



VOL. 5 NO. 9

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Double Responsibility

ALL of us undoubtedly feel that we are assuming full responsibility for the satisfactory completion of our day's work, or for our week's work. It is natural that we should have a certain pride in the work which we accomplish and we are likely to feel that we know quite a bit about our own particular job.

It seems to me that there is a division in this responsibility, or, for sake of argument, let us call it a separate responsibility to which we can all pay a little more attention. It is true enough that we are responsible not only to ourselves, but to the boss, for the satisfactory handling of our jobs. What we are referring to is that other responsibility toward the owners of Packard cars.

For instance, you have probably already felt that responsibility for the owner's safety lies largely within your hands. You are very definitely responsible to the owner for the safety found in satisfactorily operating brakes; in satisfactorily operating steering mechanism and in other such items as properly focused headlights; correct operation of the windshield wiper; the operation of door locks; the freeness of the trunnion bracket and other items which pertain to the safe operation of his car.

You are also very definitely responsible to the Packard Owner for the comfort and convenience upon which he was sold as a Packard prospect. Under this heading come such items as the correct adjustment of the shock absorbers; the correct adjustment of the clutch, the tuning of the motor; freeness of the steering; the operation of the window regulators and the door catches and there are many other items which bear upon the convenience and the comfort, which it is possible for him to obtain through the use of his Packard car.

You are responsible for the protection of his investment, which takes into consideration maintenance at a reasonable cost. In this connection we have such items as the correct operation of the chassis lubrication system and the entire procedure when he drives into the Service Station from the greeting which you give him through the writing of a repair order which will correct the conditions which he reports, as well as other conditions which need correction and which you should call to his attention. This also includes having the car ready at the time promised, in a clean presentable condition, and a thorough testing of the job to make sure that the work which he has ordered has been properly done.

We have never been enthusiastic about "selling" repairs to Packard Owners; we don't believe in setting up a

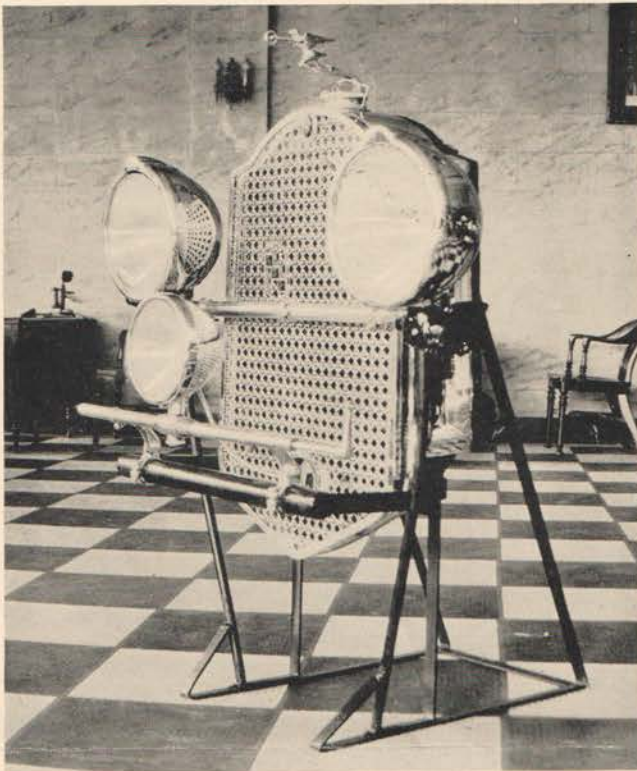
quota of service volume which you hope to reach and then going after those owners who will buy anything which you happen to mention in the way of repairs and in this way reaching that service volume, which you have set. We don't believe that the average Service Station gets more than one-half the volume of business that it is possible for it to get; most stations don't get more than one-third of this volume, but it is certainly poor business to expect to double or triple your present volume on only those owners who call regularly at your Service Station. If you want to increase your volume, you will find enough owners on your list who are not coming in regularly, whose work you should have to give you a greatly increased volume. A reasonable amount of revenue from each owner is the goal to set and then make sure that you get it from each owner.

It would not be at all difficult to obtain information from your own files, which could be used to convince owners that regular attention is, in the long run, cheaper attention. Cars properly lubricated and kept in proper adjustment will naturally run more satisfactorily than cars which are taken to the Service Station only to have definite break-downs remedied. The owner who operates his car in this manner would not think for a moment of letting the bricks around the foundation of his house crumble and fall away, nor would he watch the paint on his house deteriorate to the point where the lumber began to decay. He would feel that putting off such items of maintenance expense was just plain poor business on his part and it is simply a matter of getting him to feel the same way about his automobile. He keeps his house and grounds in good condition by keeping continually after them and the same procedure is necessary for the satisfactory operation of his car. It is easy to convince him that in the long run, it is cheaper.

