SERVICE MANAGER'S
PERSONAL COPY

VOL. 7 No. 13 JULY 1, 1933

Once Again

YOU have heard before that the good will of our customers is one of the company's most important assets. Every time you come in contact with a customer you have a chance to increase your company's good will account. Courteous treatment of customers is the easiest and at the same time most effective means of both earning and retaining their good will. It is difficult under present conditions to always be courteous; on the other hand, we should remember that any lack of courtesy during these times is much more noticeable than in ordinary times. We cannot hope to work in service stations without meeting people who seem unreasonable and who are often decidedly grouchy. We should be very particular, however, to always be on the lookout for the man who is honest in his convictions that his claim is just and, after all, you will find that most of your customers are honest in this feeling. When we have made sure in our own minds that they are, we should do everything possible to take care of their difficulties and to straighten out their frame of mind toward us. We should all take time to analyze each customer who comes in with a complaint and be extra courteous in an effort to rebuild good will as far as he is concerned.

Let's not forget during this season that good will building applies just as much to the touring owners as to our own owners. It would be a glorious victory if we could go through the summer without receiving any letters from owners telling us that they had been told by some visited service station that their car had been badly mutilated due to untrained and inefficient mechanics at their home service station. Let's go through one summer without any knocking; let's treat every touring owner who comes into our service station in exactly the same way we want our own owners handled by some other service station.

Another sight that discourages us here at the factory is the tourist who drives up with a load of broken greasy parts in the back of his car with the comment that he had been told by a Packard service man to take the parts back to his home distributer. But little investigation is necessary to determine that the parts are subject to credit and to straighten out such a mess is difficult and always causes a great deal more trouble than the original transaction would if handled correctly. You know what parts are creditable and you know exactly how these transactions should be handled. Let's also go through a summer touring season without dumping any parts in the back of an owner's car.

Before we get through with this subject of "Good Will" there is a last and most important point: Above all things let the customer's last impression of you be a favorable one. This is just as important as making certain that his first impression is a favorable one. When you have completed the service on his car and when you have every reason to believe that he is perfectly satisfied with that service, then the logical thing to do is to thank him for his business and ask him to call again. Don't however mention either of these things if you can't do it with a SMILE.

People the world over will continue to do business where they receive the most courteous and complete service. Your "Thank you" and your "Call again, please" indicate that it has been a pleasure for you to serve them—it shows that you appreciate their business. All people like this kind of treatment so—be pleasant, be courteous, be thankful and S M I L E. Your customer will remember it and will come again.

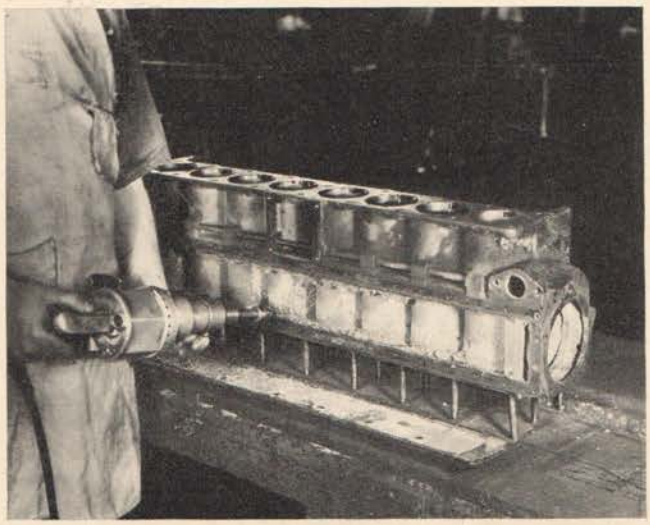
"EVERY OWNER A SALESMAN"

Cylinder Exchange

DO YOU KNOW THAT the Packard factory produces a reground cylinder block at a moderate exchange price which for quality of workmanship and materials is second to none in the industry?

