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Cash for Service

ALONG toward the end of the year, the thoughts of many service managers turn to the advisability of going on a cash system in the service department.

We are not at all afraid of the cash system by any distributor or dealer provided it is handled carefully and intelligently.

You will have people who feel that they have been insulted and that their credit standing has been questioned. They will say that it is impossible for them to pay cash at the time of delivery of the car at the service station, or even forty-eight hours afterwards, because of the inconvenience and because all their other bills are paid on the thirty day basis. They will say that, even though you allow them a forty-eight hour period of grace.

Some of your owners will threaten to leave you and prophesy dire things for your organization and the Packard company. The answer to these is that if the matter is handled carefully and intelligently and each person who complains is called personally, you need not be afraid of any serious harm. We firmly believe that the cash system of handling repairs is of mutual advantage to the owner as well as to the service department.

One of the best things about this plan is that the owner or driver will look over the invoice before he leaves the service station whether he pays cash then, or at the end of forty-eight hours. If anything is wrong on the invoice, if he feels that work has been overcharged, if he questions work as having been done without orders; believes that there has been duplication of work, feels that work has been done for which he should not pay, etc., the time to settle it is right there and then. The service salesman and his manager must have authority to make whatever correction and adjustments in the bill that are right and proper. Again if a car owner has paid for work and something unforeseen and unsatisfactory turns up, he is quite sure to bring the car back promptly for corrective work instead of continuing to drive the car, dissatisfied with its performance. In such cases he usually complains to his friends about your service and gradually he builds up arguments as to why he should not

pay the bill. Under this condition he has failed to complain to the service department and the next thing that usually happens is that when the work is taken care of correctly, he is mailed a second invoice which makes him still more disgruntled. The next step is to have the credit department go after him for payment and by this time he is "fit to be tied."

Another advantage of the cash system is that the car owner is much less apt to think that the car is costly to maintain, the reason being that he never has an accumulation of repair bills and anything that is questionable is cleaned up promptly and forgotten. Many times the reason an owner feels that service costs are high is directly traceable to the credit system. This is seldom the case when they "pay as they go."

You have experienced many times the fact that owners will deliberately complain that work was improperly done just to get a cancellation or reduction of a repair bill. With some people this becomes a chronic habit.

There are several things to guard against when changing over to a cash system, the most important being the method of presenting the plan. This can be done best by a personally signed letter, explaining your reason as a desire to reduce your costs in handling service work. You should stress in the letter the convenience of the forty-eight hour courtesy period and you should make clear that his credit standing is not being questioned.

The second thing to be careful of is that all invoices must be ready when the car is ready for delivery. The right way to do this is to complete the invoice at the time the order is being written. The customer then knows definitely both the cost of the work and the terms under which it is being performed.

The things that you will be able to accomplish are the reduction of cost in the operation of your accounting department and the reduction of accounts receivable losses. You will, also with the proper introduction of the system, find that your owners are better satisfied under the new plan.

"EVERY OWNER A SALESMAN"

A New Service Clutch



When the new service clutch, P.C. No. 98032 is installed it is important that the clutch springs be compressed before the cover plate is bolted in position in order to prevent distortion of the cover plate flange.

This can easily be accomplished by laying the cover plate on the floor and compressing each clutch finger with a hammer and inserting a $\frac{3}{8}$ " nut under the end of the finger as shown in the illustration.

With the clutch fingers held in a compressed position while the cover plate is being mounted the clutch plate flange is relieved of stresses while being assembled that often bend it out of shape and cause the clutch to run out of true.

After the clutch has been assembled the nuts can be removed from under the end of each clutch finger.

Care of Batteries in Stock Cars

This is the proper procedure in taking care of storage batteries in their stock cars and on salesroom floors in order that complications may not arise because of age and condition of the batteries.

Inspect all batteries when cars are unloaded, testing all cells for state of charge with a good hydrometer.

Remove and recharge all batteries received with cells below the proper specific gravity.

Remove batteries from all cars which go into storage. Put these batteries in "wet" storage where they will be recharged regularly (every 30 days at least) and kept in good condition. Recharge batteries in cars on sales floor at least once each month.

A fully charged battery will not freeze, but for safety, batteries should be stored in warehouses or rooms where the temperature does not drop below 32° F.

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used.

agree with the statement that cylinder
ed by lack of seasoning in the block. The
for seasoning is to prevent possible distortion
ining. After cylinders have gone into service,
find any indication of such distortion in the
bores.

