



VOL. 7 No. 8

APRIL 15, 1933

Wonder What the Owner Thinks?

THE way to find out is to keep in close and constant touch with him. If he is satisfied we want him to tell others—if not we want him to tell us. The man who reports a complaint immediately can be satisfied ninety-nine times if the real spirit of the Packard Company's Policy is followed. The man to fear and the one who builds up sales resistance is the owner who is dissatisfied and fails to tell us but you can be sure he is telling his friends at the club about the trouble with his car or the blankety blank service.

With a constant follow up of every owner there is no reason why every case of dissatisfaction cannot be discovered. Once we know of a complaint no reasonable effort should be spared to clean the matter up *at once*. Every moment lost in making adjustments or explanations may mean a sale lost through adverse criticism.

Every satisfied Packard owner is an asset—every dissatisfied owner is a liability. Our job is plain; we *must* keep our owners satisfied with their cars and our service.

What does the owner want in order to be satisfied and pleased with the service he is receiving? And note that we say "pleased" as well as satisfied. We want our customers to talk about our fine service just as they talk about our fine cars.

We believe the owner wants, first of all, to lose the use of his car for the shortest possible length of time. Next he wants his troubles fixed and fixed *right*. This, however, he should take for granted when the work is done by Packard men. But in addition he wants to be handled in a "personal" sort of way. Here is where we can outshine our competitors. This is the side of service which is weak in the majority of places—the human side and important side.

There is only one possible way to accomplish success

in selling service and that is by the proper attitude to start with, backed up with pleasant personalities and constant tact and good salesmanship on the part of every employee. From doorman to manager each employee *is* the Packard Company to the customer and a discourteous word or any lack of interested, alert attention will immediately create an unfavorable impression of the service, in particular, and the Company, in general. Many a dissatisfied owner is changed to a real booster through proper handling in the service department. Many times a little extra personal attention—a little fussing over him—is all that is needed, yet the extra effort, the pleasant smile, the *apparent* anxiety to please are the most difficult things to train into the service organization although success depends largely on their constant and unflinching use.

Volumes could be written on the "big little things" which can be done—and cost next to nothing—but which will create in the owner's mind the impression of good service, and good service is largely a question of mental state. Good service is an impression and every member of our organization is a salesman selling that impression to the owner. In one careless act or word the effort of years can be lost.

What made and will make Packard service stand out over and above the service of others is our proper appreciation of this intangible quality in service and the constant training of the service organization along these lines. An owner of any car may get perfect mechanical work at an alley shop but he expects this and much more from Packard service.

We need good tools and good mechanics but we also need to give attention to the customer's mental troubles and peculiarities if we would have him *Pleased* with Packard Service.

THE PACKARD MASTER SERVICE SALESMEN'S CREED you receive with this copy of the Service Letter is a book which appears to be for the use of service salesmen only. We are sending the book to **all** who receive the Service Letter for the reason that we consider every man connected with Packard service to be in a sense a service salesman. He may not at this time come in direct contact with the customer but in a broader sense his **work** does come in contact with the customer and he, therefore, is just as much a service salesman as is the man on the service floor. The book is therefore, for all of you.

It is called a creed—it is what you as a service salesman should believe. You must first **believe** before you are prepared to **act** intelligently. A creed is not something intended simply for reading, you must read and re-read it. It must become a part of you; it must become so much a part of you that every act reflects the creed.

Re-read it—study it—make it a part of you and you then become a Master Service Salesman.

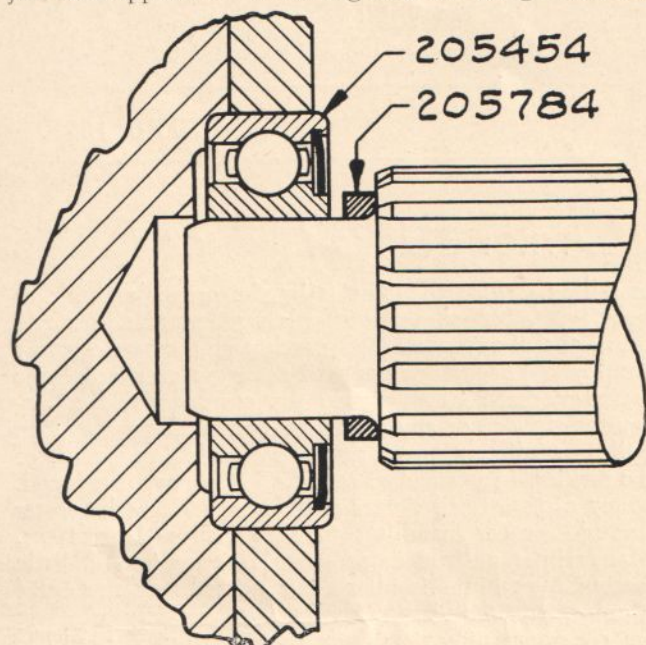
"EVERY OWNER A SALESMAN"

