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Lessons From Last Year

THE year 1931 has taught its lessons. Some of these should have been learned by those of us in the Service Department. To some of us 1931 has proven that, even in a quiet year, it is possible to improve upon the service which we render Packard owners. That service, may produce less income, but it still can be made to produce a satisfactory profit.

The year past should also have proven to us that "team work," within an organization, amounts to more these days than it ever did before. With all Service Organizations trimmed down to actual necessities, as far as personnel is concerned, this matter of cooperation has been forced upon us. We have learned that by working together in a smaller group that we can accomplish about the same results that we used to accomplish with much larger organizations where it was not so easy for everyone to work together. This lesson on team work should stay with us when it again becomes necessary to enlarge our organizations.

It seems to us that the last year or so has even more clearly divided Packard owners into two groups. We still have with us that group of customers who insist upon the best possible type of transportation, apparently without regard to cost. The other group, which seems to be growing larger each year, represents what we believe may be called "Mr. Average Owner." He is the man who wants just as much in the way of transportation from his automobile as it is possible to get at a reasonable cost. He bought a good car on the theory that quality is cheapest in the long run.

We should be very particular to handle these two types of customers in two distinctly different ways. The first type should be sold "service."

Every time his car comes in, it should be very carefully checked over to make sure that every possible item receives attention. This type of owner blames you just as severely for what you leave undone and what you failed to call to his attention as being necessary, as he does for work incorrectly done. If this type of owner comes in for the correction of a spring squeak, don't simply take care of the one item and let the car go out with a squeak in the windshield, which the customer may not have mentioned. We are not advocating that any work be done without the customer's orders, but we do believe that you should take particular pains to see that this type of customer has a car that is just as close to perfect in its mechanical operation as it is possible for your station to have it.

The other type of customer should be handled in just the opposite way. The one thing to keep in mind when dealing with him is low maintenance cost. Every time you write an operation on an order for him, ask yourself the question "Is this item necessary for this particular man's satisfaction in his car?" By all means do the work that is necessary, but don't try to sell him service on items that are perfectly satisfactory to him and that are not doing any particular harm. If a slight squeak in the cowl hasn't even been noticed by this type of customer, don't try to spend forty or fifty dollars of his money trying to correct it. Work with him on every single item that you write on his order with the one thought in mind that he is after low maintenance cost that will keep his car satisfactory to him.

These are just two of the lessons that our experiences of last year should have taught us. There probably are a lot more, but if we have learned these two well, it will have given us a running start for 1932.

The Broadcaster

A reprint from Vol. 1—An old story but do you know a truer one?

You fellows have met the lad who is always talking. The one who clatters away on one or all subjects and who is equally as ignorant on one as on another. He is adept at getting his foot into it by always saying something that would be better left unsaid.

As a Service Salesman he's a powder mine—he can tell an owner more in five minutes that does more harm than the average service manager can straighten out in five months.

"If you are getting fifteen miles to the gallon there is something wrong, for you should get at least twenty."

"A Six doing seventy miles an hour is poor—it should do at least eighty."

"Yes, you can expect another price cut the first of September, but don't tell anyone."

"Yes, it is weak body construction that causes that annoying rattle."

"Did the house only allow you five hundred on the old car?—why they allowed Jones seven hundred for one just like it."

"Packard expects to bring out a new nine-cylinder car shortly as the eight cylinder principle has definitely been proved wrong."—and so on and on.

"Day in day out from morn till night you can hear his bellows roar," is applicable to this pest as well as the village blacksmith. Formerly contented owners become gloomy and disgruntled after this noisy chap gets through working on them—the rose colored glasses through which the world was viewed becomes suddenly all inky; the wonderful one-hoss shay collapses completely.

Have you one of them little fairies in your organization? If so, hardware stores still sell axes.

Set a Goal

You have seen the man whose very atmosphere convinced you that he was handling his job in a more than average way—Details ran smoothly for him, decisions were made promptly and apparently without a great deal of effort. His mind was on his work, but he was not tied down or hindered by it—He was not letting the job run him. He was running the job.

