



VOL. 7 No. 21

NOVEMBER 1, 1933

"Thanks"

THE invoice which we are showing is a rare specimen. It emphasizes a so-called detail, which is too often overlooked in our service station routine. Please notice the business end of the arrow. The cashier thanked the customer when the bill was paid. The customer thought this so unusual in service station operation that he sent the invoice to the factory and we are passing it on to you. The word "Thanks" you will notice is not a part of the rubber stamp, it is an added personal touch on the part of the cashier and we cannot help but feel that in

addition to this, the customer personally was thanked by the cashier.

That customer who is just driving out of your service station has done several things. In the first place, he drove in to purchase some maintenance need for his car, or possibly to obtain work which he had previously paid for, as in the case of warranty work. The fact remains that he has purchased something. Now what does that mean to you? Well, just this—he helped the company you are working for to pay you. In other words, that

BILL JONES AUTO CO., Inc.
341 CHESTNUT STREET
CHATTANOOGA, TENNESSEE

PAC

Check Rear Brakes-Grabbing.
Take Rattles out Front of Car.
Change Tires-Front & Rear.

BILL JONES AUTO CO.
SEP 27 1932.

Thanks

TS
NC

"EVERY OWNER A SALESMAN"

customer helped you to be in a position next week to buy food for yourself and your family. He helped pay your rent; to buy your coal and to buy your overcoat. Why shouldn't you thank him! Why shouldn't you ask him to come in again! But these, you say, are some of the details you don't have time to take care of. They are far from being details. They are what complete each service contact. They are just as important as any other step in that contact. We should, by all means, no more think of omitting this extremely important step than we would think of omitting any other steps in the service contact.

Always thank a customer for his purchase. Whenever possible, close the door of his car for him. An unpleasant impression may be created by abruptly leaving the customer as soon as you have collected for his purchase, or as soon as you have handed him the invoice for whatever work he has had done. Unless another customer is waiting to be served, stand at a reasonable distance facing him when he drives out. Above all things let the customer's last impression of you be a favorable one.

When you have completely served his car; when you have every reason to believe that he is perfectly satisfied with the service that you have rendered, and the products that you have sold him, always say, "Call again, sir," or "Call again, please." Smile as you say it. Remember, people are going to buy where they receive the most courteous and complete service. The "Thank you," and "Call again" steps in each service contact are what complete the service. Your final "Call again, please" indicates that it has been a pleasure for you to serve him. It shows that you appreciate his patronage and that you really want him to come back again. All people like this kind of treatment—you buy from the store that indicates that they appreciate your business, so by all means be pleasant, be courteous and smile. Your customers will remember it and return for more.

Annual Parts Inventory Closing

Will you please take special notice that the factory parts department will be closed for the taking of annual inventory and Thanksgiving Day holiday. This department will be closed on Wednesday, November 29 for inventory and Thursday, November 30, Thanksgiving Day. Absolutely no parts shipments will be made on these two days.

Distributors and dealers should anticipate their parts requirements so that this short period of closing, when no shipments will be made, will not interfere with parts service to Packard owners. Regular parts shipments will be resumed on Friday, December 1. Please make certain that your parts department is aware of this notice.

Differential Oil Change

We have already called to your attention the importance of changing the lubricant in the differential assembly in the fall of the year. Many distributors find this item of such importance to their owners that they make it the subject of a special letter this time of the year. This is a copy of the letter used by Packard-Pittsburgh. If you do not send out a letter, the service sales force should be very particular to call this matter to the attention of all owners who drive in during the next thirty days.

Dear (Mr. Owner:)

PLEASE READ THIS LETTER CAREFULLY. It will probably save you inconvenience, annoyance, and expense.

Heretofore, we have suggested that you bring your car in for winter lubrication. This year, we are telling you that the oil in the differential of your car must be changed. Heavy, black oils such as used in the lubrication of hypoid gears, have a tendency to thicken after being subjected to high temperatures for protracted periods. Cold weather naturally aggravates this condition, further increasing the viscosity of the oil... and our experience indicates that most of the scoring of ring gears and pinions occurs after the lubricant in the differential has been used for a long period of time. Oil which has been used all summer, for example, will channel, with the coming of the first cold snap, particularly if the car is driven fast or under a heavy load.

