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That Slogan Of Ours

“ASK the man who owns one.” Here is a trade slogan that is not in the least bombastic; makes no extravagant and foolish claims, but in a simple and direct way refers the prospective purchaser to anyone who has become an owner. Rack your brain and see if you can recall any other slogan that even approaches this one in being frank and fearless.

A statement of this kind is bound to produce a reaction that is either extremely favorable or unfavorable, as the case may be. A tremendous responsibility must be assumed if good results are to be obtained. This responsibility rests upon three main props, and each of the three must be rugged in its strength.

The first prop which should be considered is that of design, because if the public is heartily to approve our product, it must be designed to give the greatest possible amount of continuous satisfaction.

The second prop is that of manufacturing, because no matter how good the design, unless the specifications of the designer are followed rigidly, we cannot hope for generous public approval.

The third prop is in many ways the most important of the three on account of it being closest to the owner—it is SERVICE.

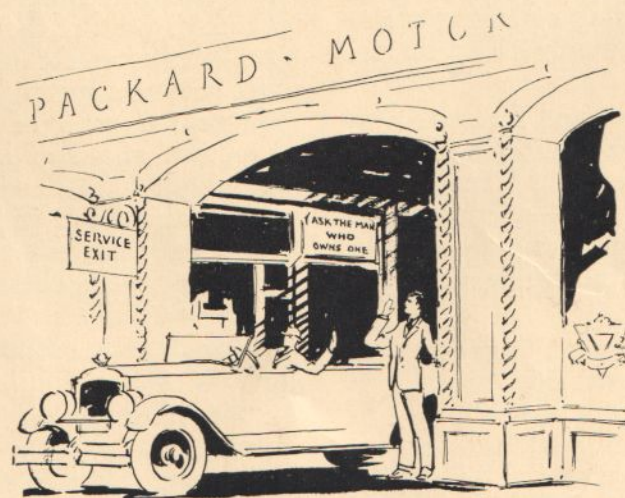
Do you fellows in the

Service Department fully realize the importance of the part you play in the protection of that famous slogan of ours? You are the troops on the firing-line—you are the boys with whom the owners have their contact. In your hands, to a great degree, lies the satisfaction of the man who bought a Packard.

Did a service salesman meet the owner with a discourteous word? Did somebody make a careless job of diagnosing the trouble? Did the mechanic do a repair job in a slipshod manner? Did the service salesman make a promise that couldn't be kept? Did someone in the shop get grease on the upholstery of which the owner is so proud? Fellows, it is to such questions as these that the answer of yes or no, decides whether Mr. Packard Owner will be a safe man to ask.

As each owner drives out of your station, ask yourself: “Will he be a safe man to ask?” When the answer is “No,” just remember that some competitor has a good salesman working for him that should be working for you.

When the answer is “YES,” you have kept faith with yourself, the boss and Packard. You have secured good will. By giving good service you have bought the greatest of all advertising—you have made it safe to “Ask The Man Who Owns One.”



What Chance Has A Mechanic?

EVERY now and then we hear of a mechanic who leaves the automobile field to enter some other line of endeavor, feeling that he is leaving an occupation that has, at best, a very unpromising future.

What is there to this line of reasoning? Is it true that a mechanic is working in a limited field where his opportunities for forging ahead are very poor? Just what does the future hold for an automotive mechanic?

Let's take a look at the size of the maintenance side of the automobile business. A prominent automobile trade paper recently stated that "New car sales this year will cost the American public somewhat less than three and one-half billion dollars. Parts, service, supplies, tires, gas, oil and all the things that keep the twenty-two million cars running will cost the public this year over four and one-half billion dollars."

Think of it. The cost of keeping them running has become a billion dollars greater than the yearly sales of the cars themselves. Surely, this is no peanut stand business we are in then, is it? The fact is that it will grow to much larger proportions, but even if it were limited to its present size it is a giant among giant industries.

Then too, it is a comparatively new business, and as a fast-growing business it is subjected to growing pains. It is one that has not been given the thought and attention bestowed upon other commercial activities—so, there exists immense opportunities in the developing of strong maintenance stations, more commonly called service stations.

It is no secret that the demand for men who can organize and direct the activities of these stations successfully, far exceeds the supply. There is today—mark this well—a crying need for men experienced in maintenance work; men who are, or are capable of becoming managers of Service Stations.