These are the responsibilities which we wish to call to your attention at this time. They should be particularly emphasized at this season of the year. If you will assume these responsibilities, you will not be hesitant about endeavoring to convince the owner of the fact that you have a definite interest in the satisfactory operation of his car. He will then feel that he can safely leave with you suggestions and recommendations for the satisfactory operation of his car, knowing that you are assuming the responsibility for the safety, convenience, comfort and economical operation of his car.

Accessory Display

The Accessory Department under Lewis Lacy in Oklahoma City has worked out a stand for displaying the accessories used in connection with the radiator. The stand, as you will notice, displays the radiator screen; the



headlight tie rod monogram, the radiator emblem and the Pilot Ray lamp, which turns with the wheels.

Mr. Sheldon sent in the photograph, which we thought was an exceptionally attractive display and we are passing the suggestion on to you.

Lining Up Axle Shafts

Should you have any difficulty in lining up axle shafts in the differential carrier, the condition is possibly due to the fact that there is considerable clearance in the cap screw hole where the carrier is bolted into the housing. This clearance allows the carrier assembly to turn one way or the other. For this reason the splined end of the axle shafts may not line up properly with the outer bearing, if the carrier is bolted in solid before the shafts are installed. This condition may be overcome by putting the carrier up into place without bolting it securely until after the shafts have been installed. This gives it a chance to turn and the axle shafts will then line up properly.

Material for Service Meetings

Since last December very interesting and instructive series of bulletins have been issued by the Sales Department. These bulletins have been issued twice a month; one being called the "Packard Special Sales Bulletin" and every other one issued being called the "Packard Educational Bulletin." The Sales Bulletins are issued with the

idea of assisting salesmen and supplying them with definite suggestions, ideas and inspirational material. The Educational Bulletins deal with mechanical and constructional features of the Packard car and other related subjects.

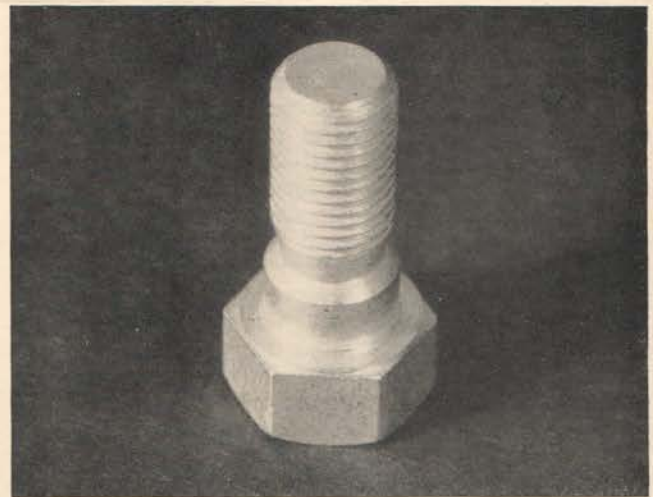
We feel that it is especially important that the Service Manager and the Service Salesman be familiar, especially with the Packard Educational Bulletin material. The Service Department should be talking along these same lines as the Sales Department and surely their information should be consistent.

We feel that it is important that a file of these bulletins be available in the Service Office and that particular attention be given to making certain that each Service Salesman read each issue of the Packard Educational Bulletins. Arrangements can be made with your sales Manager to obtain such a file. It is good material to use in your Service Meetings and it would be advisable, if you have not already done so, to review the issues which have been sent out so far and in particular to use The Review issue No. 16 of March 16 as the basis for a Service Meeting.

Clutch Plate Screw

A change has been made in the clutch cover plate screw, changing the number required on piece number 145258 from six to three and adding three prt 186855 clutch cover plate dowel screw, as illustrated.

A change has been made, as follows, on the clutch cover plate, part 148007. In this part six holes were previously punched with a diameter of thirteen thirty-seconds. These are now being reamed to .405 plus or minus .001.