Clutch Shaft Forward Bearing

In the removal of the clutch shaft, difficulty has sometimes been encountered owing to the fact that the pilot at the forward end of the shaft cannot be withdrawn from the bearing in the flywheel.

The retainer holding the bearing in place has made it impossible to withdraw the bearing and shaft together, so that a considerable effort has often been required in the removal of the shaft.

The illustration shows a new construction which has just been approved. A bearing of a new design has been



adopted which retains the lubricant with which it is packed, thus making the bearing retainer unnecessary. In the removal of the shaft, therefore, the bearing is free to remain in the flywheel or to come out with the shaft.

In the future the new bearing, piece No. 205454 will be supplied and may be used in your future replacements. It will be noted that a spacer, piece No. 205784 is mounted on the shaft in such a way as to keep the bearing from working out of the flywheel. The spacer will be supplied with the bearing.

Please note that the spacer does not make contact with the bearing, and normally has no work to do. It simply acts as a stop if the bearing attempts to work out of the flywheel.

Ninth and Tenth Series Front Springs NOT INTERCHANGEABLE

The Ninth Series front springs and the Tenth Series front springs appear to be interchangeable, although they carry different piece numbers.

To prevent the service field from making an emergency substitution and then running into a condition which might be difficult to diagnose, we are illustrating below:

- | | |
|-----------|---|
| PIECE No. | |
| 186032 | Front spring and covers assembled, 950 lb. load, 42 x 2 1/4 size, 375 lb. rate. |
| 210336 | Front spring and covers assembled, 950 lb. load, 42 x 2 1/4 size, 375 lb. rate. |

The center bolt in the first mentioned spring is 20 inches back from the front eye, while in piece No. 210336 it is located 20 1/4 inches from the eye.

The difference is so small it might not be noticed.

The 56 x 2 1/4 rear springs on the model 1001 resemble the Seventh Series rears, but the center bolt is out of location 2 1/4 inches.

Clutch Driven Members

The clutch driven members in all current model cars are of the cushion type in which a soft engagement is provided by means of flat springs between the driven plate and the facing. As the clutch engages the flat springs are compressed until the lining is making the same contact with the plate itself.

This construction provides a very smooth engagement with freedom from the chatter which was sometimes noticeable with the earlier design. The cushion construction is also being supplied in our service replacement units.

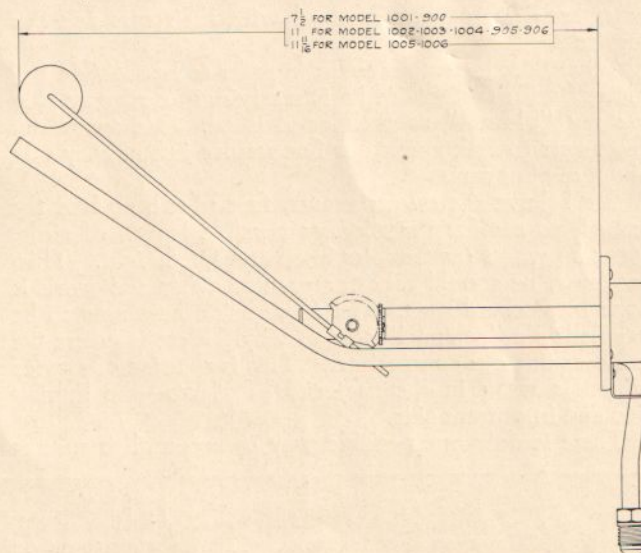
You will recall that Technical Letter 1926 described a motor support front brace for the 900 model which prevented clutch chatter by preventing the fore and aft movement of the motor in its mountings. It was suggested that this brace be used whenever a complaint on clutch chatter developed in this model.

