SERVICE MANUAL

SECTION I
MANAGEMENT

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Packard Motor Car Company
Detroit 32, Michigan

A MESSAGE TO THE SERVICE MANAGER

This manual has been prepared to provide the Packard Serviceman with the most up-to-date, accurate, and complete information pertaining to servicing Packard cars. It is complete and direct to the point in the procedure of servicing operations.

The service operations have been grouped in sections according to the major units of the car. Each section is complete in detail, covering the removal, disassembly, cleaning and inspection, assembly, installation, and adjustment of every unit. Every important operation is *effectively* illustrated, showing the proper methods and tools used in performing the operation.

The service tools shown and referred to in this manual are essential for the efficient and precise servicing which the Packard car rightfully deserves. Service tools with "KMO" or "J" prefixes are available from the Kent-Moore Organization, Detroit, Michigan; while the service tools bearing the "KRW" or "PU" prefixes are available from the K. R. Wilson Company, Buffalo, New York.

This manual has been purposely prepared in a looseleaf form so that it may be *current* and *up-to-date* at all times. As design changes are incorporated in the manufacture, and service procedure changes, supplementary information will be issued. When the model changes, the sections affected will be revised. It is the responsibility of each service manager to see to it that all supplements are inserted in their respective sections, and the sections replaced by new pages when they are revised.

The purpose of this manual is that it be used as a guide and reference book in the precise servicing of Packard cars. A thorough understanding of the information contained and the frequent use of this manual is essential in the efficient operation of any service department. By providing the Packard Serviceman with a thorough understanding and systematic guidance in the servicing of Packard cars, it will insure owner satisfaction, eliminate unnecessary owner complaints, and rework jobs.

Additional copies of this Service Manual are available at $2.50 each, and may be ordered from the Packard Zone Warehouse.

J. A. Carr, Manager
Parts and Service Department
Packard Motor Car Company
Detroit 32, Michigan

SERVICE MANAGEMENT AND SELLING

Part I

GETTING NEW SERVICE CUSTOMERS

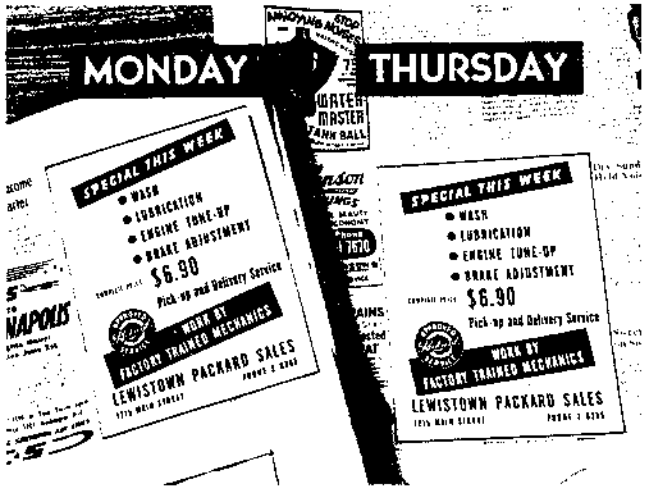
The logical step to be considered first in developing a greater income from your service department is Getting New Service Customers. Of course this statement is made on the assumption that you are not operating at full capacity at the present time. If you are, you are in an enviable position and possibly should consider the expansion of your service facilities so you can render further assistance to your customers and the sales department.

LOCAL NEWSPAPER ADVERTISING

In describing the methods which have been proven to be effective in "Getting New Service Customers", we will first discuss local newspaper advertising. Although newspaper advertising is highly impersonal, it is an economical method of repeatedly placing a direct message before a high percentage of local car owners. It has three distinct advantages.

First, many people read the local newspaper thoroughly and absorb messages much more readily through their eyes than in any other way.

Second, a newspaper ad can be clipped from a paper and laid aside for future reference.



Third, when the ad is repeated on the third or fourth day, it acts as a reminder to a prospective service customer and tends to prompt him to act.

Since practically all Packard service men are car owners they should know the information a prospective service customer wants to obtain from a newspaper ad.

The first item to catch the reader's attention should be the weekly or seasonal special—like, "Wash, lubrication, engine tune-up, brake adjustment. Special this week", and be sure to give the price.

Next the dealer policy should be stated—like, "Pick-up and Delivery Service. All work performed by Factory-trained mechanics.

Today, in many cases, pick-up and delivery service can easily be the difference between getting a prospective service customer's business and not getting it.

Finally the ad should include the name, location and telephone number of your dealership.

Ads such as this can be a definite factor in getting new service customers for your service department. Of course, the size, layout and location of your ad in the local newspaper is very important, but any good newspaper advertising man will advise you correctly on these points.

LOCAL RADIO ADVERTISING

The second method of getting new service customers is local radio advertising. Since the prospective customer receives your radio message through his ears, and it can be transmitted with voice inflection, it is considered to be a little more personal than newspaper advertising. Service advertising over a local radio station has three distinct advantages, provided the programs are written and produced properly.

First, radio advertising supplies entertainment. Naturally we do not mean to imply that you can afford to tie into a national program, but many dealerships are successfully using economical local talent such as quartets, choruses, instrumental music, record programs and newscasts.

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Second, radio advertising, by repeatedly stating basic facts concerning your service, establishes a fixed impression of these facts in the minds of the listeners. Like this:

RADIO ANNOUNCER: "All service work at Lewistown Packard is performed by Factory-trained mechanics. We call for your car and deliver it when the work is completed."

And third, radio advertising reaches selective groups. Radio programs can be properly timed and of the right type to reach certain definite groups of prospective service customers. Record programs can be produced that will appeal to the housewives while they are doing their daily work. Business men and women can be reached by newscasts and programs composed of local musical talent. These should be on the air during the times the listeners are travelling to and from work.

In all cases the commercials should be short and to the point, lasting from fifteen to thirty seconds and repeating the same one or two major points until the message is thoroughly established in the minds of the listeners.

DIRECT MAIL

Now let's discuss direct mail, the oldest and most widely used method to approach prospective service customers. It has its advantages, but it also has its limitations.

Nearly all direct mail promotional material is sent either in unsealed envelopes or in the form of post cards or folders. Although some of this type of direct mail promotional material is thrown in the waste basket, when the program is planned properly, the material is well designed, and is mailed out according to a schedule which has been proven to be successful, the results are very satisfactory.

There is one kind of direct mail, however, that is always opened and generally read. This is a message contained in a sealed envelope carrying a three cent stamp. Therefore, if a letter from you were to say:

Dear Mr. Brady:

Today I saw your 1946 Packard parked on East Sixth Street between Main and Madison. I noticed that the right rear fender was bent and was scratched through the undercoat.

If not repaired soon, the damaged part of the fender will begin to rust and will cost much more to repair if the work is not done immediately.

I also noticed the right rear taillight glass is broken and the right rear hub cap is missing. From an appearance standpoint, your car is in good condition otherwise.

These repairs on your car will cost you approximately $15.00, and we will be glad to do this work for you if you will bring your car in or let us call for it so the work can be done immediately.

Sincerely yours,
George Thompson
Service Manager

The customer will read this entire letter because it is a personal letter. All people become interested immediately when you indicate that you have a personal interest in them or their property and then explain that interest in a business-like way as a desire to render a service.

This method of approaching new prospective service customers has been used successfully in cities up to several hundred thousand population. You generally know from the license number whether the car is locally owned, and can find out very quickly who owns the car by referring to the local license bureau.

This kind of direct mail which should be used to supplement your present form of open mail service promotion, is more expensive and requires more time than the usual form letter or post card method, but it does pay off because ONCE THE CAR IS IN THE SHOP THE WORK FOUND TO BE ACTUALLY NEEDED GENERALLY RUNS FROM TWO TO FIVE TIMES THE AMOUNT SPECIFIED IN THE LETTER.

Also you are shooting with a personal letter rifle at a specific Packard owner target. This is important because in this way you bring a Packard owner back into the satisfied customer fold, and he will be more likely to buy a Packard when he buys his next new car.

So much for direct mail. This is not the complete story on the subject, but it ought to be enough to start you thinking seriously about some of its possibilities.

PERSONAL TELEPHONE CALLS

Now let's talk about personal telephone calls. This method of contacting a prospective service customer has three distinct advantages.

First, you talk directly to the person you want to talk to.

Second, you can use voice inflection to personalize your message.

And third, you can discuss a subject thoroughly and to the prospect's satisfaction.

When making a personal telephone call you must have a specific reason for calling, such as following up a valuable prospect who has not responded to your direct mail approach. Also, you must make the prospect feel you have a sincere desire to render him a personal service. Like this:

SERVICE MANAGER: "Hello, Mr. Allen?"

MR. ALLEN: "Yes."

SERVICE MANAGER: "This is George Thompson, Service Manager for Lewistown Packard."

MR. ALLEN: "Yes."

SERVICE MANAGER: "According to my records, you have a blue 1946 Packard Eight four-door sedan."

MR. ALLEN: "Yes, that's right."

SERVICE MANAGER: "Well, as a Packard Dealer, we are very much interested in rendering the kind of service necessary to keep the Packard owners in this community pleased with their cars, and we'd like very much to serve you in the same capacity.

"We are conducting a seasonal check-up special at this time at reduced prices. We'll be glad to call for your car and deliver it to you when the work is completed."

