough alone; why add these additional features and improvements which may cause trouble—which have not been proven?" If the entire world were developed along this line of thought, progress would be stopped. The entire world and everything in it is in the process of evolution, and no industry therein has made the rapid strides that has the automobile industry. Competition is more keen; the business is better organized from both a sales and service standpoint than any other line anywhere. The motor car business first developed and brought to a very high degree of perfection the idea of service. Since that time, everyone is talking service. The word SERVICE as applied today had no meaning twenty years ago.

While some inefficiencies or failures in a motor car may seem inexcusable; nevertheless, we must consider the product as a whole. Every progressive industry has its shortcomings and its failures. If the successful achievements, developments, and improvements out-balance the failures—and they do by a great percentage—then we must consider that the unit as a whole is successful, and the company sponsoring it is successful. There is nothing perfect in this world; we all make mistakes; many can be covered up. It takes a lot of abdominal fortitude. It is a great responsibility to authorize changes and develop-

ments for the approval of somewhere near one hundred million motorists.

It must be borne in mind that the average man knows more about his motor car than any other single possession. It is perhaps the most complicated piece of machinery with which he has anything to do. He knows nothing about simple bath room fixtures, his furnace, and what-not; but he does know when the carburetor is wrong, the brakes squeak, the plugs foul, or there is a squeak or rattle in the left front door.

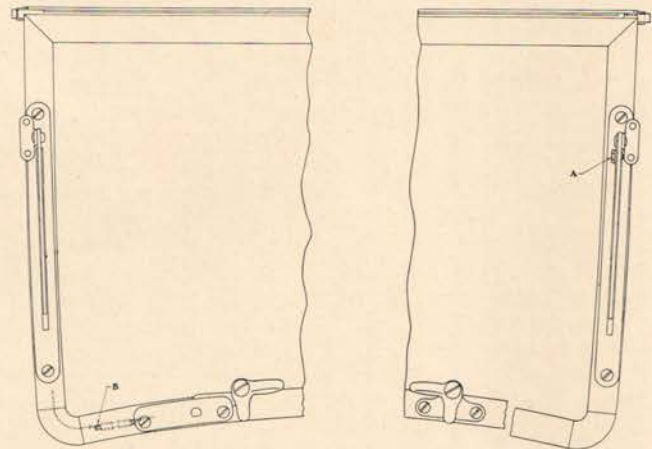
A little more faith in the company which manufactures the product which you are selling—a little more faith in the company which employs you to sell this product—a little more faith in the service department for keeping these cars running—a little consideration for each and all of them will help you in your daily sales work. We cannot hope to be always leading the industry with regard to design, appearance, performance, and price. Again, if we over-shadow our competitors as we have in the past during the great majority of years that we have been in this business, we shall have done a good job and been materially successful.

Adjustment of New Windshield

The adjustment of the new windshield is shown in this illustration. The windshield is shown as it appears looking forward from the driver's seat.

The locking device which holds the windshield in any of its open positions is controlled by a steel wire which surrounds the frame and whose tension may be regulated by an adjustment in the lower left hand corner.

If the locking mechanism does not release properly when the left operating lever is raised, or if the shield drops from the open position with the lever in the horizontal position, the length of the cable should be changed. The first step is to pull the rubber out of the windshield frame at the lower left corner so that the adjusting screw "B" may be reached with a long thin screw driver inserted through the rubber channel.



If the locking mechanism fails to release, the screw should be turned slightly in a clock-wise direction, while if the locking mechanism fails to hold in the open position the screw should be turned anti-clock-wise.

It will be noted that the right windshield arm is adjustable for length. The adjustment is made by the set screw "A" which operates in a slot at the upper end of the arm. The right arm may therefore be lengthened or shortened if the two arms do not lock at the same time.

The Customer's Side

We are reprinting completely two letters from customers. These will again impress upon all those in service work, the extreme importance that the average customer attaches to the impressions which he receives in our Service Department.

The unusual thing about these two letters is that neither of the customers have written about any large repair jobs, which were turned out with exceptional satisfaction. On the other hand, both of them have in mind the impressions which they have received from "courteous treatment"; from "cheerful treatment" and from "willing treatment". In other words, in both these cases it was the way in which these men were handled that created in their minds the favorable impression toward Packard Service.

What do you suppose it would mean to the Sales Department if every Packard customer could write such a letter? Don't you think it is important that we should all keep in mind, in handling a customer, the fact that we would like to have him write just such a letter as a result of our handling that particular case?