We now believe that it is better not to restrict the motor supports by this brace, but to permit the full movement of the support which was originally intended. The new clutch driven member makes it possible to correct chatter without the use of the brace and accordingly this part will no longer be supplied.

Gasoline Tank Gauges

The control type of gasoline gauge makes use of a float mechanism operating a rheostat in the head of the tank unit. The gauge is described in the SERVICE LETTER dated April 1, 1932.

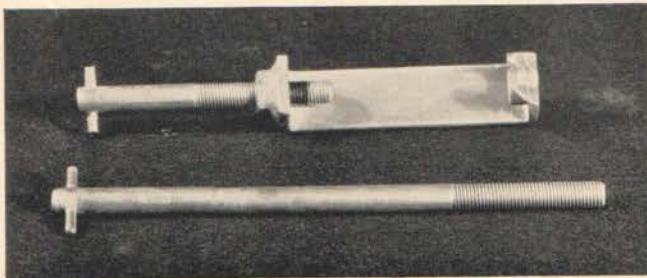
In making the installation of a tank unit, it is necessary that the cork float at the bottom of the wire arm be properly located in order that a correct reading may be shown, and this illustration indicates the distance from



the top of the tank to the bottom of the float in the various models.

Before installing one of these units, the position of the float should be checked by holding the flange at the head of the unit against the edge of a flat surface and measuring from this surface to the bottom of the float. The wire may then be bent if necessary to provide the proper result.

Special Tool Suggestions



We have received from Packard-New York a suggestion on two special tools which were developed by Mr. Hass.

A tool to release the rocker lever housing piston. The tool is illustrated and will be designated by ST911. The tool is placed under the rocker lever piston and places a strain on the piston; this releases the oil pressure. After the bleeder valve has been released from its seat this will allow you to obtain the proper clearance for grinding valves on the Twelve.

The second tool is an indicator gauge that will be designated by ST912. It is used for measuring the length of the valve stems on the Twelve to determine the amount of stock to be taken off in order to obtain



the proper clearance between the valve rocker lever and the valve stem after valve seats have been re-faced.

Blue prints may be obtained under the numbers given for either these two, or if you wish tools made up write the Special Tool Department for prices.



Mailing Piece Helps

Cuts or electros used in the SERVICE LETTERS or in any service mailing piece may be obtained for printing your own pieces. Electros are copies of cuts and are much less expensive. The one shown for instance is \$1.00.

Twenty-five Well-Filled Years

From repair shop to general manager of one of Packard's largest distributorships sounds like the title of a story book, but in this case it is true. This is not printed with permission as that very likely could not be obtained.

Fred Bishop started with Packard twenty-five years ago working first in the shop where he soon became shop foreman, and from there graduated to service manager. His twenty-fifth Packard birthday found him in the office of general manager of the establish-

ment operated by Ira L. Berk in Pittsburgh.

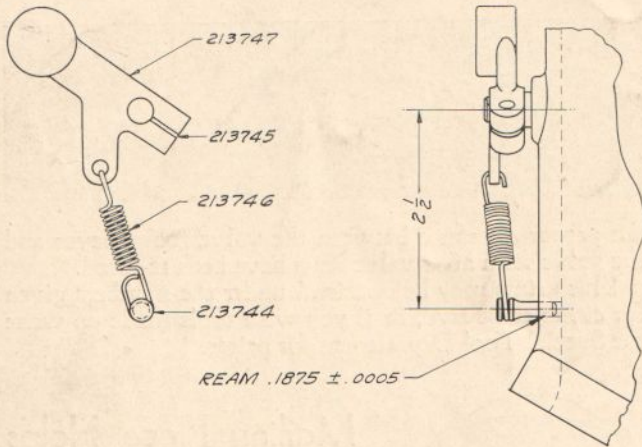
If you ask him how he did it his answer would probably be "By watching the cotter pins." This is a service way of saying "Never mind about the outcome of the job, but be as particular as the devil about every last detail and the outcome will take care of itself."

We speak for the field and factory service organizations when we extend our congratulations and best wishes to Mr. Bishop for his continued success and happiness.



