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THE PLACE OF SERVICE

It has long been a question as to which comes first in importance—the Sales or Service Department. The answer is somewhat the same as to the old one about the chicken and the egg—there isn't any very satisfactory reply, and after all it doesn't seem to be important.

We come closer to the true idea of Service when we eliminate the dividing line between Sales and Service—they are actually one and the same thing. You cannot separate them in the automobile business, any more than you can in the hotel business.

After a pleasant stay in a hotel, it is pretty hard to decide just what constituted the sale, and what made up the service. The same thing really applies to an automobile. A man buying an automobile, whether it be the low-priced 120 or the high-priced Twelve, is not buying simply a group of parts that has been assembled along with the body—he actually buys transportation, and it is in no way complete without service. In this sense service is as essentially a part of the sale as any units that make up the chassis.

The management of the Sales and Service Department is of equal importance, and should receive the same amount of attention. It so often happens that

when sales are coming in at a normal or above normal rate, the management gives little or no attention to the Service Department. On the other hand, when sales are at an extremely low ebb, the management invariably turns full attention upon the Service Department. In a great many instances, they are agreeably surprised when they find that almost the entire organization could be carried a long time by this one department. Isn't it true, that both because of its own direct value, and its contribution to the general welfare of the business, that the Service Department is the one which the Dealer can least afford to neglect?

An unusual volume of work is now being handled by the average Service Department. This may not yet be apparent on the profit side of the books, since a good portion of the deliveries are still within the warranty period.

However, this picture will gradually change. The average Service Station today is operated as it was a number of years ago, i. e., the Dealer simply made sure he had a Service Department and someone in charge. He then left it pretty much alone—to fill itself with work. When he was busy a few more mechanics were hired, and when slack a few were fired. If the slack period held for a long



time he became somewhat upset and sent out a mailing piece, or phoned a few customers in an effort to stir up a little business. As for any organized effort to constantly keep in touch with owners, and day by day building up an enviable service reputation, it still seems to be something about which we do a lot of talking, but never put into actual practice.

We have endeavored to make it clear that Service is a part of Sales. It is likewise just as true that Service selling starts the day the car is delivered. While you do not sell parts or labor on this day, you should start selling the Service Department and its facilities. The sale of a Service or Lubrication contract is very much in order at this time. The least you can do is to introduce the owner to the service man who will take care of him. Service Salesmen should assume the responsibility for as large a group of owners as they can possibly handle. Follow-up work with an owner is just as much

a part of the Service Salesman's job as writing an order. The sooner the salesman convinces that group of owners that he has sincere interest in their satisfaction, rather than simply a desire for added service volume, the easier his work will be, and the more profitable to the Dealer. New owners tactfully and efficiently handled will produce much "good will" and a substantial volume of profitable repair work. This should not only be done at certain slack times but should be in continuous operation.

Make it a point at the start to sell your service to the new owner and use good judgment in keeping after him. If you do this with *each* new owner you will eventually follow-up *all* your owners. If your service is satisfactory, you will secure the necessary volume.

This is not a new scheme. It is a guaranteed method of keeping service in its right place in the sun—as a part of the sale of every Packard.

HANDLING THE TOURIST WITHIN THE WARRANTY PERIOD

The tourist shall not be charged for either material or labor covering warranty work. In other words, he should be handled as though you had sold him his car. The parts claimed defective should be returned through the Distributer. A labor claim should be submitted through the Distributer. This claim should show the owner's name and home town, your firm name and city, the operations performed, subject to adjustment under the terms of the warranty, and the amount of time on each as shown by the Maintenance Charge Manual. Also show the parts claim numbers on which parts were returned. Add the word tourist, and the claim when verified will be paid on the basis of the bogey hours allowed at the rate of \$1.50 per hour.

The factory will absorb half, and the Distributer or Dealer delivering the car will take the other half. Do not charge the owner for any parts subject to replacement and then give him the old parts to take back to the home Distributer.

Last, but not least, protect your own owners by making sure the delivery date is stamped on the plate provided for this purpose on the front face of the dash. Also make sure the postcard registering the vehicle delivery with the factory is promptly filled out and mailed as soon as you deliver a new car. *Never let an owner drive out a new car without handing him his owner's service card properly filled out.*

REAR SPRING — SERVICE USE — 120

The rear springs on the 120 Sedans have a capacity of 1100 pounds.

If the loads carried are exceptionally heavy or the roads are unusually rough, there may be criticisms of the rear springs striking through and this can be corrected by the installation of service springs having a greater capacity.