EVERY PROSPECTIVE CUSTOMER TODAY IS HOPING TO FIND SOMEONE WHO HAS A GENUINE, SINCERE INTEREST IN THEIR BUSINESS.

During the last few years they have heard:

SERVICE MANAGER: "Nope, we can't take your car today and I don't know when we can get to it." —And they are sick and tired of hearing it. They know the buyers' market is here and they expect to be treated like buyers.

When they hear—

SERVICE MANAGER: "And we'll be glad to call for your car and deliver it to you when the work is completed."—They are hearing what they want to hear and the man who says it is going to get their service business.

Again, as with direct personal mail, personal telephone calls can be used to a greater advantage in cities of several hundred thousand population and less, than it can in very large cities. But, if the desire of the service manager for getting new business is strong enough, it can be used sucessfully in any city.

ROAD SIGNS

No service promotion program would be complete without a discussion on road signs. Some people have the idea that they are not worth the time, effort and expense of putting them up, but that is not true if the road signs are designed properly and put up properly.

The word "Packard" should be printed large enough so it can be read at sixty miles per hour. The word "Packard" should be largest because that is what Packard owners generally look for. The dealer's name and address should appear next on the sign and should be printed large enough for a driver to read it as he drives past at highway cruising speed.

Al road signs should be put up on well travelled highways coming into your city, so you will pick up transient prospects who are in need of service. After you have installed road signs on the main highways

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coming into your city, ask your customer who drives in with an out-of-state license if he saw your road signs, and you will soon be convinced that road signs properly designed and properly put up will pay you a good profit.

WORD OF MOUTH ADVERTISING

Now we come to the most important method of getting new prospective customers into your service department. We have discussed newspapers, radio, mail, telephone and road signs.

Did you ever see a reputable doctor use any of these methods to get new customers? You can and should use them, but he can't. The one method which he uses is word-of-mouth advertising from satisfied customers. Successful doctors, even years ago when there were plenty of doctors, had all the patients they could handle. Therefore, it must be a sound method of advertising.

Successful doctors have always become successful by sincerely and conscientiously rendering the kind of service that each patient needs and wants. Then when the patients get well they talk, like this:

FIRST WOMAN: "You know, Mary, I think Dr. Malcolm is the most wonderful doctor in the world."

SECOND WOMAN: "Well, I don't blame you for thinking that way. After seeing what he did for you, he'll be my doctor from now on."

Your satisfied service customers also talk and with results like this:

TELEPHONE OPERATOR: "Mr. J. R. Wilson is calling."

SERVICE MANAGER: "O.K. Put him on."

TELEPHONE OPERATOR: "Mr. Thompson is on the line Mr. Wilson."

MR. WILSON: "Mr. Thompson?"

SERVICE MANAGER: "Yes, Mr. Wilson, what can I do for you?"

MR. WILSON: "Yesterday, I had lunch with Jack Martin, who says he's been trading with you for some time and is well satisfied with the service he's received."

SERVICE MANAGER: "Yes, we've been servicing his Packard for over a year now. I'm glad to hear through you that he likes our service, because although we always try to do a good job for all our customers, it is reassuring whenever we hear from men like you that our customers are pleased with the work we do."

MR. WILSON: "Well, my car is in need of some repairs. When could you handle it?"

SERVICE MANAGER: "Almost anytime. When would you like to have the work done?"

MR. WILSON: "Could you take care of it next Wednesday?"

SERVICE MANAGER: "Yes, I'm sure we could."

MR. WILSON: "O.K. I'll bring it in Wednesday morning."

SERVICE MANAGER: "Fine, we'll be glad to see you. Would you please call for me personally when you come in?"

MR. WILSON: "Yes, I'll be glad to and thank you very much. Good-bye."

SERVICE MANAGER: "I'll be looking for you. Good-bye, Mr. Wilson."

This is not only the type of conversation that might be the result of one of your satisfied customers telling a friend about your service, but this is the type of conversations that are occurring today wherever Packard dealers are rendering sincere, conscientious, satisfactory service. But—there is another side to the story as indicated by the following conversation:

FIRST MAN: "Why, I wouldn't buy another Packard, even at a discount, if I had to buy service from the dealer here in town. Do you know what those bandits did to me? After paying them a thirty-five dollar service bill, I found out they never did do part of the work they charged me for."

SECOND MAN: "Did you go back and tell 'em about it?"

FIRST MAN: "Hell, no! Anybody that'll do that to me once, will never get another chance."

This kind of customer talks also. What he says is not necessarily true, but it will be accepted as a fact by most people. This man is not a new customer. He is not a regular customer. He is a dissatisfied customer.

He came into the dealer's place once and paid a service bill of $35.00. He was on the follow-up list once and should have been followed up personally to see why he didn't come back. His reasons for not returning should be valuable information to any dealer.

SURVEYS HAVE PROVED THAT A HIGH PERCENTAGE OF DISSATISFIED SERVICE CUSTOMERS NEVER COME BACK AND NEVER SAY ANYTHING ABOUT IT—TO YOU. Therefore, how do you know how many dissatisfied customers you have, unless you use the follow-up system thoroughly enough to find out.

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If this man were a satisfied customer, he would smile and talk like this:

FIRST MAN: "Why, I couldn't afford to buy any car but a Packard as long as I can get the kind of service I get from the dealer here in town. Service, everywhere, is so uncertain these days that when you find a car dealer whose service is reliable, it's money in your pocket, in the long run, to buy your car from him."

And while we're speaking of the promotional value of satisfied customers, who are the people in your city who must have their cars in good running condition every minute of the day and night, every day of the week; who contact all classes of people and whose opinions are highly respected? Yes, we are speaking again of the doctors who so effectively serve the public.

Therefore, we urge you to personally contact all Packard Owner Doctors in your city immediately and to continue to contact them until they are your satisfied customers, bringing their cars into your service department regularly for preventive service so you can speak with pride to other customers and prospects concerning the trust placed in you by the Packard Owner Doctors of your city.

We have discussed these service promotional methods for a very definite purpose. That purpose is to get Packard dealers, service managers, service salesmen, shop foremen and mechanics, all over the United States, to working cooperatively toward steadily increasing the flow of service work into Packard shops by getting more new customers. This can be accomplished by effectively using some or all of the proved methods we have discussed. Pick the ones that suit your situation best and start using them immediately.

Everyone in the service department will profit from such a move because of more service work and steadier service work passing through the shop. And your Packard service business, once it is established, will continue to steadily increase when it is established on the basis of rendering sincere, conscientious and satisfactory service.

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Part II

PROPERLY SELLING SERVICE CUSTOMERS

A customer's first impression of your service department is formed when he drives up to the door. He expects the door to be opened promptly when he sounds his horn.

If he has to sound his horn a second time, he doesn't like it, and a negative impression of your service department starts forming in his mind immediately. He considers that the delay indicates both a lack of efficiency and a lack of sincere interest in his business.

Someone should be assigned the duty of opening the door promptly. Sometimes a slight delay in opening the door may be unavoidable. When this occurs the person who opens the door, or the person who first contacts the customer should apologize for the delay. Like this:

SERVICE SALESMAN: "Good morning, Mr. Burton. I'm very sorry for keeping you waiting outside the door, but we are swamped with work today."

MR. BURTON: "Oh, that's all right. I understand."

When this apology is handled properly the negative impression in the customer's mind can be completely erased and the service salesman can start out without any strikes against him.

APPROACH SERVICE CUSTOMERS IMMEDIATELY

When the customer first drives onto the service selling floor, he should be approached immediately by a service salesman ready to wait on him. When the service salesmen are busy, one of them should excuse himself from the customer to whom he is talking—like this:

SERVICE SALESMAN: "Would you excuse me, Mrs. Thomas? I'd like to speak to the customer who just drove in. I'll be back immediately."

MRS. THOMAS: "Certainly. Go right ahead."

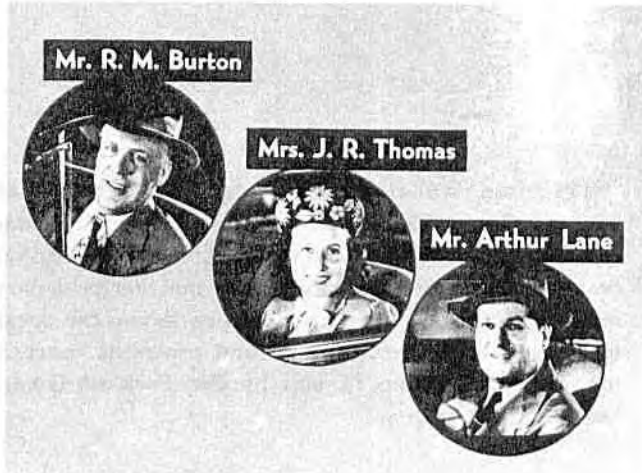
Go to the customer who has just driven in and tell him someone will be with him in just a moment.

No matter how promptly the door is opened, every second that passes after the customer considers he has waited a reasonable time to be approached by a service salesman produces an ever increasing negative impression in the mind of the customer because NO CUSTOMER LIKES TO BE IGNORED WHEN HE WANTS TO BE WAITED ON.

Remember, that when a negative impression is once established in the mind of the customer by making him wait for service, greater selling effort is required to convince the customer you are sincerely interested in his business.

KNOW YOUR CUSTOMER'S NAMES

All members of the service department whose job it is to contact customers should concentrate on knowing the names and recognizing the faces of the customers who drive into the service department. A man's name, pronounced correctly is, to him, the sweetest sound in the English language and no sales principle is more important when first addressing a customer.