Furthermore, it takes an extreme-pressure lubricant for Packard differentials. So far, only two brands have been recommended by the Factory Engineers. The cost of this oil-change, to you, is only \$2.00.

Won't you please help us help you, by having this item attended to at your earliest convenience?

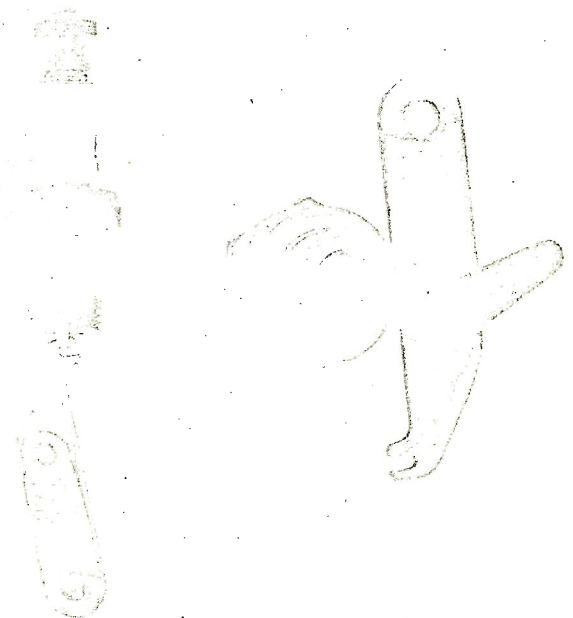
Further information with regard to winter care of your car will be sent you in the very near future. Differential lubrication is of such extreme importance that we believe this special letter necessary.

Yours very truly,
E. F. Schuman
Service Manager

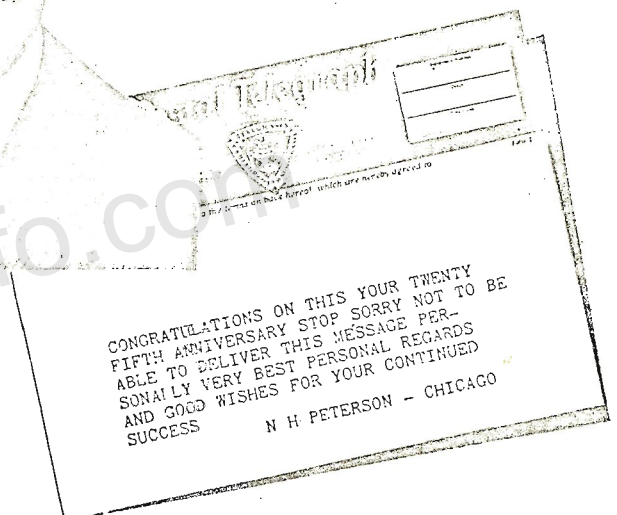
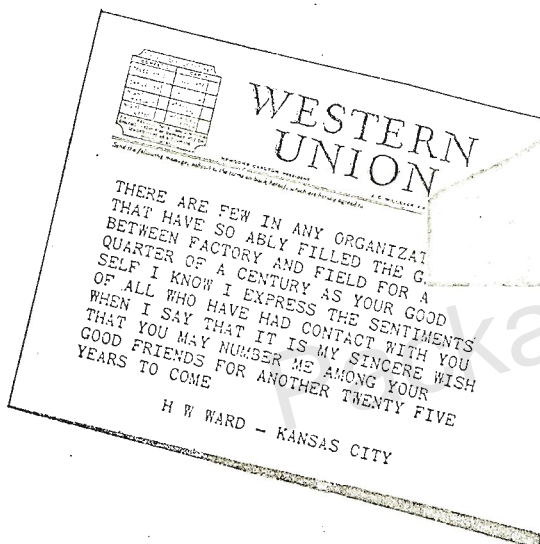
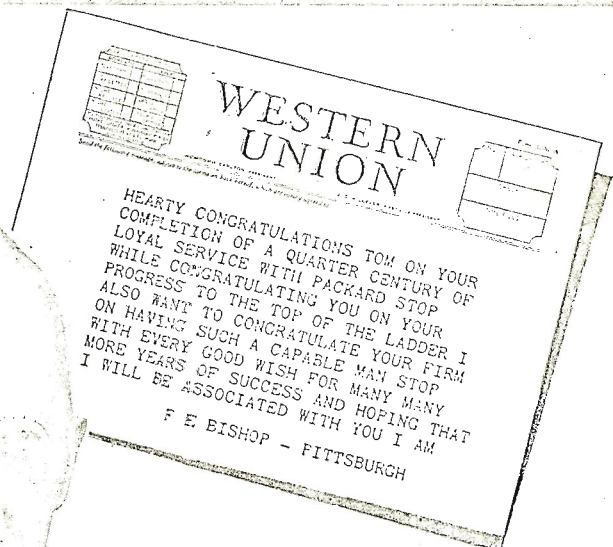
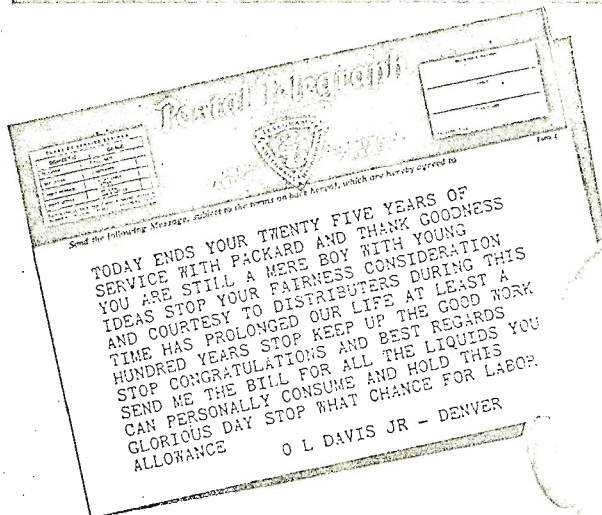
SPECIAL TOOLS

