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## Something for Nothing

AN old saying has it that when someone offers you something for nothing, take but "durn" little of it. Many of us, because we handle a few aggravated cases, which are outstanding in our minds, have concluded that a great many customers are today looking for something for nothing. On the whole, however, the average Packard customer is little different today than he has always been; he doesn't want the earth, nor does he want anything given to him. What he does want and what he will fight for is to get his car delivered when promised, as clean as when he left it and with the work that he ordered done correctly.

This is just what he came in to buy; he has not been in the habit of getting it in other service stations and possibly not in your own. He is willing to pay a fair price for this service and on the other hand he won't pay, except grudgingly, unless he does get that type of service. He seems to want the earth only because he almost never gets what he is asked to pay for.

As for arguments, surely we have them today, as we have always had them in the past. Get all of the information and carefully analyze a dozen service complaints. It will be very exceptional if you will find even one of them where at least some small portion of the difficulty is a case of where the service department has been wholly right and the owner wholly wrong. You will usually find that in most cases, the trouble could have been prevented by the service department. Many service managers have found this to be true and are now placing their cards on the table in cases of this kind. After they get both sides of the story, they ask the owner what he would do if he were the service manager and you the

owner. Not once in dozens of such instances has the owner asked for more than he was entitled to. You will generally find that the owner will be more than fair and that after all, he simply wants to get what he came in to pay for.

There is no getting around the fact that in order to satisfy owners in a service department today, you must turn out *good mechanical work* and that the car must *look right* when it is turned over to the owner. The cost of making certain that the mechanical work has been done right and the cost of having the car look right, when delivered, is included in the standard price. The cost of these two items must be assumed just as much as any other expense in connection with repairing the car.

We believe that there is a general trend among the up-to-date service departments to let "repair business" take care of itself and to give serious consideration toward soliciting every registered owner in your territory for his "upkeep" business. This type of work includes appearance service, seasonal service, lubrication service, inspection service and preventive service. When service is enthusiastically sold on this basis, you soon arrive at a condition where your owners do receive their cars when promised, with the work ordered properly done. This is what he wants to pay you for and this is all he wants—not something for nothing.

Just two things are required: first, so careful an inspection that the mechanical work done in your shop is known to be right before the car leaves; second, to make sure that every promise made is kept and that the car is cleaner when it leaves your service shop than when it was brought in.

## Go After Them



This view presents the new Pick-up and Delivery Service used by Packard-Washington. This organization pioneered the use of motorcycle equipment for this purpose. The results they have obtained have been exceptionally satisfactory. If you wish details on this type of equipment for your service department, write to the Editor of the Service Letter.

## Booster Brake Equipments

A service installation has been developed which permits the use of the Twin Six booster brake mechanism on 903 and 904 series cars. For the 903 order piece 205104. For the 904 order piece 205105. In either case the list price in Zone One is \$37.43 and the labor charge \$14.00.

## Oil on Breaker Points—Twin Six

This condition is found to be simply a matter of over-oiling. To correct this a wick has been provided in the oiling cup, which feeds the distributor shaft ball bearings. The wick makes it impossible for the mechanic to over-oil the distributor.

If you are encountering this trouble, the new style oil cup may be used, or a piece of pipe cleaner may be inserted into the original oiler.

## New Type Gaskets

The material used in manifold gaskets on the Twin Six under the following part numbers has been changed:

No. 197806

No. 205818

No. 205817

No. 205819

The material has been changed from copper and asbestos to steel and asbestos. The life of the gasket is materially affected.

## Heaters

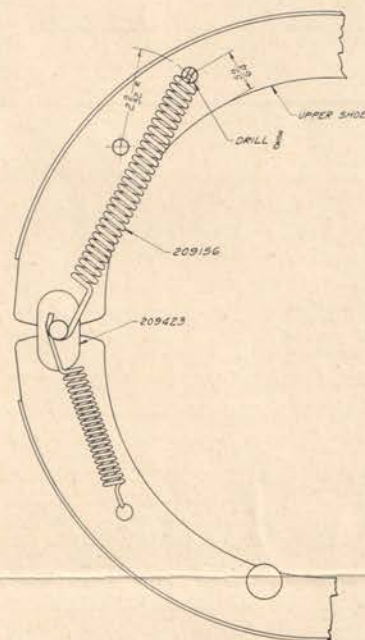
This season our Accessory Department is offering four different heaters. We believe they are the best of their kind and within a price range that will appeal to every Packard Owner.

