



VOL. 3 No. 10

MAY 15, 1929

Home Made Service Troubles —

THAT is just what most of them are if you will stop to analyze them. And like most home made troubles, they are subject to old fashioned home made remedies.

Make a list of the last dozen complaints you have had to handle. Go over the list and classify them. You will find that they will fall under a very few headings.

1. Work not done on time—Broken promise.
2. Trouble not corrected—Wrong diagnosis.
3. Discourteous or delayed attention.
4. Car not clean and in condition for delivery.

These troubles prevail to a more or less serious degree in all service stations and a re-reading of them will bring to your mind the fact that they all result from causes which are controllable in practically every case. The striking thing about complaints is that by far the great majority of them are unnecessary. The cause for the four groups given can be found in one unkind word—carelessness.

No. 1. *Failure to deliver a car when promised* is still too common an occurrence. It is caused by carelessness; lack of follow up by the service salesman or the shop foreman fails to let it be known that the car will be delayed. A close follow up of jobs in process and a prompt call to the owner when a delay is reported (and this should not be required often) produce the cure for this complaint. You will notice that the remedy is within your own hands. Put forth every effort to eliminate this source of irritation from your service. It is too common and it is too unnecessary to exist. It is a home made trouble and is curable by a home made remedy.

No. 2. *Trouble not corrected*. This covers a multitude of sins and may be the result of different causes. Mainly the cause may be laid to diagnosis, either incomplete or faulty. A patient, sympathetic listening to the owner's story and a thoughtful careful diagnosis with this story in mind generally will correct this. The trouble seems to be in getting the owner's exact description of the trouble. You will always have the hurried owner who leaves his car with instructions to "take out that loud rattle in the rear of the body." The car is tested and a decided rattle is detected. It is found that the left door handle is loose and it receives proper attention. The owner takes delivery of the car only to return in an irritated frame of mind. He is decidedly put out because you have failed to remove

the noise he referred to. You take a ride with him and he points out a noise that you did not pay any attention to but it was the one he meant. It turns out to be the curtain roller and is fixed in a short time but you have shaken his confidence as a result of carelessness on the part of your organization.

The cure is simple—a complete and frank understanding with the owner combined with a correct diagnosis—a home made trouble and a home made remedy.

No. 3. *Discourteous or delayed attention*. Too much stress cannot be laid upon the impression made by a correct meeting of the owner. The average man going into a store wants prompt attention and if he does not get it, he walks out.

Also under the category of discourtesy we have that super-service man who delights in making the owner feel his inferiority concerning automobiles in general and his own car in particular. To such a man the owner is always wrong, his idea of making an adjustment is to convince the owner that he alone is at fault for the trouble. He fails to realize that it is better not to give the owner a thing than to make an allowance in a way that makes him feel that you believe him unfair. There is no excuse and no place in the service department for lack of courtesy. It likewise represents unnecessary carelessness—it shows lack of training. This surely is of home origin and subject to home cure.

No. 4. This last classification sounds childish—it is that the *car is not clean and in condition to deliver*. Such items as grease on the steering wheel and upholstery, messed up running boards, and finger marks on the radiator, bonnet and near the door handles, are items which cause plenty of trouble. The effect on the owner is bad—to him it represents careless handling of his property and it's not much of a step for him to feel that the same carelessness exists in the work done. From that point he begins to imagine faults where there never were any. And don't you think for one moment that this isn't the cause for a high percentage of service complaints. Like the other three mentioned, it is the result of carelessness and its cure is within your own hands.

Now the sad part of this story is that practically any service complaint that can be classified under these four headings, and it includes by far the largest proportion, is

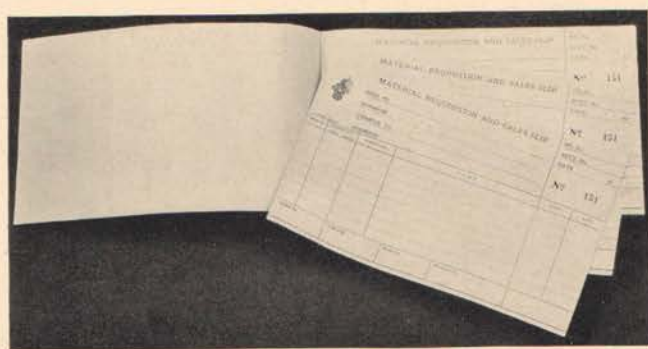
"Better Service Means More Car Sales"

caused by carelessness on the part of the service department. They are therefore unnecessary and by eliminating the cause through training and education, you arrive at the correct result.

First let's admit that most of our troubles are "home made" ones, for when we have done this we must agree that the remedy also is a "home made" one and is one that we can get busy on right away.