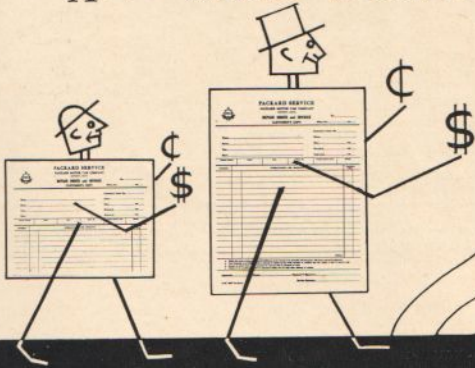


The dowel screws should be installed in every other hole and the plain screws in the remaining holes. The dowel screws are to act as pilots for locating the clutch. This change has gone into production and we are notifying you in case a question should arise as to the difference in the type of screws used.

Sedan Body For Sale

The Gibbes Machinery Company of Columbia, South Carolina notify us that they have on hand a 443 sedan body, which they report in clean and first class condition. For price and further details, write Mr. Frank H. Gibbes, Gibbes Machinery Company, Columbia, South Carolina.

OLD MAN R. O. AND KID SUPP.



Do You
Direct Them
Properly
?

Send Parts Removed for Credit—Del. Date Omitted

Money Thrown
Away
Lost Motion

Improper Diagnosis or Guesswork

Loss of Money
Destroys
Confidence

Overlooking Necessary Work

Loss
of Volume an
Injustice to Both

Order Underpriced

Profits Lost
Lost Motion

Properly Written Repair Order

Owner Satisfaction
Profit
No Lost Motion

Insufficient Information

Loss of Time
Owner Dissatisfied
Goodwill Loser

Failure to Issue Proper Supp.

Lost Profits
Lost Motion
Time Waster

Lack of Thoro Understanding

Bad Debts
Owner Sore
Lost Profits

Owner's Name Mis-spelled or Incorrect Address

Lost Time
Lost Motion
Owner Embarrassment

Writing Repair Orders Right

Some time ago Mr. Vitz of the Packard Westchester Company in White Plains, sent us a sketch that he used in a Service Meeting. From the sketch he gave a talk to his men on the subject of "The Correct Writing Of The Repair Order."

There are two divisions of this subject—First, what you write on the Repair Order and second, how you write it. The last of these includes how you follow through with the supplement; the handling of any parts exchanged and the following of the order in the shop.

It is still a fact, in connection with most Service Departments, that most customer complaints come from improper diagnosis. Only through long training, experience and the utmost carefullness, can you prevent this difficulty. The correction of this trouble lies in the correct writing of the Repair Order, after a correct diagnosis has been made. This diagnosis should not only represent your own training and experience in connection with the mechanics of the car, but must take into consideration the desire of the owner and the result which the owner is after. Too little attention is paid in obtaining a result which will definitely correct what the owner has in mind.

The chart which Mr. Vitz supplied and which we have reproduced tells the rest of the story. The owner's satisfaction; a profit to the Service Department and no lost motion in handling the order, can only result from a properly written Repair Order. You will run into trouble on any other path which you may take.

The complete filling out of the space provided at the top of the Repair Order, which include the motor num-

ber, type; the original delivery date and the time promised are all necessary for a complete record. A notation should be made on items calling for the replacement of parts, which should be held, or returned for credit. Other items which Mr. Vitz refers to, as productive of certain evils, which tend toward owner dissatisfaction, are the overlooking of necessary work; the incorrect pricing of items, insufficient information from the shop to properly do the job; the failure to issue proper supplementary orders, incorrect information leading to misunderstandings and incorrect information as to the owner's name, address and identifying numbers.

We suggest a close study of the chart. With these thoughts in mind, check through a number of the orders which you have written recently, you undoubtedly will run across one or more with the errors referred to. Pay a little more attention to the writing of correct orders, as they not only have a direct bearing on the accuracy of the records in the Service and Accounting Departments, but a most direct bearing on the satisfaction of the owner whose car you are servicing.

Change in 7.00x19 Lyon Tire Covers

Due to new designed tread the present 7.00 x 19 Lyon Tire Covers will not fit Firestone tires now in production. The fit on other 7.00 x 19 tires is snug. New 7.00 x 19 covers are available that will fit all 7.00x19 tires. See General Letter 337 for piece numbers. The covers we have been furnishing are the proper ones for 6.50 x 20 tires.

A Friendly Move for More Business

We were very much interested in a portion of a letter which came to our attention some time ago. It seems to contain an idea which may be worth some consideration and we are passing it on simply as a suggestion. It may be that conditions in your particular locality, at this time, would warrant some thought along this line.

The letter was received by a man who had purchased, let us say, a competitive make of car and shortly after the purchase the distributor from whom the car was purchased for some reason lost the distributorship. Apparently the manufacturer of that make of car was having some difficulty in obtaining a new distributing organization in that town. The letter to this owner read:

"We offer you the same courteous and efficient service on your car, that we offer to our own owners, until such time that another dealer is appointed in this vicinity.

