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Getting Along With People

WE have been writing for some time past on various phases of the efficient operation of a Service Department. There is one more angle to this subject, which is well worth some thought and effort. At first thought you would say that efficiency and smoothness in the operation of a business or of a department, are one and the same thing. We believe, however, that there is quite a distinction and that often we overlook one in stressing the importance of the other one. A department can be fairly efficient by being continually pushed, at least you will be able, by this process, to get out a definite quantity of work. How good the quality of the work, or how profitable the department is under these conditions, is often questionable and it is certain that the department cannot continue to operate under these conditions.

Everyone in that department will do a lot more work and a lot better work where smoothness in operation is of first importance. By smoothness we mean the ability of the department manager to get along with people. We haven't any way of knowing exactly how important this ability is, in fact we are not prepared to say whether or not you are born with this quality, or whether it is possible to develop it. We are rather inclined to believe that it is entirely possible to create and to build up this ability in one's self. We have seen people who have done it and we are of the opinion that in importance it ranks equally as high as all of the other abilities to run the job combined, and there are several reasons for this.

If you were the manager of a business and had two department heads and conditions made it necessary that you dispense with the services of one of them and you summed up their abilities and found them to be about equal except that one man had the knack of making himself liked, the other one was highly efficient otherwise, but quite generally disliked, not only in his own department, but by other department heads—which of

these two men would you choose to keep with you? Certainly it wouldn't take long to decide. There seem to be no figures available on the subject, but we are convinced that just as many men in an executive capacity have failed because of their inability to get along with people, as have failed because of their lack of the technical knowledge to handle their work.

Now if you are not one of these fortunate ones, who was born with this ability, here are a few suggestions for assisting you in acquiring this really valuable asset. There are two kinds of people who will find it most difficult to be well-liked and who will have to try harder than the average to overcome their rather natural tendency. These are the exceptionally small sized men and the exceptionally large sized men. In the first case you usually have the condition of an assumed importance, evidently maintained to make up for the lack of a few inches in height—he endeavors to build up a sense of superiority to satisfy his desire for self-importance. The second man, because of his size, has the opposite condition, he often relies upon his bulk to assist him in convincing people that his argument is correct. He is apt to become over-bearing.

It seems to us that the quickest way to start building up this ability is to become very definitely interested in the problems of the other people you come in contact with.

It has been truly said that an interest in others' problems creates in them an interest in your problems. Try seeing things as the other fellow sees them, give credit ungrudgingly where credit is due and above all be sincere. Call it being square if you would rather but play the whole game square and you will enjoy playing all the more. And others will enjoy playing it with you. As a nation, there are undoubtedly advantages in being independent, but as individuals this does not work out so well. You will find it much easier to have the friendly assistance of others in getting work done, than in attempting to do it alone.

NOTE—So That Shipments and Billing May Be Handled Promptly, Dealers Will Please Order Any Items Referred to in Service Letters Through the Distributer.

Service in France

We are showing two views of the Service Station in Paris, which we thought would be of particular interest because we believe that most of us feel that Service Stations in other countries cannot be compared favorably with those in our country.



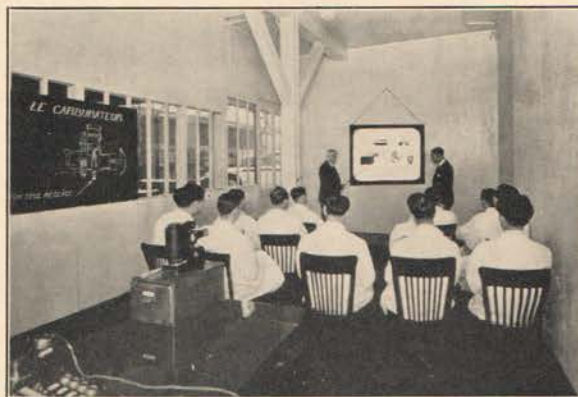
Just to give you a good idea of what Packard Service in Paris means, we would like to have you take a long look at the first view. Notice that customers are greeted in true American style. Flat rates as recommended in the Standard Service Manual are used and the Service Salesmen set a style that many of our Service Salesmen might profitably follow.