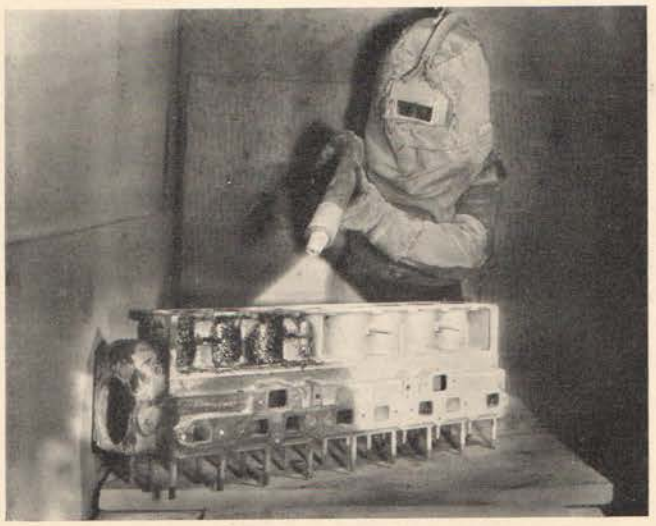
To familiarize you with the quality of our workmanship and material and the advantages to be obtained by using our factory reground blocks, we are giving an illustrated history of a cylinder block from the time it is received from the distributer until it is completed, refinished and ready for the stockroom.

First, the block returned by the distributer is inspected to determine whether or not there are any defects to prohibit regrinding. If none are found it is then disassembled. The illustration shows the condition of the water passages as well as the exterior of the block.



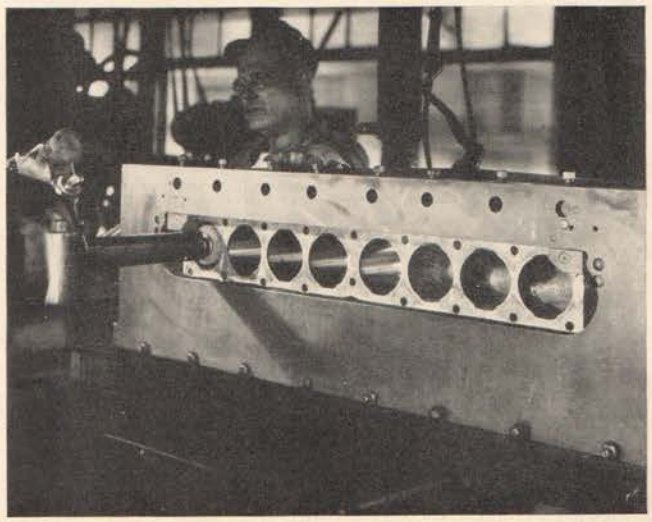
Many blocks returned contain as much as $\frac{3}{16}''$ of corrosion around the cylinder barrel and on the inside face of the water jacket plate. This corrosion is cleaned out, the old plate is scrapped, and a new one installed when reassembling the block. All defective capscrews and studs are replaced and the old valve guides are pressed out.

The block is now sent to the sand-blast department where it is completely cleaned inside and out with a "Pangborn" sand-blasting machine. Note the contrast between the blasted and unblasted portion of the block.



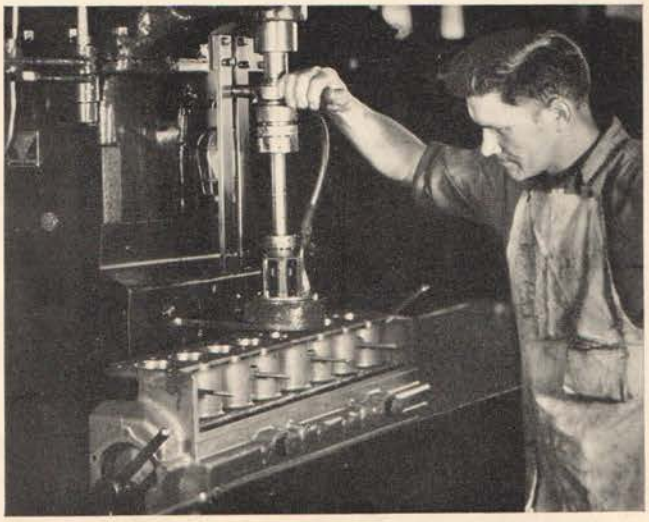
In this operation washed sand is blown with 90 lbs. air pressure against the surface of the block and through all water passages. The sharp edges of the sand effectively remove all grease, carbon, or corrosion of any kind. This treatment not only cleans the water passages but also prepares the foundation for the coat of enamel that is to follow.

