

VOL. 9 No. 15

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## SERVICE REPUTATION

Sometime ago Mr. Macauley, writing on the subject of reputation, said: "We sometimes speak of winning a reputation as though that were the final goal. The truth is contrary to this. Reputation is a reward, to be sure, but it is really the beginning, not the end of endeavor. It should not be the signal for a let-down, but rather a reminder that the standards which won recognition can never again be lowered. From him who gives—much is forever expected. Reputation is never completely earned—it is always being earned. It is a reward—but in a much more profound sense it is a *continuing* responsibility."

With your interest and efforts Packard service over a long period of time gained and held an enviable reputation. We may have lost some customers, because the design of a particular part was difficult to properly service, others because they found it difficult to explain their requirements, and, therefore, we never pleased them, others because during the period when business was good we were extremely busy and did not take the necessary time to get along with the "difficult" customer, and still others because in the rush of business we were not as careful as we might have been. On the whole, business was good and the loss of a few seemed unimportant.

Packard service stations were clean, orderly, well equipped and well managed. Work flowed through easily and efficiently, we had enough experienced men to see that it was well done, and because of these things, even though our prices may have been a little high, this did not seriously affect the picture. We spent a lot of money on equipment, we adopted expensive courtesy services, and set out to build a reputation based on what we felt to be the highest type of service.

All of these factors were somewhat affected during the past year or so when high costs and lessened volume made reductions necessary. On the other hand, all service organizations retained the men best qualified for their particular jobs, and, therefore, our reputation did not suffer.

We are now faced with another problem. Sales of the 120 have been good, and these cars are now coming in for attention. They will soon be coming in in such volume that further expansion of service facilities will again be necessary. In the meantime it is extremely important that we keep before us the fact that Packard service has a good reputation. The majority of our 120 owners come to us from a competitive family. They have long looked forward to their Packard ownership. They have closely connected the matter of service attention with those qualities which influenced them to buy their car. They look for as much improvement in service as they found in their new car.

The element of time is important in handling this large number of new owners. Less time must be spent on a given operation, and less in diagnosing and selling the necessary work. Perhaps, too, a little less time should be devoted to inspecting the work before delivery of the car. However, we must not assume that the work can be quickly or hurriedly done. It is a case of being certain that we are a little more thorough and do our work faster. These two things can only be accomplished with experienced men using the proper tools and equipment. The mechanic and shop must be well supplied if this is to be done.

The inspector's job will assume increased importance. Whether the inspection is separate or combined with service sales makes no difference. The person responsible must assume an enormous responsibility.

When an owner gives us his work, and with experience finds evidence of carelessness causing him to go elsewhere, it is a serious matter. We have the facilities, buildings, tools and men of long experience and ability. We are capable of doing good work. We have earned a good reputation "it is in no sense a reward," where service is concerned, "*it is a continuing responsibility.*"

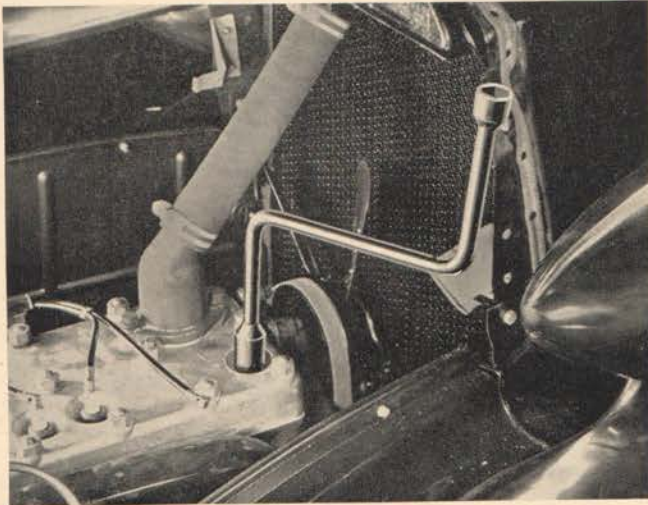


## MOTOR IDLE—120

The April 1, issue of the Service Letter suggested a spark plug setting of .030" in order to obtain a better motor idle. This is the standard setting on cars now being shipped.