It is comparatively easy to get a mechanic who knows nothing of business methods, to act as a service manager; or it is comparatively easy to get a man who has business ability but no mechanical knowledge—but rare as roses in January are those capable men who happily

possess that greatly sought combination, *business and mechanical ability.*

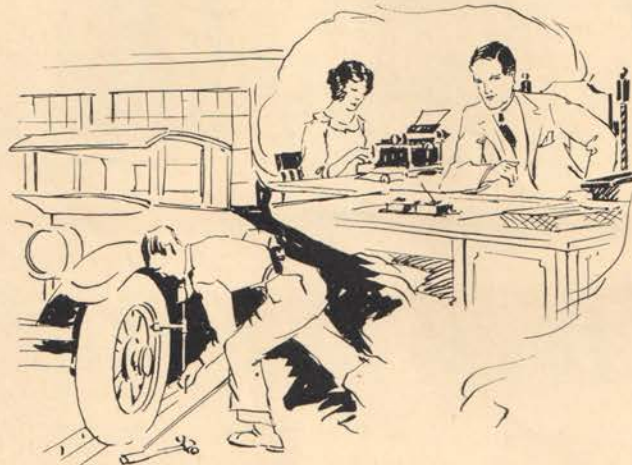
Here then is where the mechanic has his big opportunity if he can see beyond the end of his nose. You, as a mechanic, should determine to fit yourself so that some day you can qualify as a manager of a service station. Don't be afraid that the field is going to be overcrowded. The business is growing faster than the man power to direct it intelligently. It takes six years of college schooling to become a doctor, and it is said the average doctor earns \$2800.00 a

year—small pay for the great sacrifice of time and money expended in getting the education. The trouble is that too many men are learning that profession. On the other hand in our business there are *not enough* men preparing themselves to become managers of service stations—and men who can capably operate them profitably have a much greater chance than the average practising physician.

If you really want to forge ahead you can do it without having to spend six years in college. You can do it and still retain your job; in fact, you are being paid to acquire the knowledge that is a necessary part of the service manager's equipment.

Your mechanical knowledge is absolutely necessary, so don't neglect it. Every time you do a repair job don't be too automatic. Think of the why and wherefore of the work you are doing. Think of ways of shortening the repair operation, still obtaining the same good results. Imagine that you are a successful service manager, striving to cut the costs of doing various operations. Don't be afraid of being original, for any dub can swim with the current. If you really want to get ahead you might as well make up your mind right now that you will not get there by following the herd. Make suggestions for general improvements and don't get down in the dumps if they are not adopted. No man hits the bull's-eye every time.

We have intimated mechanical knowledge represents only fifty per cent of the necessary equipment of the successful service manager. He must know considerable about business



methods if he is to manage capably the business of merchandising service.

A prizefighter, training for a big fight, has to make sacrifices. He can't eat and drink everything he wants; he goes on a diet; he rises and retires at regular hours, cutting out all parties and other entertainment; he goes through stiff courses of exercise day in and day out; he stops or reduces his amount of smoking. Why does he make these sacrifices? To fit himself properly for the job ahead of him.

So you, too, must make a sacrifice of time in order to read—study—read—study—those things which you must necessarily know. Like the prizefighter it is the grind of preparation that puts you in the championship class, whether you pick the automobile, shoe, grocery or any other business.

Let us see what the requirements of the successful Service Manager are, even in a fairly-small shop.

First, he must know how to handle men so that he can get the best results from them. This calls for a leader, not a driver. Simon Legree methods won't work in this day and age.

He must know a great deal about the merchandising of parts and accessories. The lack of this knowledge is one great weakness of many present day service managers. A parts department run in a slipshod manner is a sure money loser. To keep the right supply of parts on hand so that orders can be filled promptly, and at the same time not create a stock that is inactive and obsolete, is a job that requires constant and intelligent supervision. Too many people think of a parts department in the light of a heavily-stocked supply house, whose main function is always to have a generous supply of all parts on hand. Learn all you can about parts merchandising for it is an important part of the maintenance business.

A knowledge of simple accounting is necessary. The manager of any kind of a business must know whether his business is making or losing money. He should know how to read and analyze an expense or profit and loss statement. He should know what items go to make up overhead, and how to control them. Like the good mechanic who is able to put his fingers on a mechanical trouble quickly and correct it, so too must the successful service manager be able to detect the weak spots in his business and make the necessary corrections.

It is extremely important that you learn all you can about salesmanship, for a service manager's success is dependent largely upon his ability to handle his customers. To sell service or maintenance successfully the salesman should be tactful, courteous and able to present his mer-

chandise in an interesting and convincing way. To obtain and hold the goodwill of customers is an art in itself. Don't for a minute neglect this part of your education.

There are, of course, many other things that a service manager must know about, such as: standard prices or flat rates; bonus systems; free service policies; methods of following up customers, and many other details. Much of this information can be secured through observation in your own place of work, and much can be learned through the reading of trade journals such as Motor Age, Automobile Trade Journal, and the many others devoted to the automotive field. Books from the library will help on accounting and salesmanship. Ask your service manager to let you read the Packard Service Manual, which contains a fund of information for those seeking knowledge of proven service methods.