Spark Plug Gap Adjusting Tool

This tool has two thickness gauges attached, one of twentieth-five and one of thirty-three thousandths. The opening in the end of the tool is arranged so that in setting the gap to the correct thickness, the outer electrode can be properly set without touching the center electrode. If the old method of simply prying the electrodes apart in order to obtain the proper gap is used, very often the porcelain around the center electrode will be cracked and the efficiency of the plugs impaired. You will find this tool very handy and it will save its cost many times over.



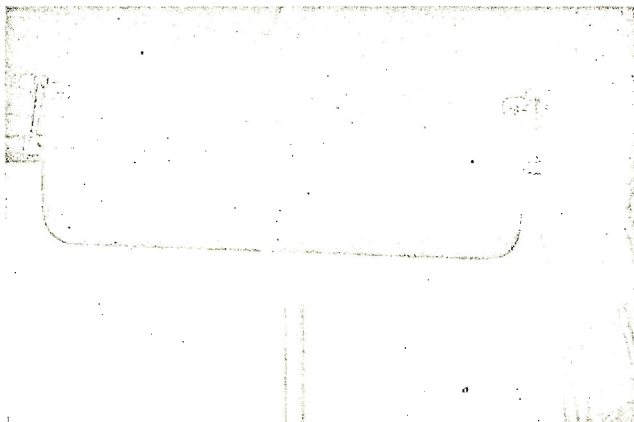
THOMAS A. STALKER 1908



Front Door Visor

Due to a popular demand our Accessory Department recently developed a front door window visor. It fastens to the body over the front door—is adjustable and when not in use folds up against the roof.

The brackets are finished in chromium and the visor is covered with cloth to match the headlining.



We suggest you equip at least one of your demonstrators, also exhibit a visor in your Service Department. It is important that all your salesmen be familiar with it.

Motor Support



Tool ST-919. List Price, \$8.00

This tool is designed for use with Tenth and Eleventh Series cars. It is placed in position at the rear of the motor across the frame so that the motor rests on the support while the transmission assembly is being removed. It is essential with the present type of rear motor suspension to use a support at the rear of the motor whenever the motor and transmission are disconnected.

Could This Happen in Your Station?