These heaters are described in trade letter T-2585 and if you have not already done so we suggest that you go

over this letter carefully at once, also please be sure that everyone in your Service Department is familiar with the different type heaters. Now is the time to start planning your campaign on winter accessories.

Close to where your service orders are written, set up one each of our heaters. Have your service salesmen check each car that comes in. If they are not equipped with a heater suggest to the owner the most suitable heater for their particular type of car.

## Foot Brakes (900)



Technical Letter 1930 describes the application of an additional spring to eliminate the back-up noise which sometimes occurred as the brakes were applied.

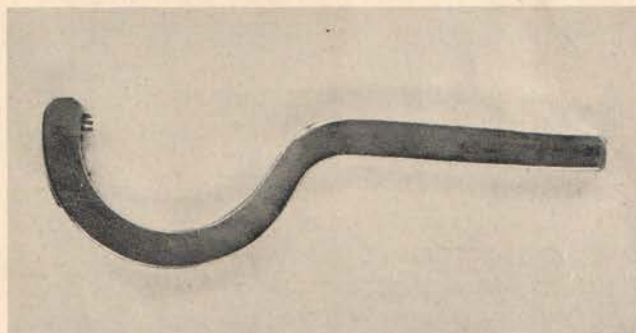
A simplified method of accomplishing the same result has now been adopted. Instead of installing an additional spring, as illustrated in the Technical Letter, the upper spring at the cam end of the shoe assembly has been replaced by a longer and a stronger unit.

In making the installation the upper spring is removed and the hole in the brake shoe used to locate a new hole

2  $\frac{3}{8}$ " from the first one. The location of the hole is shown in the illustration.

In making this installation you will require four springs piece No. 209156 and four new guide plates piece No. 209423.

## Spanner Wrench



IGNITION SWITCH LOCK NUT SPANNER WRENCH

Tool No. S. T. 888 Net \$1.02

This tool was especially designed with clearance and a full free swing for removing and replacing ignition switch lock on Twin Six.

## Checking Timing Chain—Twin Six

No special tools are necessary for checking the timing chain on the Twin Six. The following is the proper procedure:

With the shifter lever in high gear, jack up the car at the right rear wheel. Remove the fuel pump and by placing your finger against the edge of the chain and the sprocket, you can detect any movement of the camshaft. By having someone rock the wheel, which has been jacked up, back and forth slightly, the movement mentioned can be detected.

The vibration damper at the outer circumference should not travel more than one and one-eighth inches before any movement of the camshaft sprocket and chain is felt. Should a greater travel than one and one-eighth inches at the vibration damper be required before movement of the camshaft sprocket is noted, a replacement of the chain will be necessary.

## Correct Telephone Habits

### Incoming Calls

Answer your telephone promptly and pleasantly.

"Hello" is an ineffective answer. Answer with the name of your department and your name, as for example, "Service Department, Mr. Jones speaking." It saves your time and that of the person calling.

If you answer for another employee, offer to take the message; then call it to the other's attention at the first opportunity.

To leave a telephone while someone waits at the other end of the line is undesirable. It prevents that person giving additional information or making further requests which may later occur to him and may, therefore, prove decidedly irritating. Should it be necessary to leave the line, the need for so doing should first be made clear so that opportunity for making a complete statement is given the other party.

When the information requested is not readily available, ask for the name and number of the calling party and state that a return call will be made promptly.

If you require help in handling a call, get it at once or politely transfer the call to the employee who can best handle it.

To signal the operator, move the receiver hook slowly down and up the full length of the slot. Failure to do so may result in your being disconnected.

