



VOL. 4, No. 22

NOVEMBER 15, 1930

Your Educational Problem

A Talk Given by N. H. PETERSON, General Service Manager,
Packard-Chicago at Annual Service Meeting

I AM sure you appreciate the amount of intelligent effort that has been applied by the sales organization in the factory along the line of sales educational work. You have all followed through the course of sales educational letters which have been sent out by Mr. Gilray, and if you have given them any thought at all you must appreciate the fact that the factory recognizes that an efficient selling organization must be trained along specific lines, must be kept in an enthusiastic frame of mind and must be given the benefit of a great deal of specialized training in order to succeed in their particular field.

I am afraid that it is all too true that many of our so-called service managers in the field are merely mechanics that have grown up with the business and have really not kept abreast of the times. It is not sufficient that a man be merely a first-class mechanic in order to properly manage a service organization, he must be given some very definite educational aid by the distributor in whose territory he operates and he, in turn, must pass along this information to the men under his supervision.

As we go along through this outline of our program in Chicago, I hope you will notice the fact that we have planned to reach every member of our service organization in our territory in some type of a small group meeting. We are convinced that a great deal more can be accomplished by holding these small group meetings with a definite program than in any other way we can think of.

The chief object of our educational program is that Packard owners, whether in their home territory or on tour, will receive the same treatment, the same efficient, effective service wherever they go. We are particularly anxious for them to realize in their contact with our service men in the field that they are willing, anxious and able to render the same uniform high standard of service.

Weekly or bi-weekly meetings are held in our own branch shop, lasting about 20 minutes during the noon hour. During this time we show the factory service department slide films, the sales department movie films and also show other films which we are able to obtain outside of our organization and which prove very inter-

esting to our employees. We also discuss in detail all points covered by Technical Letters or the Service Letters.

We also hold monthly or bi-monthly meetings of our shop and service organizations, which usually take the form of a round table discussion unless some specific program is planned.

Several of our metropolitan dealers hold either one or both of the above described meetings.

Every few weeks we have a meeting of our branch and metropolitan dealers' service managers, from 3:30 to 5:30 in the afternoon, at which time current mechanical troubles, service policies, etc., are discussed very informally. We have found that a great deal is accomplished in these meetings, particularly along the line of more uniform treatment and policy adjustment to our owners. Of course, through these frequent meetings all of these service managers are in very close touch with current and mechanical troubles and how best to handle them.

In all of the meetings that I have just described in addition to the general mechanical discussion, we worked up a very definite program of questions and answers whereby the person in charge of the meeting will explain certain things either of a mechanical nature, or perhaps an example of how a customer should be handled providing he may have had water pump trouble or needs a motor overhaul job at 25,000 miles or something of that sort. During the next meeting the men in attendance are quizzed on these questions that were given in the previous meeting as a matter of review. In this way we feel that we have arrived at a point where our service personnel is thinking and talking along the same lines to our customers.

In the territory outside of Chicago, which we have divided into three zones, we hold group meetings every two or three months, having the dealers come to a central point for lunch and then spending the afternoon in a most informal discussion covering mechanical troubles, general service matters, handling of tourists, returned goods, free service, etc., a representative of the parts and accessory department is in attendance as is also the field service supervisor, wholesale road man and general service manager.

We have in our territory 32 dealers who are subscribers to the service film—a few of them have projectors of their own, but for the benefit of those who have not, we have two projectors on the road all the time which are being expressed from dealer to dealer so that they may hold their own organization meetings. These projectors are on a regular schedule and the dealers can plan ahead for their meetings.

Our field service supervisor carries a projector, holds special meetings, gives mechanical advice and assistance, occasionally calls on a dissatisfied owner with the dealer, helps keep his parts investment more orderly and active, promotes the sale of accessories and tries in every way possible to advise our dealer so that his service department is operated in a more efficient manner producing better results, conforming to standard practice and Packard Principles throughout.

I feel that a large portion of a service manager's responsibility is that of service education of his organization, whether he be the manager of a larger organization with territorial dealers or the smaller operator with but a few mechanics. Our factory has given us a great deal of assistance through the medium of Technical Letters, Service Letters and Slide films, if we are making the most of our opportunities, we will devote some very serious thought and effort to a definite plan whereby Packard owners countrywide will receive more nearly what they anticipate and what they are entitled to expect when so many of them make their purchase on the basis of our slogan—"Ask The Man Who Owns One."

To my mind enough emphasis cannot be placed on a more *uniform* handling of the Packard Proposition—Do the service men of you dealers (all of them) sing the same song, and, more important, do they know the words?

Door Lock Catch Adjusting Screws

Closed car door locks have for some time been equipped with a screw for adjusting up and down play in the door catch. When a rattle occurs by moving the



catch up and down, you will find that this condition can be corrected by tightening the adjusting screw. We are locating the screw for you in the attached view.

Ball Joint Adjustment

The factory is now setting steering connecting rod ball joints at $2\frac{1}{2}$ turns, rather than $1\frac{1}{2}$ turns as formerly. This will free up the steering noticeably and guard against a whipping condition of the steering wheel. The present standard adjustment on steering ball joints is to back them off $2\frac{1}{2}$ turns.