When you do not know the customer the words "good morning" or "good afternoon" can be spoken with a definite voice inflection accomplished by a smile which implies to the customer, "I recognize your face even if I don't know your name."

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The words spoken to the customer after the initial saluation should be a direct question which cannot be logically answered by the customer with the words, "yes" or "no." This places the customer in a position where he can start telling you what he wants with the least possible loss of his time and yours, and you can start writing the repair order immediately. Like this:

SERVICE MANAGER: "Good morning, Sir. How can I help you?"

CUSTOMER: "Good morning. My name is Brady. The initials are J. W."

SERVICE MANAGER: "I'm glad to know you Mr. Brady. My name is Dick Wells. I believe this is the first time you've called on us, isn't it, Mr. Brady?"

CUSTOMER: "Yes, I drove my car in because of a very interesting letter I received from your service manager, Mr. Thompson. Maybe you'd like to read it."

SERVICE SALESMAN: (Reading letter aloud) "Right rear fender bent and scratched through undercoat—taillight glass broken—rear hub cap missing—appearance good otherwise."

"Yes, Mr. Brady, Mr. Thompson writes personal letters like this to convince Packard owners that we have a personal interest in keeping their cars looking well and running well. We like to save our customers money by doing work on their cars when it should be done. We'd be glad to do this work of yours, today."

MR. BRADY: "Well, that's what I came in for. I'd also like to have my car lubricated."

SERVICE SALESMAN: "I see from this letter that your home address is 316 East Woodside. What is your home telephone number?"

MR. BRADY: "6-2385."

SERVICE SALESMAN: "Where could we reach you today, if we wanted to call you?"

MR. BRADY: "My business phone is 23340." "Now—when will the car be ready for me?"

ROAD TEST THE CAR WITH THE CUSTOMER

SERVICE SALESMAN: "If this is all you want done, we can have it ready by five this afternoon,—but, as I said before, we feel personally responsible for the condition of your Packard. Could you spare five minutes of your time to ride around the block with me in your car?"

MR. BRADY: "I most certainly can and will be glad to do it. You see, I use this car in my business, and it's a great advantage to me to have all the work done that needs to be done while I've got it in the shop."

They get in the car and drive out on the street. When they stop for the first stop light Dick starts telling Mr. Brady about his car.

DICK: "Your brakes are O.K. for several more thousand miles. Your steering gear has a little play in it and should be adjusted before it gets worse. The steering wheel should be adjusted for position. The engine idle is smooth, and about right speed but I'd say your tappets should be adjusted."

They turn the corner and then as Dick steps on the accelerator he continues:

DICK: "Your engine pick-up seems to be a little slow and a major tune-up at this time would very likely save you money in the next ten thousand miles. Of course, that would include the tappet adjustment. Your gear shift is a little loose. We can tighten it and take out the rattle for you."

BRADY: "I wish you would. It's been bothering me for some time. I meant to speak to you about it, but just forgot it."

DICK: "There's a noise under the hood that could be your fan belt. I'll look at it when we get in."

BRADY: "I've got a noise that comes and goes up here in the dash somewhere. I wish you'd see if you can find it."

DICK: "Yes, I heard it and I think I know what it is."

When they stop back in the shop, Dick opens the glove compartment door.

DICK: "It's your flashlight striking against the inside of the glove compartment door."

BRADY: "Well that's a good one on me. That noise has almost run me crazy but I never thought to look for the cause of it."

DICK: "Few people ever do, but it's our business to look for such things. Now let's look under the hood."

Dick releases the hood lock and continues his inspection.

SELL NEEDED REPAIRS

DICK: "This fan belt is a little loose and it's worn enough that it may break when you least expect it."

BRADY: "O.K. you put on a new one. I don't want that breaking while I'm on the road."

DICK: "I notice while we were driving that your generator was charging all right, and your generator

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brushes will be O.K. for several thousand miles more. Your spark plug wires still seem to have plenty of life in them. I don't believe they'll give you any trouble for some time."

BRADY: "I was in a heavy rain last week and I came right through without any trouble."

DICK: "Your radiator hose is O.K., but you've got a heater hose here that could cause you to lose both your cooling water and antifreeze."

BRADY: "O.K. you replace it if you think it needs it. You know, Dick, you've got me sold that you're really interested in my personal welfare and are not trying to sell me everything in the book. Now what will be the cost of this additional work you've mentioned?"

DICK: "Oh—I'd say about twenty-five dollars."

BRADY: "O.K. You go ahead and do what you've mentioned to me. When you finish checking my car call me at my office and if the rest of your findings make as much sense as what you've already found, you can do that too."

DICK: "Thank you very much, Mr. Brady, I'll do a thorough job of checking your car and then I'll call you."

BRADY: "That'll be fine. Goodbye, Dick."

DICK: "Goodbye, Mr. Brady and thank you for your time."

BRADY: "Not at all Dick. Thank You!"

Every service salesman should be able to check or analyze a car completely for work that needs to be done and then clearly describe the work and the need for its correction to the customer. Like this:

DICK: "This fan belt is a little loose, and it's worn enough that it may break when you least expect it."

Mr. Brady appreciated this explanation and bought the fan belt. Also listen to this:

DICK: "You've got a heater hose here that could cause you to lose both your cooling water and antifreeze."

BRADY: "O.K. you replace it if you think it needs it."

To properly and effectively sell the repairs and services which a car needs you must make the customer believe what you say.

From this standpoint service salesmen can profitably study the physicians' method of speaking when he talks to a patient.

DOCTOR: "It will be necessary for you to remain in bed for at least a month, with absolute rest."

All physicians express themselves in a calm, positive manner so that you automatically accept what they say as a fact.

TALK FROM THE CUSTOMER'S VIEWPOINT

Be sure you talk from the customer's point of view when giving your explanation. Like this:

DICK: "Your engine pick-up seems to be a little slow, and a major tune-up at this time would very likely save you money in the next ten thousand miles."

Mr. Brady was interested when Dick spoke about saving him some money.

Now here's another new customer with a 1947 Packard Eight. Let's see how Dick sells him. As the car is driven across the service floor, Dick notices blue smoke coming from the tail pipe and the thought passes through his mind that this may be a prospective ring job.

He approaches the customer.

DICK: "Good morning, sir. What can I do to help you?"

CUSTOMER: "Oh,—not much, just a grease job and an oil change."

DICK: "May I have your name, sir?"

CUSTOMER: "Yes, sir. Name's Canfield—Bill Canfield. Salesman for the Gear Works here in town. Just moved into town last week. Heard you guys were pretty good on a Packard and decided to find out. Swell day, isn't it?"

GET THE CUSTOMER TO TALK BY ASKING QUESTIONS

DICK: "Yes, it is. Do you travel much, Mr. Canfield?"

BILL: "Travel much, he says. Son, I travel all over hell and half of Texas. Got to, to cover my territory. Hit the road to the tune of about twenty-five thousand miles a year. And say son, don't call me Mr. Canfield. Everybody calls me Bill."

DICK: "O.K. I'm glad to know you Bill. My name is Dick Wells." "By the way—how do you like your Packard?"

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BILL: "Best car I ever owned. Think darned near as much of it as I do my wife, and come to think of it, gives me less trouble than she does."

DICK: "How's the engine running?"

BILL: "Sweetest thing you ever saw. Purrs like a pussy cat. Over fifty thousand miles and never had the head off."

DICK: "How's your gasoline mileage?"

BILL: "Not too bad for a car with over fifty thousand miles on it. She's running a little beter'n fifteen now."

DICK: "How about oil?"

BILL: "Well—now—that's a little different. Started usin' oil a while back and now I have to add about two or three quarts between thousand mile changes. But—that ain't bad. Car this age is bound to use a little oil."

DICK: "Yes, that's right, but why don't you let us put in a new set of rings and cut off that unnecessary oil expense?"

BILL: "Aw, hell. Oil don't cost much and as long as it's usin' oil, it's well lubricated. Anyway, I don't want to spend that much money now."

DICK: "You may be right about the engine being well lubricated, but the engineers tell us an engine usually wears faster after it starts using an excessive amount of oil."

BILL: "That don't quite make sense to me. Why should it?"

SELL BY EXPLAINING

DICK: "That's a good question Bill. You see the gases that push those pistons down are really hot and when the rings wear to where they're not strong enough to control the oil, the hot gases blow by the rings, burn the oil off the cylinder walls and rings, and cause both the cylinder walls and the rings to wear faster."

BILL: "Well, I'll be damned. I never heard that before."

DICK: "So you see, by installing a set of rings we can also slow down the wear in your engine. By the way, how far did you plan to drive your Packard before you trade it in on a new one?"

BILL: "Oh,—I'm going to have to drive it another two years. Still looks like new and—hell—I've just got it well broken in now."

DICK: "I agree with you, Bill, it's still a good car but if you don't buy a ring job now, your engine performance will get worse and worse during the next two years, and at the end of that time you'll have a worn out engine."

BILL: "Yeah—I guess you're right. I suppose I ought to buy a ring job."

DICK: "And another thing. Even if you don't get a new set of rings somebody's going to make you pay for a ring job anyway."

BILL: "Now wait a minute, Dick. How's somebody goin' to make me pay for a ring job if I don't buy one?"