### Outgoing Calls

Consult the telephone directory to make sure you have the correct number. If you do not find the number in the directory, ask "Information."

Ask your switchboard operator for "Central." When the central office operator answers, or the dial tone is heard (when connected with a dial office), give the number to her or dial it, as the case may be.

In giving the number, pause slightly between the hundreds and the tens, for example, "Cherry 99 (pause) 51."

Listen for the operator's repetition of the number and, if correct, acknowledge it by saying "Right" or "Please."

Hold the line long enough to allow the called party time to answer or until a report of "Busy" is received. Announce your name as soon as you have been connected.

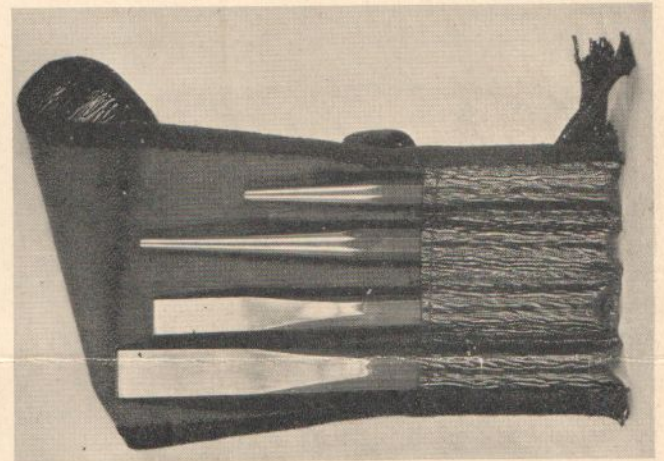
Should you fail to reach the desired person and wish to leave word for him to call you, make certain that you give both your telephone number and name so that he may know what number to call and for whom to ask.

When you call a person, courtesy demands that you be ready to talk to him the moment he answers. Don't keep him waiting while you finish something else; his time is probably as valuable as yours.

### General

Everybody appreciates the person who speaks neither too fast nor too slow. Speak distinctly, in a pleasant manner, with the lips not more than one inch from the mouthpiece. In our telephone dealings we are judged by our voice and manner. Listen attentively so that you will not annoy the other person by asking him to repeat. Say "Good-bye" or "Thank you" when you have finished talking and place the receiver on the hook gently.

## Mechanic's Set



CHISEL AND PUNCH SET  
Tool No. S. T. 894 Net \$ .51

A handy size two (2) chisels, one (1) long Taper Punch, one (1) Center Punch. The chisel and punches are forged from toughest steel, heat treated, hardened and tempered and have passed a laboratory test for quality. The cutting edge is bevelled at correct angle to remain sharp under extreme abuse. The tools are useful for electrical and mechanical work.

## Piston Installation

Sixth, Seventh and Eighth Series connecting rods have been discontinued for Service use.

The Ninth Series bolted rods are now shipped for the Seventh and Eighth Series cars and a similar design for the Sixth Series model.

When installing the new rods in the Sixth, Seventh and Eighth Series motors, the bleed hole should be on the side away from the camshaft. This is exactly opposite from the installation in a Ninth Series car.

## Bodies for Sale

5-Passenger Sedan for 126 inch wheelbase; will fit 626-726-826-901 These are in good condition and priced for quick sale. Write M. E. Miller, Salvage Dept., Factory.

# Training Service Salesmen

"The following notes were taken on a talk given by Jack Harrison at a Service Meeting held a short time ago. We are convinced that Jack is an authority on this subject. He holds the record for the number of miles covered by any Factory Man in visiting Packard Service Stations. He has met and talked with more Service Salesmen than any other Packard Man. He talks from actual experience, having served as a mechanic, shop foreman; service salesman and service manager. He has had an opportunity of viewing the service salesman from all angles. As a mechanic, he has "cussed" service salesmen; as a shop foreman, he has argued with them; as a service salesman, he has worked and sympathized with them and as a service manager, he has endeavored to train them and bring them up to the standard which Packard expects of their service salesmen."—*Editor.*

Considering the qualifications laid down for a service salesman, this gentleman must be held in high esteem by the entire organization. If a service salesman is all he is expected to be, he is a valuable employee. Service salesmen have been called by many names, they are known as Goodwill Ambassadors, Protectors of Packard's good name, Salesmen of service, and on the other hand many names which are not so complimentary, due usually to a lack of proper training on the part of the service manager.

