



The Service Managers' Annual Convention

WE were very glad to have with us this year something over 280 Service Managers from all parts of the country. We only wish that we could have had a representative from every single Packard dealer and distributor's organization and we trust that those who did attend the meeting will pass on to just as many as possible the information and inspiration which they received.

We will endeavor to pass on some of the talks, which were given, in other issues of the Service Letter, as space permits.

The registering of those attending was completed by 10:30 Wednesday morning, September 10, and the meeting was called to order by Mr. Page, who found out that while there were a good many new faces among those who attended, by far the largest group had been with the Packard Organization for five years or more and a large percentage for ten years and more. Mr. Page indicated in his opening talk that he hoped everything of value which would be presented in the meeting would be passed on to others in your organization so that the benefit derived might be as far spread as possible. He introduced Col. Vincent and Mr. Roberts, both of whom spoke briefly and assured those present that the facilities of their departments were open and that a keen desire existed on their part and that of their departments to cooperate in every way possible in making the meeting a successful one.

Mr. Page next introduced Mr. Peters, who gave a short talk, welcoming those who attended; he spoke of the ever-increasing importance of service work and the great amount of thought, effort and attention being given by the Sales and Advertising Departments to service problems.

Mr. Williams then introduced the new car, using the Eighth Series film and explained in detail the construction and purpose of the new units and changes made to give improved appearance and results.

Mr. Stalker and Mr. Williams then went into a detailed discussion on the technical problems of the previous series and the current car, discussing all reports which have been received in the Service Department along with all alterations and changes which have been made.

Next Mr. Peterson, General Service Manager of Chicago, gave a very interesting talk on what they were doing in the way of educational work among their dealer organizations, as well as in their own establishment. We will give you his talk in detail in another issue, as we feel that the educational problem is one to which all of us can well afford to give a great deal of attention.

We then had a talk from Mr. H. W. Ward, Vice-President and Service Manager of Kansas City, on "Ethics Among Service Men." This talk will also be given in detail; it is on a subject which we have discussed



many times in these pages and is one which bears repetition on every possible occasion.

On Thursday, we spent the day on board one of the river steamers and in resting and playing on one of the islands in Lake Erie. We had a short meeting on board in the morning; Jack Harrison talked on "Satisfying Your Customers." A good many of you have heard Jack talk on this same subject; it is one that he just can't get away from. He stressed the satisfying of customers first by the proper impression created by a clean, well-managed service station, by doing the work required as well as is humanly possible the first time the car comes in, by inspecting the work carefully from the customer's viewpoint, by handling the details of issuing the order and having the invoice ready when the customer calls for the car, also by having the car ready at the promised time. He went into detail on handling complaints; how to handle tourist work and how much a definite follow-up meant in the way of satisfaction to customers.

Our next speaker was "Bob" Carson, Manager of the Central District, who spoke on a subject very dear to our hearts, that is "Developing Your Service Profit," and if anyone knows anything about developing service profits, it's "Bob" Carson. We are going to give you his talk in detail; don't just read it over—study it and put it into practice.

Another talk that we will give in detail was that by Mr. Horsley on "Your Parts Service." He wants you to impress upon everyone in your organization the money value of each piece of stock carried in your bins; he spoke of not being "penny-wise" in cutting off too much clerical help in the stock room at the expense of improper and inconsistent ordering, also the handling of inventory and its proper turnover; he spoke of obsolescence, the prompt handling of return goods and the proper equipment of your department. You will be very much interested in going over his talk with those in charge of your Parts Department.

The rest of the day is best explained in pictures, a few of which we are passing on to you.

On Friday we heard from Mr. Chamberlain, General Sales Manager. We will try to give you the important parts of his discussion on the relation of repeat sales to service.

Mr. Taylor exhibited the new tools which have been added to the line of special tools and shop equipment and distributed a new tool catalog, which is available for the asking.

Mr. Wilson explained the new accessories available for the eighth series car and dwelled especially upon the adoption and the installation of the heaters being carried this year. Mr. Wilson now has available the new accessory catalog and all the necessary information on accessories which should be carried and promoted for this year.

There was another talk on Service Promotion Work; the importance of the owner-follow-up system, the different types of equipment best adapted for this very important part of your service work, the proper use of the Service Posters, the Service Letter and the Service Films. Those subjects have been covered in detail in previous issues and we will continue to discuss them.

