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THE RIGHT MEN

When considering your plans for servicing the 120, your first thoughts will be toward providing adequate facilities, and the right kind of men to meet your customers.

You are well aware that the most important factor in the success of any service department is in the type of men meeting Packard owners. In the eyes of your customers, these men represent you. It is, therefore, highly important you make sure they represent you well.

You will, undoubtedly, require more service salesmen during the coming months. Perhaps you have men of the right type available—if so, all well and good, if not—the thing to do is to start looking for or developing men for these jobs.

First, let us decide the type of men we are going to seek. There is some argument with respect to the importance of the order of the qualifications they should have, but long experience seems to indicate that these list as follows:

1. *Mechanical Ability*
2. *Courtesy*
3. *Sales Ability*
4. *Good Personal Appearance*

To serve an owner to best advantage, a service salesman must be able to tell what is wrong with the car. This does not necessarily mean that he be an expert mechanic, with years of

shop experience behind him, but that he should have a general knowledge of all automobiles and Packard in particular.

A service salesman works best when he has confidence in himself, and this comes only from knowledge. His value is determined by his ability to make a quick and accurate diagnosis of what repair work may be required. Many service salesmen possessed this knowledge at the start, but have not familiarized themselves with the mechanical features of the newer series. As a result, they are completely "out of touch" with the changes which have taken place in shop procedure in the last several years. Their value, therefore, has decreased, which brings out the fact—that years of service do not necessarily indicate his true worth as a service salesman.

It is a well known fact that courtesy plays an important part in handling the owner. And, let's add to this, respect and tact. It is unnecessary to tell you that many customers arrive at service stations in anything but the most pleasant frame of mind. The salesman, therefore, has the job of altering the customer's viewpoint, before giving any attention to the car. He must understand human nature, and realize that each and every customer is an individual, with a distinct personality and temperament, requiring diplomatic handling. For instance one case may require a sympathetic attitude, while a strictly businesslike response may be needed in another.

Let us not forget that this matter of courtesy becomes more important when a salesman is extremely busy. No customer should be kept waiting, without first having been spoken to, and assured of attention. It is difficult to properly handle a customer with a grievance when you are pressed for time. Let's stress the importance of an over-supply of courtesy, particularly during rush hours and rush seasons.

We should all agree on this—That no salesman can sell anything unless he possesses three fundamentals:

1. *Knowledge of his product*
2. *Confidence*
3. *Enthusiasm*

He must know the car, have confidence in his ability, as well as in the organization for whom he works, and if he has both of these, he is certain to have enthusiasm. In selling service, these three things are absolutely necessary. With them he can win the good will of his customers without sacrificing the best interests of the dealer.

When an agitated owner comes in, a service selling or re-selling job has to be done. The owner must be convinced that his difficulties are not too serious for you to correct, and that with your equipment, special tools and trained men—the job can be done quickly, efficiently and economically. The salesman need not accept the customer's word as to his difficulties. He can, tactfully and pleasantly question the owner regarding the trouble, and how it occurred, and should be able to determine, from the response, what the difficulty is, or at least where to look for it.

We do not do enough appearance item selling. Cars have been driven into service stations, and orders written to replace spark plugs. The work is done, and the car driven out, without the person who wrote the order even noticing the fact that the fan belt required replacement, that one headlight bulb was not working, and that the fenders needed some straightening and touching-up. All of us should do more selling on items of this nature.

Personal appearance does count on the service floor. The customer's impression of your service station is largely based upon the appearance of the man he does business with. And, first impressions are lasting! Make your service salesmen a credit to your service department. Is the appearance of each of your men such that you would as a customer be favorably impressed? Make it a rule, and see that it becomes a habit, that your service salesmen use clean service coats all the time they are on the job. They must have clean hands and face every time they meet a customer, and, of course, there are other well known general rules which prevent smoking, chewing, or doing without the morning shave when you are meeting the public. This matter of personal appearance can be offset, in some instances, by an over-supply of mechanical ability, sales ability and courtesy. These cases, however, are the exception rather than the rule.

The men now in your employ should be checked against these qualifications. You may find room for improvement, and by all means see to it that any men added to your service sales force possess these attributes.

If you are a service manager with this problem to face, you now have some boiled-down information which may be of value. If you are now a service salesman, or desirous of becoming one.

THINK THIS OVER.

SELLING MORE ACCESSORIES

One successful method of selling accessories has been to have a new car spotlessly clean and fully equipped stationed on the service floor.

