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## Cultivating Owners

A Service Meeting was held in White Plains, at which a talk was given by Mr. Flynn, of Packard Westchester Incorporated. We obtained a copy of the talk and it is just too good to keep. We know that service men throughout the country will be much interested in what the average sales manager feels is the first duty of the Service Department.

"Some one has said that a railroad is limited to steel rails. A train cannot go east or west if the rails are laid north and south.

"What are our limitations as Packard men?

"First, our territory is limited to Westchester County. In our county there are approximately 4,000 Packard owners. We have on our payroll approximately 120 employees. We live, our families, if we have any, live on our earnings. Where does the money come from for our weekly payroll—from the bank? From the Packard Westchester Company? Oh! no, its source of supply is limited to the money spent with us by the Packard owners in Westchester County, therefore, it behooves each one of us to cultivate our limited orchard.

"Yes, let us liken, if you please, each Packard owner to a tree in an orchard of 4,000 trees. Each tree will yield fruit, and by fruit we mean money, only if we cultivate it. By cultivating we mean the careful watching of each tree so that decay does not start. When decay starts the result is sometimes deadly. What causes decay? Neglect! We know that if we neglect our teeth they will decay. Of course, we can always buy false teeth, but it takes a long time to grow another tree if one should die. It is quite possible that we could not grow a tree in our lifetime to replace a tree that had died due to neglect and it is equally true that if we lose a Packard owner due to neglect we may lose him forever for Packard.

"The new car salesman sows the seed. His job is practically finished when the delivery is made. He must busy himself in his efforts to sow more seed so as to increase the number of trees in the orchard. Sometimes it takes weeks, sometimes months and sometimes

years to sow the seed. It is the Service Department's job to care for the tree when it is received.

"It will yield fruit and will continue to yield fruit only in proportion to the care given it by the entire Service organization. The responsibility of the Service Salesman is very great. If the Service Salesman does not sow the seed of preventive service, there will be no yield for us.

"Great responsibility also rests with the mechanical force. Sloppy and indifferent work in the shop encourages decay. Decay in one tree frequently spreads to other trees in the orchard. You know the story of the bad apple in the barrel of good apples.

"Consider if you will a dissatisfied owner in a certain neighborhood where there are a dozen satisfied Packard owners. Suppose the dissatisfied Packard owner seeks out an alley shop. It is quite possible for him to get good service there. He soon talks to the other Packard owners in the neighborhood. If they patronize the alley shop our mechanics lose their productive hours, the company loses the sales volume and 120 employees of Packard Westchester suffer.

"A railroad is limited to steel rails. It cannot go up this hill or down that grade. It cannot go east or west if the rails are laid north and south.

"Our field of opportunity is limited to Westchester County. Yes, it is true that there are only 4,000 Packard owners here, but we carry on our business and we live and play in the greatest county in the country. The real estate value of our county is assessed at a value greater than eleven states in the union; our population is close to half a million.

"As ye sow, so shall ye reap.' Whether we have 4,000 Packard owners or 8,000 Packard owners, whether our repair business amounts to \$1,000.00 a year or \$300,000.00 depends on how we individually perform the tasks assigned to us. Better service means more Packard Sales. Sell, deliver, and keep them sold. Do it now."

"EVERY OWNER A SALESMAN"

## Helping You Sell Service

The total number of Packard cars registered in the United States as of December 31, 1931 was 239,479. This group of owners, based upon 1931 figures, will spend, for all types of maintenance service including oil, lubrication, adjustments, minor and major repair work, approximately \$28,737,480.

The largest part of this \$28,000,000 should, during the coming year, at one time or another be resting in the cash drawers of Packard distributors' and dealers' service stations. The unfortunate part of this story, however, lies in the fact that an increasing portion of this amount of money has gradually been going to gas stations, super-service stations, alley garages and other unauthorized establishments.

The servicing of Packard cars throughout the country is logically and rightfully a part of the business of Packard dealers and distributors. Any movement which diverts this volume to other than the legitimate Packard organization represents a serious loss both to you and to the factory. It is time that we organized a definite program for regaining and holding this business.

To begin with, \$28,000,000 in service volume, and this is not an exaggerated figure, is a large enough amount to warrant every effort that we can make. That a large part of this can, and should be, a service profit for Packard dealers and distributors is a fact, but aside from the immediate profit, there are other advantages which should be mentioned.