The block is now transferred to the grinding department where a battery of "Heald" grinders are ready to perform the actual regrinding of the worn bores. The cylinder is held rigidly in place with a very substantial fixture, which assures "true" grinding.



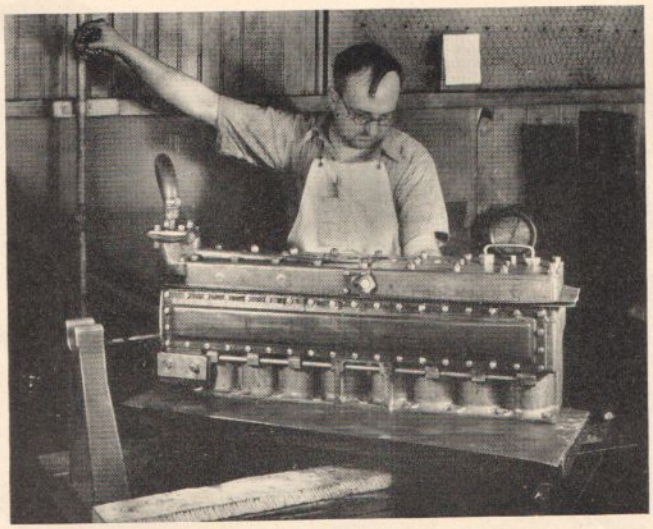
There is one feature of this equipment which we wish to emphasize and that is the flexibility of these grinders. The fact that we can grind a straight hole through a block in which the bore is tapered and out of round enables the operator to favor the different conditions and turn out a smaller oversize than would otherwise be possible; in other words, we can clean up a standard block badly out of round to a .010 oversize while with other types of equipment in which the tool tends to follow the hole it would necessitate at least a .030 regrind or greater to clean up. This process reduces waste and therefore lessens the cost.

The block is then solidly and squarely mounted in a fixture for the finish honing operation. The "Barnes" power hone is used to give the mirrorlike finish to the bores.

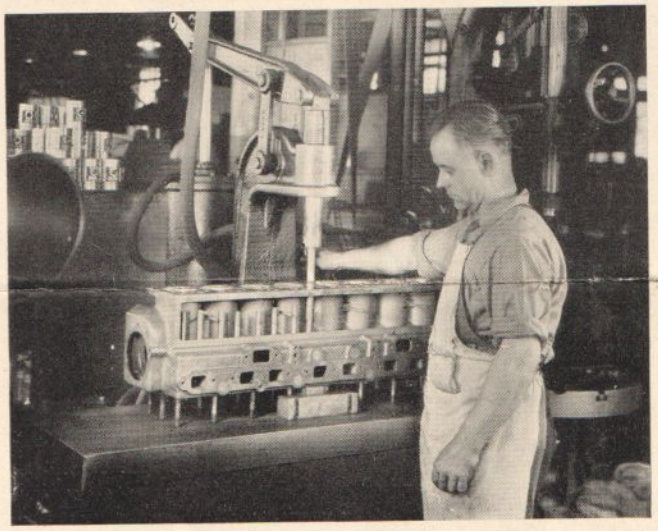


While in the grinding department the extra water holes are drilled and the valve side of the cylinder bore is chamfered to increase the cooling efficiency in line with the latest developments in our current cars. It is our policy, to, whereever possible incorporate improvements developed through engineering progress in the manufacture of non-current parts. This gives the customer the benefit of our latest engineering experience at no extra cost.