We then had a talk from Mr. Gilray, Supervisor of Retail Sales. It just isn't possible to put down in black and white and get across to you what Jack Gilray can say to you—if you haven't heard him, you've missed a whole lot. We will try to give you the high spots of his talk, but if you really want to obtain the inspiration that it is possible to get from Jack, sit in on some meetings when

he is going to talk—there is really no other way to get the full benefit of it.

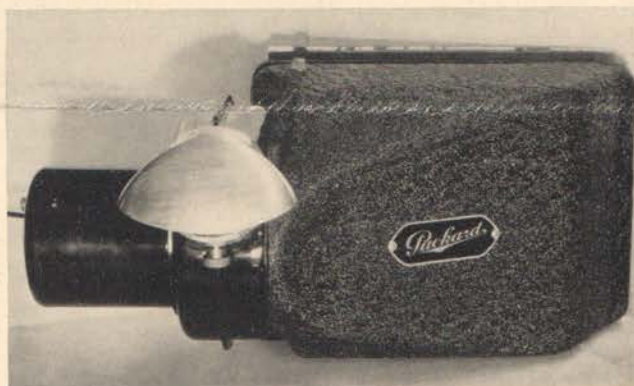
The meeting was then broken up and groups were formed for general discussion on various subjects, Messrs. Page, Stalker and Williams covering general policies and technical problems, Messrs. Birge, Knapp and Hammerl on body work, Mr. Stark and Mr. Swanson on Inspection and other subjects as they were brought up.

There were trips through the factory and a trip to the proving grounds. The meeting wound up leaving us with the impression that a good deal had been accomplished. A great deal of time is spent on making these meetings instructive and inspirational as well as giving you an opportunity of seeing the Factory and talking with those at the Factory who are continually endeavoring to give you the finest car built and to enable you to service it so that every owner will have an enthusiastic reply when we "Ask the Man Who Owns One."

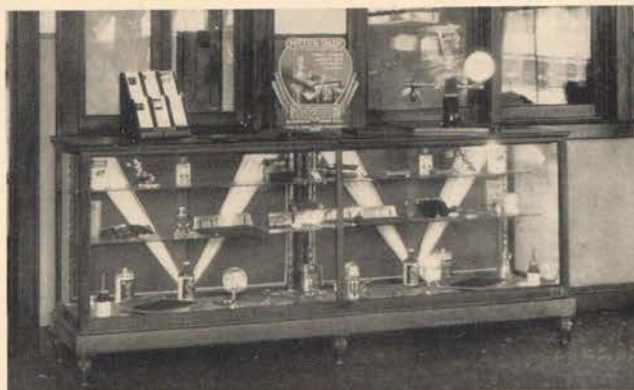
Accessories

The Accessory Department just issued Trade Letter 2486 on the subject of "Heaters." We suggest that you re-read this letter and give some thought right now to the matter of heater sales for this winter.

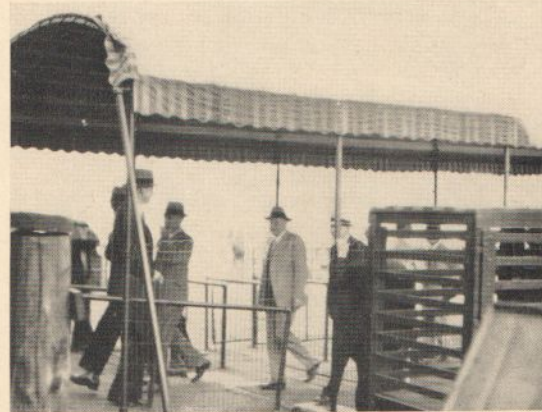
October and November are the best heater months—so get set to cash in on this business. The heater shown below is the dash type hot water heater; it is equipped with an adjustable air deflector.



Mr. Harold Jorgenson, Service Manager of the John S. Jackson Organization, South Side dealer of Chicago, sent us the photograph of his very attractive accessory display; it is just outside of his customers' room. Note particularly the treatment of the background of the show case; it is very effective and should receive some attention at the time your show case is cleaned out and redecorated for the Fall and Winter accessory business.



