



VOL. 1

MAY,

1927

NO. 4

Equal Treatment To All

April 5, 1927

MR. H. N. DAVOCK
Service Manager:

In conversation over the telephone this morning with an owner, he spoke in very warm praise of our service man named Algar. He said Mr. Algar did so much for every Packard owner, in such a nice way, that it was very satisfactory.

The owner with whom I talked said one thing that made a dent on me. He said, Mr. Algar does the right things in the right way and does not at all give the impression that he is giving one special attention because he is an influential person, but conveys an important impression that these nice things are done in this nice way for everybody—as much for the humble as for the exalted.

There is a thought in this.

Alvan Macaulay

There is indeed a thought in the above message, and the thought contained therein is the basis of all Packard Principles—"Equal Treatment To All."

We believe that everyone will agree that this fundamental rule is right. It is, in fact, the backbone of the American Constitution and as such has proved itself a safe foundation on which to build for success. Why is it, then, that the employment of this rule in a service station should attract attention?

The course of least resistance is to swim with the current, giving attention and justice only to those who demand it or whose position in life makes it to our advantage to cater to them. Because a customer may be quiet and voice his demands meekly, or not at all, or because he is

of humble position, it seems the easier course to pass him by, even though good judgment dictates otherwise.

The car belonging to Mr. Green, the oil magnate, gets preference over all other cars for quick service—a policy adjustment is made for Mr. Warbucks because he loudly demands it—everyone bends over backwards to take care of Mr. Jones, prominent clubman and banker—but how about that meek chap, Mr. Smith, the type of owner who represents great numbers of our customers?

Let us all remember that a Packard owner is a Packard owner whether he be a millionaire manufacturer or one of his employees. You pursue a sound course when you extend—"Equal Treatment to All."

Does Your Promise Mean Anything?

IF you will refer to Part 2, Page 73, of the Packard Service Manual, you will find this page devoted to "Customers' complaints and their correction;" further, you will find that Complaint No. 1 is "Work not done on time."

In rearranging this page, we would place "Work not done properly" as No. 1 and "Work not done on time" as No. 2. Both complaints, however, are about equally serious from the standpoint of the owner so we believe it worth while to dig into this matter of broken promises and its effect on your customers.

The average American dislikes to be kept waiting even though no promise is involved. He will not wait if there are two or three ahead of him in a barber shop—he will grab a crowded street car instead of waiting a few minutes for one in which he could get a seat—the telephone operator must answer his call promptly or he becomes greatly agitated. The patience of Job has no part in his make-up.

Now, when you keep him waiting after a definite promise has been made and broken, you have transformed gun powder into dynamite—impatience turns into anger. Before going further, let's all understand that we are "average Americans," subject to these same emotions—that we all expect and demand service, whether it be in a restaurant, hotel or cigar store.

Let us suppose for a few minutes that you are the owner of a Packard car which is in need of having the brakes adjusted. You bring the car to my service station and instruct me to have the brakes adjusted for you. It is 11:00 A. M. and I promise that the car will be ready for you at 2:00 P. M. This suits you as it is not until 2:30 P. M. that you intend to leave with the wife and kids for a week-end outing in the country. The hour arrives and you call for your car, happy in anticipation of the coming trip. You are informed that due to the number of cars ahead of yours that it will be about 3:30 P. M. before your car will be ready—this, after assurance that you could depend on the 2:00 P. M. promise—this, when the wife and kids are waiting and 'rarin' to go. "Why didn't I phone you?" "Because I was dumb enough to expect that by some unforeseen miracle the car would come out on time and being very busy I soon lost track of your car." You phone your wife and begin the tedious task of waiting—every minute seems like ten and as each minute goes by, you become more irritated. Finally, after what seems an everlasting wait, 3:30 P. M. arrives and I apologetically

inform you that we are having trouble getting an adjustment on the brakes and it will take a little longer. You, being a man who never cusses, control your temper and smile sweetly at me, making the statement that "what is to be, will be," and that you don't object to waiting. That's you all over, isn't it? Brother, if we were sure that no ladies would read this, we could tell you to a 'T' what you would say—you would say just what you and I have heard some Packard owners say, *and they had good reason for saying it.*

"Ask the man who owns one" just after he has gone through one of these trials of waiting and you have a result similar to that of spitting on a red hot stove. He's a good man to keep away from prospects. He may be fair enough to the car but the glowing picture he will paint of your service station will resemble Dante's Inferno where they had a sign tacked up reading, "Abandon hope, all ye who enter here."

It's true that we can never reach that state of perfection where every promise can be kept, for crack railroad trains still have late records. We can, however, in many service stations, make a great improvement in this respect.

Don't make a promise that agrees with the owner's desire *unless you are positive that you can keep that promise*—it's better to cause a little disappointment in advance than to break faith later on.

