



VOL. 4, No. 20

OCTOBER 15, 1930

Ethics Among Service Men

A talk given by H. W. Ward V. P. and Service Manager, Kansas City at the Service Manager' Annual Meeting—

THERE are undoubtedly a great many of you boys representing larger service stations who could cover the subject, "Ethics Among Service Men," far better than I, due to the number of owners you come in contact with being more each day. But, due to our geographical location in the heart of America, we do, in the touring season especially, come in contact with a goodly number of owners from almost every state in the Union touring east and west, north and south, either to escape the extreme heat or cold found in their particular territory. Therefore, the seriousness of this subject and the unethical practices of some of our different Packard service organizations should, particularly during these present depressed times, receive both the factory's and our own strictest attention.

ETHICS AMONG SERVICE MEN—What does the word "Ethics" mean? Of course you all know. One dictionary gives as its definition—The basic principles of right action. How can proper principles of right action be established in our service dealings with Packard owners among us whom the Packard Motor Car Company so vitally depend upon to protect its enviable good reputation, which through the last thirty years has been created and built up in the minds of the general motoring public toward Packard? Everyone of you fellows will have in mind a thousand different answers to this question. I have many in mind myself.

It should not be necessary for good business men, such as we all try to be, to be criticized for unethical practices whether by word of mouth or actual mechanical work performed among our own owners, or those coming to us to spend their money for service repairs and adjustments from foreign territory, or in other words—from your territory to mine and mine to yours. We deal with varied types of business men and women as Packard owners. They are Packard owners because they have intelligence, have made a success in their own line of business, or at least their families before them have made it possible for their standing in their community to be classed as among the best citizens.

How many of you fellows have read and digested the write-up on the front page of the Packard Service Letter dated June 1, 1930, which mentions the bulletin placed in the hands of the New York Service Department and all its sub-branches and dealers by the General Service Manager covering the all important subject of proper action toward owners from different parts of the world during the touring season calling on them to care for their Packard service needs. I wish each and every one of you would read and thoroughly digest every word written in this bulletin. It will be well worth your while. There is only one criticism that can be offered on this bulletin and that is that it refers to the touring season only, while I believe these instructions should be continued throughout the year. After you read it, do not file it away without impressing its importance on each and every member of your service organization coming in contact with Packard owners.

There is one all important way in which every Packard man, whether he be Service Manager, Service Salesman, whether his Service Department be handling repair orders running into the hundreds per day, or down to the smallest dealer handling less than a dozen a day, one that will not only help the factory and its fair

name but each and every one of us, our own individual pocket-books, and the organization of the Packard distributor or dealer whom we represent. That is eliminating the thoughtlessness of different members of our various service organization giving cause for letters and reports to reach us reporting things said and done to our own good Packard owners while visiting or touring through some other fellow's territory.

The morning I received Mr. Page's letter assigning me this subject—"Ethics Among Service Men," I glanced through the morning mail and read the following written in a letter from one of our Kansas City, wealthy, influential citizens, whom we have prized as having had on our owners list as a Packard owner for a good many years, and to whom we had just a few days before he started on his trip sold and delivered a beautiful seven passenger 740 Sedan of which he was not only proud and happy in making the selection, but it was the finest motor car he had ever owned, regardless of his wealth, as before he had always used in his service the shorter wheel base jobs. The letter in part reads:

"While in, we went to the Packard service station as the car had nearly broken our backs, meaning Mrs. H. and myself, on our trip here from Kansas City. We wanted to see if we could get some relief for our return trip. They told us here the back springs were not adjusted at all and that the back seats and back cushions were of the poorest construction they had ever seen and that they would insist on having them made proper. It is the worst bucking bronco I have ever had anything to do with. So far have no complaints as to the engine or other parts of the car. You folks will certainly hear from me when I return home."

I can assure you that I could, after reading that letter on that morning, have talked to you on this subject far better and more forcibly and perhaps in language not readily printable, were the meeting to have been held that day. Think of it, a Packard man, undoubtedly not the Service Manager himself, but one of the service organization who was placed in the responsible position of meeting and talking with the Packard owners in one of our good service organization, said this and we all know that it is not only untrue and undiplomatic but trouble brewing for the home distributor and detrimental in the extreme to the Packard factory.