First, there is the fact that Packard owners, regularly bringing their cars into authorized stations, set up a series of customer contacts which constitute the most important element in future new car sales. Every visit to the service station should expose them to whatever sales appeal that your building and your personnel can make; all of which produces the sale of new cars, accessories, parts and the many items on service that a car requires in its normal upkeep.

Second, it is generally conceded that any automobile will be a better car when *regularly* serviced. The Packard car, built to withstand hard usage and to yield the highest degree of driving satisfaction, will give practically new car performance for many thousands of miles under such a plan. This makes better satisfied owners and it is well known that satisfied owners sell automobiles.

Third, the service volume in the average authorized service station could be considerably increased without affecting the present total expense. In other words, any increase in volume that can be obtained at this time represents increased profits. The well managed and well promoted Service Department of today will continue to represent the main stage of your business.

Fourth, even those Packard owners who buy only authorized Packard service are not nearly as regular as they should be. It is too easy to put off, or forget entirely, some of the attentions which their cars require. This group of customers should not be forgotten in a campaign to increase service volume.

Fifth, no one is better fitted to service Packard cars, either from a lubrication or a mechanical standpoint, than is the authorized distributor or dealer. It is certain that the ordinary filling station attendant with practically no mechanical training, is in no position to make valuable suggestions concerning this work, nor is the general garage, trying to service all makes of cars, in a better position than the authorized station, even though it may have the advantage of a more central location.

Your service men, trained in Packard construction and requirements, are best fitted to perform Packard service and it is a question of convincing the customers of this fact.

The three methods most used, both to hold old business and to obtain new business, are the telephone, the personal call and direct mail.

In connection with personal calls and telephone calls, we find that the general weakness lies in the lack of training for this particular kind of work. You will do as much harm as good by using inexperienced help on this type of follow-up.

We know from many tests that have already been made that service advertising will sell service. There is plenty of evidence that car owners mean to keep their cars in fair condition, but fail to do so simply through neglect. We are confident that the average owner appreciates having *needed* services called to his attention and that he appreciates special prices on service work as well as on any other commodity. The factory service department has decided to assist you in this very important part of your work. We plan to prepare a series of mailing pieces on a flexible enough plan so that it will, we believe, be suitable to the majority of distributors and dealers. We plan to have a Fall and a Spring piece along with possibly three or four additional pieces to use through the balance of the year.

Definite prices and details on the plan will be submitted later.

In the meantime if you have any suggestions that will assist us in developing these pieces, please send them in promptly, also may we suggest that before you develop any mailing pieces for use in your city that you give careful consideration to those which we offer. We believe you will find them attractive and we have kept in mind the fact that your budget for this type of work will not take care of any unusual expense. We are holding down the cost of these pieces and are arranging them so that you can take advantage of the least expensive postal rates if you wish to do so.

## Handling Claims

Credits on labor allowances are being delayed due to the fact that request for labor allowance form D-118 is not being handled according to the instructions printed on the form.

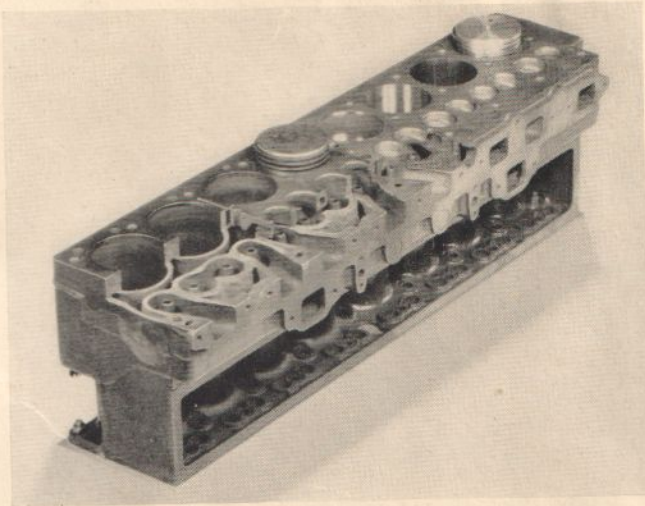
The allowance of labor is dependent upon credit being extended on parts judged defective. This means that we cannot pass the labor claim through until it has been cross referenced to the claim tag on which the parts have been listed. Instructions on the form covering this point are as follows:

"Factory copy of defective parts claim tag listed must be attached to each respective request for labor allowance covering the replacement of the part."