To keep promises, it is necessary to have a definite scheduling system *which takes co-operation between service salesman and shop foreman.* The shop capacity must be known at all times.

Unforeseen conditions will sometimes arise that make the keeping of a promise impossible—when this condition is encountered, *spare no effort to get in touch with the owner, advising him of the necessary change in promise.*

Depending on the job, *allow enough time for a careful inspection after completion of it and for possible additional adjustments.*

Fellows, at the risk of becoming tiresome, we repeat that the sale of automobiles depends more than ever on the quality of service you render. The feature of having work done on time cannot be overestimated in its importance. Good workmanship alone cannot carry you through—your reputation for reliable service is, to a great extent, dependent on your ability to keep promises.

Would a vote of your owners prove your service entirely satisfactory from this angle? Think it over.

Hats Off To Baltimore

"I was a stranger and ye took me in." The following letter which we are only too pleased to print, proves that H. V. McKenna, General Manager, and "Smiling" Tommy Orpwood, Service Manager, have remembered their Sunday school lessons. Note that even the watchman was on the alert to display real Packard service.

March 11, 1927.

PACKARD MOTOR CAR COMPANY,
Detroit, Michigan.

Gentlemen:

I wish to take this opportunity of advising you concerning a service I received from the Zell Motor Car Company of Baltimore, Maryland, last month.

I have been driving automobiles since 1909, and the consideration I received from your representatives in Baltimore was, without question, unexampled, and such, as in my opinion, has rarely, if ever, been accorded to the driver of any automobile.

I experienced some trouble on the way south and stopped off on Saturday afternoon when they were very busy, to have it remedied. They immediately put their chief mechanic on the job and gave me all the attention and consideration possible. On the way back I needed additional attention. Arriving in Baltimore on Sunday I was told that all the service stations were closed. I drove around to the Packard office, and found the watchman on duty, and he insisted on calling the general manager from the station. This gentleman, who was taking it easy at home, immediately dressed, got

into his car, and came down and did everything humanly possible to help me out of my difficulty, even offering to supply a certain part which was manifestly defective, free of expense to me, including the service in putting it on, if I could stay in Baltimore for a little while.

It is service of this type that in my opinion should be carried to the attention of your great motor car company in Detroit. It has left an impression with me that is indelible, and I will always have a soft and warm spot in my heart for the Zell Motor Car Company of Baltimore.

I have narrated this experience to a large number of my friends with the result, I am glad to tell you, that within the next six weeks, two of them who were thinking of buying new cars have decided to get Packards.

I am also glad to tell you that in my travels around the country, I have uniformly found your service stations ready and willing at all times to give their best efforts to the owner of a Packard car.

Let me again assure you, that the standard set by your Baltimore representatives, has done more good in my individual case, than if your great concern had offered me a car for nothing and maintained it free of charge during its life. Your world-famed ad "Ask the man who owns one," is certainly built on a foundation of solid gold so far as service is concerned, and I am one of the men who can be asked at any time as to the great accomplishments of your splendid service.

Very truly yours,

BERT W. HENDRICKSON

BWH:RW

The Broadcaster

You fellows have met the lad who is always talking. The one who clatters away on one or all subjects and who is equally as ignorant on one as on another. He is adept at getting his foot into it by always saying something that would be better left unsaid.

As a Service Salesman he's a powder mine—he can tell an owner more in five minutes that does more harm than the average service manager can straighten out in five months.

"If you are getting fifteen miles to the gallon there is something wrong, for you should get at least twenty."

"A Six doing seventy miles an hour is poor—it should do at least eighty."

"Yes, you can expect another price cut the first of September, but don't tell anyone."

"Yes, it is weak body construction that causes that annoying rattle."

"Did the house only allow you five hundred on the old car?—why they allowed Jones seven hundred for one just like it."

"Packard expects to bring out a new nine-cylinder car shortly as the eight cylinder principle has definitely been proved wrong."—and so on and on.

"Day in day out from morn till night you can hear his bellows roar," is applicable to this pest as well as the village blacksmith. Formerly contented owners become gloomy and disgruntled after this noisy chap gets through working on them—the rose colored glasses through which the world was viewed becomes suddenly all inky; the wonderful one-hoss shay collapses completely.

Have you one of these little fairies in your organization? If so, hardware stores still sell axes.