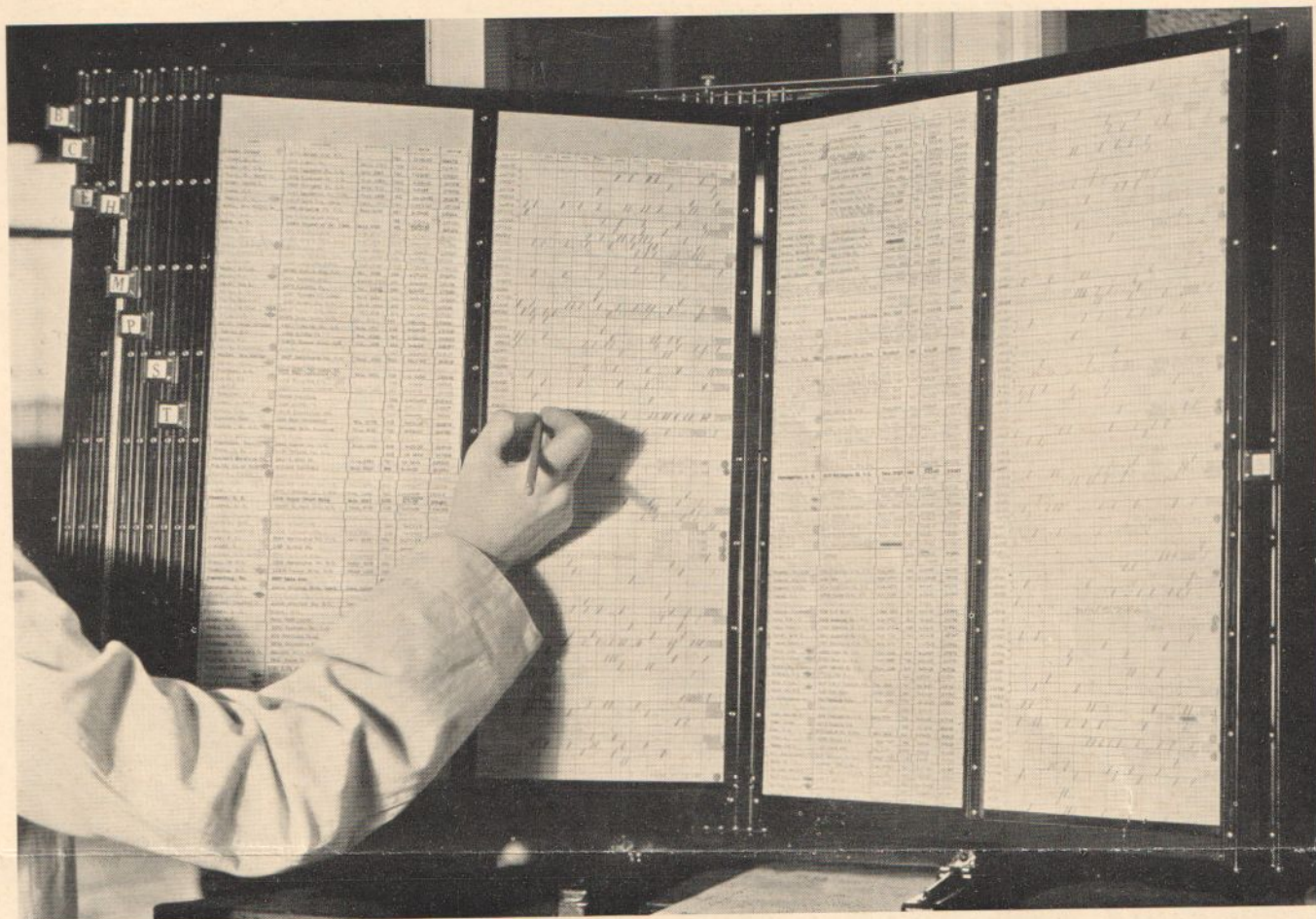
The service spring is covered by piece number 304763, and has a capacity of 1225 pounds. We are sure that this will be sufficient to take care of any criticism.

Before making any spring replacements you should be sure that such a replacement is really advisable. It is expected that the springs will strike through under unusual conditions and no replacement should be made if the springs are satisfactory in the normal operation of the car.

You should also make sure that the rear shock absorbers are filled with oil.



THE FOLLOW-UP SYSTEM THAT WORKS



The simplest file for keeping owner records is illustrated. It is supplied in two styles: the wall type where the record is attached to one side of the panel, or the wing type where the record is attached to both sides, and the panel pivots like a page in a book.

With this type of record the customers' names are listed in alphabetical order. Since each name and record is on a separate wood fibre strip, it is possible to maintain the record in alphabetical sequence. Your list can be kept in straight alphabetical order or divided further by models.

From the illustration, you will notice that the record has two parts. The first lists the customer's name, address, telephone number, date of delivery and the motor number. The second section of the form repeats the motor number for convenience and accuracy and carries weekly spaces for the record of visits and follow-up contacts.

This type of record is very flexible. It can be worked as suggested, or any of your own ideas incorporated. We advise the use of at least two colors: one indicating a call for lubrication work, the second a call for general or mechanical work.

Three letters can be used to keep track of the type of contact, a "T" for telephone calls, an "L" for letters, and an "H" for house calls. The simpler you keep the record, the more certain you are to keep it up to date.

You will find special notations can easily be made to indicate that a particular owner has his car serviced in a Company garage, or does his own work.

In other cases you will wish to indicate that the owner is in Florida, or some other part of the country for a certain period of time. These notations will save follow-up work. Make a special mark to indicate those owners with whom credit accounts are carried. Also mark with a special symbol those to whom lubrication contracts have been sold.