The list of qualifications which we expect to find in our service salesmen includes a neat, clean appearance at all times; courtesy and a pleasant smile, patience and tact, a thorough knowledge of the Packard car; the ability to diagnose quickly and accurately and last, but not least, the ability to sell.

This, we will agree, is quite a list to attempt to find, or to train into one man. The method of training used must be varied. Service Meetings of service salesmen alone, and in connection with the shop, must be held. These must be carefully planned beforehand and arrangements must be made for a free and complete discussion of individual problems confronting those attending the meeting. You have for the purpose of these meetings the use of Technical Letters, the Service Letter; Service Films and the use of a Suggestion Box in which questions concerning daily problems and suggestions for improving service may be submitted.

In addition to this you have the personal effort on the part of the general manager and the service manager in connection with individual training of each service salesman. The importance of this work should not be overlooked by the general manager and a great deal of co-operation should be obtained from the sales manager in connection with training along sales lines. The fundamentals and methods of selling can best be covered by the general sales manager, who already has a sound foundation on these subjects. The developing of a high type of service salesman soon becomes a matter of individual instruction and assistance. The service manager must take time to study each man on the floor. He must size him up according to the standards which he has set and strengthen the individual points with each man—one he will find strong on good diagnoses and weak on selling—another he will find strong on selling and weak on handling adjustments on a basis fair to the company, as well as the customer, and so on down the line.

A great deal of assistance can be given by the service manager in connection with the smooth contact between the service salesman and the shop. Such a feeling of genuine interest in the customer must be brought about in the entire organization so that the follow-up of each repair order can be managed without continual argument between the service sales and the shop force. The building of a friendly feeling between the two organizations is the responsibility of the service manager. In many organizations the service salesman spends more time in selling the shop foreman and the mechanic on doing a job the way he wants it done to please a customer, than he does in selling the customer on the job in the first place.

The development of a spirit of fair play among the service salesmen is also a responsibility of the service manager. Many service salesmen show good results in volume and in satisfying owners, but are doing this because of their ability to side-step the difficult and so-called "tough" customers. A sense of fair play must be developed whereby each service salesman takes his fair share of each type of customer.

The service manager should not in any way take over the duties of his service salesmen. He must, however, be in a position to cooperate with them at all times, to be on the floor a portion of the time and be thoroughly familiar with their every-day problems. He must see that they assume their full share of the responsibility connected with their job. On the other hand, he must be in a position to sympathize with them and encourage them when he sees that things are not going right and an unusual number of difficult owners have had to be handled. The service manager should see that the service salesman has ample time to sell service. The details of his job should be made to run so smoothly that the majority of his time will be free for that most important part of his work, the increasing of service volume by means of selling each owner a fair amount of service to properly maintain his car.

The service manager cannot stress too much with service salesmen the importance of making absolutely certain that each car is delivered to the owner in such condition that the repairs made will take care of the conditions reported on the first trip to the service station. The service manager should go over with the service salesman a few orders each week and point out the importance of the final inspection. He will usually find items that have been missed which were not called to the attention of the owner and he will find many suggestions to make if he will keep in close contact with this part of the service salesman's work.

There are, of course, the usual duties of the service salesman which require supervision on the part of the service manager—the clearly written order for the use of the shop—the plainly understood agreement with the customer as to what would be done and what it would cost—the definite promise and the delivery at the time promised and the final inspection to make sure that the customer is receiving what he is paying for. This problem of educating the service salesman takes on increased importance due to the decreased expenses under which the average service station is operating today. These conditions require increased efforts and a better use of each minute of the day. This in turn requires better trained Service Salesman.

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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.