SELL THE CUSTOMER ON SAVING MONEY

DICK: "Well, we know from past experience that a new set of rings, over a period of time will more than pay for their cost, in savings on gas and oil consumption, in improved performance, in dependability of easy starting, and in the comfort and safety of driving a well performing car."

BILL: "You know, Dick, you've really got me thinking'. How much will a ring job cost?"

DICK: "That varies with the amount of parts we have to replace and the amount of work we have to do, but in your case, I'd say it would cost you somewhere around a hundred to a hundred and twenty-five dollars."

BILL: "A hundred and twenty-five dollars! That's a lot of money and to tell you the truth, it's more than I can spare right now. I'll have it though in a couple or three months and then I'll talk to you."

GIVE THE CUSTOMER A CHOICE

DICK: "Well, in a case like that, if it were my car, I'd consider two things. We can give you just an engine tune-up at this time for about twelve dollars which will save you part of your gasoline bill, and then you could get the ring job later, but that won't stop the fast rate of wear in your engine.

"Or, we can do the complete ring job now and make arrangements so you can afford it. You see, Bill, with customers like you, we'll be glad to divide your bill into three payments, due in thirty, sixty, and ninety days. That way, the new rings will start saving money for you right away and you'll be able to enjoy the improved performance of your car during the next three months."

BILL: "Three payments in ninety days. Well, I guess I could stand that. O.K., Dick. I'd like to think it over for a few days and then I'll let you know what I'll do.

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Right now, all I want is a grease job and an oil change."

DICK: "All right, Bill. I agree with you it's always a good idea to think things over—but—in this case, when you say you want to think it over, you make me believe there's some question in your mind which I haven't answered. Would you mind telling me what it is?"

BILL: "No—there's no question—but—aw hell, Dick, I'll tell you what's bothering me. You see that car there. That's my living. It's the sweetest running car I ever owned. Hasn't given me a minutes real trouble. Gone over fifty thousand miles without having the head off the engine and to be frank with you I'm afraid to have the head taken off."

DICK: "Afraid? Afraid of what?"

BILL: "I'll tell you what I'm afraid of. I've had so damn much trouble getting my car fixed right and fixed so it would stay fixed that I'm afraid to have any mechanic take the head off for fear it'll never run right again."

DICK: "It won't be that way here, Bill."

BILL: "Yes, and I've heard that one before, too. But I've still had to take my car back three or four times and even then it wasn't the way I wanted it. Finally, I'd give up and take the car to another shop and go thru the whole damn thing again. I need my car to make money and when my car is in the shop I don't make any dough."

SYMPATHIZE WITH THE CUSTOMER

DICK: "You know, Bill, I don't blame you for feeling the way you do. If I'd received the kind of treatment you have, I'd feel the same way you do. But our men know how to properly service Packards, and in your case, I'll talk to George Thompson, our service manager, and we'll both see to it personally that your car is right before we turn it back to you. George and I and all the rest of the men in the service department have many friends and many regular satisfied customers. We've done a lot of jobs just like yours and the customers were perfectly satisfied. Why don't you leave your car for a ring job and if you want them, I'll give you the names of some of our satisfied customers so you can check for yourself?"

BILL: "You will, eh? You know, Dick, I like the way you talk. You sound sincere."

DICK: "I am sincere. I want to have this job right just as much as you do."

BILL: "O.K. By gosh, I'll buy it. Now—when can I get my car?"

DICK: "We ought to be able to have it ready for you by five o'clock tomorrow afternoon, and if we can get it ready sooner, we'll call you, because we appreciate just how much your car means to you in your business."

As Dick and Bill walk toward the write-up desk, they are no longer salesman and prospect—but salesman and customer now, because Dick sold him. Sold him uphill, too. He did it the hard way, but it was worth it.

There's a whale of difference between an order for a grease job and an oil change and an order for a ring job.—About $122.00 difference. But for you to sell like Dick you must be well informed concerning the service jobs you sell and must be able to talk freely and convincingly concerning such information.

A DEFINITE CLOSE

Also, you must know how to sell, and then move systematically to a final and definite close. Now let's see some of the important things that Dick did to turn the sale in his favor and finally close the sale.

While attempting to sell a customer let him talk as much as he wants to and don't interrupt him.

BILL: "Yes, sir. Name's Canfield—Bill Canfield. Salesman for the Gear Works here in town. Just moved into town last week. Heard you guys were pretty good on a Packard and decided to find out. Swell day, isn't it?"

Ask him questions, because the longer he talks the more likely he is to buy.

DICK: "Do you travel much? How do you like your Packard? How's the engine running? How's your gasoline mileage? How about oil?"

Prospects don't want to be sold anything. They want to buy. Always try to make a prospect think he is buying and not being sold.

DICK: "But, if you don't buy a ring job now, your engine performance will get worse."

BILL: "Yeah—I guess you're right. I suppose I ought to buy a ring job."

When the prospect indicates an interest in what you are selling, show him what he will save by having the job done immediately.

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Listen carefully to what the prospect says and be sure to remember you are well on the way to a sale when you hear him ask:

BILL: "How much will a ring job cost?"

Then, whenever possible, give the prospect a choice between what he can afford and what he needs.

DICK: "We can give you just an engine tune-up for about twelve dollars, or we can do the complete ring job."

To help close the sale when you see he wants what he needs, but doesn't have the money to pay for it immediately, offer him a time payment plan, such as three payments in thirty, sixty and ninety days.

In nearly every sale, the prospect reaches a period of indecision.

BILL: "O.K. Dick. I'd like to think it over for a few days."

IT IS YOUR JOB AS A SALESMAN TO HELP HIM MAKE UP HIS MIND, AND TO SUCCESSFULLY CLOSE A SALE YOU MUST FIND OUT THE REAL OBJECTION IN THE MIND OF THE PROSPECT.

DICK: "It's always a good idea to think things over —but in this case, when you say you want to think it over, you make me believe there's some question in your mind which I haven't answered. Would you mind telling me what it is?"

BILL: "No—there's no question—but—aw hell, Dick. I'll tell you what's bothering me. I'm afraid to have the head taken off."

When you know what his real objection is, sympathize with him.

DICK: "You know, Bill, I don't blame you for feeling the way you do. If I'd received the kind of treatment you have, I'd feel the same way you do."

Then rapidly drive home convincing sales points that will cause the prospect to definitely decide to buy. Such as:

DICK: "But our men know how to properly service Packards, and we'll both see to it personally that your car is right. We've done a lot of jobs just like yours and the customers were perfectly satisfied."

Finally—close the sale on a simple point that specifically applies to the prospect's final objection. Like this:

DICK: "Why don't you leave your car for a ring job and if you want them I'll give you the names of some of our satisfied customers so you can check for yourself."

Ask him why and don't quit until you get an answer. Like this:

BILL: "O.K., by gosh! I'll buy it."

Remember—to make your parts and labor sales absorb the greater portion of the fixed expense of your dealership you must increase the number of sales made per day on the service floor, and you must increase the dollar value of each repair order.

These two things can be done, but they must be done on the basis of rendering sincere, conscientious, satisfactory service.

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Part III

KEEPING SERVICE CUSTOMERS

There is absolutely no difference between a steady customer and a satisfied customer. They are one and the same. To keep 'em, we must keep 'em satisfied.

Recent interviews with service customers leave no doubt as to what is required to keep them satisfied. They want courteous service, work done right, work completed at the promised time, and honest, reasonable prices.

To fulfill these four requirements the repair order must be written plainly, correctly and completely; the entire service personnel must be courteous and must be taught how to do their jobs properly; and a good owner contact system must be used intelligently, diligently, and constantly.

THE REPAIR ORDER

The repair order will be discussed first, because if it isn't written plainly, correctly, and completely, the mechanic will likely not do the work properly and the owner contact system cannot be used as it should be.

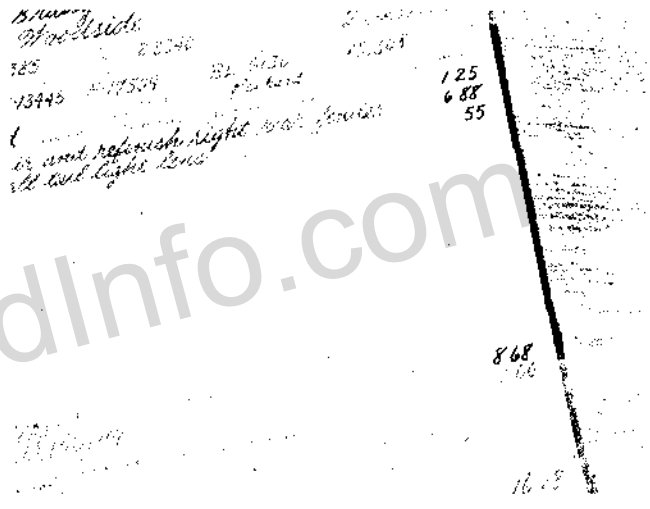
The first information to be obtained is the customer's name—spelled correctly—home address, residence phone and business phone. In the case of a new customer, this information is absolutely necessary in the successful operation of the owner contact system. Also, the type or model, serial number, motor number, license number, and speedometer reading; and we strongly suggest that the make of the car be recorded in a suitable place on the repair order.

Next record the time received and the time promised. Always ask the customer when he would like to have the car ready, and promise the car at that time if possible. Also, as an indication of personal interest, tell the customer you will call him as soon as the car is ready and then note on the repair order whether or not he wants you to call.