Accessories

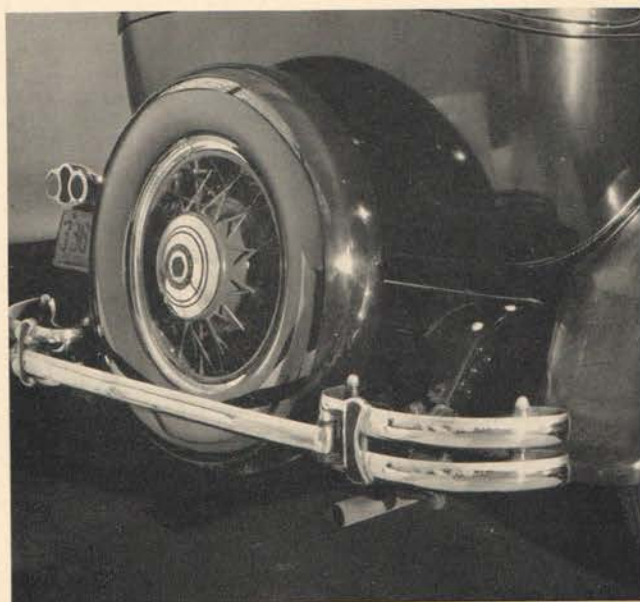
The photograph shown here is of a Show Room display of accessories, as worked out by J. W. Smith, Parts and Accessory Manager of the Earl C. Anthony Organization in Los Angeles. A flood light is used in connec-



tion with the regular illumination and the show case is separately lighted, making a very attractive and effective display. It certainly uses a corner of the Show Room to mighty good advantage and the idea can be duplicated in a Show Room of most any size.

Tire Cover Protector

Because metal tire covers have replaced fabric on the majority of Packard cars now being delivered, there has been an insistent demand for some protective device for the cover when used at the rear. A protector is now available through the factory accessory division; it serves



the purpose very nicely, is easily and quickly installed, matches the fender guards and should be easily sold to those owners who are using metal covers. The recommended list price is \$4.75 attached. We would recommend that you carry a few in stock, the piece number is PA-953.



Its Time to Use Your Winter Poster!
If you need a new one, they are 50c—14½" x 39"

Training Men

Several articles have appeared in Service Letters this year on the subject of training men, and right now that subject is more important than ever for the reason that undoubtedly you have been forced to reduce your personnel to keep your expenses in line with your income from the sale of labor, parts and accessories. In reducing your personnel you have endeavored to retain what you considered your most valuable men; you have taken into consideration the matter of experience and ability and you should, therefore, have a group of men, the average of which is above what you would find under unusually good time conditions.

With this condition existing in the personnel of nearly all service stations, we have in front of us an exceptional opportunity of creating a well trained and flexible nucleus, which will be invaluable when expansion becomes necessary as the volume of business increases.

This same condition, regarding service personnel, also presents a rather serious problem since in reducing the force you probably have one man to cover a particular job where ordinarily you would have one man with at least one, if not more, assistants; for instance, you may have just one man left in the stock room; one man on

accessory sales and just one or two service salesmen and some of your specialized mechanics possibly could not be retained. Should one or two men be absent from work, or make a sudden change of positions, you would be rather seriously handicapped for a time.

Here is the answer to both of these problems, train more of the men you have for each job. Take one of your service salesmen and train him in stock room work, get him to the point where he can handle the stock room in the absence of the stock man. It may take you some time, but it can be done and you will never regret having an extra man familiar with the stock manager's duties.

Next, take another service salesman and train him thoroughly in the art of selling accessories; he should already have a pretty good idea concerning this work, but get him to where he can step into the accessory manager's shoes.

You still have some of your best mechanics but you may have had to let an electrician, or a touch-up man, go. Now is the time to train these other men in this special type of work. Develop a combination mechanic and electrician, then make a combination mechanic and touch-up man. Take one of your mechanics who has some sales possibilities and gradually make him into a service salesman.

This will require a whole lot of time, a lot of patience and a lot of real hard work on your part, but look how you have multiplied the value of your force. Think how smoothly an organization developed along these lines can be made to operate.

Under the old plan you came down to work on Monday morning to find your stock room man sick at home, one service salesman had left you and your electrician had sprained his ankle, no one knew anything about the location of stock, several customers were waiting to have orders written up and, of course, one car came in requiring electrical servicing. Not only was the whole day a complete mess, but several customers went away with the idea that the place wasn't very well managed and you were lucky if you got off that easy.

Now take the same condition under our suggested plan—one of your service salesmen slides into the stock room and this department functions efficiently; you call in one of the mechanics and hand him a white service salesman coat for the day; he goes to work a trained man, then you call over your mechanic who formerly was just a good motor man, but who now understands the principles of the electrical system and is able to take care of the car requiring the services of an electrical expert.

Then you called in an extra mechanic for the day and you were able to sit down in your office knowing that the service department was functioning smoothly and as it should. Wouldn't that be a grand and glorious feeling?

