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Remember It's The Owner's Car---Not Yours--- That You're Repairing

"THE rattle under the hood is worse than ever. The door rattle's still there and there's a hum in it now at about thirty-five that wasn't there before. The horn's as unreliable as ever. You may call that service but I call it rotten incompetence.

"You fellows were ready to give away the Woolworth Building to get me on your owners' list. I'm on now—and you're through with me. Your whole attention is centered on your present prospects. A mere owner—let him fumble along as he can. You should worry. Well, next year about this time I'll be somebody's prospect again—not yours. You can put that down right now. But I'll be a hard boiled prospect for somebody—and the outfit that gets my order will have to trot out its whole service personnel and let me look them over first. I buy no car the next time. I buy service satisfaction—and if I can't find it I'll walk."

Bang—with the receiver.

The dealer wiped a clammy brow and muttered things unutterable in what would have been his beard if he had let it grow.

The owner's conversation had been sulphurous—his criticisms utterly unfair. The dealer had tried to explain how carefully the car had been tested to locate the troubles reported and how carefully inspected at completion of the job to make sure they were corrected. But the owner was in a savage mood—and the climax has already been reported.

The dealer was sore from abuse, discouraged at this upshot of an honest effort to please—dis-

gusted at the whole Service institution, which brought you no profit but a world of criticism; earned nothing for itself and helped to kill repeat business by maddening your owners no matter how hard you tried to satisfy them. Roundly he cursed a business that involved such a necessary evil. If he ever got out without losing his shirt he would sell neckties or suspenders for the rest of his life rather than try to be salesman and repair man of the same merchandise all in the one assignment.

And so forth, etcetera—the old familiar sob that follows every rancorous Service squabble.

Way back in this dealer's consciousness, however, was a thought that prickled—a realization that his case with this owner was weak in one vital respect.

He had tested conscientiously to find the rattle in front and the rattle in the door. He had tried out the horn and it had worked—both before the job and after. *But he didn't know for sure that the rattles he had found and cured were the particular ones that had annoyed the owner.* And as the horn had always worked when he tried it he couldn't be sure just what the conditions were when it refused to function.

Reluctantly he had to concede that the owner might never have noticed at all the rattles that he heard and that he might have missed altogether the ones that were bothering the owner—that until you sit beside the owner in his car and have him point out exactly what he wants corrected you haven't made a start towards giving him service, for no two sets of human senses ever

"Better Service Means More Car Sales"

yet reacted identically to the noises of the self same motor car.

He had made the most common mistake in the monumental catalog of possible Service errors—this dejected dealer—by taking for granted he could find the owner's troubles from a mere description of them. And he paid the usual price. He had taken a chance and a big one, with the very best intentions in the world—and lost.

The Service man's job is like the tailor's. He is after a result that will satisfy the owner, whether it wholly satisfies himself or otherwise. The tailor may like them cut in at the waist, but if the owner doesn't, a suit so built is a total loss so far as he's concerned. He may like cuffless trousers—but unless the owner is similarly minded he'll send them back to have the cuffs attached.

The tailor lets the owner pick out his own model and prescribe its details. Then he builds the best fitting suit he can to those specifications. And before it goes home the owner tries it on and points out every minor fault it seems to have from his standpoint.

And the sooner the industry at large wakes up to the fact that the owner's ideas must have just such consideration, within reason, as they get from the tailor the sooner will the Service controversy cease to flatten the dealer's morale by its seeming injustice when the underlying cause is lack of thoroughness somewhere along the line.

Test the car *with the owner* in advance. Test it again *with the owner* before he takes it home if in any way possible. Have the noises and adjustments as *he* likes them, whether they drive you crazy or not.

Make *him* happy and save yourself a headache—and a sales commission when he buys again.

Ed. Note: The foregoing article is printed through the courtesy of The Commercial Credit Company of Baltimore, Md. It illustrates forcefully one of the big causes for owner dissatisfaction. A complete understanding, between owner and service salesman, concerning both work to be done and the cost, is absolutely essential if incidents such as this are to be prevented.

Once Again---Are You Ready?

ONE YEAR ago this month in the Packard Service letter we ran an article entitled, "Are You Ready?"

At that time the 526-533-443 cars had recently been introduced and were being received with enthusiasm by the field. That this enthusiasm was justified has been proved by the largest year's production that Packard has ever experienced—by a great margin.

Now, one year later, other new models have made their bow and, hard to believe but nevertheless true, even greater enthusiasm is being displayed. The letters received by Colonel Vincent complimenting him and his department on the new models are most gratifying, and many of them were received from Packard distributors who are most exacting in their demands. Once again we believe all of us will agree that we have THE CAR and have it at a price that is most reasonable.

In the article "Are You Ready?" we stressed the importance of GOOD SERVICE as a necessary element if the distributors and dealers were to achieve the maximum in the profitable merchandising of cars.

We honestly believe that GOOD SERVICE played an important part in the success of the last fiscal year. There is no question but that the

service, as rendered by the majority of Packard distributors and dealers, is better today than it was a year ago and we further believe it will be correspondingly better one year from today.

