



## Preventive Service

FOR many years life insurance companies were dependent upon the law of averages in conducting their business. If a certain number of deaths occurred per thousand people, an average was obtained and accepted as final until it was decided that such a rate was clearly due to careless health habits.

Immediately an educational program was adopted—free advice—regular medical examination—and a campaign of sickness prevention was started on a large scale. Results have been beneficial both to the policy holders and the insurance companies.

The automobile business as far as the distributor and dealer is concerned has reached exactly this stage in its development. Cars of today are fairly comparable as to appearance, riding comfort, convenience in equipment, etc. Where they do differ in the eyes of the owner is in the ability of the service station to maintain the car in that condition which will insure him continuous satisfactory service at a price which will convince the owner that his investment is well worth the cost of the time and money saved.

When we have reached this point we have arrived at a stage where service is profitable both to the service station and to the owner. The service station started its existence as a necessary evil; and in the early days, few, if any, made any money.

Little attention was paid to this department by the management, and the car owner was not encouraged to come in for service since it was evident that this would simply increase the dealer's already over-large expenses.

Largely for this reason customers formed the habit of calling for service only when service was absolutely necessary. What has been the result? Cars, generally speaking, have been sadly neglected from a mechanical standpoint.

Car buyers have not received anywhere near the satisfaction nor the mileage that has been built into them, and the automobile business has been forced into a full realization of the importance of keeping its cars operating in the best condition possible. A service station cannot do this alone—it is necessary to overcome, in the owner's mind,

the idea that service should be bought only when the car ceases to run.

It is now necessary that the entire industry adopt and carry out an educational program of preventive service. First, it is important that the service department be placed on a profitable operating basis. The manufacturer is able to assist materially with this by the study of existing conditions; adoption of simplified and standardized systems and methods; standard prices and repair operations; special tools; assistance with parts and accessory sales etc.

We have already taken some important steps in this program. The fear of the cost of service has been eliminated by the flat rate system. The general dislike of the old, greasy repair shop is being replaced with a respect for the present clean, well-managed service establishment of today. But there remains the fact that there is too much waste and depreciation due to careless, infrequent service. Our job plainly is one of educating the owner in the value of preventive service. Continuous and regular follow-up of the owners is the answer. Such a plan, as is being encouraged by the factory, aims directly at this problem. It is preventive service on an insured basis.

This plan levels out the peak loads in the service department; it brings in additional volume per car; it eliminates misunderstanding concerning charges; and for the customer it insures a systematic preventive service which means full and satisfactory value for his transportation dollar.

The factory has the plan published in detail and a complete outline, with the necessary forms and routine for its operation, are available. It is clearly a step in advance and one in which you will be deeply interested. We suggest that you write immediately for a copy of the Packard Insured Plan and put it into operation in your territory.

Any additional information not contained in the write-up will be gladly given by the factory service department, and if you want factory assistance in getting the plan into operation, a factory representative, thoroughly familiar with the details, will come immediately to your assistance and stay with you long enough to satisfy you that the program of preventive service is practical and desirable from every standpoint.

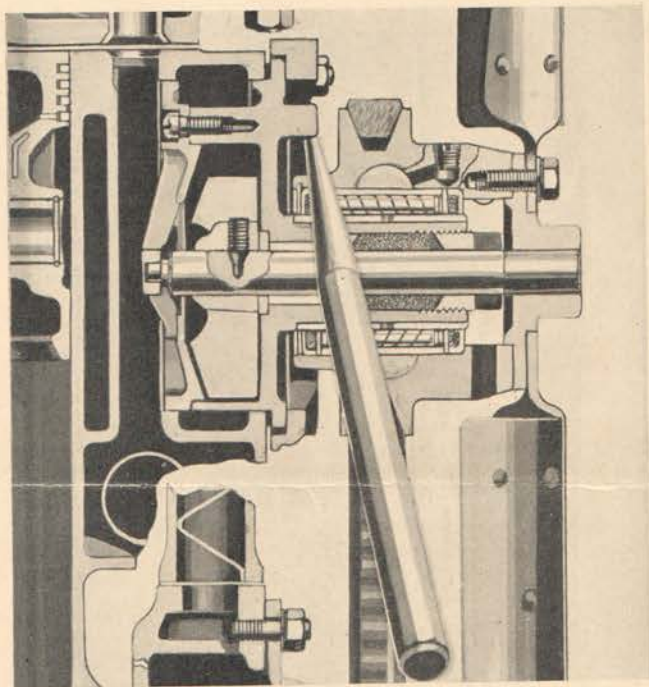
**"Better Service Means More Car Sales"**



## Fan Belt Adjustment-626

There seems to be some confusion concerning the proper method of adjusting the fan belt on the 626 series. We have heard of cases where the radiator was removed in the performing of operation M813, but this is entirely unnecessary. The following steps should be taken.