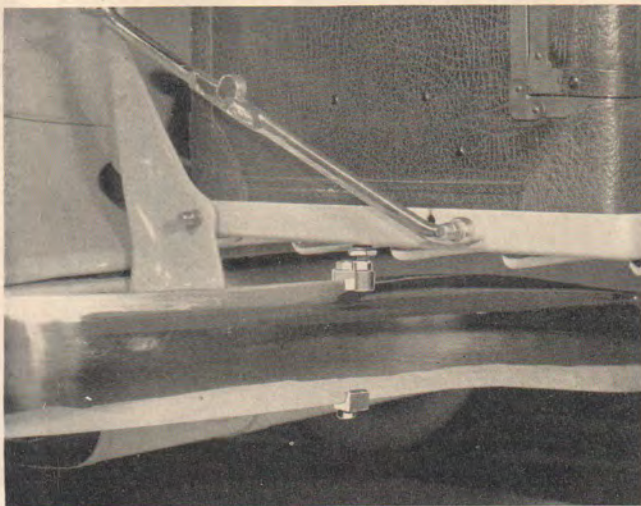
have tried not only the old process of aging blocks
they were cast, but also annealing of cylinder blocks
by the application of a comparatively low heat. Neither
process has proven particularly effective.

It is true that high compression motors will not last
as long as will low compression motors, but it should be
possible to obtain a satisfactory result and we believe
that this is the case where every advantage is taken of
our more recent developments in motor design.

We strongly urge that in the case of the motor, which
shows wear, that you obtain a factory reground cylinder
and piston assembly, or that at least you secure Packard
pistons and have them fitted up to Packard standard in
a Packard service station. In this connection we also
urge that the carburetor be used with an air cleaner of the
type which we are using on our current model motors.
We have an exchange proposition whereby the older
carburetors may be replaced by the present type at a very
moderate cost. This permits the application of the new
cleaners.

We have every confidence that if the work is performed
along these lines, that you will obtain a perfectly satis-
factory result as far as cylinder and piston life is con-
cerned.

Trunk Rack Support Equipment



The necessary support for the trunk rack on the 900
series cars when the trunk is heavily loaded is available
through the use of part number 207997. This assembly
is very easily installed, it is heavily chrome plated to
match the bumper and adequately serves the purpose.
They are carried in the Service Parts Department. Two
assemblies are required.

Test every cell of the battery before delivery of a new car is made. If not fully charged, remove the battery and give it a freshening charge. An undercharged battery in cold weather will not only have poor cranking ability, but it might freeze when colder weather is encountered.

Use batteries in order of their age, the older batteries being used first. This proper rotation avoids accumulation of old stock which later on might be delivered in new cars.

A Master Service Salesman



Mr. Wettstone, General Manager of the Chicago Branch is here shown going through the ceremony of adding to the Chicago Honor Roll the third name of their employees who have completed twenty-five years' of service. Frank Slouf and Rudy Rosain reached the list a short time ago and now we have Sid Lindenau. Sid becomes Chicago's Master Service Salesman, not simply because of his completing his twenty-fifth year with Packard, but mostly because he truly earned the title during each one of those years. Being with the company for twenty-five years doesn't entitle any man to the Master's Degree, but when you have put in twenty-five years of conscientious, intelligent effort, then you are entitled to it.

We know that you join us in congratulating Sid on his twenty-fifth birthday.

Return Goods by Parcel Post

For your protection we suggest that you promptly change your method of handling any returns to the factory of samples or RG material which you ship by parcel post.

The post office department has ruled that our cloth claim tag constitutes a letter and must, therefore, be handled by first class mail, rather than by parcel post.

The use of a cloth claim tag in a parcel post shipment is permissible only under the following condition:

Your firm name and a tag number may be assigned. The quantity, part number and description spaces may be filled in. The balance of the spaces on the cloth tag *should not be used* on parcel post shipments.

The other two copies, that is, the copy which you retain and the cardboard copy which you send to the factory, should be filled out complete as to information concerning the part, owner's name, motor number, mileage, delivery date, etc.

It will also be noted that the cardboard copy of the D-14 claim tag also constitutes a letter and, therefore, requires handling by first class mail, or where your

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The "Little" Things

No matter how many things are written operation of the Service Station, the ground ha covered until you talk about the "little things" so important to the customer."

Possibly the reason that we have not placed sufficient importance upon the so-called "little" items is that we look upon them as things to do if we have time. We classify them as "free service" and in the last year or so we have endeavored to keep away from anything that comes under the heading of "free service."

We should take a hint from the Super-Service Station with regard to these items. To them they are not free service items, they are "courtesy items," they form the background of the courteous attention that you find at these places.

These "courtesy items" do not cost much to perform. The returns in customer satisfaction are certainly great. While these items do not appear on the repair order, no service salesman should ever consider a repair order completed, nor a car delivered, until they have received attention. These unwritten items of the repair order are just as important as those which are written and from the standpoint of customer satisfaction are equally as important.