The second view shows the wide space reserved for meeting customers and the closed-in office. The well lighted shop has ample space and the most up-to-date equipment.

The next view is one that we want in particular to show you. It is a view in the Service Manager's office. It

shows an American Service Manager, using an American film with a French interpreter, educating French Service Salesmen and testers in the art of properly servicing American made automobiles in France. This view also might well be duplicated in many American Service Stations.



We just thought you would like to see what some of the other boys in various parts of the world are doing to make Packard service the best service throughout the world.

Body to Frame Liners

The body to frame liners used in Eighth Series production, except on custom cars, were of molded rubber. Where it is difficult to keep body bolts properly tightened without distortion, it is suggested that body to frame liners used on custom cars be used for replacement. Part numbers are as follows:

185269	Body to frame liner	($\frac{3}{16}$ " thick)
185271	Body to frame liner	($\frac{1}{4}$ " thick)
185272	Body to frame liner	($\frac{5}{16}$ " thick)
185290	Body to frame liner	($\frac{3}{16}$ " thick)
185288	Body to frame liner	($\frac{5}{16}$ " thick)
185287	Body to frame liner	($\frac{3}{16}$ " thick)
185289	Body to frame liner	($\frac{5}{16}$ " thick)
185270	Body hold-down bolt bracket liner	($\frac{3}{8}$ " thick)
185274	Body hold-down bolt bracket liner	($\frac{1}{2}$ " thick)
185273	Body hold-down bolt bracket liner	($\frac{3}{16}$ " thick)
133104	Body hold-down bolt bracket liner	($\frac{1}{32}$ " thick)

Motor Numbers and Sixth Series Water Pumps

The installation of the new style water pump, mounted at the side of the motor, covers up the motor number stamped on the upper face of the left front motor arm. The instructions for the installation of this type water pump, shown in Technical Letter 1904, requested in item number sixteen that you stamp the motor number on the crankcase arm so that it will be visible with the pump in its new location.

A good many instances where this has not been done have been reported to us. It is very inconvenient to obtain the motor number of the car unless this precaution has

been taken and we want to urge you to make certain that this is done. Impress it upon the Service Salesman who writes up an order calling for the installation of a pump, to check the motor number after the pump has been installed.

Unprofitable Profits

Camels, Lucky Strikes, Chesterfields and Old Golds are sold by some stores at the rate of two packages for a quarter. The majority of stores, however, sell them at fifteen cents straight. The later price is not objectionable to the average person, but what does cause his ire to rise is to pay eighteen cents at some of the news stands, located at railroad stations. The extra three cents represents the breaking point and cause many possible customers to avoid the particular stand "making the hold-up." Therefore, this extra profit of three cents becomes an "unprofitable profit."

The same reaction is experienced when a man has to pay his service station thirty cents for a quart of the same kind of oil that he can buy from most of the oil stations for twenty-five cents.

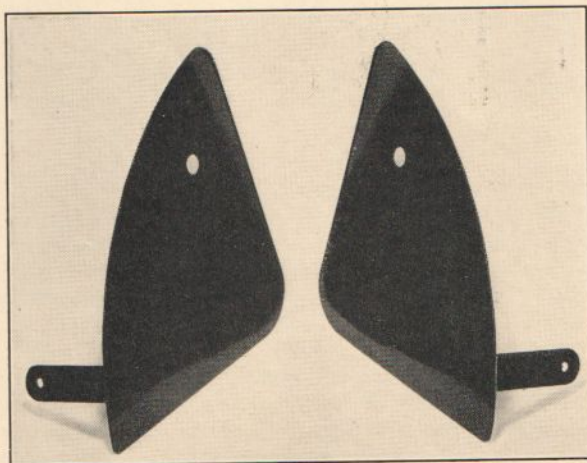
A labor charge for changing oil in the crankcase is likewise bad business when the customer knows that he can have this work done at any oil station for material charges only.

There are certain standard articles or services which are highly competitive and should be sold to the customer at the competitive price. Failing to realize this fact places the service station—in the eyes of the customer—in the same category as the "small-time bandit" who collects an unjust tariff of three cents on cigarettes.

Extra profits, which are made, only, by placing *good-will* on the bargain counter are truly—*unprofitable profits*.