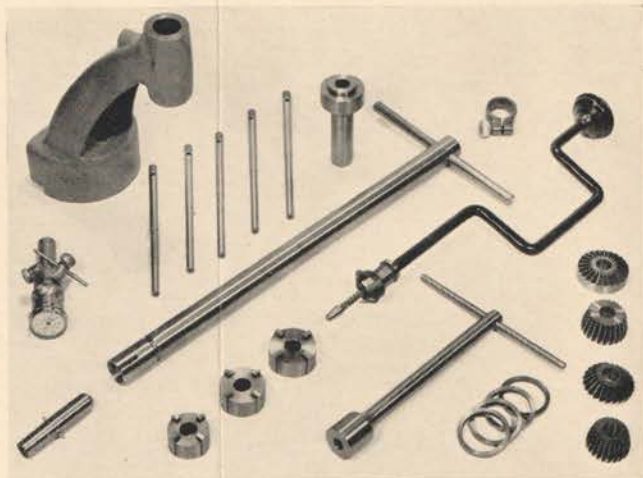
As you reside in this locality, we are extending this invitation to you, as a neighborly suggestion and trust that you will visit our Service Station."

It seems to us that this is good merchandising and that it would be very apt to add a number of names to the Sales Department's prospect file. Some of these would undoubtedly later appear on your Service Department's owners' list, as purchasers of Packard cars.

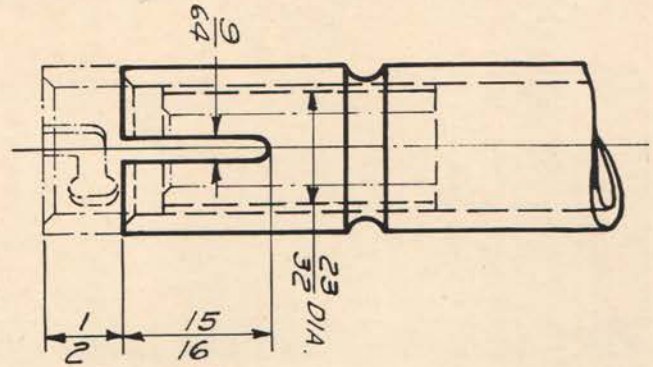
Your service facilities would, of course, have to be taken into consideration; you would under no condition want to make such a move if your shop could not easily handle the work without inconveniencing Packard owners. If you can handle a small amount of additional work you might send such letters only to those people who have been on your sales prospect file and now find themselves without proper service facilities. The idea sounded as though it might have some real merits and we are passing it on to you.

The Latest in Valve Equipment

All of your tool equipment should be in good operating condition, particularly at this time of the year. This applies especially to such items as valve seating equipment; you will want to make sure that this equipment is not only in good condition, but that it includes the latest development for quick, accurate work.



All the parts previously purchased under ST-669 may be used with the exception of the improved adjustable pilot and adapter and a slight change in the driving wrench. This item need not be sent to the factory, but may be machined according to the sketch shown.



We are also suggesting the addition of the eccentricimeter; numbers and prices are as follows:

No.	NAME	NET
ST-1406	Pilot .001 O. S.	\$ 1.00
ST-1407	Pilot .002 O. S.	1.00
ST-1408	Pilot .003 O. S.	1.00
ST-1410	Pilot .004 O. S.	1.00
ST-1411	Pilot .005 O. S.	1.00
ST-1409	Eccentricimeter	13.50
ST-1374	Adapter	3.00
ST-669	Complete valve equipment	70.00

Motor Connecting Rod Screws

The Service Letter dated March 1, 1931 describes the change in the connecting rod screws of the Standard 8 motors.

We suggest that the new screws be installed in these motors whenever the opportunity offers. When motor work requiring the removal of the crankcase bottom half is being done the new screws may be installed in a few minutes.

We will allow credit on any old style screws which are removed from Standard 8 motors or which are in your stock at the present time.

Valve Key Location

A recent alteration changes the location of the valve key, moving it up on the valve stem $\frac{1}{8}$ ". This changes the load to be used in checking valve springs. Measuring from end to end on the assembly, the valve spring should show a load of 73 pounds when compressed to $3\frac{1}{6}$ ". This load applies to the valve in its closed position. The load previously used was 43 pounds at $3\frac{3}{16}$ ".

This change went into effect on motor 331128 on the 826 and 833 motors and on motor 191125 on the 840 and 845 motors.

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