1. Drain about three gallons from the cooling system, so that loosening of clamp plate will not cause leaking.
2. Loosen the nuts holding the pump clamp plate.
3. Rotate the pump housing by means of a small bar being placed against the projections or lugs found on the outer surface of the pump body by tapping lightly with a hammer. The first run of cars had one lug and there are now three.



Since the mounting of the body is on an eccentric, rotating the pump body causes the tightening of the belt. The belt adjustment should be so that by grasping a blade of the fan it will be just possible to slip the belt on the pulley.

4. Tighten clamp plate nuts.
5. Refill cooling system.

The cut shows the location of the lugs and the use of the bar.

## Cylinder Grinding

There seems to be an impression among some mechanics that the proper way to grind cylinders is by the "dry stone" method. This question comes up every once in awhile, and here is a statement that will make the factory's stand on this subject clear.

"We are very much opposed to the dry grinding method of honing cylinder bores, as a much better finish can be obtained by the use of kerosene and it would be practically impossible to ever clean all of the abrasive out of the crankcase in case a cylinder were honed on the job by the dry-grinding method."

Always use the "wet" or kerosene method for grinding cylinders.

## The Boys from Memphis

It is not so many years ago that the service department of the average place would have been asked to stay away from the front of the building, but our bet is that J. P. Parker-Harris was proud to get a picture like this one.

Walter Pait, one of the good looking boys in the front row, or to be more exact—number seven from the left, resigned a short time ago and traded the title of Factory



Service Supervisor for that of Service Manager at Memphis, and no one can say he doesn't believe what he used to preach. With Walter, Clean, Courteous Service is not a motto—it's a habit. We see now why all of the reports from Memphis are good ones. Even the critical eyed gentleman in the dark suit, who is no other than Supervisor Stipe of the factory force, found plenty of reasons to give this bunch a good rating—and when "Lee" marks them "OK," they have got to pass inspection.

## Delivery Dates

Some distributors and dealers are still neglecting this important element in delivering new cars. You owe the protective feature of this service to your customers.

Trade Letter 2401 says that in cases of inter-territorial sales coming under the Trade Letter and being submitted to the factory for settlement we will, of necessity, have to assume that when the car in question proves not to have been stamped that the Distributor or Dealer making the sale did not stamp it in order to cloud the issue and will, consequently, rule against him irrespective of other conditions.

Squeaks and Rattles		
Hardware & Equipment		
MISCELLANEOUS		
Tool Equipment		
List Accessories on Back		
WASH AND POLISH		
STAMP PATENT PLATE		See Service Letter Vol. 1 No. 13 Inspector

D-28-15M 8-28-50 N.Y.C.O.

You will notice on the New Car Inspection and Delivery Report, D-28, that a space is provided to make certain that the stamping of the plate has been attended to. Please see that the delivery date is stamped on all cars you deliver.

## Service Manager Wanted

We have received a letter from a distributor in a mid-western town of around 150,000 population.

He wants to get in touch with a service man. He needs an experienced man, one conversant with Packard principles and policies and one who has had some experience either as assistant or service manager. The shop has about 10 mechanics. Letters addressed to the Editor will be forwarded.



## An Aid in Keeping Promises

If you are not already using this form you will find it very useful in keeping track of cars in the shop. As a car comes in, assign an RO number to it and indicate in the proper column the department in which the work will be performed. Show the license number for easy identification and set a day and time on which the car is promised.

This gives you at a glance the standing of jobs in process and makes it much easier to catch delayed jobs in time to get them ready at the time promised.

[illegible]

We urge you to order out a pad (D-111, 25c each) and give it a trial. In some cases the form may be made up on a black board and placed where it can be watched by the service salesman. A good plan when using such a board is to use chalk of two colors—one for cars promised today, and the other for cars not due out today. This makes the board plainer and it is a big aid in helping you keep promises.