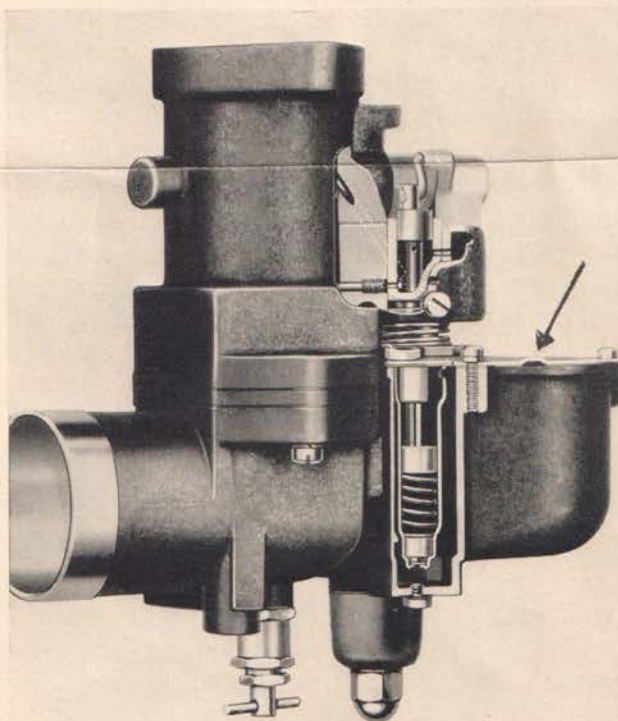
Such men may not have any unusual ability, where then do they acquire such poise and self-confidence? We believe that it has something to do with a decision which they make. For one thing they decide to stay ahead and on top of their job. Decide *today* to make such a decision yourself.

This, of course, means thinking more about your work, believing more in yourself and then expecting and demanding more of yourself. This turned out to be a lesson in psychology because all we are pointing out is the well known truth that sooner or later thoughts tend to become things.

It's all in how high a man sets much use in setting your goal high at that. The success of the plan lies in the person who adopts it. Decide definitely today that the world is on your side up—that there is business to be had—that there is a better car than Packard ever built before—that it is possible to get along with every customer and with everybody you work with. Then set a goal for yourself—dream about it—plan for it—prepare for it—never stop thinking about it and then *go and get it*.

Carburetor Adjustment

We are still receiving reports where a service station is unable to obtain a satisfactory carburetor idle adjustment and it is usually found that the mechanic is trying to adjust a carburetor that has had a vapor tube and the new type aspirating tube installed. We cautioned you about this in Volume 5, No. 21 and would like to again repeat that the important thing is to see that the vent hole in the float chamber cover is wide open and not obstructed through neglect to cut away the cover gasket. This vent must be open enough to allow the same amount of air to enter as is pulled out through the tube.



Another condition that will make a proper idle adjustment impossible is that the small metering disc between the two sections of the aspirating tube is either improperly installed, lost, or bent during installation. You will note that one side of the hole through this disc is concave—this side should be down when the disc is installed. Also be sure that the disc is centered between the two sections of the aspirating tube and be particularly careful that the disc is not lost when disassembling the carburetor.