Who for goodness sake gains a thing by making such remarks to a good old Packard owner? Our owners as a whole are the finest, best educated, wealthiest, influential people of this great country. Some unthinking, perhaps untrained in Packard policies, service man is allowed to tell the good owner that his own home town service station, in whom he undoubtedly has the utmost confidence else he would not have purchased his car from them, did not know how to properly grind his valves, did the poorest job on the brakes that he ever saw, or that the Packard factory had turned out a miserable poorly constructed car and inferred that he was unfortunate enough to receive it in exchange for his good American dollars. Again I will ask you the same question, who gains and who loses?

Boys, how dependent is man on men. Let me just read you a clipping from a newspaper that I happened to be reading the other evening that brings out the point, "How Dependent is Man on Men." It is written evidently by a woman and is headed, "Romance of Business." It reads:

"How dependent is man on men. One man's success is linked up with the success of hundreds of others; one's failure precipitates failure upon others.

Consider any business. Take the corner grocer for instance. On his shelves you find products from all over the world. There is cocoa, tea, olive oil, sardines, spices, sugar, and coffee coming from far lands. In far away Brazil or other tropical lands laborers cultivated and picked that coffee long months ago. It was packed on donkeys to a central point, and from there ox teams carried it farther, and then perhaps a railroad brought it to the ship. The ship is a part of the chain, built by labor, manned by labor, its coal supplied by labor. The coffee goes to many lands. It comes to dock and is unloaded and transhipped in lighters, in railroad trains, in trucks. It is sent to mills; it is tested and roasted and packed; and again shipped out to jobbers and distributors, until finally the corner grocer, to the number of hundreds of thousands, receive it.

But meanwhile another group has contributed to the marketing and selling of the coffee, the advertising staff with its specialists, writers, artists, printers, and also the newspapers and magazines which carry the coffee message into the homes.

"No man liveth to himself alone," and so the chain of business proves it. We are as much dependent upon the peon coffee laborer who helps to produce the raw product as we are to the corner grocer himself.

The newspapers and magazines with their staffs of correspondents, artists, special writers, reporters, and so on; the advertising people, trained specialists receiving good compensation; railroad and steamship organizations from the smallest to the least; the manufacturers of coffee machinery; the mines and mills supplying coal and oil—they are all inextricably bound up one with the other in this romance of business which is a continuous link of buying and selling, transportation, making, advertising and distribution.

In the romance of business this brief story of coffee may be repeated over and over in varying detail about hundreds of different products, not only foods but textiles, metals, chemicals, manufactured articles in endless variety. It makes us the more realize how intimately the world is related through commerce and industry.

This, boys, applies to our business just as well as it does to the industries mentioned in this clipping. How true it all is.

Every time a letter of complaint reaches the Packard factory or another distributor covering an owner's unpleasant experience while away from home on a trip at the hands of some other Packard service representative, it hurts the Service Manager himself more than actually the service men involved in the complaint.

What does it mean for you and me? An educational campaign among our service salesmen in particular. There are all kinds of complaints registered by owners. Only last week one of our many good owners came in to me, not in his usual pleasant manner, but more or less with a chip on his shoulder and asked me to step out to his car and started in, "I brought this car in to you for a general inspection before I started on my last trip. Your boys did a good job mechanically as the only thing necessary for me to have done on my trip was an oiling and greasing and the fan belt tightened. This I had done at your Packard service station in and they called my attention, when they filled my radiator, to the fact that they were able to push a finger through the metal on the radiator DeLuxe Emblem cap. This same service man said, 'We keep a lot of these emblem caps in stock. It is nothing unusual for them to become in this same condition. Tell your home town Service Department when you take your car in the next time that we said they should give you a new cap'."

Now, fellows, if this service man had Packard interest at heart and wanted to make a friend of this owner who, in this case, goes through this man's territory regularly, how easy it would have been to pass no remark about how many he carried in stock or what to tell us when the owner reached home, but slip on a new DeLuxe Emblem at no charge for the material and make the owner a real friend of his and not more or less disgruntled when he came in to us perhaps with the thought in mind that he might have to fight for a new emblem whereas if he lived in the other man's territory, he would have one replaced at no charge.