The area covered by the car should be painted white. This area may be round, or varied to suit the space available. It is important, however, that it be kept clean.

Such an exhibit will attract considerable attention, and many accessory sales should be made, especially if the service salesmen are on their toes, ready to answer questions, or explain the value of any item in which the customer may be interested. Be sure the car is equipped on the inside with radio, cigar lighter, arm rest and visor. On the outside use an emblem, rim rings and bumper guards.

You could use price tags on a few of the items, but this should not be overdone. A better plan is to put a card on an easel near the car. This card should list all accessories and show the installed price.

This idea of accessory selling will be found particularly adaptable to the 120, and should be carried out as soon as a car is available.

TIRE COVER SIZES

The metal tire covers used with De Luxe equipment are now marked for easy identification.

The manufacturer is now metal stamping the end of all tire cover rings. The rings will be stamped on the outside adjacent to the end with 1/4-inch letters as follows:

7.50—17 A 7.00—17 B 7.00—16 C

The men in the stockroom and in the shop should be familiar with these markings to prevent confusion with the original installation.

MOTOR PISTON, PIN AND RING OVERSIZE MARKING

To assist in determining whether motor pistons, piston rings and piston pins are standard or of oversize dimensions, we place on these items a paint mark which indicates whether the part is standard or of a certain oversize dimension.

The following color scheme is being used:

MOTOR PISTONS

<i>Size of Piston</i>	<i>Color</i>
Standard.....	White
.003 Oversize.....	Brown
.005 Oversize.....	Lemon
.010 Oversize.....	Dark Blue
.015 Oversize.....	Dark Green
.020 Oversize.....	Dark Red
.030 Oversize.....	Black
.045 Oversize.....	Light Green
.060 Oversize.....	Light Blue

MOTOR PISTON RINGS

Same as Motor Pistons.

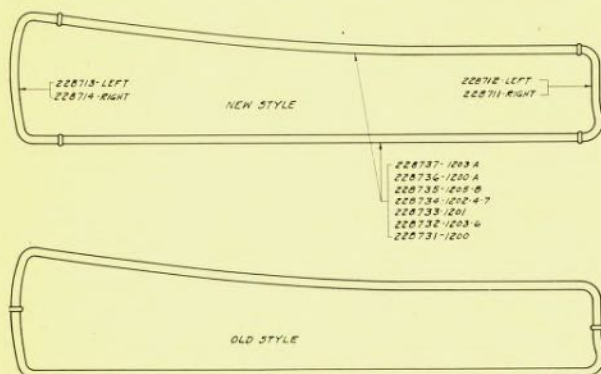
MOTOR PISTON PINS

<i>Size of Pins</i>	<i>Color</i>
Standard.....	White
.003 Oversize.....	Dark Red
.006 Oversize.....	Dark Blue

RUNNING BOARD MOULDINGS

A change has recently been made in the construction of running board mouldings on all 12th Series cars. We are showing a sketch of both styles, with piece numbers of the detail parts of the latest style only. Piece numbers of the old style are listed in the 12th Series parts list.

Due to change in dies, we will be unable to procure additional old style mouldings and after our present stock is exhausted it will be necessary that we ship new style mouldings only.



When ordering detail mouldings from the factory, be sure the running board on which replacement is to be made is checked to determine definitely the style moulding required and order the detail parts as outlined in the following paragraphs.

1. If car is equipped with old style mouldings:

- Order the inboard or outboard moulding required under its respective number as listed in the 12th Series parts list.
- If the factory cannot furnish the old style moulding under the part number ordered, we will—
- Substitute either the inboard or outboard, as ordered, with the new style and in addition we will ship two new type front end mouldings and two new type rear end mouldings, this being one of each for each running board.
- Upon receipt of the substituted material, the remaining moulding on the running board being repaired should be cut off and the new moulding, together with the new front and rear end mouldings, should be assembled.
- To make the opposite running board correspond, it will then be necessary to cut off each end of the two mouldings and assemble the new front and rear end mouldings shipped with the substitution.

2. If the car is equipped with the new style mouldings:

- Order only the detail part required, using the respective part number as shown in the sketch.

This latest style moulding has been used on all 12th Series cars with the exception of a few of the earlier ones and all running board assemblies shipped from the factory will be equipped with the new style mouldings only.