Just what these items are depends upon your interpretation of the word "courtesy." They include every little detail that can be thought of to make the owner feel that his car has had special attention. Among these items are wiping the steering wheel off just before the owner steps in; wiping off the windshield and the rear window; checking the tire pressure; checking the oil level; filling the radiator or testing the anti-freeze solution; checking the battery, or brushing out the interior of the car including the carpet.

Certain of these items should be included regardless of the size of the repair order, more of them should be included where the amount of the repair order is larger. We saw an exaggerated case of this the other day. The repair order amounted to slightly over \$700.00 on a wreck job. The car was ready for delivery and although there had been some paint work done along with the mechanical work, the wheels were still covered with mud from the ditch in which the car had been thrown. Although the bonnet had been straightened and repainted, the chrome plated shell had not been polished. True, the owner did not call for a wash and polish, but surely on an order of this size these two items should have received attention. It is simply a matter of judgment and common sense. The traveling salesman selling cigars won't appreciate your using the whiskbroom on the rear carpet, especially if he has a stock of cigars in the back of the car and the doctor who is in a hurry won't want to stand around while you test the battery, but this doesn't mean that these items should not be taken care of in the right place and at the right time. They constitute the difference between the service that people enthusiastically tell their friends about and the kind that they bitterly complain of.

able Accessories

Windshield



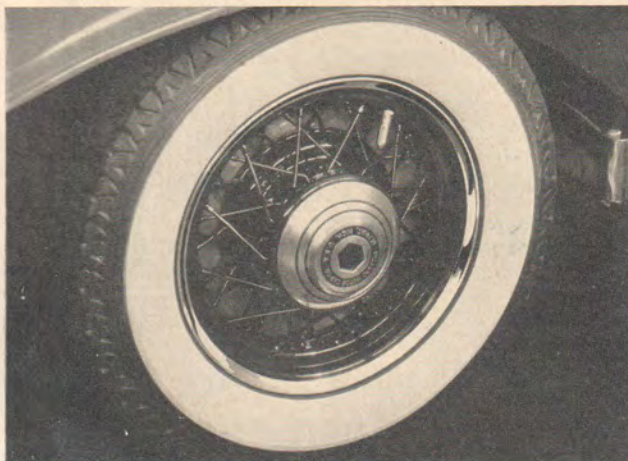
Reflects infra-red electrical rays on working area of windshield wiper. Without harm, ice, snow, sleet or frost collected thereon is melted, permitting blade to wipe the glass clean. It eliminates the danger and discomfort of driving "blind."

Twin Six Motor Mountings

In those cases where Twin Six cars are driven over roads so rough that the activity of the front end and the steering gear are found to be objectionable, it will be possible to improve the condition by replacing the front motor mountings.

The removal of the rubber mountings, and the installation of solid brackets will aid in stiffening the front end of the frame, although there will naturally be a slight decrease in motor smoothness. The new solid mountings are covered by piece numbers 209247 and 209246 for the right side and the left side respectively.

Chrome Trim Rings for Wheel



Chrome Trim Ring for '900"

Available for wood, wire or steel wheels of the Light Eight. They enhance the appearance of the wheel and car in the same manner as the chrome locking rings for previous model cars. These rings are made of solid brass, chrome plated and fit tightly over the outer edge of the wheel rim, and may be easily installed.

License Plate Frames



License plate frames are one of the most popular accessories on the market today. We believe the one we are offering is the most practical we have seen. This frame is adjustable for both length and width and will accommodate any size license plate. It is made of brass chrome plated and polished.

Owners will soon be buying their 1933 plates—this offers you an excellent opportunity to sell each owner a set of frames. Order a supply today to be in position to cash in on this business. See Trade Letter T-2590 for all prices.

An Idea from Tulsa

<p>LUBRICATE YOUR PACKARD EVERY 1,000 MILES</p> <p>COMPLETE SERVICE</p> <p>\$1</p>	<h2>TRUE ECONOMY</h2> <p>Some other shops may give you a lower price for an individual "set by" job. But to those interested in economy from strictly a dollar and cents point of view, no other shop will maintain your car up to so high a standard at so reasonable a total cost.</p> <p>We use only the best lubricants. We furnish only GENUINE Packard parts.</p>
<p>COMPLETE PACKARD LUBRICATION SERVICE</p> <p>\$1</p>	<h2>CONFIDENCE</h2> <p>The confidence of our car owners is an asset too valuable to be treated lightly. That is why we consider it our responsibility to see that your Packard delivers dependable service and satisfaction.</p> <p>Bringing your car in regularly for check up and lubrication service will help us help you enjoy every mile of the many thousands your car was built to deliver.</p> <p>PACKARD OKLAHOMA MOTOR CO. 1201 South Boston Phone 4-1121</p>

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