In the customer's own words, we are giving you a story of Packard service. This letter was written to the factory by a customer who indicates that he owns a 1927 car. It is hardly worth the cost of repairs put on it, yet it is still in good condition. He says that it always seems to him that when he takes his car in for some necessary repairs the mechanic says to himself, "Here is a fellow that is damn fool enough to drive a high priced car, he is our meat, we will soak him!" From here on we will quote the customer's letter, it is not unusual and it reflects the customer's viewpoint which you men in the service department must take into consideration in your handling of all Packard owners. We will not add anything to the customer's comments. We will let you form your own conclusions. Did the service salesman sell this man convincingly, what was necessary? Did he accept the customer's viewpoint and try to sell him the kind of service that the customer wanted? And finally, and extremely important, did he see the job through with the same detailed care that he would want his own car followed through a service station?

"Gentlemen:

Thursday morning I brought my car to your establishment with a sluggish motor and your floor man went with me in the car to diagnose the trouble. Although the trouble had developed in the last fifty or sixty miles coming to ———, he promptly diagnosed it as a job of valve grinding needed and sold me that at a cost of \$12.00. That did not take long, probably five minutes.

Then he started in to attempt to sell me a change of grease recommending a new superior type of grease that was light in the winter time and heavy in the summer, or at least had that effect, suitable for all year use. Having just had my grease added to before I started to ———, and not being yet ready for a winter change, I declined the purchase.

Later he called me at the hotel and told me that my timing chain was badly worn and had jumped the sprocket. I had known for some time that the timing chain was stretched, in fact, for more than a year the take-up on the chain had all been used up, so it was easy to sell me a new chain, installed cost \$15.00.

I had previously asked him to adjust my brakes and he informed me, in this talk over the telephone, that the brake levers were beyond center and that undoubtedly I needed the brakes relined, but having recently seen the inside of the hubs myself, and knowing there was still abundant thickness and surface to the brake lining, I declined that purchase as well. Then he told me he could reset the levers, which, of course, we all know, and I instructed him to do that. The cost for that service was \$3.50.

In addition, there were some small supplies that had to be furnished, bringing the total bill to \$32.41.

I could not help but think, during the entire transaction that what your organization was interested in was not service but the services (your services to be exact), which you were anxious to dispose of at a profit. I could not help but conclude that your organization was thinking as you transacted business with me, 'I wonder

how much money he has, or I can get him to spend, and can I buy a new pair of shoes for the baby with the commission or profit I make.' It did not seem to me that at any time was any great stress placed on the thought, 'I wonder how we can be of service to him; how we can give him some advantage or benefit.' The predominant thought, very evidently was, 'How can we increase our sales; how can we dispose of more of our services, whether service is rendered or not.'

I undoubtedly needed a new timing chain, possibly I needed the valves ground, although I seriously question that, but at any rate, I am sure the valve grinding improved the efficiency of the motor, whether \$12.00 worth or not, is somewhat questionable to me.

But what prompts this letter is the fact that I received neither service in my own interest, nor your services which you were so anxious to sell me because last evening, leaving ——— about five to eight miles west of ———, the motor began to act up much worse than when I first brought it in to you. We limped painfully into ———, fluently cursing all automobile men in general and your organization in particular. It was after night and there was some difficulty in arousing a mechanic. Finally we did rouse one. Although he said he had had only about eighteen month's experience in repairing automobiles, he either had good judgment or good luck because the first thing he did was to take off the valve plate, inspect the valves, and lo and behold the lock nut on one of the valve tappets had very evidently not been set, and there was a space large enough between the valve and the tappet to put your index finger in. He adjusted that and while he was doing it noticed a water leak. He first thought it was the packing around the pump with which you had nothing to do, but found that that nut could not be drawn up as it was perfectly tight but the nuts on the flange holding in the pump were loose. These were tightened up and the water leak stopped.

With all of these evidences or your anxiety to sell your services and your apparent spirit of abandon as to whether or not the customer received service, we thought it would be wise to check all of the work done, so had the mechanic check the rest of the tappets which were found to be in order, and had him pull down the cylinder head bolts, which already in that short drive needed pulling down.

The cost was negligible, thirty-five cents, but the annoyance and discomfort was tremendous, as I am sure even you will agree.

I am in the selling business. I want my salesmen to produce sales and plenty of them, but it seems to me that here is a concrete case of where stress was put on services and the disposal of them and not on service and the rendition of it. I am sure you cannot blame me, if I come to your shop again, that I would be prone to discount any recommendations which your organization should make, feeling that the principal thought in the back of their heads would be, 'Here he is again. I wonder how much we can get this time.'

Yours very truly,