FRONT SEAT CUSHION HEIGHT

There have been some instances in which it has been considered desirable to reduce the height of the front seat cushion on the 1200 five passenger sedan.

The Service Letter, of November 15, describes the proper method for reducing the fore and aft dimension, and the height of the cushion, also, can easily be lowered to take care of drivers of less than the average stature.

The spring assembly is not mounted directly on the wooden frame which forms the base of the cushion. It rests on $\frac{1}{2}$ " wooden shims which are fastened to the upper side of the frame. Removing these wooden shims will permit the height of the cushion to be lowered a corresponding amount without any alteration in the spring or in the padding.

It is, of course, necessary to remove the upholstery material in order to remove the shims, and after this has been done the material should be pulled down to the frame in order to obtain the same tension as before.

NOTE: Do not forget the steering wheel adjustment. If additional clearance between the cushions and the steering wheel is desired, the wheel can be moved forward in order to accomplish this result.

The adjustment is made by loosening the steering gear case in the frame and loosening the steering column bracket at the dash. The whole assembly can then be pushed forward.

A HANDY FORM

We illustrate form VT-50 known as a Service Salesman's Request For Sales Department Contact.

Any number of times a service salesman, when talking to a service customer, obtains information of particular value to a new car salesman. Some of the comments are passed on verbally, but most of them are forgotten. Why not take advantage of these remarks, making sure that the new car salesman has some definite information.

A service salesman usually knows before anyone else the time at which the service customer starts to think of replacing his car. In many cases he can

SERVICE SALESMAN'S REQUEST FOR SALES DEPARTMENT CONTACT	
Owner's Name	_____
Address	_____
Phone Nos.—Home	_____ Office _____
Motor No.	_____ Type _____ Delivery Date _____
Service Salesman's Remarks _____	

Service Manager	Service Salesman
VT 50 2M 1-35	

determine any friends of the service customer's that might be interested in a Packard. While much of this information may not be of definite value, it is a good thing to keep in the habit of passing it on, and establishes another friendly relationship between the service and sales department.

THAT FIRST IMPRESSION



From Northern California, we received this view of a Service Station entrance, owned and operated by Leland Cerruti, Inc., at San Jose, California.

A display of this kind, particularly at the entrance, elevates your service department into a merchandising department. After all, let's never forget—that the service department cannot be, in this day and age, anything

but a part of the sales department. It is responsible for repeat orders. It is responsible for retaining good will, and is responsible for building so enthusiastically that our present owners all become new car salesman.

Merchandising can only be properly done in the right kind of a setting. Make your service station look sales minded. Become more sales minded yourself, and then notice the difference.

COUPON BOOK PRICE CHANGE

Our first price on the lubrication coupon books was \$8.00 per hundred. We have since been able to transfer this business to Reynolds & Reynolds of Dayton, Ohio, and their price is \$5.00 a hundred for either book. All orders for these books should, therefore, be sent to Reynolds & Reynolds.