All the operations to be performed and the prices charged must be accurately specified and written plainly. These instructions also apply to the list of materials used and written on the repair order and the sub-total prices and total charge written on the bottom of the repair order. The importance of these instructions cannot be stressed too highly, because not only is it an important factor in making it possible for the mechanic to do his work properly, but it is also extremely important that the customer be able to read his copy of the repair order. He may not be able to understand all he reads but he most certainly wants it written so he can read it.

He can read and add figures and he would like to be able to check your calculations by reading and adding the prices of the parts for which he has been charged and the prices of the labor which were listed so he can check the total for himself.

When the operations, parts and prices are not clearly written this can happen:



WIFE: "What did you have done to the car today, dear?"

HUSBAND: "That's what I've been trying to figure out ever since I paid my bill. You know, Betty, I don't believe those highbinders want you to be able to read a bill. That way you can't tell whether you're bein' rooked or not."

This is a natural conclusion, and since anyone can learn how to write plainly if he wants to, he should most certainly want to, if his job is that of writing repair orders.

After the repair order is written properly, it should be signed by the customer to authorize the work to be done. Then the order should be assigned to a mechanic, specifically calling attention to the promised time of delivery and any special instructions on the order. And speaking of special instructions, most service customers have certain definite things they want done to their cars. Like this:

CUSTOMER: "I'd like to have the rattle taken out of the gear shift lever and the door locks fixed so they work easier."

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The repair order reads, "free-up door lock cylinders and remove rattle from gear shift lever." This customer drove into your service station to get these two jobs done. Quite likely they have irritated him until they forced him to drive in for service, and even though the rear bumper is so loose you can hear it rattle a block away, or you finally sell him a job that comes to over twenty dollars, the items most important to him on the work order are the two he first requested. Fail to do them and he decides immediately that you do not have a sincere interest in his personal wants. Paying the money may cause him to forget them for the moment but by the time he gets home this conversation might occur:

CUSTOMER: "I paid them $23.00 and those door locks still work hard just like they did when I drove the car in. They didn't care what I wanted. All they wanted was my money."

CUSTOMER'S WIFE: "How much did they charge for fixing them, dear?"

CUSTOMER: "They charged me less than a dollar, but that's not the point. The point is that those door locks have been drivin' me nuts—and I wanted 'em fixed. I'll sure tell 'em about this."

Will he? I wonder. He may be just mad enough that he will never come back. So—let's fix the little things the customer wants fixed.

Also, the customer should be called promptly if for any reason it is found necessary to deviate to any major degree from the instructions on the repair order, or if you find it is necessary or advisable to do more work than is specified so you can get the deviation or additional work okayed by him. Because when a customer comes in to pay his bill he never likes to find out then, for the first time, that part of the work has not been done, or that the bill is larger than he thought it would be because of additional work done without his O.K.

Also, if for any reason you find you are unable to complete the car at the promised time, you should notify the customer as soon as possible after finding out that you can't fulfill your promise.

And now—let's briefly discuss the man who is responsible for doing the work listed on the repair order.

Packard has worked diligently to place training material in the field that will tell Packard mechanics what to do and how to do it. Today, plenty of good service equipment is available, that when kept reasonably busy will soon pay for itself. Such equipment makes it possible for the mechanic to do his job properly.

However, even though the mechanics are properly trained and properly equipped, there is another factor that is far more important than either of these in keeping customers satisfied. The mechanics must want to do the job properly and then do it properly. This is undoubtedly the most difficult problem which confronts most service managers today. To solve this problem the service manager must spend enough time with each mechanic individually to thoroughly understand the mechanic's viewpoint and for the mechanic to understand the service manager's viewpoint so that a mutual understanding can be established. This requires, on the part of the service manager and the mechanic, a sincere interest in the welfare of the company and in each other.

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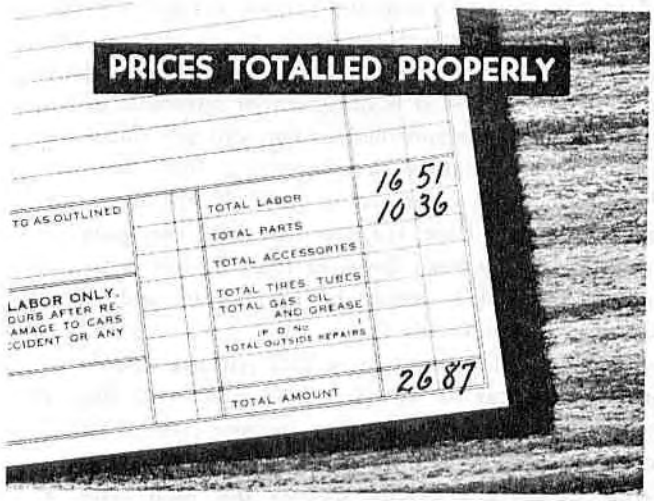


After the work is completed it should be checked by testing the car to see that everything listed on the order has been done as specified, paying particular attention to the items listed at the beginning of the repair order as the ones which the customer first stated he wanted done. Before the repair order is presented to the customer it should be checked carefully to see that it is written plainly and so the customer can understand it, the customer information at the top of the order is complete and plainly written, the proper prices have been assigned to each operation performed, the parts are all listed and correctly priced, and the prices are subtotalled and totalled properly and plainly.

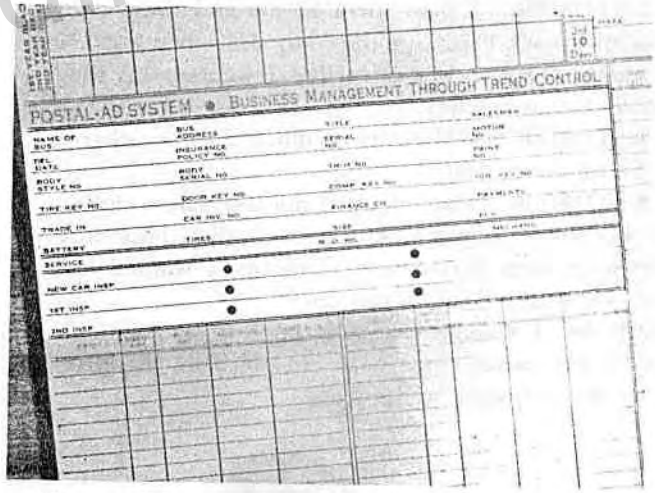
If, at the time the repair order is presented to the customer for payment, there is anything with which he disagrees or which he doesn't understand, the service salesman who wrote the order should make the explanation in such a way that it appears logical to the customer and completely satisfies him. When the customer is ready to leave, be sure to thank him for his business and cordially invite him to return whenever he needs further service.

OWNER CONTACT SYSTEM

When the customer leaves the service department if you have done as we have suggested, he will likely be a satisfied customer, but—no matter how careful you are, there is always a chance that you slipped somewhere. That is why a good owner contact system must be used intelligently, diligently and constantly. The effectiveness of an owner contact system always depends upon the efficiency of the person who operates it. That person can be either a man with a pleasant personality and a pleasant voice or a girl with the same characteristics. But whoever does the job must like people and like to deal with people. They must like to write letters, like to talk to people on the telephone, like to talk to people personally and like derail.

Each customer contacted must be made to feel you have a sincere, personal interest in him and his business.

Every successful owner contact system must contain a complete up-to-date list of all service customers and the personal information pertaining to them such as address, phone number, etc. It must also contain a complete service rendered card recording the work done on each car including the dates when the work was done. This automatically develops a complete running record of the condition of the car, and a complete history of the car from the day it was delivered to the owner.



This card is a service tool to be used as a guide in obtaining additional service business from each customer. It not only shows the service rendered, or purchased by the customer. but also the service required and recommended, but not purchased. These required items should be called to the owner's attention through the owner contact system.

The owner contact system consists of monthly mailings made automatically to each Packard service customer. In addition a service customer can be followed up by letter, telephone or personal contact. The method used should be recorded on the service rendered card.

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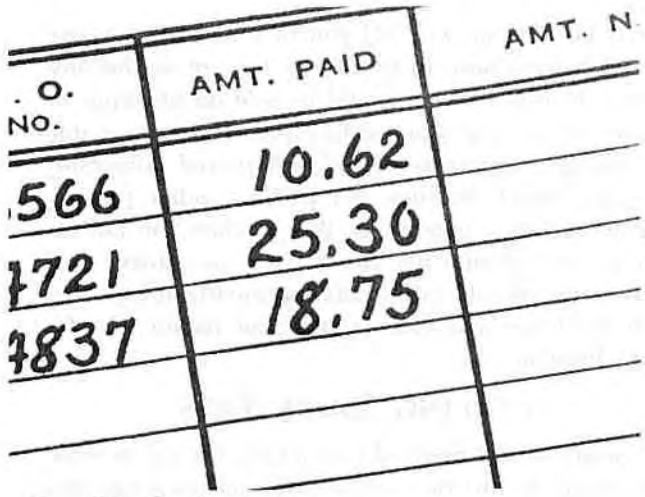
Of course, if you don't need more service business, following these instructions is unnecessary. But if you do need more service business, you need a good owner contact system, and to get more service business and keep it you must properly use your owner contact system.

The proper use of any owner contact system requires the personal interest and personal effort of some one person who knows how to use the system, wants to use it and does use it. When this type of contact fails you must make personal contact with the customer to find out why he hasn't been back for service, because if you don't know why, you can't possibly take the right action to bring him back.