Do not overlook the importance of the spark plug gap as you will probably find it impossible to obtain a satisfactory idle with an opening less than standard.

We also repeat that you should not attempt to idle the motor too slowly. Six to eight miles per hour in high gear on a level road is standard.



The illustration shows the combination wheel bolt and spark plug wrench as supplied in the tool equipment of 120 cars. We have had some requests for a spark plug wrench, and it is apparent that the fact that such a wrench is supplied is not generally known.

## GASOLINE MILEAGE

Most reports on gasoline mileage indicate a surprising lack of intelligent investigation by the individual making the report.

In most cases, for instance, when a service station reports a low mileage complaint from a customer, he is simply taking the customer's word for the results which are being obtained. We find that it is only in exceptional cases that the service station has made an accurate test. The service station passes along to us the statements of the customer without any confirmation or analysis of operating conditions.

The average customer checks his gasoline mileage by having his tank filled (as he thinks) and noting the mileage at which the tank is again filled (as he thinks). There may easily be a variation of one to two gallons in the filling of the tank. This is particularly true on the 120 where it may be necessary to rock the car in order to release the air from the top of the tank and get the tank absolutely full.

The only accurate way to determine actual gasoline consumption is by the use of test equipment, driving the car at a constant speed and obtaining an accurate measurement of the fuel used. The only way in which the customer can give you his fuel consumption for his own particular driving conditions is to record the mileage and fuel consumption over a period long enough to include several fillings of the tank. He must also make sure that the tank is filled to the same degree at the beginning and the end of his test.

Please do not accept any unverified statements from the customer as to gasoline consumption and please do not pass along to us any statements which you do not know to be accurate. If you will do this the large majority of your complaints on insufficient gasoline mileage will automatically be settled.

Driving conditions are a highly important factor in their effect on fuel consumption, and if you can show the customer that a satisfactory mileage is obtained on a continuous run at a normal speed, you can convince him that the reduction which he experiences is caused by his own particular driving conditions.

In the Service Letter of July 1, we advised you that the ignition timing on the 120 should be set at 7° instead of 5°, as was the case with the early motors.

Spark advance probably affects gasoline economy more than any other item, and in checking a motor while correcting a fuel consumption complaint, it is most necessary that careful attention be given to the timing.

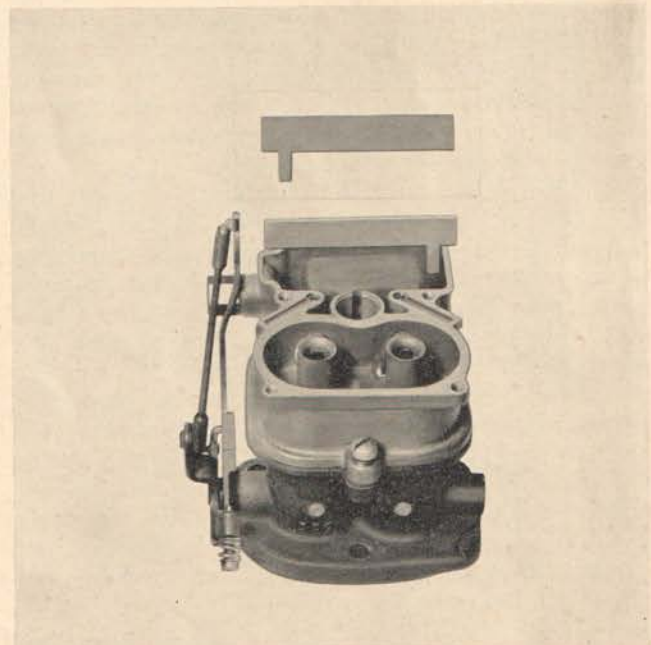
It will also be found that there is a variation between motors, and in some cases the spark can be still further advanced. It can be moved up until spark knock is encountered, and then set back just enough so that the result will not be disagreeable.

## FLOAT LEVEL ADJUSTING—120

The carburetor should be removed from the motor, and held perfectly level in a vise.