There has in the past been a great deal said about the touring service policies as laid out by the factory to supposedly be practiced by every dealer and distributor handling Packard in the country, and yet we still have water pumps brought back to us neatly done up and thrown in the back of an owner's car, for which he has paid list price for labor and material, with the request that we reimburse him on his invoice.

I even had an owner, less than two weeks ago, bring in a 740 rear shock absorber assembly removed by a service station, large enough to carry new parts of this nature in stock, who had made the replacement and given the owner the old assembly wrapped up in a newspaper for him to bring back to us some 2000 miles distance. Yes, certainly he had paid for the new shock absorber and the labor attaching it. His new car dash plate was stamped distinctly showing the car had been in service less than thirty days and with less than 3000 miles on the speedometer. Fortunately, this owner was a particular friend of ours, having owned Packard cars before, and knew from experience the treatment he should receive at our hands.

I mention these things, fellows, only because if there is to be any basic principles of right action among us, let's use horse sense, good business practices, and live up to the service policies as laid out by the Packard Motor Car Company or else get out of the business. Every Service Manager at sometime or other has had the fundamentals of good business brought forcibly to his attention but I often wonder why this same knowledge is not passed on down through the entire service organization.

The most important members of our Service organization, as we all know, are the fellows known as Service Salesmen who come in contact with our owners directly and listen to their troubles and, while we all have our own ideas as to the qualifications necessary to make the men in that position most valuable to us, without proper guidance and without receiving definite instructions from time to time from the Service Manager himself, they can cause us to either go ahead as distributors or dealers or gradually slip out of the automobile business.

If the unethical practices among us, which have been more noticeable of course as we have grown with Packard, are kept up, I promise your Service Station will be like Oliver Goldsmith's Deserted Village. In six months from now it will be an ideal place for one really tired who wants to relax and write poetry.

These are indeed hard times and every dollar's worth of business we can bring in to the Packard organization anywhere in this country, whether your own or others, and the protection of the good name "Packard" needs your most careful consideration.

In conclusion, let me remind you that we are all brothers in that great fraternity, not the Mystic Knights of the Sea, but the responsible one for Packard, so let's when we go back home, start that Educational Program among the members of our Service organization that will prevent unethical practices among Packard Service Men.

Just a Little Story

A little story was picked up in Bridgeport the other day. It is a little fairy story because it has a moral. Every mechanic and service salesman should read it over a couple of times, the moral is not deeply hidden and we know that you will get the point without any trouble. The main thing is, let's keep this little story in mind, if one customer appreciates such care and attention, there are a lot of others just like him. We wonder what would happen if every customer could make the same remarks, the difference being that the foreman would be saying, "Yes he is just as careful with every car he handles," anyway here is the story:

Jones had driven his car into a garage for a slight adjustment to the carburetor and while he was waiting he seemed greatly interested in watching one of the mechanics working on another car. In about fifteen minutes the foreman stepped up to notify him that his car was ready.

"I've been watching that mechanic over there," he said to the foreman, "There's a man who knows his business, he didn't spill a drop of oil on the motor; he put down the hood gently, fastened it securely and left no finger prints on it; he wiped his hands on clean waste before opening the door, spread a clean cloth over the upholstery, meshed his gears noiselessly and then drove slowly into the street—That's my idea of a conscientious worker."

"Yeah, that's his own car," replied the foreman as he walked away.

Recent Alterations

SPARK PLUGS

Recent alterations provide for the use of the C-4 spark plugs for use with high altitude heads. Tests indicate that more satisfactory results and a prolonged life of the plug is the reason for this recommendation. They are carried in stock under part 185368.

LUBRICATION OF SLIDING SEAT PARTS

Four holes of one quarter inch diameter have been added to the front seat frame assembly to allow for lubrication of the sliding parts of the driver's seat. A heavy machine oil should be used for lubricating these parts.

REMOVING WIRE WHEEL HUB CAPS

A slot has been added in the wire wheel hub for convenience in removing the hub cap on 8th series cars. By inserting a screw driver in behind the hub cap in the slot, it is easy to remove the hub cap without scratching the plating, or the paint on the wheel. Whenever a wire wheel equipped car is delivered, the owner's attention should be called to this slot and the method of removing the hub cap.