All good owner contact systems show the amount of each repair order for each customer. Let's suppose we pull one out of the file that shows repair orders amounting to $10.62, $25.30, and $18.75 for work done over a period of six months. Just one glance at these amounts should convince anyone that it is important to keep this customer's business.

If June 16 is the date of the last repair order, then on December the sixteenth, six months later, the customer will go into the inactive group. At this time you should write the customer a personal letter—in a sealed envelope—reading something like this:



Dear Mr. Brady:

Your Packard was in our shop for service in the months of February, April and June of this year. We have not had the pleasure of servicing your car during the past six months, and we consider you a valued customer and friend. We sincerely appreciate your business and are keenly interested in keeping your car looking well and running well. May we please have the pleasure of seeing you in our place of business soon?

Cordially yours,
George Thompson
Service Manager

This is the kind of personal letter you would like to receive under similar circumstances. So why not take the time and effort necessary to write such a letter to Mr. Brady. His likes and dislikes are the same as yours. When he reads your letter he will very likely appreciate it, because you may be certain that he doesn't receive many like it. And because he is pleased with the letter, it is quite possible he will call you on the telephone and tell you why he hasn't been in for service. But if you don't hear from him in some manner, on January the sixteenth, thirty days later, you should call him on the telephone and find out exactly why he has not been in.

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It is possible he will tell you in a pleasant manner that he has not been in because he has not needed any service. In that case he should be sold on bringing in his car regularly so you can lubricate it, change motor oil, change transmission and differential lubricant, lubricate wheel bearings and perform other preventive maintenance operations. But if when you talk to him on the phone, his answers are not direct and pleasant you should call on him personally at his office or at his home and find out the real reason why he hasn't been in.

SETTLING COMPLAINTS

Possibly he has been sold on taking his car to some other shop. In this case you should find out what sold him on the idea. Maybe you have taken Mr. Brady for granted and have never really tried to sell him on your shop. But it is always possible that the customer is dissatisfied with the work which you last did on his car has decided that he will not tell you anything about it and will not return for further service. And —speaking of dissatisfied customers, George Thompson, service manager for Lewistown Packard, has just received a telephone call. Let's listen:

GEORGE THOMPSON: "George Thompson speaking."

BARTENDER BILL: "George, this is Bill, down at the Broadstreet Bar."

GEORGE THOMPSON: "Yes, Bill, what can I do for you?"

BARTENDER BILL: "You did plenty for me the other day when you fixed my Packard and I appreciate it. Now I want to do something for you."

GEORGE THOMPSON: "That's certainly nice of you, Bill."

BARTENDER BILL: "Well, there were two men talking at the bar yesterday, one them said—"

DAN CARSON: "Why, I wouldn't buy another Packard even at a discount if I had to buy service from the dealer here in town. After paying him a $35.00 service bill, I found out they never did do part of the work they charged me for."

SECOND MAN: "Did you go back and tell 'em about it?"

DAN CARSON: "Hell, no! Anybody that'll do that to me once will never get another chance."

GEORGE THOMPSON: "Who was he, Bill?"

BARTENDER BILL: "His last name is Carson and I think I heard the other man call him Dan."

GEORGE THOMPSON: "Thanks a million, Bill. You're really a pal."

So George starts looking for Mr. Carson's service rendered card file so he will know what action to take to settle the complaint and thus change a dissatisfied, complaining, lost customer into a satisfied booster. The repair order is found to check with Dan Carson's story, and it has not been properly followed up. A complete check of the record tells George exactly what he must do to settle the complaint.

At six thirty that evening we find George ringing the door bell at Mr. Carson's home. Mr. Carson, himself, answers the door.

GEORGE THOMPSON: "Mr. Carson?"

DAN CARSON: "Yes."

GEORGE THOMPSON: "My name is George Thompson, service manager for Lewistown Packard. I'd like to ask you some questions about the work which we recently did on your car."

DAN CARSON: "Packard, eh. And you want to ask me some questions. O. K.—go ahead."

GEORGE THOMPSON: "I'd also like to talk over the repair order with you. May I come in?"

DAN CARSON: "Yeah, come on in."

GEORGE THOMPSON: "Thank you."

George goes in and continues the conversation.

GEORGE THOMPSON: "You see, Mr. Carson, we recently found several cases where repair orders were so poorly written that the man who did the work misunderstood the instructions. As a result, some work was not done but was charged for. This may have happened in your case, and we're interested in whether or not the work was satisfactory, because we can't

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afford to have such things happen."

DAN CARSON: "Can't afford it? How could you lose? You got paid for the work, didn't you? I sure paid you for the work that wasn't done on my car."

GEORGE THOMPSON: "That's just it. You paid for it. You're dissatisfied and we can't afford to lose customers. That is the reason I'm here."

DAN CARSON: "You bet I'm dissatisfied and you've already lost a customer. How do I know this wouldn't happen again. No, sir! You're wasting your time and mine."

GEORGE THOMPSON: "You know, Mr. Carson, I don't blame you for feeling the way you do. I would feel the same way if I were you. We've made a mistake and we know it. A bad mistake, because you paid us over $35.00 and didn't get what you paid for."

DAN CARSON: "You bet you made a bad mistake. I paid for having the front end of my car worked on and then a few days ago when I had it lubricated, the grease man told me one of the tie rods ends or something like that was about ready to fall off, and I had him put on a new one."

If I'd had an accident with that car, you'd have found out how bad a mistake you made, because I'd have sued you for everything in the book."

GEORGE THOMPSON: "And I wouldn't have blamed you if you had. But now we would like to convince you we are honest people and are willing to do whatever is necessary to make it right."

DAN CARSON: "Yeah, but how do I know the same thing wouldn't happen again?"

GEORGE THOMPSON: "Well, in the first place, we had a serious discussion with all the boys and explained to them just how important it is to both the customer and the shop to have a clearly written repair order and then make sure that the work listed is done.

"Now, what we'd like to do, if you'll let us, is call for your car tomorrow and I'll personally give the car a thorough inspection, and it won't cost you a cent."

DAN CARSON: "By gosh, George, you talk like you really do want my business."

GEORGE THOMPSON: "We do want your business and when the car comes back to you, it will be washed and lubricated free of charge, just to show you how much we value you as a customer."

DAN CARSON: "O. K. You pick up the car in the morning and we'll see how it works out."

And a week later we hear Dan Carson talking again to the same man he was talking to before and also in the same bar.

DAN CARSON: "You remember what I was telling you some time ago about getting my car fixed by the Packard dealer?"

SECOND MAN: "You mean about how they gypped you?"

DAN CARSON: "Yeah. Well, the service manager called at my house about a week ago and he seems to be a sincere fellow. He fixed my car all up free of charge. Gave me a free wash and grease job for the trouble they'd caused me and really bent over backwards to make things right. He even called me last night to see if everything was satisfactory. You know, when people really try to be sincere and work that hard to convince you, you just have to respect 'em."

So the complaint was settled and you can bet this complaint won't bounce back like a rubber ball because not only will George use the owner contact system religiously on Dan Carson, but he will also ask him how he likes the service every time he comes in until he is absolutely certain that Dan Carson is a satisfied customer, because that is the only way in which he can be sure of keeping him as a steady customer.

George also knows that it is easy to keep Dan Carson satisfied when the entire service personnel are courteous and know how to do their jobs properly, when Dan's car is always delivered promptly at the promised time and when the service department renders sincere, conscientious satisfactory service.

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Part IV

CUSTOMER RELATIONS

SATISFIED CUSTOMERS

It must be remembered that the best medium of advertising, the most forceful selling, the most diligent method of owner follow-up, and the best mechanical workmanship in the world, are of no value to the Dealer, nor the customer, unless good customer relations are maintained. "Business goes where it is invited, and stays where it is well treated."

In our entire Dealer organization we must adapt our thinking to the all-important fact that efficient service, control of warranty and policy expense, the building of a good product, training activities, and any other programs in which we might engage are contributory to the *first* essential of our business; that is *satisfied customers.*

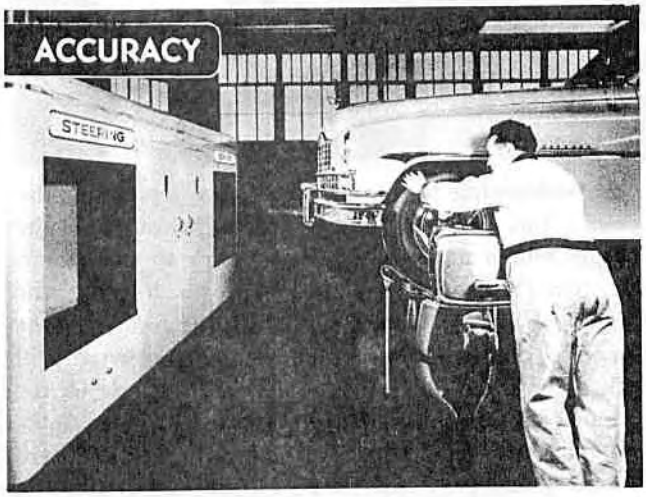
Satisfied customers provide us with our jobs, and are the only source of profits in the automobile business. The value of a satisfied customer cannot be estimated in dollars. He is *indispensable.* This boils down to constantly having in mind the maintenance of good customer relations; not a haphazard program of customer relations in which we attempt to get by with as little as we can, but rather a wholehearted appreciation of the importance of satisfied customers and the all-out effort to maintain good customer relations at all times. This means the sincere desire to be of service to the Packard Owner.