BUT, it didn't get that way overnight, you have to plan for it and work for it and NOW is the time to do it. Sure you are busy and you are short handed, but isn't it worth the effort? And think what happens when you expand your personnel: you have an assistant parts manager all ready for the job, you have an extra accessory salesman, you have a well trained service salesman and you have mechanics who are able to break other men in on all types of work.

You are not doing your job as a service manager unless you are training your present force to handle the next job higher up. You need a flexible working force—talk it over with your men, you will find them willing and anxious to work this out with you. Plan your training with these thoughts in mind.

Personal Mention



We are glad to welcome in our Personal Mention column, Mr. Walter San Marco, formerly of Los Angeles and at present holding the position of Service Manager in Bogota, Colombia. He has just about completed two years of service there and has been in the Packard family about twelve years; he returned to the States a short time

ago for a visit to the factory and the Export Office.

If you fellows ever have any of your customers ask you whether it is safe to take their Packard automobile to that part of South America, you can tell them "Your darn tooting, it is." He'll get some 100% service on his automobile and he will have 100% interest and co-operation on the part of the Service Manager at Bogota.

Credit, Where Credit is Due

Technical Letter 1904-A gives you a short cut in the installation of the Sixth Series water pump brought about by the installation of a steel sleeve to be used to close the thermostat bypass, making it possible to eliminate removing the cylinder head on this operation.

Several letters were received about the same time, suggesting this saving of time. However, we find that the first letter was received from Mr. J. H. Daggett, mechanic at the Packard Akron Motor Company, Akron, Ohio. We feel that he is entitled to special mention as being the first to suggest this time saving idea, which has been passed on to the field, in Technical Letter 1904-A.

Front Axle Trunnion Bracket Spring

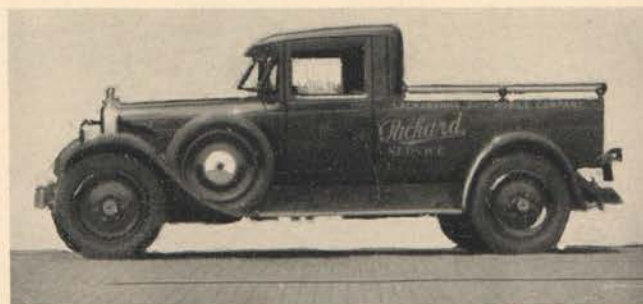
An alteration went through a short time ago putting into effect for service use on 626-633-640-726-723-740 and 745 cars a double spring for use in the front axle spring bracket rear trunnion. The double spring design is to increase the strength of the springs; replacements should be made only with the new type double coil spring and only this type will be supplied in Service Stock. The trunnion springs have been carried under part 164714; this number has been obsoleted in favor of part 97762 spring inner, and part 97763 spring outer, one of each being required to replace one of the old style, the spring under number 97763 fitting on the outside and spring under number 97762, fitting on the inside.

Distributor Lubrication

An item which does not always receive proper lubrication is the distributor head, the Information Book indicates that you should fill the grease cup or the oiler, as the case may be, and this is usually taken care of, but the item that is overlooked is just as important. The rotor should be removed and three or four drops of light oil applied to the felt pad in the center of the cam. You should also apply a film of vaseline to the cam surface.

Kingston, Service Car

This view of the Kingston, Pennsylvania service car illustrates what can be done if you can get hold of a 433 sedan rather cheaply as a result of a wreck. The body was built in the Kingston shop and the result is a very attractive and useful service car. Ed. Conrad, who oper-

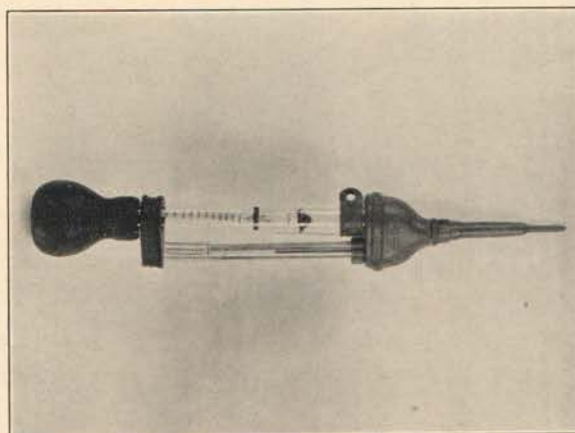


ates the Kingston Branch of the Lackawanna Automobile Company, sent us the picture and since the rest of his equipment and shop in general presents just as pleasing an appearance, we ought to hear from him more often. How about it, Ed?

Batrometer

ST. 791 \$2.00 NET

Every battery man knows that the specific gravity of storage batteries changes with the temperatures of the electrolyte in the battery and that for this reason, hydrometers such as have been made heretofore, only give the true specific gravity when the electrolyte is at a temperature of 80°. If this electrolyte is warmer or colder than 80°, the ordinary hydrometer shows an incorrect reading.



With the "Batrometer," no matter what the temperature of the electrolyte is you can get the actual and true specific gravity by reading the hydrometer, noting the thermometer and adding or subtracting the points shown on the thermometer scale, from the hydrometer reading.

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