Remember a man who can SUCCESSFULLY MANAGE a service department today does not need to worry about a good position, and the future will be still more rosy for him.

As a mechanic you have a wonderful chance, but preparation is the price you must pay for advancement. "Seek and ye shall find"—but don't lose any time in beginning this business of seeking. Here's wishing for you the best of luck.

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Complaints

Thank the Owner who complains! !

Shouldn't we be glad to hear complaints? A complaint is the result of either a misunderstanding or a mistake.

A complaint intelligently followed up will enable us to find out what is wrong and improve our service accordingly.

The fact that many people hate to complain, makes it doubly important for us to discover whether the complaints we do get indicate a real weakness anywhere.

The owner who complains is only expressing what many may be thinking.

Welcome complaints. If we can find the sore spots we have little to fear.

Fear the customer who "feels" a complaint but does not come out with it.

The adjustment and running down of complaints is one of the most important things in service.

We can never hope to operate Service Departments without some complaints.

Therefore, make complaints serve the definite purpose of suggesting improvements in the methods of personnel of the Service Organization.

A complaint properly handled can often be made to produce even better and more lasting relations with the customer.

The process of settling a complaint offers the finest opportunity to demonstrate the PACKARD brand of SERVICE, and there is none better if carried out in the true PACKARD SPIRIT.

J. F. PAGE

General Manager of Service
Packard-Chicago

Know Your Ball Bearings

Eighty per cent of all the ball bearings returned to the factory as being noisy, are returned to the distributors and dealers because the bearings are found to be perfectly quiet. Eighty is a high percentage, so let's take a look at this ball bearing problem.

There are, no doubt, a large number returned, because someone merely guesses that they are noisy, and makes no attempt to find out definitely whether they are or not.

There are undoubtedly many bearings tested for noise, but the test is not thorough enough.

The transportation to and from the factory on these parts is an item of expense that can be eliminated if a little care is used in the proper inspection of supposedly noisy bearings.

First, when a ball bearing is removed from a car it should be PROPERLY CLEANED whether it is under suspicion or not. It should be cleaned by rinsing it in CLEAN gasoline—not in a dirty mixture of gasoline, 600 W and sand.

After a thorough rinsing in "Clean Gasoline" the bearing should be blown off thoroughly with air. Don't be afraid to give it plenty.

Now after the bearing is absolutely clean and dry, it will, like a new bearing, be noisy until it receives a coating of lubricant. Lubricate it and then, in at least eighty per cent of the cases you will find that the bearing is perfectly quiet.

* * *

The inside of the valve cover plate is lined with a heavy cork gasket in order to prevent oil leakage.

In some cases the gasket becomes oil-soaked, and expands to such an extent that it presses against the lower end of the valve spring and against the valve collar. This tends to push the valve out of line and is apt to cause a noisy valve action.

It may be corrected by cutting out the center of the gasket in order to eliminate the interference.

* * *

We are now using a valve spring of an entirely new design, and the same spring is being supplied for service replacements.

This spring consists of two concentric coils of wire of the same diameter, held in place by collars at either end. The collars are mounted accurately and are inspected to make sure that

the entire assembly is perfectly true with regard to the valve stem.

Packard cars are being driven at such high sustained speeds that an exceptionally reliable valve spring is required to do the work; and this spring, which is an entirely new type designed by the Packard Engineering Department, was brought out to meet present day conditions.

In case one of the old style springs breaks, one of the new units may be installed. It is not necessary to change the entire set.

The piece number of the new type valve spring is 147289; the valve spring collar 147294.

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Whenever any attention is given to the battery the hold-down clamps should be inspected to make sure that they are perfectly tight.

Loose clamps will permit the battery to shift, and this not only strains the battery box, but also throws a heavy load on the cable running to the frame. The cable terminal may loosen or even break off entirely.

A loose or broken cable is apt to cause trouble, because it prevents the proper flow of current from the generator into the battery, and since the current cannot pass freely through the battery it will find whatever path is open. This means an increased possibility of burning out the lamps, excessive depreciation of the ignition breaker points, and a possible failure of the generator itself.

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If you have examined the present Packard cylinder head, you have noted that on the side farthest away from the valves the surface of the combustion chamber is practically flush with the face of the cylinder, being separated only by the thickness of the cylinder head gasket.

In some cases a deposit of carbon on the piston and on the cylinder head will build up sufficiently so as to actually make contact, and will cause a rather puzzling noise. The noise will not be evident on acceleration, because the compression and explosion pressures will hold the piston away from the cylinder head, but on letting up the accelerator a very distinct "rattle" will be heard.

This condition usually develops only in cars which are driven slowly, and a good fast run is all that is necessary in order to knock-off the carbon which is causing the interference.