Remove upper half of the carburetor. Place test tank high enough so the fuel in the tank will flow down four or five feet. This is necessary to obtain 2½ to 4 lbs. pressure, the same as the fuel pump delivers to the carburetor.

The gasoline level in the float chamber is maintained by the float. The level is set at ½" below the top surface of the float chamber. This can be changed by bending the float arm up or down to give the desired position. Use ST-5011 Fuel Level Gauge. Place the tool across the float chamber and the projecting point of the gauge should be flush with the gasoline level.





## CONVENTIONAL VS. OIL BATH TYPE AIR CLEANER

Some confusion seems to exist as to the relative merits of the conventional versus the oil bath type of air cleaner and this is probably due to the service instructions on the body of each type. The decals are intended to make both owners and service stations "dust conscious" and if they accomplish this, they serve a most useful purpose, for it is *absolutely imperative* that abrasive dust particles be filtered out of the air if satisfactory cylinder life is to be expected.



Actually, it is very difficult to prescribe the intervals at which cleaning is necessary since this depends not on miles driven or days of operation, but solely on the amount of dust filtered out of the air by the cleaner.

There is a substantial difference in the efficiency and capacity of the conventional and the oil bath type of cleaner. The former has an efficiency of approximately 91 per cent, whereas the latter has an efficiency in excess of 99 per cent and in addition has capacity to filter many times the weight of dirt without loss of filtering efficiency.

With the conventional type cleaner there is no easy means of knowing when washing of the filter element is actually necessary. Intervals between cleaning should be altered in accordance with the conditions under which the car is driven. For cars operating on paved roads under normal conditions washing the cleaner at two-thousand-mile intervals is probably entirely adequate, but for cars operating under such conditions as the recent heavy dust storms, it is undoubtedly advisable and beneficial to wash the cleaner once or even twice daily, depending upon the mileage covered.

With the oil bath type of air cleaner, it is somewhat easier to determine when washing is necessary by observing the condition of the oil in the oil bath reservoir. As dust is trapped in the oil bath the oil changes in appearance from that of fresh clean oil to something approximating the appearance of sludge found in crankcase oil pans. When inspection shows the bath oil to be fairly well saturated with dirt, the cleaner should be thoroughly washed—both the oil reservoir and the wire mesh—and a pint of fresh oil put in the reservoir,—S.A.E. 50 in Summer and S.A.E. 30 in

Winter. With the oil bath type of cleaner it is not necessary to oil the wire mesh filter element.

As evidence of the great volume of dirt that can be drawn into an engine in a short time, it can be stated that operators of trucks engaged in levee construction find it necessary to wash daily even the high capacity oil bath type of cleaner with which their engines are fitted.

Both types of air cleaners perform a most important function and it is decidedly profitable to maintain them in an efficient condition.

## TIRE PRESSURE—CONVERTIBLE—120

It will be found that the 120 Convertible Coupe is more susceptible to variations in tire pressure than is the case with the other types.

If you encounter any criticism of cowl shake in this model it can undoubtedly be traced to high pressures in the front tires. It may be found that to correct the complaint it will be necessary to drop the pressure materially below the normal figure. If there is no criticism of cowl shake the pressure may be left at the normal figure of 23 pounds.

Please bear in mind that particularly during warm weather tire pressures will increase materially as the tires become heated, and the pressures which you note when they are cold do not represent that which they reach on the road.

In those cases where it is necessary to reduce cowl shake we suggest that the pressure in the front tires be held in the neighborhood of 20 lbs.

## ACCELERATOR PEDAL SPRING—120

A change has been made in the clevis pin to which the rear end of the accelerator pedal spring is secured.

In the original design the end of the spring passed through a hole in the pin. In those cases where the pin was tight in the clevis it was possible for the continued rocking of the pin to break the spring at the point where it passed through the hole.

In order to eliminate this possibility we have changed the clevis pin and are now providing a pin with a groove in the head. The springs are now looped at each end and the rear loop simply engages with the groove.

In case of any failures of the spring we suggest that you also install the new clevis pin which is covered by Pc. No. 304452.