Good customer relations start with the delivery of a new Packard Car or a used car. *The first impression is usually a lasting one.* The owner can usually sense whether he is *really* welcome, or whether he is literally being pushed out the door. The amount of time spent, and the attitude of the service salesman or service manager, while demonstrating and explaining the controls of the new car to the owner, usually makes up the owner's mind, whether he will like to do business with the Dealership or not.

SELLING THE SERVICE DEPARTMENT

The alert service manager or service salesman will use the demonstration as an opportunity to sell his service department to the owner, pointing out the careful attention which has been given to the preparation of every feature of the owner's new car.

The service manager or salesman should invite the owner to inspect the service department. He should show the new owner what the Dealer's service facilities mean to the owner in terms of faster, better work for his service dollar.



Modern, scientific equipment permits quick and complete diagnosis of non-standard conditions and accuracy in making correct adjustments.

Special tools allow service jobs to be done quickly and efficiently, avoiding damage to parts, or waste of time often caused by the use of the wrong tools.

A Factory-planned training program for all Packard Servicemen assures the owner of quality workmanship done by efficient workmen.

Bulletins, training books, manuals and periodical publications keep the servicemen up-to-the-minute on efficient methods and latest technical information for guidance in doing good reliable work.

The use of Approved Packard Precision Parts assures correct fit, longer life, and long-range economy for Packard cars, not only for current models, but for many years.

The Packard nation-wide parts warehousing program eliminates delay in obtaining Precision Packard Parts. Through the correct use of the Packard Parts Control Plan, the Dealer carries an adequate supply of parts to meet normal requirements, and the more than twenty warehouses located throughout the United States and Canada mean that additional parts can be obtained on very short notice.

These things will leave no doubt in the new owner's mind that the Packard Dealer's Service Department is "The most logical place to have his Packard serviced." However, even with all these facilities, there could be another essential lacking, which is necessary to maintain good customer relations, and to keep the owner coming back for future service. That essential is the *attitude* of the service salesman and other service personnel who come in contact with the owner.

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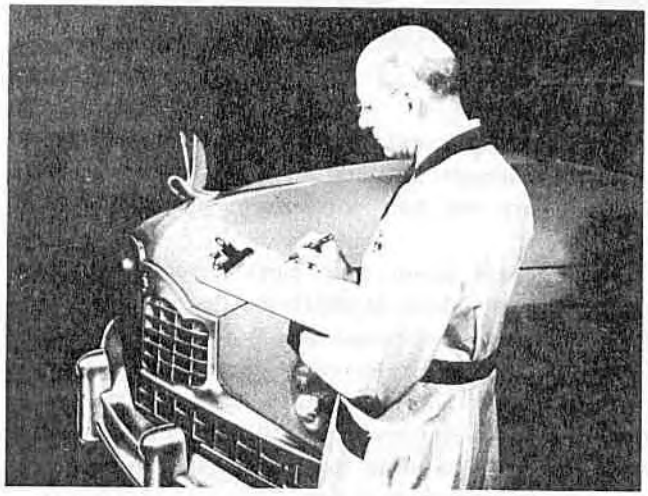
THE SERVICE SALESMAN AND HIS JOB

Since the service salesman is the *one person* who most frequently comes in contact with the owner, it is most important that he realize the requirements, the responsibilities, and his qualifications as a service salesman. No other person in the whole Dealer organization can bring in more customers, *nor drive more of them away*, by his attitude.



If the service salesman knows his job, is neat and appropriately dressed, pleasant, courteous, tactful, and has the sincere desire to be of service, he will have the owner's confidence and a great desirable clientel of Packard Owners. However, if he is careless about his appearance, language, manners, and habits, if he talks to the owner in an abrupt, belligerent, overbearing or egotistical manner, he will not only drive the owner away from the service department, but, he may even cause the owner to buy another make of car, regardless of the quality of Packard.

Most of the service salesman's habits can be corrected. If he has the sincere desire to be of service, he will correct or adjust his habits by his own initiative. The service manager should take these things into consideration when selecting a man for the position of service salesman.

HANDLING 1,000-MILE AND 3,000-MILE INSPECTIONS

Too many times the service salesman takes the attitude that a complaining owner is a nuisance, whether the owner is in for a 1,000-mile inspection, 3,000-mile inspection, or if some previous work has been improperly performed. Yet the owner's complaint gives the service salesman the opportunity to do the biggest selling job of his career. That job is selling the owner again on his Packard, the Dealer's service department, and the quality of the serviceman's work.

By performing the proper corrective repairs on the owner's car, or by making a fair adjustment of the charges which may have seemed unfair to the owner, the owner's confidence is restored, in his car, the Dealer, the serviceman's workmanship, and in the integrity of the service salesman. The owner will realize that the Dealer stands behind the sale of the product, the quality of the workmanship of his men, and that he lives up to his obligations as a Packard Dealer. There isn't any *more positive* way of proving to the owner that "The Dealer is a good company to do business with."

It has been stated that good customer relations start with the delivery of the new car, or the first time the Packard Owner is in for service. If the first impression in the owner's mind is a *good one*, is it not worthwhile to maintain that good impression? This can be accomplished by the same sincere, courteous and fair treatment of the owner, when his car comes in for a lubrication, 1,000-mile inspection, 3,000-mile inspection, and through the whole life of the car. In fact, strive to be of service to the Packard Owner at all times.

When the owner brings his Packard in for the 1,000-mile or the 3,000-mile inspection, and he has a long list of items he wants corrected, *do not* take the attitude that the owner is picking the product apart. Actually, the owner is so proud of his Packard that he would like those items corrected, so it will be as near perfect as possible. He wants to continue to be proud of his Packard, so that his friends will envy him, and compliment him on his wise choice.

It must be remembered that the ownership of a new automobile represents a large investment to the owner. That investment is next in size to the ownership of his home. Is it then unfair of him to expect the pride of which he is so justly deserving?

When the Packard Owner comes in for the 1,000-mile or the 3,000-mile inspection, be sure *all* items on the inspection are performed. But, *it is most important* that those items noted by the owner, or those which seem to annoy him, be *definitely corrected*.

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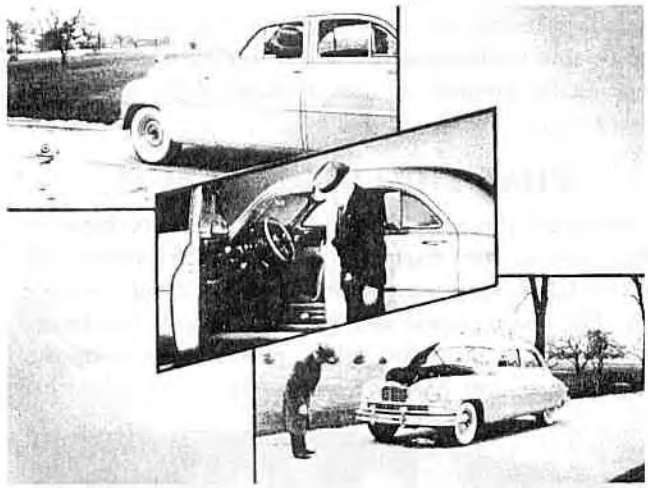

It is a known fact that in many cases the failure of a major unit of the car did not make the owner lose confidence in his car. The failure of the unit made it so obvious of the need of correction, that it was taken care of the first time. The owner was still satisfied with his car. Yet in direct contrast, there have been many owners who lost confidence in the Dealer, and bought another make of car, simply because the Dealer's service department failed to correct some little non-standard condition that was very annoying to the owner, or the car was returned to him with soiled upholstery, steering wheel and controls.

Usually the failure to correct some non-standard condition was coupled with an argument with the owner. Someone in the Dealer's service organization either "told the owner off," or told him "he didn't know what he was talking about." These things *made sure* the owner would never come back, and to top it off, the owner in most cases bought another make car.

HANDLING TOURING OWNERS

The same condition arises in the case of a touring owner. The owner knows that if his Packard is not operating properly, while he is too far away from his selling Dealer, the most logical place to have his car serviced is at an authorized Packard Dealer. In many cases the Packard Dealer refused to service the owner's car without the owner paying for the work, even though the car was well within the warranty period, or the Dealer charged the owner for the labor and material, telling the owner to collect the amount of the bill from his selling Dealer.

This practice has been harmful to *all* Packard Dealers. The owner will get the impression that *all* Packard Dealers are dishonest, by charging him for something he shouldn't be required to pay for. According to the owner's service policy the servicing Dealer is only required to perform the warranty work necessary to keep the car running, so the owner can continue on his trip.

Under *no circumstances* should an owner be charged for anything which is covered by warranty service. The servicing Dealer is reimbursed by the Factory for the labor and material through the proper warranty and policy procedure.

The 1,000-mile or 3,000-mile inspections for the

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touring owner's car should be performed by any Packard Dealer within the locality when the inspections fall due. The servicing Dealer is reimbursed for the time and material, and yet many Dealers refuse to handle the inspections. They tell the owner to have them performed when he returns to his selling Dealer. In many cases, by the time the owner returns to his selling Dealer, he is entirely out of the warranty period.