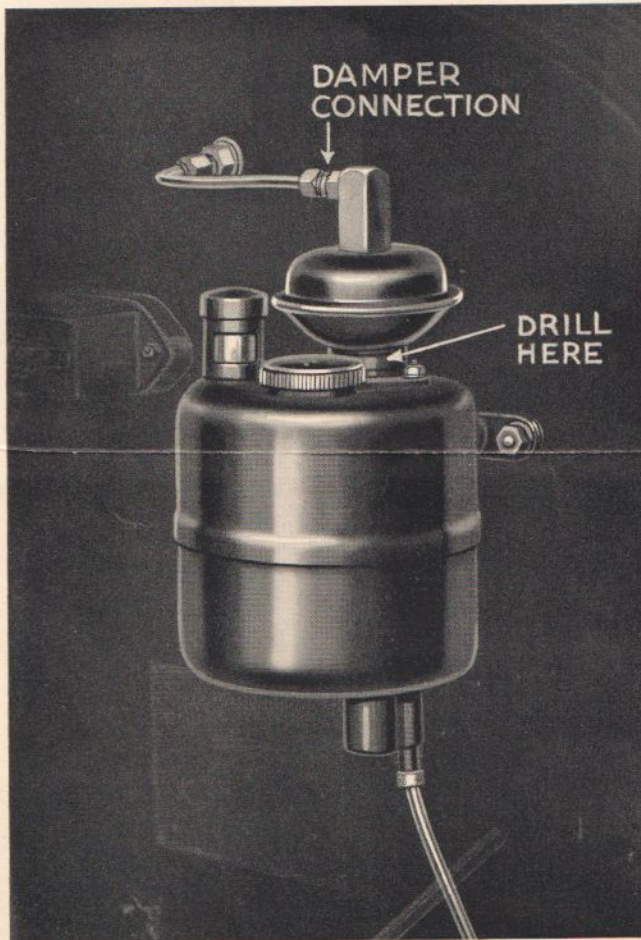
THIS IS IMPORTANT

Lubrication Pointers

around the top of the chassis lubricator tank, correct the reading of the oil gauge, may be accomplished by the addition of a bleed hole in the position shown in the photograph. A $\frac{3}{32}$ drill size should be used.

The Service Parts List carries three part numbers on the lubricator tank damper connection. These are numbers 185433 designated as No. 1; 191911 designated as No. 2 and 191912 designated as No. 3.

All cars are shipped with the No. 2 connection. If it is desired to obtain more oil in the chassis line, you should change to the No. 3 and if too much oil is being supplied by the pump to the chassis line, you should change to the No. 1.



NOTICE

THE SERVICE LETTERS ARE TO HELP YOU DEVELOP EVEN BETTER PACKARD SERVICE IN YOUR LOCALITY. IT IS VALUABLE ONLY TO THE EXTENT THAT EVERY SERVICE MAN USES IT. IF YOU ARE NOT RECEIVING ENOUGH COPIES WRITE THE EDITOR, SERVICE LETTER.

White Side Wall Tire Cleaner

Appearance does count—Packard owners have pride in it—that is one reason some of them select White Side Wall Tires. An important point in maintaining appearance is keeping these White Side Wall tires clean.

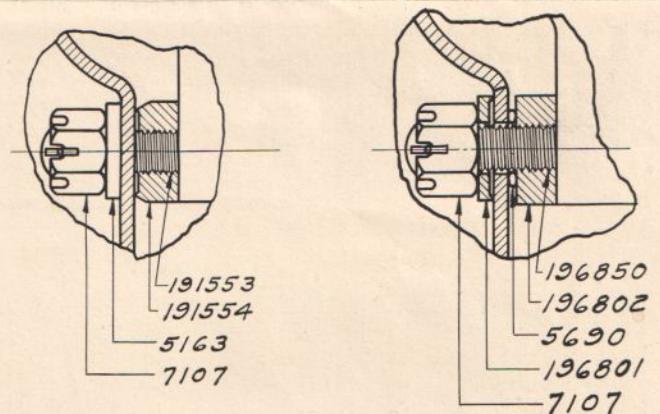
We have found the easiest and most successful way of doing this with Packard White Rubber Cleaner. The result of its use will convince you that it will be worth using in your shop and selling to your owners. Try it! It comes in pints, PA-1428, quarts, PA-1427 and gallons, PA-1426.

Mark Motors When Rod Bolts Are Changed

You have been requested to change the connecting rod bolts in certain series cars. Mr. I. F. Bromschwig, service manager at Springfield, Illinois, makes a very good suggestion concerning this work. He writes as follows: "I would suggest that all distributors and dealers put a stamp mark on the left front motor arm next to the motor number after the bolts have been changed. This will identify the motor and will in many cases save removing the lower half of the crankcase." We think this is a mighty good idea and appreciate Mr. Bromschwig having called it to our attention. Why not simply use a cold chisel and standardize on a "+" sign. Then, in case the car gets out of the territory where the work was done, everybody will know what the mark means.

Differential Carrier Cap Stud Oil Seal

NINTH SERIES



This illustration is of the old and new design of differential carrier oil seals. The old design spacer nut, part 191554 (901-902) and 191555 (903-904) are obsolete and will no longer be supplied by the service stores division. The improved design consists of a plain hex nut, a copper gasket; a longer stud and an oil seal washer. It is necessary that you install all four of these pieces in order to secure an oil tight joint.