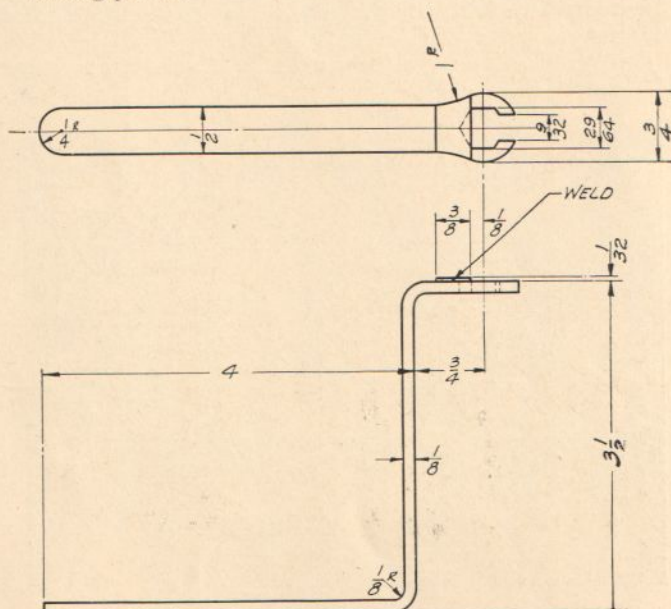
## Special Tools

Suggestions for new tools and improvements on standard tools are being received and closely examined. One which seems to deserve special mention is the Brake Cable Holder shown in the sketch.

This was received from W. E. Eggert of Milwaukee. It is designed to hold the front Brake Cable from turning while taking up on the cable adjustment. A check for \$5.00 is being sent Mr. Eggert.

We have also received ideas and drawings from Mr. Deny of Seattle on a wrench for loosening the lower nut on the generator—from Mr. Kies of Albany a shock absorber link puller—from Mr. Stuart of Washington, D. C. a special file for distributor points—from Mr. Banner of New Brunswick a socket wrench with T-handle for the rear shock absorber links—from Mr. Keegan of Los Angeles a valve plate cover wrench—from Mr.

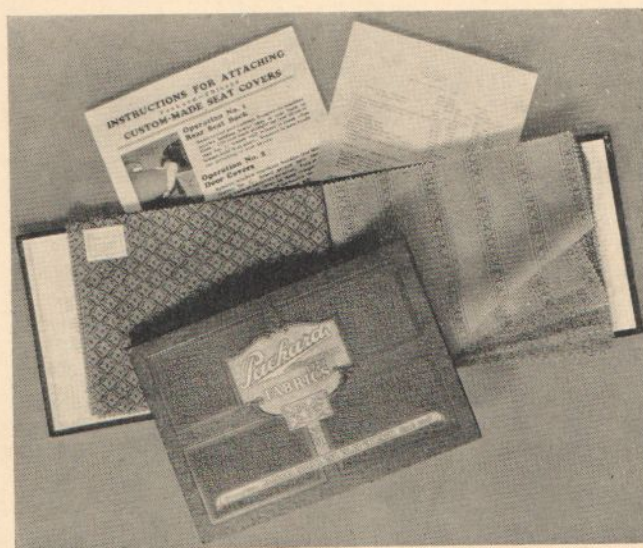
Garrett of Schenectady a bonnet lifter which holds the bonnet above the car—from Mr. Beard of Louisville a fixture for lining up the marks on the crankshaft and camshaft when replacing the front end chain—from Mr. Matcjka of New York a camshaft puller and a piston ring clamp—and from Mr. Desort of Cleveland a main bearing puller.



Drawings of these tools will be carried on file by the Special Tool Department and if you wish to add to your Special Tool equipment we suggest that you write for the drawings of tools which you feel would be of value to your assortment as time savers.

## Seat Covers

The Accessory Division of the Chicago Branch has for some time made a specialty of seat covers of real Packard quality. They have gotten up a catalog of fabrics, and an installation chart, and give an assurance of prompt handling of all orders.



If you are interested in getting some real custom made seat covers for your customers, a letter addressed to Mr. Rosen, Accessory Manager at Chicago will get you the rest of the story.



## Packard Service and South America

We welcome home from an extended trip to Central and South America, Dick Skogland, Service Manager of the Export Corporation, and our old friend Vance Mortellra.

They have completed seven and a half months of most interesting travel and have brought back a high regard for the service personnel in countries to the south of us. We are inclined to feel that real enthusiasm for Packard and the best translation of Packard Principles into Packard Service is to be found only in the United States. A glance at some of the Southern boys and their service stations prove that Packard Service throughout South America is comparatively on as high a plane as it is in North America.

We are showing a few of the boys who were visited and because we don't know much Spanish we will just say "Guental, muchachos."



*Service personnel—Montevideo, Uruguay.*



*Service personnel—Lima, Peru.*



*No, the monument was not put up for "Dick" and "Vance"*



*Lima, Peru*



*Mrs. Skogland enjoyed a part of the trip.*

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