Stone Deflectors

There have been some calls for Stone Deflectors for the Seventh and Eighth series cars and we have made up a few sets. These are carried under part 186419 left and 186420 right for cars with fender guards and part No. 0191332 left and No. 0191333 right for cars with full length bumper on the rear. The prices are \$1.00

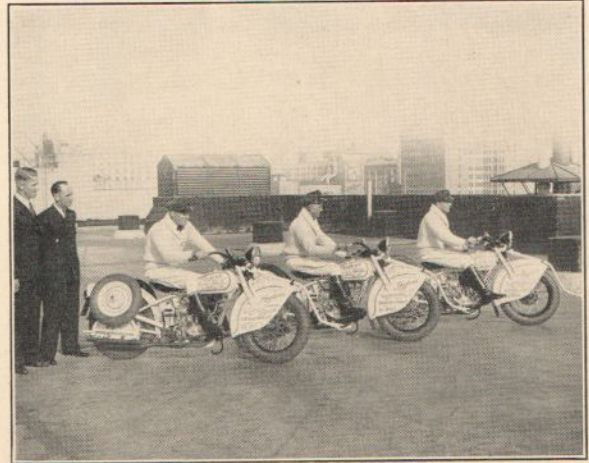


each for Zone 1, \$1.05 for Zone 2 and \$1.15 for Zone 3. You will require one right and one left for each car making \$2.00 Zone 1 price for the pair.

These are to be sold as a protection to the back panel and back window of the car when driving on gravel roads.

A Couple of Good Ideas

Frank Randall, General Service Manager in Los Angeles and in charge of all Earle C. Anthony service operations, and Fred Crossley, Service Manager at Los Angeles, are proud of the record produced by the equipment shown here. This is some more of the Cycle-Tow used by the Anthony Organization. Frank calls this his "Courtesy Service," and continually stresses to his



customers the fact that they will call for and deliver their cars at any time. These boys don't sit back and wait for business to come in—they go out and get it, do the work and take it home, thus making more room for the additional jobs brought in the next day—and *there* is a thought for somebody else.

Mr. Hoag, Service Manager in Albany, N. Y., states that there is more profit in the repair jobs that you collect for, than in the ones that are never paid for. This, of course, is just good common sense, but Mr. Hoag has put into practice a little idea which produces more payments and encourages prompt payments. He uses a little sticker on the invoice, which by the way, is ready when the work on the car is completed. If the invoice is C. O. D., the customer understands this before he signs the order; if the work is done on a "Charge" account, the little sticker is used and calls attention to the fact that payment is expected promptly, also that the invoice is correct and in accordance with the customer's understanding. It is done in a polite way and has brought about the immediate payment of many an invoice, which otherwise would be mailed to the customer at the end of the month and often held over another thirty days before payment was made, and *there* is another thought.

Kindly check this invoice before taking delivery of car.

Any errors are to be called to our attention at this time.

Acceptance of car is our assurance that invoice is satisfactory and will be paid within thirty days.

L. R. MACK, INC.

Have You Discovered The

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CHARLIE PRINZ, Milwaukee, says: "Clean, Attractive Display Will Do It."

CARL LUEDKE, At the Counter, says: "Greet 'Em With A Smile, That's All."



GEORGE KOONS, Albany, says:

"It isn't necessary to have sales on Packard Accessories for control of such stock is easy, but we figured it would be smart merchandising to have a sale *now*. People are looking for bargains, so we give them what they want—the factory discount allows us to do this and while we cut our profit percentage we gain in dollars of profit."

Evidently Koons is right, for Albany was the factory's third best accessory customer (figured on a per car basis) in 1930—their increase over 1929 being fifty per cent.

RUDY ROSEN, Chicago, says:

"We deal with the same public that the department store; jewelry store, tobacco store; grocer, butcher, etc., does and if display is good for them, it is vital to us. We must let our customers know what we have and we have tried to do this better than we ever have before by our display in our new Accessory Store at our 37th Street Service Station (shown above). I wish all Packard dealers would seriously go into Accessory selling for the profits would probably pay their rent and at the same time they would be offering a greater service to the owner."

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