It is too true that some people will buy a second choice car because the service rendered by the company representing the first choice car is far inferior to that of the second.

It is impossible to build a car so perfect that service ceases to be a factor. As long as automobiles are built, service will be an important part of the business and as such it will always loom large in the eyes of the prospective buyer.

The questions we asked every service manager to ask himself one year ago are more than ever pertinent today. Go back and read "Are You Ready?"—Vol. I, No. 13.

We all have a brighter year facing us. Let's be ready!

"It is well for a man to respect his own vocation whatever it is and to think himself bound to uphold it, and to claim for it the respect it deserves."—Charles Dickens.

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"Today is yesterday's pupil."—Benjamin Franklin.

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"I don't think much of a man who is not wiser today than he was yesterday."—Abraham Lincoln.

To Remove Finger-Marks

We are grateful to Mr. G. H. Moodie, Superintendent of the Coach Department, Packard-Boston, for the following information.

"The following suggestion may not come under the heading of a special tool, but it surely is a time saver.

"Our problem was to clean grease and finger marks from cars which had been in service and had lost their original luster without polishing the whole car. We found that when we cleaned the greasy marks with any of the regular cleaners or polishes, we made a shiny spot. This made it necessary to polish up a whole panel and then that panel did not match the rest of the car, so we experimented until we found a cleaner which would remove the grease spots and dried out, leaving the finish of the car as it was when it came into the service station.

"This is a mixture of equal parts of gasoline and benzol. Moisten a cloth in this mixture—wipe over the grease spot and quickly wipe it off with a dry cloth, without rubbing. The wiping is to remove the streaks. If allowed to dry without wiping lightly, it will be apt to dry in streaks. The whole operation takes less than a minute."

Correction

In the last Packard Service Letter under the heading of "626-633 Water Pump" we stated that to tighten the gland packing nut, the fan should be turned in the opposite direction of fan rotation. We should have said to turn fan in *same* direction of fan rotation.

Brakes Grabbing

The brakes in the current model cars are very powerful in their action, and in some cases they may have a tendency to grab when the lining is cold.

This condition corrects itself after the first few applications, but up to this time they may seize so violently as to cause a disagreeable result. In order to correct the condition the drums should be removed. The heel of the primary shoe and the toe of the secondary shoe should then be relieved by beveling them on a slight angle with a file. The bevel should extend from the end of the lining for 1" to 1½".

After this has been done we suggest that the linings be treated with Watson Stabilator shoe powder. This powder may be obtained from any Watson Service Station and should be rubbed into the lining after the entire lining surface has been cleaned with a wire brush.

After the above procedure has been followed and the wheels have been replaced it is, of course, necessary to see that the brakes are adjusted and equalized carefully.

Loose Motor Support Bolts

When checking a 526-533 car which seems to have unnecessary vibration don't overlook checking front motor support bolts which may have worked loose. At this same time insert motor hand crank in crank hole and make sure damper plug is tight.

Heat in Front Compartment

When it is found necessary to reduce the front compartment temperature in a 626 model this result can be very satisfactorily accomplished.

The heating of the front compartment is due to air currents coming through the floor boards and to other air currents entering the tool compartment and rising between the back of the seat cushion and the bottom of the back cushion. The two conditions must be corrected separately.

The best way to reduce the floor board temperature is to install one of the floor board carpets which are standard in the 640 and 645. The floor boards are the same on all of these models and the carpets may be installed without any change.

The heating of the seat cushion can best be controlled by the installation of a sheet of beaver board underneath the cushion. The board should be cut to fill the entire space inside the cushion container. At the same time that this is done a check should be made to see that the holes in the back of the tool tray are properly plugged.

Checking for Motor Miss

In checking over 626-633-640-645 cars for a miss in the motor on a hard pull always check distributor cap fit on distributor. Also check the fit of the rotor on the shaft and note very carefully if rotor is touching any contacts. If so file off end of rotor so it will clear all points. Spark plug gaps should also be not wider than .030.

Another Winner

Special Service Tool Dept.,

Gentlemen:

In a recent issue of the Packard Service Letter you asked for new ideas on Packard repairs, etc. I wish to submit a way to overcome the leaking of the lubricator valve.

I find that in many cases the seat in the lubricator body has a chattered edge which lets the oil leak by the valve. To correct this condition, I take an old valve, drive it into the old seat, pounding it out until it is approximately $\frac{1}{8}$ " wide. I then grind a new valve into this seat.

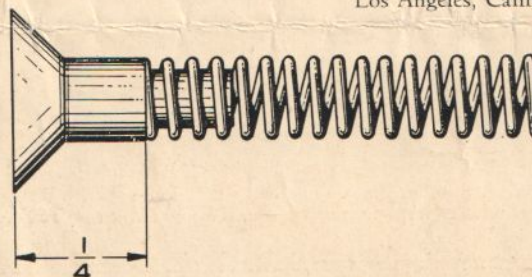
Leakage is also caused by the spring losing its tension. I correct this by increasing the length of the spring $\frac{1}{4}$ " by cutting a copper rivet as shown in the attached sketch and fitting it in the end of the valve spring.