In other words, when a request for labor allowance is made up, the copies mailed to the factory must have attached to them the D-14 Parts Claim Tags, covering each item on which labor is requested.

We are now receiving at the Factory a large number of request for labor allowance forms without the parts claim tags attached. From now on we will find it necessary to refuse to approve these for credit unless the parts claim tags are attached. Please see that those handling your return goods department are promptly notified.

## Selling Motor Work



Here is an idea to assist you in convincing an owner of the quality of work that you do on such operations as cleaning carbon, reconditioning valves and on reconditioning motor blocks. You are able, with such a display as is pictured, to explain your work in detail and to show the owner why your price, which includes a thorough job, is justified.

We are in a position to supply a display as shown, which is a cutaway cylinder block mounted on a neat wooden base. The first cylinders are cutaway to show the condition of the block when the car comes in. These also show the condition of the valve ports, valve guides and valve seats. It is easy to demonstrate the work required to condition the guides and to condition the valve seats. It is also possible, with the use of a dial gauge, to show the worn condition of the cylinders and this again is brought out by the loose fit of the old piston in one of the cylinders which has not been cleaned up. The balance of the cylinders show the various operations necessary in reconditioning. The new piston demonstrates the fit of this assembly in the cylinder after the reconditioning. The valve seats also show the various stages in the reseating operation. In this end of the block, new valve guides have been installed and the valve ports carefully cleaned out. The finished end of the block should be re-enameled. The other end of the block should be left as it was received. Half the water jacket may be cut away to show the condition in the water passages when the block is received and also how this is thoroughly cleaned out.

The assembly should be attached to a neat wooden block, finished in aluminum paint. You will find that such a display can be used in various ways, such as selling a customer on the necessity of various types of motor work and as explained, in demonstrating to the customer, the reason why he is protecting his interests by having your Service Department handle any repair work that may be required on his motor.

These displays may be made up locally following this description by using a cylinder block obtained from your return goods department, that is, one which has been marked for being scrapped locally, or the display may be obtained from the factory. In this case the total labor charge will amount to about \$15.00.

## "Packard Specialist"

During the past year many so-called "Packard Specialist" shops have been opened. As we know, very often these are operated by former employees of Packard Service Stations. In many cases these have been discharged for good and sufficient reasons and in some cases they have left of their own free will and have been starting up either independent alley shops or garages. Invariably they solicit your owners under the guise of being able to do as good work for less money. This, of course, is not a fact. All of your owners are not aware of the many reasons why service by these specialists is not always as good for their cars as it sounds. Such a letter as the one that follows has been quite successfully used to combat this solicitation. If you are experiencing any trouble along this line, we suggest that you use this or a similar letter.

Mr. Packard Owner:

"PACKARD SPECIALIST" reads the sign over the Repair Shop and Mr. Packard Owner wonders why he should not avail himself of this special service.

From the location and appearance of this type shop your first thought would be "Very low overhead, cost of repairs must be reasonable." True we have a greater overhead, but we have it for one purpose—your protection.

For instance, we have a heavy investment in special tools and equipment. Many repair operations cannot properly be done without the equipment which is not available to the "Specialist."

We carry, not only a stock of active, guaranteed Packard parts, but a large number of exchange items. Should your clutch plate wear out, we do not charge you for a new one, but exchange your worn one for one that has been relined by the manufacturer. Many items developed or improved upon on later series Packards are made available at exchange prices through our Parts Department, but not to the "Specialist."

Our overhead includes supervision which protects your car while it is in our hands. It includes keeping a record of your maintenance cost and frequency of service visits that we may assist in keeping that cost in line.

This overhead also has in it the receiving and recording of technical information about Packard construction and adjustments, not elsewhere available.

The "Packard Specialist" outside of an authorized Packard dealer's shop is a myth. He does not have "special" tools "special" genuine parts; "special" information, nor a "special" interest in your car, except for the profit on the repair job.

Authorized Packard Service has all of these things. We have the most logical reason in the world for wanting your car to operate at its best, if it doesn't, you probably won't buy another Packard. We can continue to sell Packard cars only if those now owned in our territory are operating to the entire satisfaction of their owners. We can make sure of this only if our Service Department handles the regular maintenance on your car.

We are the only "PACKARD SPECIALISTS" in this vicinity and we are anxious to handle your service requirements.