The cylinder is next sent to the assembly department where new valve guides are accurately pressed into place with a special air press and new intake and exhaust manifold studs are inserted.

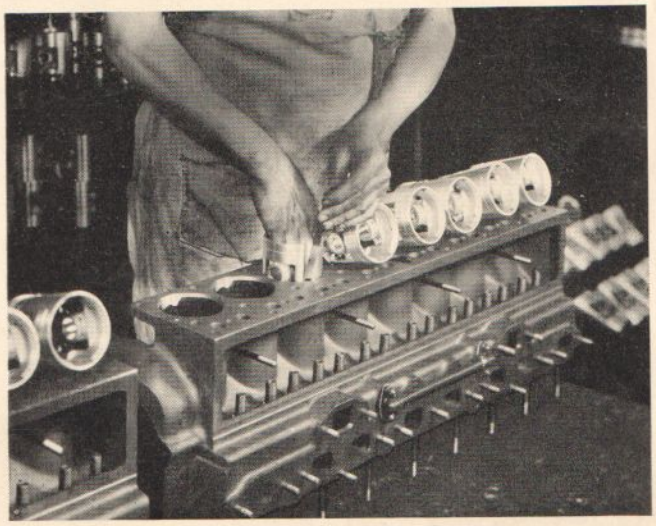


The reground block is now ready for water testing. A dummy head is fastened down and 120 lbs. pressure of water turned into the block. This enables the operator to locate sand holes, cracks, bad gaskets and gasket surfaces that might not have been found by the first inspection.



After the water test the valve seats are recut and the new valve guides reamed to proper size.

The next operation, fitting pistons to the block, is performed by men who are specialists, having been employed at this work so long that they have developed a sense of feel which is considerably more critical than that of the average mechanic. In fitting pistons it is important that a feeler strip long enough to reach the full length of the bore be placed in the bore. The piston is then inserted, with the split in the skirt on the opposite side from the feeler.



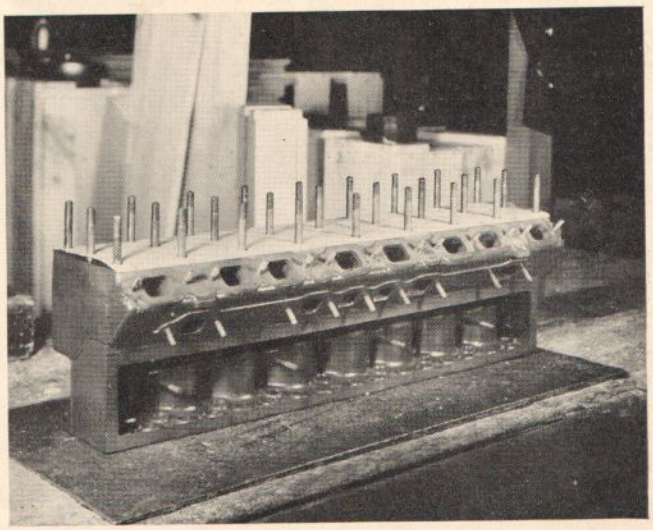
Pistons are fitted with a feeler .0015 thick, ½" wide, but the exact amount of friction which should exist between the piston and the cylinder wall with the feeler in position is something that can only be determined by long practice. As we have a large assortment of pistons to draw from it eliminates the necessity of installing a piston with a half-thousandth too much clearance just because the right one is not available.

We use a special hot water tank with the temperature accurately controlled at 160 deg. F. for heating the piston before inserting the pin. The pistons are laid in a wooden rack and lowered into the hot water which is maintained at a constant temperature.

Only Packard engineering approved piston rings are used and we have found after exhaustive tests that there is no better ring on the market than those which we are using. The grooved type compression rings and the No. 85 oil control rings are used for all models since 1921.