For models 901-902, order the following parts and be sure that they are all used. Part 196802 nut; number 5690 gasket, number 196850 stud and number 196801 oil seal washer.

For models 903-904, part 196808 nut, 45933 gasket, 196840 stud and 196807 oil seal washer.

Where the spacer nuts were previously used, all four of the new part numbers must be used to replace the one old design spacer nut.

Personal Mention



This will introduce Mr. Fred R. Crossley recently appointed Service Supervisor of the southwestern district. Fred comes to us with many years of experience under the guidance of Earle C. Anthony's service organization in California. We are glad to welcome him to the Service Family and feel confident that he will be able to be of considerable assistance in cooperating with the boys in his territory in working toward our one mutual goal of "Still Better Packard Service."

Service Films

Starting February 1st, we will resume issuing the Service Slide Film. We are very anxious to have just as wide a distribution on these films as possible. The visual method of education has been found exceptionally satisfactory. We feel sure that your entire service organization will benefit from the use of these films in service meetings. The films will be issued approximately each month and the net price is \$3.00. If you do not have a projector, write the Editor of the Service Letter. We have them at various prices and have one or two used machines in good condition that can be obtained at a very reasonable cost.

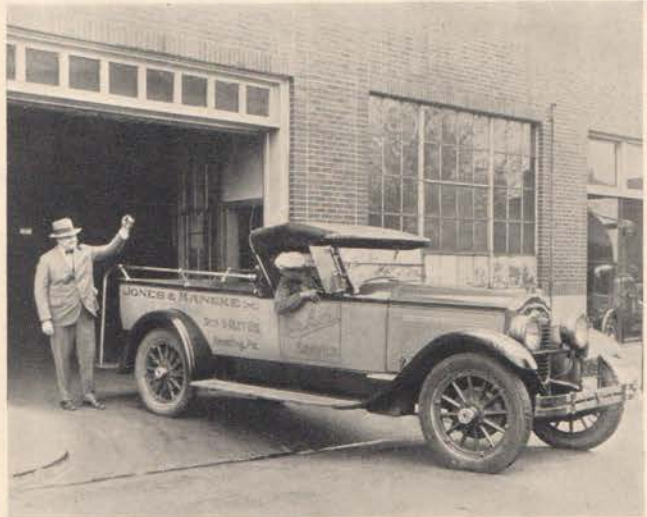
Pick Up and Delivery

The Earle C. Anthony organization is still picking up business, they not only pick it up, but they deliver it and this service is without charge. They find that it pays to do this—many places are still using two men to pick up and to deliver cars that will operate under their own power, where one man on a motorcycle can do the job just as well. If you want additional information on this equipment, write the factory service department.



Service in Reading

We present the Jones-Manske idea of good after service in Reading, Pennsylvania. They figure that it paid to advertise and among other things, they made up a very attractive service car, which would give an owner the idea that their service department turns out satisfactory factory work.



A Safe Cleaning Fluid

For shop cleaning use in connection with parts, gasoline is not always so satisfactory, especially from a fire hazard standpoint. Here at the factory we have found materials which are much safer than gasoline and they do just as good a job of cleaning. There may be other petroleum solvents which are just as satisfactory, those, however, which we use here at the factory and would recommend for service station use are—Sunoco Spirits and Oleum Spirits.

New or Used Bodies Wanted

Body of any type that will fit 733 or 733 chassis. Please give details as to condition and price to E. K. Conrad, Lackawanna Auto Company, Kingston, Pennsylvania.

F. W. Johnson of the Johnson Motor Company, Fulda, Minnesota, wants a used body that will fit a 726 chassis. Please write him direct.

Mr. Burnett of the Packard Little Rock Inc., Little Rock, Arkansas, writes that he has an owner of a 443 phaeton, the body of which is in perfect condition. The owner wishes to trade for a sedan body. If you wish to make a trade, or have a sedan body of this type, write Mr. Burnett.

Mr. A. C. Hassell, service manager of Fonda Motor Car Company, Syracuse, New York has a customer in the market for a 726 sedan body. Please give Mr. Hassell details and price.

E. B. Patterson, Inc., 407 Broad St., New London, Connecticut has a customer looking for a 526 body. Please write Mr. Patterson concerning condition of the body and the price.

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