## WATER STAINS

Upholstery material of the type used on all Packard cars is produced with a nap which is rolled flat in the final process in order to secure the maximum luster or sheen.

If a portion of the material becomes wet the nap is released and appears to be spotted or stained. There is no *actual* discoloration and the *apparent* discoloration will depend upon the angle to which it is exposed to the light and to the color of the material itself.

The remedy is to go over the entire section with a wet sponge, thus releasing the nap in the remainder of the cloth. The color will then be uniform. Cleaners are obviously of no benefit because there is actually no stain or discoloration to remove.



## A BUILDER OF GOOD WILL AS WELL AS PROFIT

The back of the lubrication coupon, used with intelligence, is a mighty valuable piece of paper.

Its first column represents quite a general inspection. It gives an opportunity to keep in touch with the condition of the car to the mutual benefit of the owner and your department.

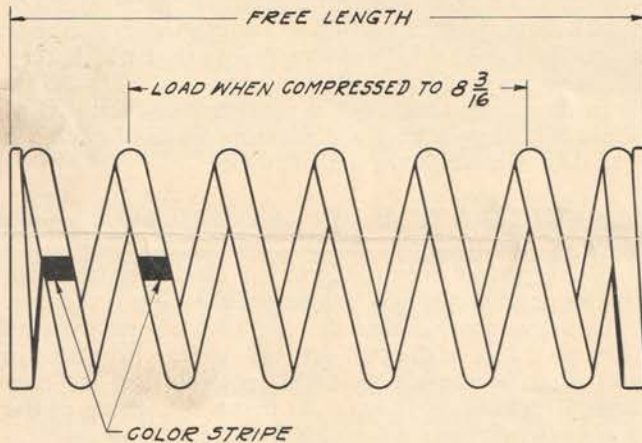
The second column covers items extremely important in the eyes of the owner. Don't overlook a single one of them, especially the last which is by no means the least important.

The inspection, adjustments and clean up, when properly done, make the difference between a "grease job," which the customer can buy around the corner, and a Packard lubrication. Your inspection should be your source of frequent suggestions for needed service attention, and for those appearance items which the owner appreciates your calling to his attention. Do not use your inspection for over-selling. This destroys its value. When used intelligently it builds good will and increases profit.

### INSPECTION AND ADJUSTMENT SERVICE

- ✓ Check—Brake pedal movement
- ✓ Check—Lights and battery
- ✓ Check—Windshield wiper
- ✓ Check—Crankcase air vent
- ✓ Check—Carburetor air cleaner
- ✓ Check—Fuel pump screen
- ✓ Check—Brake cylinder fluid
- ✓ Adjust—Clutch pedal movement
- ✓ Adjust—Fan belt
- ✓ Tighten—Hose connections
- ✓ Inflate—Tires
- ✓ Add—Water to radiator
- ✓ Clean—Windshield  
Rear window  
Steering wheel

### SPRING IDENTIFICATION—120



Dear Mr. Jones:

Have you ever found, at the last minute before starting on a trip that some minor adjustment has to be made on the car? Even a burned out bulb is a source of annoyance. Let us prevent this.

We suggest that if you are planning a trip, whether it be over the week-end or more extended, that you let us make a complete inspection of the car. Even if your car requires no attention, it will be worth knowing that it has been thoroughly inspected and is ready for any requirement that might be encountered.

There is no charge at any time for consultation, diagnosis or inspection.

Yours very truly,  
Packard-Dealer

PIECE NO.	MODELS	FREE LENGTH	LOAD	RATE OF ACTION	STOCK DIA.	IDENTIFICATION COLOR
302875	892-3-4-5-6-8	13.56	1450	90	.616	NONE
303285	120-A	13.12	1925	130	.670	YELLOW
303557	892-3-4-5-6-8 DE LUXE	13.17	1570	105	.635	RED
303675	EXPORT ONLY	12.58	1450	110	.635	LIGHT BLUE
303676	EXPORT ONLY	12.95	1570	110	.635	WHITE
303806	899	14.63	1450	75	.600	GREEN
303849	899 DE LUXE	15.16	1570	75	.600	BROWN