Sincerely yours,

DONALD G. WRIGHT,

EARLE C. ANTHONY, INC.

Los Angeles, California.



Do you know of a time saving method of doing some part of a Packard Standard Repair Operation? Have you made a labor saving tool? Each idea that is worth adopting will be published in the Packard Service Letter, giving due credit to the originator and we will also present him with one S. T. 612 Mechanics Tool Kit.

Sales Educational Course

The more that service men know about Packard the more valuable they become to themselves and Packard as a whole.

The purpose of the Packard Service Letter is to do its bit towards bettering Packard Service. With this objective in view it cannot devote much space in telling why the Packard car is the best automobile built. It cannot describe the many wonderful machines and processes used in producing the Quality Automobile with its superior selling points.

There is a paper, however, published by the factory twice a month, the Packard Sales Educational Course, that is check full of interesting facts that should be of interest to every Service Manager, Service Salesman or any other service man who comes in contact with our owners.

We believe every Service Manager should make arrangements to secure at least one copy of each Sales Lesson and carefully digest its contents. He should also let all of his *contact men* study it as well.

When all of us—Sales and Service Men—learn to speak the same language we will have gone a long way towards making our jobs more interesting and successful. As long as we get our bread and butter through our connection with Packard why shouldn't we use every means possible to learn all we can about the company and its products.

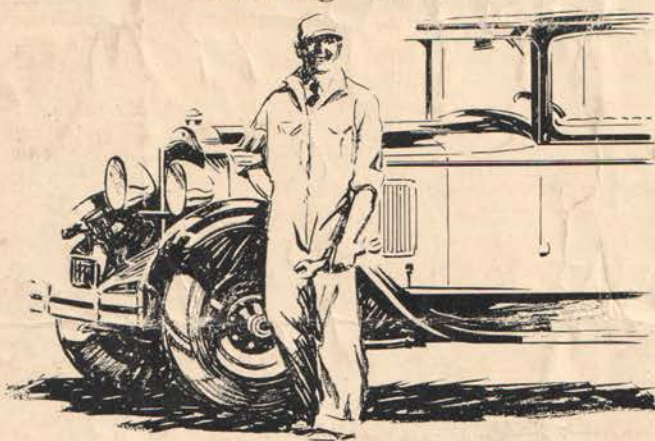
We especially urge every Service Manager—in fact every service man—to become familiar with the new Educational Posters.

Ask your General Manager for permission to read Sales Educational Course, bulletins, Vol. 6 Nos. 2 and 3. You will find it mighty interesting reading.

After reading this put up the posters, referred to, in a prominent place in the Service Department where your owners can see them. Give the choice position to poster "A."

Let's all help in telling the world the Truth.

Unsung Heroes



After all is said and done good service is largely measured by the grade of work turned out. The big guns in any service station are the boys who twirl the wrenches—and know what they're doing.

Nation Wide Service

The alley garage proprietor gets business for two reasons: first, he knows the car owner personally, and—second, he puts up a sign and lets people know where he is.

The first point is the subject of another talk the second is the subject of this one.



There is a definite advantage in belonging to a nationwide organization. The service sign represents the "tie that binds" your station in Bangor, Maine, or Fort Myers, Florida, with that in Portland, Oregon, and Tucson, Arizona. Put up a standard service sign and join hands with the entire Packard Service Organization. Help spread the banner of a unified standard service.

The sign will pay for itself by the first few tourists it directs to your door. The price is right. You need a sign that fits the other appointments of your building and you cannot buy one for less.

We are protecting the use of the sign for your benefit. None but Packard Dealers or Distributors will show such a sign. The car owner will be familiar with the design and a note in the information book will tell him that proper service for his Packard car can be obtained only by driving into a station so marked.

The P-1500 Service Sign is made up of the frame and mechanical equipment, the electrical equipment, and the plate.

The frame and mechanical equipment are of heavy galvanized construction, and is complete with boom, support chains, attaching brackets and frame.

The electrical equipment consists of reflectors, sockets, connections, and wire—bulbs are omitted.

The sign is wired for two-bulb lighting, which gives exceptional visibility by night at the same time being very economical on light current. The plate is of vitreous porcelain enamel. The background is of Packard blue; the lettering of porcelain white, both sides being alike. Size of plate is 41½ x 27 inches.

Crated for shipment, the complete sign weighs approximately one hundred pounds. Such quality of material is used that an unconditional guarantee of twenty-five years is given, and the underwriters' bureau has approved the equipment.

The sign will be leased to a Packard Distributor or Dealer at a total permanent rental cost of \$15.00 with the understanding that it remains the property of the Packard Motor Car Company and is to be returned to the Factory upon cancellation of the Packard contract. A rental form will be made out on each order shipped.

**We Welcome Suggestions and Inquiries from Packard Service Men
Address All Communications Care Editor, Packard Service Letter**