SOME USEFUL FIGURES

	PACKARD 8						PACKARD SUPER 8						PACKARD 12						PACKARD 120	
MODEL	1100	1200	1101	1201	1102	1202	1103	1203	1104	1204	1105	1205	1106	1206	1107	1207	1108	1208	120	120 EXPORT
WEIGHT	4975	4960	4995	5010	5150	5140	5240	5220	5345	5340	5420	5490	5725	5810	5795	5900	5905	6080	3710	3730
GEAR RATIO	4.36	4.69	4.36	4.69	4.69	4.69	4.41	4.41	4.41	4.41	4.41	4.41	4.41	4.41	4.41	4.41	4.69	4.41	4.36	4.70
R.P.M. PER MILE	2930	3160	2930	3160	3160	3160	2985	2985	2985	2985	2985	2985	2985	2897	2897	2897	3081	2897	3060	3290
ACCELERATION	15.4	14.3	15.45	14.5	15.53	14.9	13.86	13.48	14.20	13.6	14.9	13.8	13.7	12.5	13.8	12.6	14.00	12.7	13.8	16.5
SPEED	82	84	82	84	81	84	87	89	86	89	86	89	89	94	89	94	89	94	85	83
BRAKE SIZE	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	14X2 $\frac{1}{4}$	15 $\frac{1}{8}$ X2 $\frac{1}{2}$	15 $\frac{1}{8}$ X2 $\frac{1}{2}$	15 $\frac{1}{8}$ X2 $\frac{1}{2}$	15 $\frac{1}{8}$ X2 $\frac{1}{2}$	15 $\frac{1}{8}$ X2 $\frac{1}{2}$	12X1 $\frac{3}{4}$	12X1 $\frac{3}{4}$
PISTON DISPLACEMENT	320	320	320	320	320	320	385	385	385	385	385	385	445	473	445	473	445	473	257	220
HORSE POWER	120	130	120	130	120	130	145	150	145	150	145	150	160	175	160	175	160	175	110	95
WHEELS AND TIRES	17X7	17X7	17X7	17X7	17X7	17X7	17X7	17X7	17X7	17X7	17X7	17X7	17X7	17X7.5	17X7.5	17X7.5	17X7.5	17X7.5	16X7	16X7
BODY TYPES	SHORT 5 SEDAN	SHORT 5 SEDAN	CLUB 5 SEDAN	CLUB 5 SEDAN	LONG 7 SEDAN	LONG 7 SEDAN	SHORT 5 SEDAN	SHORT 5 SEDAN	CLUB 5 SEDAN	CLUB 5 SEDAN	LONG 7 SEDAN	LONG 7 SEDAN	SHORT 5 SEDAN	SHORT 5 SEDAN	CLUB 5 SEDAN	CLUB 5 SEDAN	LONG 7 SEDAN	LONG 7 SEDAN	STD. 5 SEDAN	STD. 5 SEDAN
WHEEL BASE	129 $\frac{1}{4}$	127 $\frac{3}{8}$	136 $\frac{1}{4}$	134 $\frac{3}{8}$	141 $\frac{1}{4}$	139 $\frac{3}{8}$	134 $\frac{3}{8}$	132 $\frac{1}{4}$	141 $\frac{1}{8}$	139 $\frac{1}{4}$	140 $\frac{7}{8}$	144 $\frac{1}{4}$	134 $\frac{3}{8}$	132 $\frac{1}{4}$	141 $\frac{7}{8}$	139 $\frac{1}{4}$	146 $\frac{7}{8}$	144 $\frac{1}{4}$	120	120
BODY SPACE	88 $\frac{7}{8}$	88 $\frac{3}{4}$	93 $\frac{3}{8}$	95 $\frac{3}{4}$	98 $\frac{7}{8}$	100 $\frac{3}{4}$	86 $\frac{7}{8}$	88 $\frac{3}{4}$	93 $\frac{7}{8}$	95 $\frac{3}{4}$	98 $\frac{7}{8}$	100 $\frac{3}{4}$	86 $\frac{7}{8}$	88 $\frac{3}{4}$	93 $\frac{3}{8}$	95 $\frac{3}{4}$	98 $\frac{7}{8}$	100 $\frac{3}{4}$	87	87
<div> <div> ABOVE WEIGHTS INCLUDE— PACKARD 8—25 GALS. GAS—5 GALS. WATER—OIL—SPARE TIRE—237* SUPER 8—25 GALS. GAS—5 GALS. WATER—OIL—SPARE TIRE—241* TWELVE—30 GALS. GAS—10 GALS. WATER—OIL—SPARE TIRE—316* </div> <div> SPECIAL EQUIPMENT TRUNK RACK 36* WHEEL SHIELDS (5) 10* WHEEL SHIELDS (6) 41* </div> <div> WEIGHTS NOT INCLUDED IN ABOVE CHART DELUXE EQUIPMENT—EIGHT— SIDE WHEEL BRKTS. AND FENDER WELLS (2) 52* WHEEL AND TIRE (1) 34* TIRE COVERS (2) 35* (TOTAL WEIGHT 196*) TRUNK RACK 36* </div> <div> DELUXE EQUIPMENT—TWELVE— SIDE WHEEL BRKTS. AND FENDER WELLS (2) 52* WHEEL AND TIRE (1) 34* TIRE COVERS (2) 35* (TOTAL WEIGHT 243*) TRUNK RACK 36* </div> </div>																				
<div> <div> 120—120 EXPORT 20 GALS. GAS—4 GALS. WATER—OIL—SPARE TIRE—222* </div> <div> 120—120 EXPORT TRUNK RACK 34* </div> <div> 120—120 EXPORT SIDE WHEEL BRKTS. AND FENDER WELLS (2) 52* WHEEL AND TIRE (1) 34* TIRE COVERS (2) 35* (TOTAL WEIGHT 243*) TRUNK RACK 34* </div> </div>																				

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