In case you can't find him—he is the burley Shop Foreman, holding the steering wheel

Manifold Heat Control Valve



In the exhaust manifold of the Eight and the Super Eight is a heat control valve which regulates thermo-

statically the entrance of the exhaust gas into the carburetor hot spot.

We have recently added a small coiled spring to the arm of the valve in order to prevent a rattle in the mechanism, and the construction can be applied to cars already in service by changing the parts shown in the illustration.

For each car there will be required:

- 1-213747 Heat Control Weight
- 1-213745 Heat Control Weight Key
- 1-213746 Control Stop Spring
- 1-213744 Control Stop Pin

The installation is made by measuring $2\frac{1}{2}$ " down from the center line of the valve shaft and installing the pin by drilling an $11/64$ " hole and reaming to $.1875$ ".

The new pin will be a drive fit in the hole and should be driven in to a depth of about $3/16$ ".

Lubrication Wall Chart

These charts are finished in two colors on heavy white cardboard. They are 33 inches by 43 inches, a suitable size for display at your Lubrication Rack—Go after this lubrication business. It's profitable and it establishes contacts regularly—Nothing is more important right now—See them regularly—Know them—Give them a chance to get acquainted with you and your methods.

Monthly contact can best be obtained by a modern, well promoted lubrication plan. Have you carefully considered the contract method of assuring yourself of steady contacts which results in more satisfied Packard owners?

Used Bodies For Sale

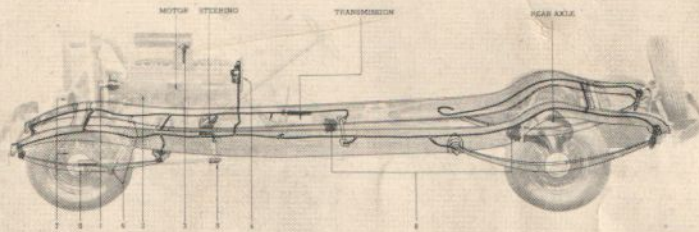
726—5-Passenger Sedan—paint scheme "D"

H. L. McDonald & Sons
Groveland, Mass.

833—Roadster. Good condition
Liberty Motor Sales Company
Mt. Lebanon, Pa.

PACKARD CORRECT LUBRICATION

APPROVED BY PACKARD ENGINEERS



NO.	ITEM	POINTS TO OIL	LUBRICANT TO USE
1.	Water Pump	1-Oil Cup	SAE 30
2.	Generator	1-Oil Cup	Light Oil SAE 10
3.	Distributor	1	Eight Distributor—1 Grease Cup—Use No. 3 Cup Grease Twelve Distributor—2 Oils—Use Light Oil
4.	Chassis Lubricator	19	Fill Tank With Packard Chassis Lubrication Oil
	Steering Gear Case	1-Plug	Eight—Cities Service Type M Twelve—Use Rear Axle Lubricants
5.	Steering Drag Link	2-Connectors	SAE 160
6.	Steering Cross Tube	2-Connectors	SAE 160
7.	Steering Knuckle Pin	2-Plugs	Alumites of the "L" Type May Be Inserted If First Disassembled Replace Plugs After Lubricating. Use Heavy Oil or Cup Grease
	Transmission	Fill to Level	Winter SAE 90 Summer SAE 160
8.	Universal Joints	2-Oil Plugs	Use Spicer Approved Grease
	Rear Axle	Fill to Level	Enterprise Duplex Hypoid Compound Should Be Changed Yearly In The Fall
	Front Wheel Bearings	2-Pack	No. 3 Fibre Grease
	Rear Wheel Bearings	2-Pack	No. 3 Cup Grease
	Motor		A High Grade Well-Refined Oil Below 0° SAE 10 50° to 65° SAE 30 0° to 50° SAE 20 65° or over SAE 40
Misc.	A few drops of light oil should be supplied to horn, clevis pins, door hinges, locks and brake connections. Lubricate Speedometer Cable at 10,000 Miles		
A "Grease Job" Costs You a Few Cents Less But Deprives You of the Experience, Materials and Equipment Included in PACKARD APPROVED LUBRICATION			

Size 33" x 43"—Price 50 Cents Each

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.

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