A New Parts Requisition

Form No. D-106 Material Requisition Sales Slip has been re-designed and is now carried in a book form as shown. It has three copies of different colors and has been arranged to serve a double purpose for the smaller sized stock room. It may be used as a stock requisition or as a counter sales slip for either a sale to a customer, or a shipment to a dealer.



In using this form two copies may be removed from the book and the third copy, which is not perforated, remains in the book. The advantage is that for the purpose of making entries on stock record cards no requisitions will be lost. For checking the cash drawer the book is sent into the cashier along with the cash.

The copy in the book remains filed according to date and requisition number which eliminates one filing job. As soon as a book is completely used, it is easily filed as a permanent record.

These are padded in book form 50 sets of 3 to a book. Carbon paper is supplied in the back of each book. The size is 5x8 and the price 15c a book. Order under D-106 Material Requisition and Sales Slip.

Giving Better Service

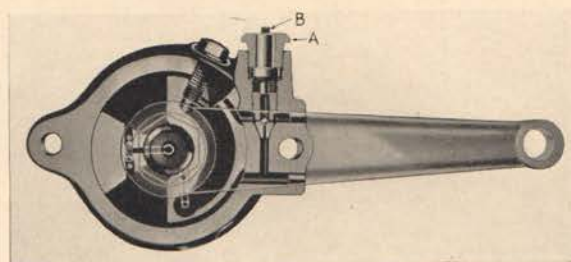
What percentage of customers' cars do they service? That question is on the Service Supervisor's report form. He can not answer that correctly any more than can the service manager who does not keep a Customer Service Record. If you don't follow up your customers consistently and persistently, you cannot even guess at the answer to the question. You know that the customer who brings his car in regularly for inspection and service is the most satisfied one—likewise the most valuable. They are impressed with the performance of their car due to its better condition. When you increase the number of customers who bring their cars to you regularly, you increase new car sales and service profits.

There is just one answer—the Customer Service Record. It gives you a line on every customer. Start such a record now, it will furnish you with the necessary facts to carry on a systematic follow up by 'phone or personal calls, letters or cards. The results will convince you—see

Service Letter No. 9, Vol. 3, dated May 1, for a suggested method of handling such a record. Since quoting the prices shown in letter No. 9 we have obtained a discount of 12% on the binders. We will pass this saving on to you.

New Type Shock Absorber

A change has been made in the shock absorber construction. You will notice from the cut that the metering valve is in a vertical position. The change was made after frame number 265716 on the 626 and 633. The change appeared on the 640 on frame number 176715 and on the 645 on frame number 176445.



The adjustment of the new type shock absorber is accomplished by loosening the lock nut "A" and turning the metering valve "B." To set standard turn adjustment "B" to the right until it is tight then back off one and one half turns.

In either this or the previous type of absorber it is essential that Packard Special Shock Absorber Oil be used.

That Tourist

With the tourist season upon us again we list a few items of importance:

When a man brings his car to you for service attention and says he wants it in shape for a trip,

1. Sell him on the idea of a complete inspection and notify him of all items requiring attention for an extended satisfactory trip.
2. Make sure his car has the safety extension on the Packard Shock Absorbers—see Technical Letter No. 1856 for parts and installation.
3. Make sure the Packard Shock Absorbers are equipped with the metering valve.
4. Check carefully the entire cooling system.
5. See that the generator charging rate is set for summer driving conditions.

When a tourist comes into your station and requires some brake work, don't tell him that the wrong lining has been used and is the cause for his trouble. It may be that the lining his home dealer used had proven entirely satisfactory in his particular locality which was extremely level country. You have shaken his confidence in his home dealer and have sown the seed of discontent. Such statements are not necessary and do absolutely no good. By all means in handling the tourist business this season, let's all keep in mind that we are all working for one purpose—to service Packard cars that more Packard cars will be sold. Protect the good name of Mr. Packard Dealer under all conditions just as you would want him to do should the case be reversed. Handle the tourist with the thought in mind "If he were my customer in another town, I would want the Service Salesman to say—" In other words, let's make the tourist policy read "Packard Service is the Golden Rule in action."

Spark Plugs

In the Packard Service Letter dated January 15, 1929, we outlined the spark plug situation and explained that no spark plug can be expected to function perfectly under all operating conditions.

Our standard plug is the Champion No. 3 and we believe that it is the best plug which can be obtained for all around service. It was adopted, however, with the realization that in sustained hard driving it might become so hot as to "break down" and fail to function.

Since the spark plug information was issued in the service letter mentioned above we have made some very severe tests with the Champion No. 4 and we believe that it is cool enough for any service which will be encountered in the field. We believe that it will be found unnecessary to use a plug as cool as the Champion No. 2.