Service Managers' Outing in Pictures



We Arrive at the Dock Bright and Early and Go on Board



We Get Up Steam—And Leave Detroit



After a Very Pleasant Trip—



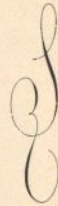
During Which "Bob" Carson Showed You How to Make Profits—And "Ed." Gorlitz How to Spend Some of Them



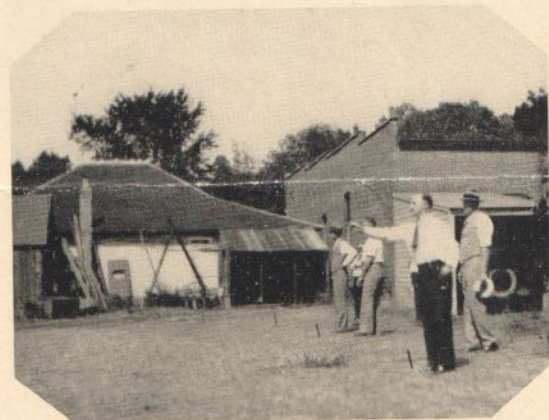
We Arrive at the Island and Tie Up to the Dock



An' Then We Unload or Rather Disembark



Some Played (AT) Golf



Some Tossed Shoes



Others Played Ball



A Few Went Sight Seeing



Some Went to Smile and Work and Some to Sit and Think



While the Rest Just Putt-ered Around

Shock Absorbers

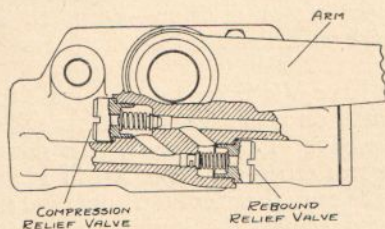
The 8th Series Shock Absorbers are really two absorbers in one. Each absorber acts independently of the other with a common oil supply. One absorber eases the car spring compression—the other dampens the spring rebound. The result is that lighter and more flexible car springs can be used, insuring a maximum riding ease without frame bottoming and an excessive side sway at all speeds and under all conditions.

RELIEF VALVES

Relief Valve adjustments for the Compression and Rebound cylinders are entirely separate insuring an exact valving adjustment for car spring rebound or compression movements. The maximum resistance of the shock absorber to rebound movements is controlled by the strength of the Relief Valve Spring and cross sectional area of the metering slot that is cut in the Rebound Relief Valve Pin. The resistance of the absorber to compression movements is controlled by the strength of the Compression Relief Valve Spring and diameter of the Compression Valve Pilot.

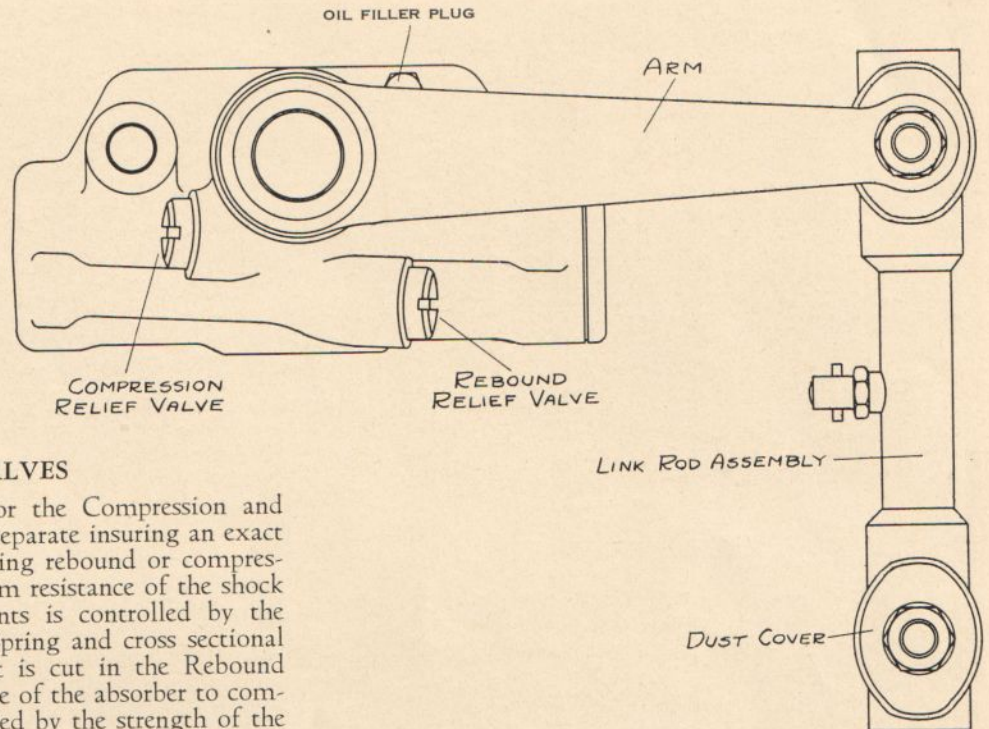
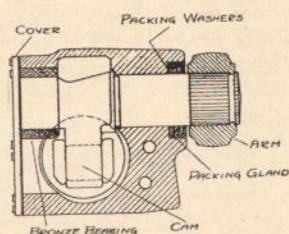
In cold weather, when the oil is heavier, the maximum oil pressure is naturally built up sooner and the Relief Valves open earlier and wider—automatically taking care of any changes in oil viscosity due to a drop in temperature, without any changes in valving adjustment.