The next important thing is a record which indicates what action is taken when owner calls are not frequent. This record does these two things. The beauty of this system is its simplicity; it takes but a few minutes a day to keep it up to date. The service salesman as he verifies the address and motor number can make a diagonal mark and thus keep the record.

It is in front of you all the time, your customers will be pleased to know that you are interested in maintaining close contact with them, the boss will be interested in knowing that you are keeping track of the owners' visits, and you will find your spare moments through the day can be used to advantage in making calls or writing letters to the owners who are not coming in regularly.

The panels are 18" x 36". They are carried in stock under VT 36 for the double face type (200 name capacity), and VT 37 for the single face type (100 name capacity). Double face is priced at \$1.50 each and the single at \$1.40. The form listing the owner's name is designated as VT 34. The form showing the weekly record is listed as VT 35. These are supplied at 10c a card of 30 lines including the headings.

Order from Service Letter Editor.

SPRING AND SHOCK ABSORBER CHART-120

BODY TYPE—STD.		FRONT SPRING			REAR SPRING			TIRE PRESSURE
		PC. NO.	LOAD	RATE	PC. NO.	LOAD	RATE	
892	Tour. Sedan	304408	1450	75	303160	1100	125	24 lbs.
893	5-Pass. Sedan	304408	1450	75	303160	1100	125	24 lbs.
894	Tour. Coupe	304408	1450	75	303160	1100	125	24 lbs.
895	Sport Coupe	304408	1450	75	303677	950	125	24 lbs.
896	Club Sedan	304408	1450	75	303160	1100	125	24 lbs.
898	Comm. Coupe	304408	1450	75	303677	950	125	24 lbs.
899	Conv. Coupe	304408	1450	75	303677	950	125	22 lbs.
	Spl. Service				304763	1225	125	24 lbs.

BODY TYPE—STD.		SHOCK ABS.—FRONT				SHOCK ABS.—REAR			
		REBOUND PC. NO.	VALVE CODE	COMPR. VALVE		REBOUND PC. NO.	VALVE CODE	COMPR. VALVE	
				PC. NO.	CODE			PC. NO.	CODE
892	Tour. Sedan	303915	2 F	303918	2 C	303730	2 J	303733	E 1
893	5-Pass. Sedan	303915	2 F	303918	2 C	303772	1 F	303733	E 1
894	Tour. Coupe	303915	2 F	303918	2 C	304772	1 F	303733	E 1
895	Sport Coupe	303915	2 F	303918	2 C	304772	1 F	303733	E 1
896	Club Sedan	303915	2 F	303918	2 C	304772	1 F	303733	E 1
898	Comm. Coupe	303915	2 F	303918	2 C	304772	1 F	303733	E 1
899	Conv. Coupe	303915	2 F	303918	2 C	303919	1 G	303922	G 2
	Spl. Service	303915	2 F	303918	2 C	303730	2 J	303733	E 1

BODY TYPE—DE LUXE		FRONT SPRING			REAR SPRING			TIRE PRESSURE
		PC. NO.	LOAD	RATE	PC. NO.	LOAD	RATE	
892	Tour. Sedan	303849	1570	75	303160	1100	125	24 lbs.
893	5-Pass. Sedan	303849	1570	75	303160	1100	125	24 lbs.
894	Tour. Coupe	303849	1570	75	303160	1100	125	24 lbs.
895	Sport Coupe	303849	1570	75	303677	950	125	24 lbs.
896	Club Sedan	303849	1570	75	303160	1100	125	24 lbs.
898	Comm. Coupe	303849	1570	75	303677	950	125	24 lbs.
899	Conv. Coupe	303849	1570	75	303677	950	125	22 lbs.
120-A	Comm. Chassis	303285	1925	130	304340	1225	170	28-36 lbs.
	Spl. Service				303243	1400	170	
					304763	1225	125	24 lbs.

BODY TYPE—DE LUXE		SHOCK ABS.—FRONT				SHOCK ABS.—REAR			
		REBOUND PC. NO.	VALVE CODE	COMPR. VALVE		REBOUND PC. NO.	VALVE CODE	COMPR. VALVE	
				PC. NO.	CODE			PC. NO.	CODE
892	Tour. Sedan	303915	2 F	303918	2 C	303730	2 J	303733	E 1
893	5-Pass. Sedan	303915	2 F	303918	2 C	304772	1 F	303733	E 1
894	Tour. Coupe	303915	2 F	303918	2 C	304772	1 F	303733	E 1
895	Sport Coupe	303915	2 F	303918	2 C	304772	1 F	303733	E 1
896	Club Sedan	303915	2 F	303918	2 C	304772	1 F	303733	E 1
898	Comm. Coupe	303915	2 F	303918	2 C	304772	1 F	303733	E 1
899	Conv. Coupe	303915	2 F	303918	2 C	303919	1 G	303922	G 2
120-A	Comm. Chassis	303730	2 J	304335	2 E	304334	2 N	303922	G 2
	Spl. Service	303915	2 F	303918	2 C	303730	2 J	303733	E 1