In any case where you find a car is being driven so hard as to cause failure of the No. 3 you should recommend the installation of the No. 4 and should make it clear to the customer that the No. 4 is essentially a high speed plug. It cannot be expected to provide as good results in a cold running motor as the No. 3, and it may be found necessary to change back again as cold weather approaches.

We do not know of any result which can be obtained with another make of plug which cannot be secured with one of the Champion plugs mentioned above. All spark plug manufacturers are confronted with the same problem and none of them have been able to produce a single spark plug which will function perfectly over the wide range of operating conditions and temperatures which are now encountered.

Spark Timing

The most accurate way to check ignition timing and automatic spark advance is to disconnect No. 1 spark plug wire and fasten to the end of this wire a piece of high tension cable about four feet long. (Do not use primary wire). Start the motor and let it warm up until it will idle properly. Then remove the starter motor (with motor idling) and hold the end of the high tension wire about $\frac{1}{4}$ inch from tip of timing pointer. Each time No. 1 cylinder fires a flash will occur which will make it appear as though the line on the flywheel marked (spark) is standing still. This mark on the flywheel should come directly in line with the pointer with the spark fully advanced and the motor idling. If it does not, the screw in the distributor clamp plate should be loosened and the distributor turned either forward or back until the mark comes in line with the pointer. Be sure to tighten screw in clamp plate securely when this is done.

The above instructions cover the checking of the fixed advance. The automatic is checked with the rear wheels jacked up and the transmission in high gear. The following table indicates when the automatic advance should start to operate, causing the mark to move away from the pointer and the distance it should move according to the miles per hour given.

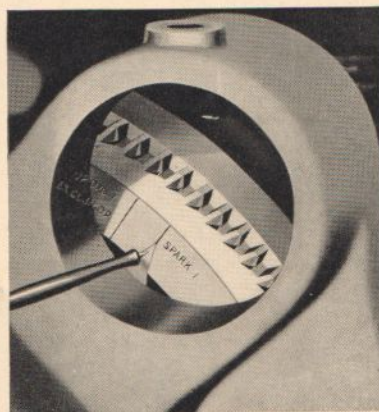
Motor R.P.M.	Equivalent Car Speed, M.P.H.	Advance in Inches on Flywheel N. E. Dist. use on models 526- 443. Early 626- 640.	N. E. Dist. No. 10868 on late 626- 640.
600	12.5	0	0
1000	21.	$\frac{1}{32}$	$\frac{1}{4}$
1400	29.	$1\frac{3}{32}$	$\frac{5}{8}$

Note: The spark marking on flywheel was changed from

$\frac{21}{32}$ to $\frac{3}{32}$ " before top dead center when distributor No. 10868 was installed.

If it is desired to check the action of the automatic advance within any particular speed range, the necessary marks as given in the table can be put on the flywheel with a pair of dividers and a pencil.

If the automatic advance does not start to function within a reasonable limit of speeds given, it indicates stiff governor weight springs or sticking weights, and if it does not come back on the mark when the motor is



slowed down it indicates sticking of the weights in the advanced position.

Adjustments should be made by your Northeast Service Station. They have facilities for doing the work quickly and accurately, and have the equipment to check the result.

Technical, Trade and General Letters

Information concerning the Service Department has in the past been sent out by the factory as a Technical Letter if the subject matter was of a technical or mechanical nature. Trade Letters contained matters of importance to the Parts Departments such as markings on over size parts; the exchange of parts; handling parts orders, etc. General Letters carried matters of interest to the management. It became difficult to determine under what heading some of the information should be issued, and some confusion has resulted.

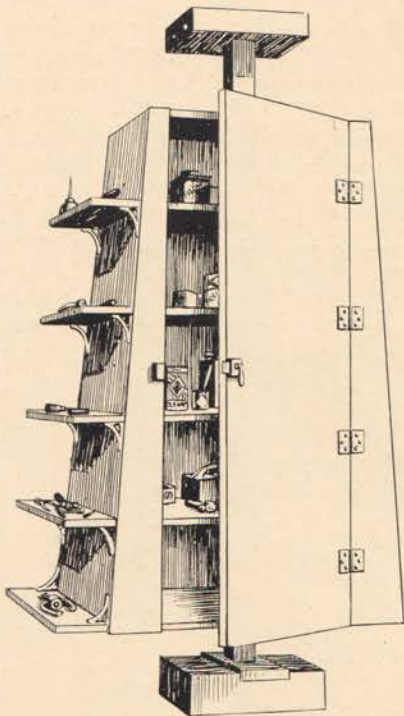
Starting with Technical Letter No. 1867 all service department information will be mailed out on the gray Technical Letter heads. Those issued by the Technical Division will be signed by Mr. T. A. Stalker as formerly. Those issued by the Service Stores Division will be signed by Mr. B. R. Horsley, and those of general interest by Mr. J. F. Page. All letters pertaining to accessories will, as previously, be issued on Trade and General letter heads over the signature of Mr. J. D. Wilson.