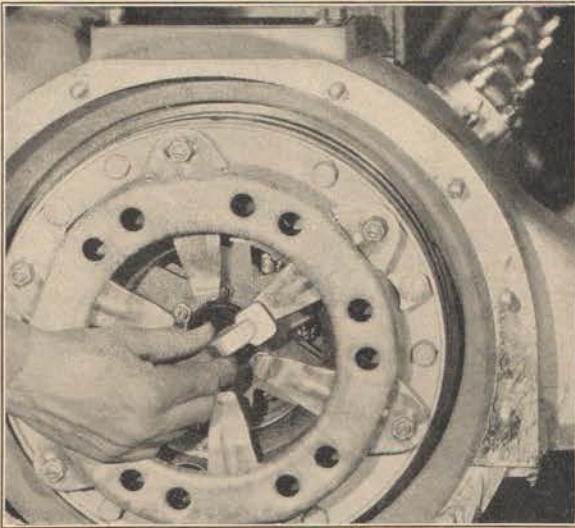
S. T. 645

Clutch Release Lever Gauge

426—343 Cars

The Clutch Release Levers on the double plate clutch should be adjusted so that they contact with the shifter thrust bearing evenly and at the proper distance from the driving plates to maintain efficient operation of the clutch and to prevent excessive wear on the shifter thrust bearing.

S. T. 645, the simple gauge shown below which costs \$1.35, permits quick and accurate adjustment of the fingers, which should be $1\frac{5}{16}$ " from the rear driving plate. The fingers should be equidistant from this plate within $\frac{1}{4}$ ".



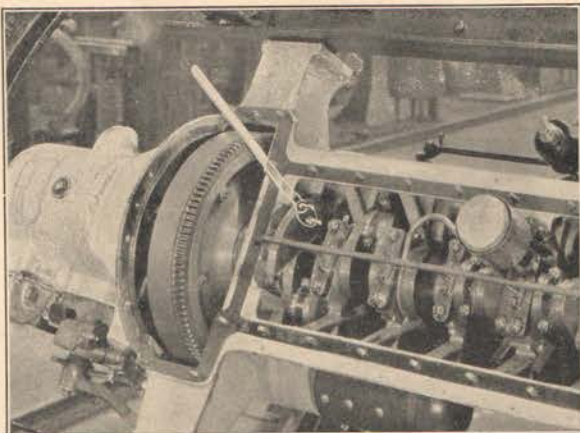
S. T. 638

Clutch Alignment Bar

426—343 Cars

On all cars having the double plate clutch, the splines on the plate hub must be lined up with the flywheel pilot before the transmission is put in place.

Unless there is a scrap clutch shaft available, it is necessary, when replacing a clutch, to remove the clutch shaft to align the hub and then replace it before putting the transmission in place.



To save this time there has been developed the Clutch Plate Aligning Bar, S. T. 638 illustrated at foot of first column. This bar which costs \$1.00 is lighter and much easier to use than the clutch shaft. It will pay for itself on the first few jobs in time saved alone.

S. T. 639

Camshaft Rear Bearing Cover Plate Nut Wrench

426—343 Cars

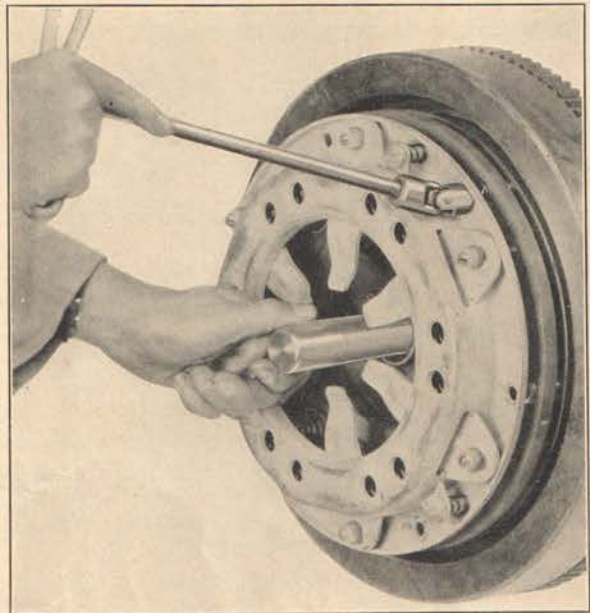
To tighten the camshaft bearing rear cover plate nuts, it is necessary to:

- Remove transmission and clutch assembly.
- Remove lower half.
- Remove rear main bearing.
- Remove flywheel.

The two nuts may then be tightened.

By using S. T. 639 Camshaft Rear Bearing Cover Plate Nut Wrench, the crankcase lower half only need be removed—saving at least five hours on the complete operation.

The tool which costs \$1.95 will pay for itself several times over on the first job. It is made of chrome vanadium steel and has a 12-sided opening so that it is always possible to get a new bite.



We have just finished reading a very interesting and instructive booklet called "Better Parts and Accessories Merchandising," published by David Lupton's Sons Company. This booklet, which contains many practical suggestions for the profitable operation of a parts and accessory department, will be sent free to those who desire a copy.

Address your request care editor "Packard Service."