All pistons are of Packard manufacture. After being fitted to their respective bore, each piston is lubricated, stamped on the top with the bore number beginning at the front of the block, and assembled in the cylinder.

The finished block is next sprayed with "Crane Gray" enamel and allowed to dry. After drying the entire assembly is sprayed with a "non rust" oil. The cylinder head surface and bores are protected from dirt by a heavy paper gasket slipped over the studs. The piece number is stenciled on this cover and the block is ready to be boxed for shipment.



See Technical letter 1937 to distributers or 1938 to dealers for details and prices to enable you to take advantage of factory engineered and approved reground cylinders.

Service "Board Busters"

Ted Swartz

Jack DeVries

Jimmie Kouba

Last October an Accessory Academy was organized at the Chicago Branch under the tutelage of Professor Rosain, who conferred the degree of "Supreme Service Salesmen" each month on the seven service salesmen who sold the most accessories. During each of the five months in which the Academy was functioning, Ted Swartz of the Hubbard Woods Branch, Jack DeVries of the South Shore Branch, and Jimmie Kouba of the Main Service Station were elected to membership. When the sales scores were added up the Professor found that his eleven students had sold $22,847.86 worth of accessories, which made an average of $415.41 worth per man per month. Ted Swartz led with a total of $3,036.55. Jack DeVries was second with $2,533.74 and Jimmie Kouba was third with $2,281.10. The Academy wound up its "scholastic term" with a dinner at which Professor Rosain defined the Academy as being a learned society for the promotion of art, science and the sale of accessories.

Mufflers

Late series mufflers under part numbers 207351 and 205520 are supplied from stock with a small dent, or recess, in the outer shell. In packing mufflers in crates it sometimes happens that a cleat is placed on the muffler just where this dent occurs, and parts men have assumed that in packing, the muffler has been dented; this, however, is not the case as the dent is placed in the outer shell for the purpose of clearing the cross-member. In one or two instances mufflers have been returned to the factory because of this dent, such action, of course, should not be taken.

Pistons

Pistons supplied by the Factory Parts Department for use in Sixth, Seventh and Eighth series motors carry a $\frac{1}{8}''$ oil ring. Pistons supplied for use with Ninth and Tenth series motors are equipped with a $\frac{5}{32}''$ oil ring. This ring is naturally more severe in its action than the $\frac{1}{8}''$ ring. The reason it is used is that a greater supply of oil is thrown on to the cylinder wall on the Tenth series motors due to the new location of the bleed hole which is now on the trailing side of the rod.

The Ninth and Tenth series Pistons should not be used in the earlier series cars because this severe action of the oil ring with the lesser amount of oil thrown on the cylinder walls on the earlier series motors would be too great. Excessive wear and possible scoring would undoubtedly result.

Two Answers to the Question

"What Led You to Buy a Packard?"

"I wish to emphasize the fact that while we bought the first Packard car very largely for the reasons given in answer to your questionnaire, in purchasing the second car, while the same reasons held, I think one of the outstanding factors was the fact that we had received such splendid service from the service station in our city. When I say 'service' I have entirely in mind the service man and his attitude whenever the car was taken in for repair work. When we considered buying a new car, this was a very important factor in our decision, that the service man was courteous, considerate and lived up to his promises. If, for reasons beyond his control, the car was not going to be ready at the time promised, he always called up before hand and let us know so we did not arrive at the service station only to find that the car was not ready.

"Your Service Department is just as important in every way as your Advertising Department."

—PROVIDENCE

* * *

"I like your cars because they possess safety, style, etc., and in the main give good service, and because Packard service (when necessary) is efficient and your organization generally shows courtesy and interest in owners' problems."

—PASSAIC

SUGGESTIONS OR QUESTIONS FROM READERS ARE ALWAYS WELCOME. HOW CAN WE MAKE THE SERVICE LETTER OF MORE VALUE TO YOU? *ADDRESS LETTERS—NORM. LULL—EDITOR—PACKARD SERVICE LETTER.*

PRINTED IN U. S. A.