Chicago, Illinois
June 8, 1931

Mr. R. C. Quinlevan,
Packard Motor Car Company, of Chicago,
925 Linden Ave.,
Hubbard Woods, Illinois

Dear Mr. Quinlevan:

In response to your letter of June 6, 1931, inquiring just why I purchased a Packard motor car, this can be answered in one word -- SERVICE.

Explanatorily, this is my fifth or sixth Packard, and I bought the first one for the same reason as the last one -- SERVICE.

I think it may be taken that most modern American automobiles are good from the point of view of structure and operation, and most of them are, additionally (matters of taste aside) reasonably good-looking, but the various companies differ very much in the matter of SERVICE.

On this point of SERVICE, I have had no complaint from my first experience to my last, not only in the large cities in this country but in small ones wherever the Packard service sign is displayed, and the same applies not only to the various principal capitals of Europe but some of the smaller places.

The best advertisement I know of for the Packard Motor Car Company is the kind of people that represent it everywhere, and the way they treat their customers and endeavor to meet their reasonable needs.

"Good-will" has been defined as the natural inclination of a man to return to a place where he has been well treated which I trust will be sufficient explanation.

Very truly yours,

PAUL CARPENTER

PC:N

May 14, 1931

Mr. Alvan Macauley, Pres.
Packard Motor Car Co.
1580 East Grand Blvd.
Detroit, Michigan.

Dear Mr. Macauley:

I am not sure whether you will appreciate this letter or not, and I simply pass my comments on to you for what they may be worth.

I am now driving my second Packard, purchased last September, and there are two or three things that have impressed me very greatly concerning the assets which your organization has and which you hear very little about.

Automotive manufacturers seem to be deeply involved at the present time in a highly competitive sales effort -- attempting to do business largely through the medium of allowances and price. It strikes me that one of the big things that Packard has over any company with whom I have had contact is completely overlooked in favor of competitive sales methods.

I refer to the well organized and seemingly smooth operating service division. The average man buying a new automobile is concerned mainly with the looks and immediate operation and price of the car that he is considering buying. He is not particularly interested in the service that is going to be so necessary to maintain the satisfactory operation of his automobile. My experience and the experience of all of my friends with the Packard Company has been most gratifying from the standpoint of efficient, cheerful, and satisfying service. There is no question but what minor things come up in the operation of a Packard which are most annoying, but to be able to go into a Packard service station and receive attention such as I have mentioned is, I believe, one of the finest selling points that Packard has.

I purchased both my cars from your Evanston, Illinois, branch and naturally most of my service has been rendered there, but I have also had occasion to have these cars serviced in various parts of the country during the past three or four years, and I find the same efficient handling everywhere I go.

It seems to me that this should be a most important part of the sales story of every Packard salesman. I should think that he would be very glad to take a prospective purchaser back into the service department, show him around, let him talk with the manager of the department and impress upon him the care taken of his automobile after it has been purchased. Furthermore, I believe that this might form a very definite part of your advertising program as you most certainly have a service department considerably above the average and one in which I am sure the public would be vitally interested if they knew about it.

The type of man who buys a Packard is naturally above the average income class. He is above the average in intelligence, as a rule, and thoroughly able to understand what this valuable asset means. As I said above, these are simply my personal thoughts and were prompted primarily by a visit to the service department this morning.

Very truly yours,

(Signed) C. M. HUNT

Explanation of Wiring Diagram (See next page)

- No. 2 Ammeter (—) to battery frame terminal—black
- No. 3 Ammeter (+) to generator—black
- No. 9—Switch No. 1 to fuse block—red
- No. 14 Headlight—green
- No. 15 Auxiliary headlight—red
- No. 16 Dimmer headlight—black
- No. 17 Headlight ground—black
- No. 19 Horn to generator—black
- No. 19A Horn-left to generator—black
- No. 19B Horn-right to generator—black

- No. 22A Horn-left to horn button—black
- No. 22B Horn-right to horn button—black
- No. 21 Fender light—right to switch No. 8—black
- No. 31 Fender light—left to switch No. 8—black
- No. 24 Switch No. 4 to instrument board light switch—red
- No. 27 Switch No. 1 to stop light switch connector—green
- No. 29 Switch No. 4 to tail light—black
- No. 45 Switch No. 4 to running board light left—black

Ninth Series Combination Wiring Diagram