BODY SILL DOOR BUMPERS

The question has been raised as to why the door bumpers located in the body sill at the top and in the bottom of the door, do not contact when the door is closed. The answer is, they are not supposed to. They are in place simply to absorb the shock of the door against the body due to the weaving of the car on rough roads. Do not try to adjust them so that they are contacting at all times.

The Owner Who Can Not Be Satisfied

There is not a single factory service representative, nor a distributor's field service man, who has not heard the following statement:

"Oh Yes, we are servicing practically all of our customers and they seem pretty well satisfied." Things would be in pretty good shape if the statement ended at that point and if it were true, but the sad part is that usually the statement does not end there, nor is the statement true.

Usually the service manager who will make such a statement does not keep an up-to-date service follow-up record; he doesn't actually know what percentage of customers are obtaining regular service from his department. If he does keep a service follow-up record, he usually doesn't know how complete the record is; he usually makes no attempt to add any names to the record except those received from the new car sales department. There are a lot of used Packard cars sold through the used car department of which he has no record and there are usually quite a few cars moved into the territory of which he obtains no record. The only way he can get these is by checking the registration record, usually obtainable through the local dealer's association.

We will presume that he does keep a fairly accurate follow-up system and uses it, he might then be in a position to state that his customers seemed pretty well satisfied, but as we stated before, he never stops with this comment, he adds this "But, of course, we have some that just cannot be satisfied."

As written, this is not a true statement and if you reword it, saying "We have customers whom we cannot

satisfy," or if you say "We have customers whom we will not satisfy," then you have a true statement. This statement, before we changed it, is simply a cheap common alibi and the sooner we recognize it as such, the better and easier it is going to be for all of us. The sooner we quit kidding ourselves on the belief that Packard owners cannot be satisfied and get down to analyzing not only their mechanical troubles, but the owner himself, his desire as it effects his purchase of a Packard car, or the use of it and what he is really after; the sooner we meet some of these tough customers and spend enough time to find out what their trouble is, and we do not say for one moment that you do not have tough customers, or tough problems, then is the time that we begin acting like a real service organization, instead of like a bunch of alibi artists.

We are making it too easy for a customer to drift away on the basis that he cannot be satisfied; we use the excuse too often. We spend too much money advertising to get this customer and too much money selling him his car to let him get away from us in such an easy manner. We do not accept the full responsibility for holding our own business. We seem to get the idea that since the sales department sold him the automobile, let them handle him, we say to ourselves, "Well what he is really after is a long trade, or some special allowance, that's the sales department's job," or we seem to feel that the salesman has enough enthusiasm or high pressure method to go out and get the customer back again, anyway we pass the whole thing off with the thought in mind, "He cannot be satisfied."

Now you know and we know that any Packard owner who is in his right mind can be satisfied; you know and we know that Packard has built and is building good serviceable cars, we never have claimed that we build a perfect automobile, we never sold one to you as such and we never ask the salesman to sell it as such. Such a contraption does not exist. The Packard Company builds the best automobile it knows how to build, it is subject to wear, to depreciation, to accidents and to all the other ills that any other automobile is subject to, but thank goodness not to the same degree.

The man who buys that automobile is a human being, otherwise he wouldn't be here on the same earth with you, he has certain wants and desires; he knows this isn't a perfect world and he knows just as you do that there isn't anything running around on wheels that is perfect, he has been sold on the idea that Packard builds a real automobile and he wants his to be just that.

You can make it run like a Packard should and you can sell him on the idea that his Packard, once in standard condition, is just like every other Packard of that same series. Now, if you have straightened this same owner out from the standpoint of any grievances which he may have had, or any ill feelings toward anyone or the handling of any transactions, then you will find that it is entirely possible to satisfy him.

You may have to admit that you cannot satisfy a particular Packard owner, or you may have to admit that the work done under your supervision does not satisfy a particular Packard owner, but do not say that he cannot be satisfied, because this is not true. He can be satisfied, it's your job to do this—and it is our job to help you do it.

Let's all get together and throw this expression out of our Service Department and entirely out of our vocabulary; it is not true and it does not belong in a Packard Service Station. Once we have gotten rid of it, we can all get down to our job of "Satisfying Packard Owners."