Rebound and Compression Relief Valves are selected, only after exhaustive tests by car manufacturers and shock absorber engineers, to give resistance necessary to establish the best possible riding qualities to the automobile.



LINK RODS

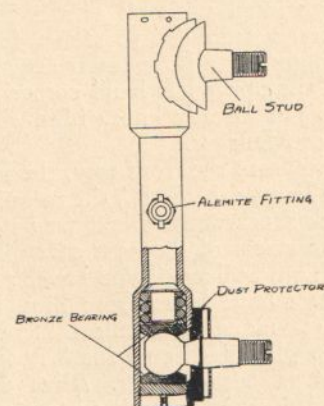
Link Rods provide a positive transmission of all car spring rebound and compression movements to the shock absorber. All moving joints are fitted with bronze bearings which together with the provision made for Alemite Lubrication insures noiseless and efficient operation at all times.



GENERAL

Perfect lubrication is insured in the absorber as every moving part operates submerged in oil.

Oil leaks around the arm are controlled by high grade cork and rubber packing washers forced into place under a steel packing gland under high pressure.



Whenever it becomes necessary to remove plugs and change valves, a certain amount of oil will be lost. After the valves have been changed and plugs tightened securely, shock absorbers should be filled through oil filler plug. *Nothing but Lovejoy shock absorber oil should ever be used.* Be sure all plugs are thoroughly tightened to guard against leakage of oil on the road.

"Service Coöperators' Club"



We are printing this picture not at all because we have any desire to be seen, but because we want you to meet us. There are many Packard men in the field who have not had an opportunity of visiting the factory and are not personally acquainted with all of the Service Department, therefore, we decided to take a few minutes off so that you might get a little better acquainted with us.

Starting at the upper left hand corner we present, to those who do not already know him, Mr. J. F. Page, General Service Manager.

Dropping down to the front row, the first man to the left is Herbert Fahner, D. S. R., the meaning of which is Doctor of Sick Stockrooms. Next we have Bill Wilson, mechanical supervisor of the west coast district; the next gentleman is Tom Stalker, if you haven't seen him, you certainly at least have heard from him, he is the man who put the technique in technical. Next we have Jack Harrison, who plays father to the "Touring Experts;" then we have a visitor—Mr. Allan McKenzie—he covers England, Europe and what-have-you for Packard Export.

Roy Eveland finishes the first line, he covers the southwestern territory from Arizona to Alabama and as far north as St. Louis. Just above Roy is Lee Stipe, who operates in the northwest territory from the Rocky Mountains back east to the old home-town of Saginaw;

to his left is Sam Cooper, he operates right close to home—there may be some reason for this, anyway he covers the central district. Then we have Byron Horsley, father of the service stores division—when B. R. puts his middle initial on a Parts Order, it means "Rush" and nothing else.

Next we have Vic Swanson, free lance inspector and follow-up man on technical complaints which you send in. Then we have "Doc" Shaver, who does his stuff in the southeastern territory. Next is Bill Hall, who does business in the central eastern territory, and then we have Ed Gorlitz, who covers the northeastern territory, including, of course, Montreal. You will notice that we were hardly able to get Ed to hold still long enough for a picture. On the end and just to complete the picture we have N. A. Lull—the squint comes from being always on the look-out for news or information to pass on to you fellows in the Service Letter, Films, etc.

Now you have met the entire "Service Cooperators' Club" with the exception of Harry Taylor, the special tool and price setter. We will have something to say about him in a later issue. This bunch is on the payroll for just one purpose, as far as we can find out, and that is to help you fellows give better service to Packard owners. The more you use this help, the better we like it, so let's all get better acquainted.

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