In the Service Department you will require the Technical Letter file along with a complete set of Service Letters. Indexes will be issued each six months on each of these, and you should make sure that your files are complete. In ordering be sure and specify whether it is Technical Letters or Service Letters that you want and always order the Technical Letters by number and the Service Letters by number and volume.

Your Telephone

Should a customer from out of town be in need of service on his Packard car the chances are nine to one that he will try to locate you in the telephone book under the name "Packard". Do not overlook this opportunity of helping customers who are trying to find you. You are authorized to list your station under "Packard Service", or "Packard Sales and Service". In some places no charge is made for the extra listing but even if a charge is made, it will prove a good advertising investment.

A Clever Tool Rack



The tool rack shown in sketch form was made up by Mr. H. K. Fletcher, Service Manager of Tulsa. It will, we believe, be interesting to others. The cabinet is 3½ ft. at the bottom and 2½ ft. at the top. The length is 6 ft. It is supported on a 4x4 through the center which is mounted on a large timken roller bearing (a truck bearing will do the trick) and revolves at a light touch. Shelves are on one side and on the inside for holding taps, dies, mikes and the smaller tools which should be locked up. Other tools are hung in neat order on the other three sides.

You will be surprised at the capacity of such a cabinet and the small amount of floor space used. We can mail you a blue print with more detailed dimensions if you address the Editor.

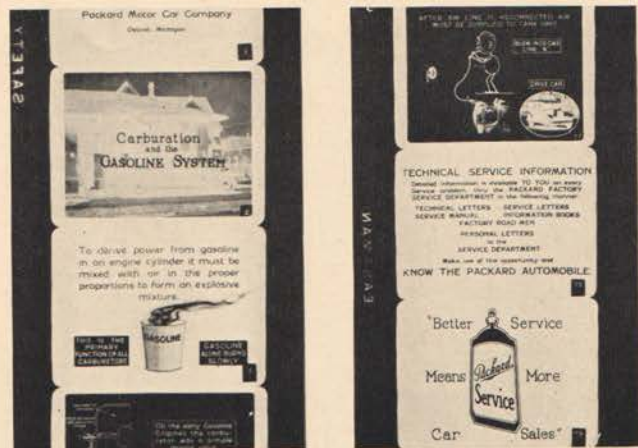
Annual Service Meeting Notice

PACKARD DISTRIBUTORS AND DEALERS
Attention: Service Manager
Subject: Annual Service Meeting
Gentlemen:
Dates for the Annual Service Meeting have been set! Plan to be here - you can't afford to miss it.
A program of value and interest to you. The dates are June 19, 20 and 21.
We expect a larger number than ever and every minute can be made valuable if our plans can be laid in advance.
Please help us plan by filling out and mailing the registration card.

Yours very truly,
PACKARD MOTOR CAR COMPANY
J. F. Page
General Service Manager

JFP:B

Service Educational Films



Are you taking advantage of this new method of instruction? Can you think of a better way of holding service meetings than by showing your men just what the underlying principles of construction are; what the history of each major system is, and what its Packard application is on such subjects as "Steering," "Carburation" and "The Shock Absorbing System." These subjects are treated by means of slide films and lectures as described in Technical Letter 1867. They are supplied at a very reasonable charge and will give you a new approach to the training problem. Write the Factory Service Department for more information.

This Is What One Dealer Thinks of the Films

DONALDSON MOTOR SALES CO.
PACKARD CARS
250 MICHIGAN STREET
GRAND RAPIDS, MICH.

March 23, 1929

General Service Manager
Packard Motor Car Company
Detroit, Michigan

Dear Sir:

We have had a meeting and shown the 30 millimeter slide films covering the Packard axle and steering. We think it is one of the best things that the Packard Company has gotten out to help not only the mechanics but the salesmen as well.

We are strong for it and wish to know if you are going to send us other films. If you are we would like to know so that we can arrange to purchase a projector for showing them. Do you have any of these for sale or any special one you recommend?

I believe the salesmen got more enthusiasm out of the film showing the steering mechanism because the steering is one of our talking points on the car and I am sure the prospects would be very interested in knowing all the reasons why our steering is so superior.

The film certainly shows very careful planning and detailed work which is of considerable value to the Sales Force.

Yours very truly,
DONALDSON MOTOR SALES COMPANY
President and General Manager

ALD:FN

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