Yours very truly,

JONES MOTOR CAR COMPANY

## Personal Mention



Mr. Rollin J. Martin assumes responsibility for keeping Packard owners sold on their Packard cars in Buffalo, but he doesn't feel that this requires all of his time. About three weeks ago one of Buffalo's customers called the service manager on the 'phone about what he considered an overcharge on a service invoice. Rollin explained the charge to his satisfaction and asked him if he had taken a ride in one of the new cars. Before finishing the conversation, he had made a date to demonstrate a 902 sedan the same afternoon. He obtained a maximum estimate on the customer's used car and by five o'clock was back in the office ready to tell the new car salesman just how it should be done.

Two weeks later Rollin sold a Light Eight and when a service manager can take care of all of his duties and then go out and sell two automobiles in about two weeks' time, he is entitled to "special mention." That's the reason for this paragraph and for this picture.

When more new car salesmen take an active interest in service problems and when more service managers take so active an interest in new car selling that they bring in signed orders, then we will feel that Sales and Service are working together the way they should.

## Cowl Ventilator Screen

All of our current model ventilators are equipped with screens. The Accessory Department can furnish a screen for the cowl ventilator on all seventh and eighth series cars—one size fits all bodies. The piece number is PA-697.

The prices are listed in our latest accessory price book.

All seventh and eighth series owners will, no doubt, appreciate this practical accessory—bring it to their attention when they are in your Service Department.

GENERAL ACCESSORY DIVISION

## Tires on Drop Center Wheels

It is always advisable to lubricate the beads of the tire thoroughly with soft vegetable soap such as Murphy's Oil Soap (NEVER USE OIL). This makes the application of the tire on the rim easier and also allows the beads of the tire to slip to proper position on the rim with a small amount of air pressure.

If a rim should happen to be larger than normal or rusted from service it may require an excessive pressure such as 10 or 15 pounds, to force the beads to proper position on the rim. In such cases there is a probability that the tube may be buckled in the well of the rim. When such a pressure is required to seat the tire, the tube should be deflated after the tire is in proper position and again inflated. This permits the tube to readjust itself and guards against buckles.

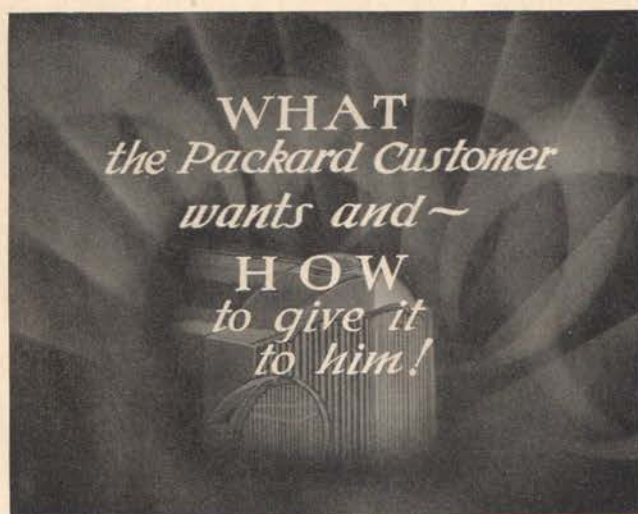
When the beads are properly seated on the rim the centering ribs in the tire will be at a uniform distance above the edge of the rim.

## Clean Screens

Every Packard car is fitted with an oil screen or strainer at the pump. It is important that these screens be taken out and cleaned at least twice a year. A good time to do this is when you change the oil purolator. It is not at all unusual to develop serious arguments, which have been known to end up in law suits against service stations, because shortly after draining and refilling crankcases, oil ceased to flow to the bearings. This was due to clogged strainers and in many cases resulted in burned out bearings.

It is not necessary to clean strainers every time the oil in the motor is changed. It is important, however, that this receive attention and it is suggested that it be done in the Spring and in the Fall. Should you fail to do this and the oil line becomes clogged, you will get the blame. Protect yourself by issuing the necessary instructions today.

## Service Sales



... Have you shown the New Film at your Service Meeting ?

SUGGESTIONS OR QUESTIONS FROM READERS ARE ALWAYS WELCOME. HOW CAN WE MAKE THE SERVICE LETTER OF MORE VALUE TO YOU? ADDRESS LETTERS—EDITOR—PACKARD SERVICE LETTER.