Correct Lubricant for Wheel Bearings

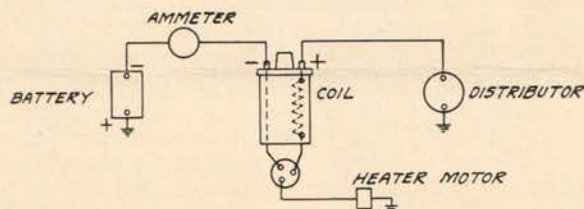
For the lubrication of front wheel bearings, a fibre grease should be used. Fibre greases differ from the ordinary cup greases in that they do not leak as badly; they are made from sodium soap and oil. In applying grease to the front wheel bearings, the bearings should be well greased; it is not necessary to pack the hub caps full of grease, as this does no good whatever and eliminates all the space which should be available for expansion of the lubricant. Without this space, the lubricant is forced out onto the brake lining.

For rear wheel bearings, a regular cup grease is superior to the fibre grease because of the water condition and possible rusting of the rear wheel bearings.

Ground Wire

The question has been raised as to the location of the ground wire on Eighth Series cars—this is located just below the lower part of the rear seat back cushion on the left hand side and may be reached by removal of the rear seat cushion.

Heater Wiring



The ignition coils of the eighth series cars are equipped with an extra terminal on the switch end to which the blower wire can be attached when a car heater is installed.

The use of this terminal for this purpose will insure the heater blower being turned off when the ignition switch is turned off and prevent the battery from being run down by a forgetful owner.

It is however very important that the wires on the opposite end of the coil that leads to the battery and distributor be attached to their proper terminals which are plainly marked, otherwise the current for running the heater blower would have to pass through the primary winding of the coil which would interfere with both the ignition and the operation of the blower.

It is therefore highly important when utilizing this extra coil terminal for any purpose to make sure the distributor and battery wire on the opposite end of the coil are attached to their proper terminals, as shown in the illustration.

Some of the cars that have been shipped may have had these wires reversed, so an inspection should be made to make sure they are properly located before attaching anything to the extra terminal.

Fall Poster Cards

PACKARD SERVICE
PACKARD MOTOR CAR COMPANY
DETROIT, MICH.
REPAIR ORDER and INVOICE
CUSTOMER'S COPY

Name _____
Street _____
City _____
State _____

License Number _____ Make _____ Year _____ Motor No. _____

SYMBOL _____ OPERATIONS—BE SPECIFIC _____

1. If while above work is being performed additional work is found to be desirable, this Company will secure customer's approval for same.
2. This Company is not liable for loss or damage to vehicle by fire, theft, casualty or accident and the vehicle is held at owner's risk.
3. Except as noted herein parts required for removal will be scrapped at once.
4. The charge will be rendered unless presented within five (5) days after delivery of vehicle.

Approved _____ Terms _____ Customer's Signature _____
DATE ORDER Taken Order _____ Service Salesman _____

Across Mail in 48 Hrs.

Preparation for Winter Driving is IMPORTANT!

We have a number of miniature posters printed in exactly the same color as used on the large size posters; they are approximately 2" x 6", printed on light cardboard and may be used very effectively during the months preceding cold weather as an attachment to the customer's copy of the invoice, or to his statement during that month. It forms a tie-up with the information being given in the Service Department by means of a poster and the service salesman. A definite program for preparing the car for winter use should be started and persistently followed up.

It is just about time to use the Fall posters, if yours is soiled, or does not appear neat and fresh, we suggest that you order out a new one. We have additional copies of these at fifty cents each and if you have not used the poster service, we suggest that you go back through the Service Letters, ordering out the Fall and Winter posters for the next two months' use. You will find other posters shown in various issues of the Service Letter, which present a very attractive appearance in the Service Department.

The entire series of twelve on a monthly basis at fifty cents a month is a very small expense for this method of further advertising your service facilities and presenting definite messages to customers, who call at your Service Department.

For Sale

1—326 Sedan Body \$100. 1—633 7-Pass. Sedan \$250.
Good condition. Write L. F. Reilly, Service Manager,
O. D. Wearly, Toledo, Ohio.

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