There is one thing that Dealers are overlooking in regard to doing the 1,000- and 3,000-mile inspections for a touring owner. They have the greatest opportunity for a selling job. When the inspections and required warranty service work is taken care of for a touring owner, he knows that he is getting nation-wide service with his car. This puts him in a good frame of mind.

The alert service manager or service salesman will use this opportunity to sell any of the accessories that may contribute to the owner's driving pleasure. He may be able to sell a wash and polish job, or a Blue Coral job, well worth-while at any time. Yet in spite of this opportunity, the service manager or service salesman will not handle the touring owner properly. They will refuse to do the inspections for which they can be reimbursed, while at the same time they may have many servicemen doing nothing. Every alert and aggressive service manager will investigate his service department, in the method of handling touring owners.

THE OWNER'S SERVICE POLICY

In successful service departments, the service manager or service salesman always takes time at the delivery of the car to explain the owner's service policy, the 1,000-mile and 3,000-mile inspections, warranty service, and what service he may expect of any Packard Dealer while he is touring or away from his selling Dealer.

These things done in a friendly manner will maintain good customer relations during the warranty period. However, when the car is out of the warranty period, parts, accessories, lubrication and service labor can be sold to the owner, without having him feel that he is being gouged, or that Packard is an expensive car to own.

WHAT THE CUSTOMER BUYS

Although the merchandise and services we have to offer consists of: parts, accessories, lubrication and service labor, they are *not the items* the owner is buying. The owner wants to buy *results*. So, let's sell him results such as: economy, safety, performance, comfort, convenience, and pride of ownership.

For instance, if an owner comes in for an engine tune-up, he's not as interested in the appearance or condition of the carburetor, distributor, or spark plugs, as he is in the *economy* and the *performance* of his engine.

When he has the service department adjust the brakes, align the front wheels or adjust the steering gear, he's not so interested in the clearance between the brake drums and lining, nor what the caster, camber, and toe-in are, as he is in the *safety* of his car.

When he buys a heater, a spotlight, or fog lights, he isn't so interested in the size of the heater core, nor the candle power of the spotlight bulb, as he is of the *comfort* and *convenience* he'll receive from these accessories.

When the owner comes in with a dented fender, you sell him a fender bump and refinish job. Along with that you sell him a wash and polish job or Blue Coral treatment. What is he actually buying? He is buying *appearance* and *pride of ownership*.

The service salesman can do many things to maintain good customer relations. But at the same time he is actually selling service, because he is selling all the owner's needs, but only the items which are to the best interest of the owner. Service is relatively easy to sell if the service salesman has a sincere desire to be of service, and provided certain service selling fundamentals are followed:

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SERVICE SELLING FUNDAMENTALS

Briefly, let's review the service selling fundamentals:

(1) Have something to sell.
(2) Know your job.
(3) Be neat and appropriately dressed.
(4) Give prompt, courteous attention.
(5) Pay strict attention to the owner's complaint.
(6) Perform accurate diagnosis.
(7) Treat all owners fairly.
(8) Provide for the comfort of the waiting owner.
(9) Fill out the repair order clearly and completely.
(10) Follow-up the repair order.
(11) Keep the owner-follow-up system up-to-date.

First, have something to sell. Have a good, efficient repair shop with skilled servicemen to perform the service operations. Make sure the servicemen attend all service schools, so they may be able to perform all the operations accurately and efficiently.

Know your job. Know the policies of Packard and the policies of the Dealer. Know your product and keep up-to-date on your technical knowledge, by attending all service schools and reading all service publications. Know what you are selling.

Be neat, appropriately dressed, and tactful. Be pleasant, sincere, and courteous. Remember the Packard Owner gets his impression of the service department from you. You represent the service department.

Prompt, courteous attention. Don't have the owner feel as if he was waiting in line for a scarce item. If you are occupied at the time he drives in, acknowledge his presence and tell him you'll take care of him as soon as you've completed whatever you are doing.

Strict attention to the owner's complaint. Respect

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his own diagnosis, it may give you a clue to the real cause of the complaint. Do not try to make the owner feel that "he doesn't know what he's talking about." Do not argue with the owner. Above all, don't lose your temper in front of the owner.

Accurate diagnosis and a definite knowledge of the owner's complaint and the corrective repairs necessary. Road test the car if necessary to disclose the complaint. Drive the owner's car carefully while road testing. Never give an owner the impression that his car is being abused.

Provide for the comfort of the waiting owner. Clean, attractive, and comfortable waiting room. Clean and convenient wash rooms. On occasions it may be advisable to arrange transportation to his hotel or office, if his car will be in the shop for any length of time.

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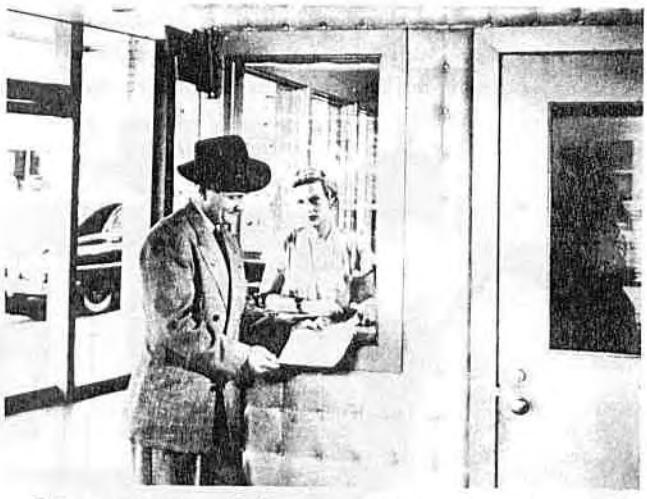
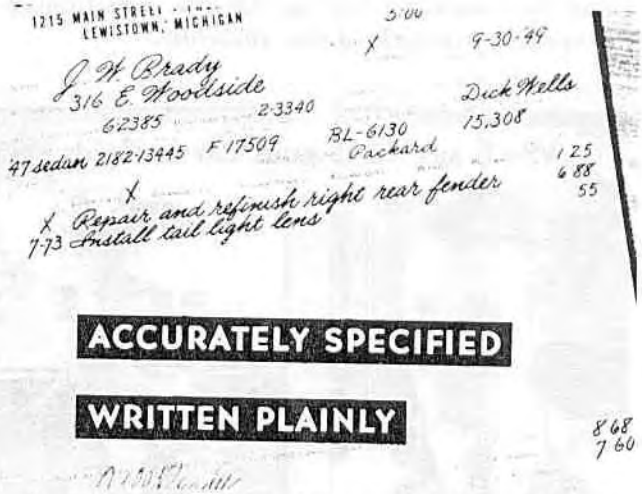


Fair treatment of the owner. Recommend and sell only the service operations that are to the best interest of the owner. Do not oversell the owner with operations that are not needed. Remember you are selling the experience, skill, and time of the serviceman.



Complete and accurate filling out of the repair order. List all operations completely and clearly, indicating the complaint the owner wants corrected. Use the correct operation and operation number. Be accurate in estimating the time required to complete the job when giving the owner the delivery promise. Be sure to phone the owner if completion of the job may be delayed.

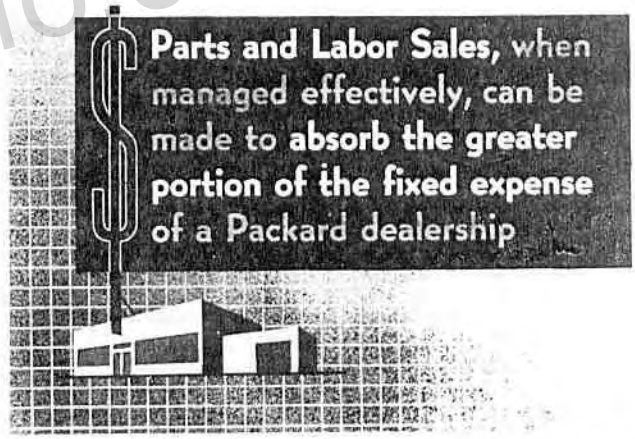
Follow up the repair order. Make sure all operations on the repair order are accurately performed and that they *corrected* the owner's complaint. Road test the car if necessary. Check off each item on the repair order. Be sure to tell the owner what has been done on his car and notify him of any recommended service operations. Be sure that the car is ready on time, and that the windshield, upholstery, steering wheel and controls *are clean* when the car is delivered to the owner.

Keep the owner follow-up system up-to-date. Contact the owner occasionally either by phone or mail. Ask him if his car is performing satisfactorily. Ask him if he was satisfied with the last service work on his car. Have him feel that you are interested in him and his car. Then you can recommend lubrication or seasonal specials when you have them.

The Packard Service Salesman is an important member of the Dealer's organization. He can provide the service department with the necessary volume of parts and service business to make it a profitable operation.

He can establish and maintain Packard owner confidence and good will toward Packard and the Packard Dealer. He can make owners feel that "Packard is a good company to do business with."

By maintaining owner good will and establishing good customer relations, he can provide the sales department with the finest list of potential new car buyers. This, in turn, will provide the service department with additional service business.



Remember, by doing a sincere and conscientious job of selling service, you are rendering a service to the Packard Owner, the Dealer, and the Factory. To the service salesman who accepts his responsibilities and the challenge, comes the satisfaction of a job "well done," and he need never worry about service quotas, service volume, nor his position in the Dealer's organization.

We already have the finest product. Let's do a better job of service selling and management, and make Packard the finest service organization in the business.

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