



s3 Service Sales Strategies®

Service Advisor's Guide

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Service Advisor Guide

Research has shown that 80% of all sales generated in an aftermarket service facility result from a *vehicle inspection*. Additionally, dealerships with historically low warranty work have relied on inspections to keep their shops productive – *very* productive. These successful retailers use an inspection process to ensure every customer is informed of their vehicle's service needs and approved that day.

Service Advisor Best Practices from the automotive industry are included here so you can take advantage of them. Included are proven processes and word tracks to make you more successful. They are simple, effective, and measurable. Applied consistently, you will increase your retail parts and labor sales, as well as further solidify our position as the only place for a customer's service needs.

SSS is designed to sell more parts and labor; increase profit; train Advisors, Technicians and Service Management; and easily track performance and return on the Dealership's investment. All of this is accomplished by the establishment of baseline financials and metrics; implementation of a metrics tracking tool; employee training and learning; and sustainability by remote monitoring.

- It is more than just Advisor training.
- It trains Advisors How to sell and How to overcome objections.
- It provides the "What's in it for me" for Technicians to do more inspections at the Right Time.
- It equips the Service Manager with tools to set and track Advisor Sales goals.
- It allows the Service Manager to monitor and communicate performance Daily.
- It is customized to meet Each Dealership's unique environment.

The goal is to provide you with processes and tools that leverage the Multi-Point Inspection Report Card to increase parts and labor sales through:

- (1) Building and maintaining relationships with customers.
- (2) Selling what the customers need when they need it.

Accomplished through the use of a needs-based/inspection-based selling process

- Focuses on selling scheduled maintenance services at the time of write-up.
- Focuses on identifying and communicating additional service needs through diagnosis and Multi-Point Inspections (leveraging the Report Card).
- Provides processes and tools that strengthen the communication process between Service Advisors and Technicians, and between Service Advisors and customers.
- Focuses on a practical application that achieves immediate results with no additional resources.
- Presents a Retail Selling System that leverages the Multi-Point Inspection Report Card to:
 - Build trust with customers.
 - Sell customers more of the scheduled maintenance and light repairs they need.
- Creates additional sales from current service traffic.

What is needed to get the business?

Things needed to drive the business:

- Attract customers into the shop.
- Sell customers what they need.
- Get customers to come back.

Advertising and Customer Reminder Systems

- Attracts customers, sells customers what they need and helps them to come back.
- Remind customers of their need for next scheduled maintenance service.
- Reminders can include recall notifications, coupons and inspection results from the last visit.
- Reminder systems provide phone call reminders to customers.

Maximizing Current Traffic

- Sell maintenance at the time of write-up and through an inspection-based selling process to **maximize sales from the current customer base** rather than expending all energies on trying to conquest new service customers.
 - Suppose you could achieve another \$20 per Customer Pay Repair Order (CP-RO); what would that mean to your sales and profit at the end of the year?

Rewards

- Strengthens customer relationships (provides what the customer needs).
- Increases service sales.
- Increases income for the Service Department Team.

How Rewards are attained

- Implements a service selling system that focuses on two primary selling opportunities
 - **Write Up** = After the customer-identified problem has been identified, communicated, documented and confirmed, we can transition to selling needed scheduled maintenance services at the time of write-up.
 - **Recontact** = Selling service based on a diagnosis of the primary concern, plus the results of the Multi-Point Inspection.
- Implements a performance management system designed to help Service Advisors meet sales objectives based on:
 - Tracking and measuring performance.
 - Coaching.

Critical Success Factors

Appointment, Scheduling and Loading Systems

- **Effective appointment and dispatch processes** are critical success factors supporting the all-important aspects of the:
 - Timing of the inspection.
 - Timing of communication with the customer.
- **Attributes** (results) of effective appointment and dispatch processes:
 - Proper ratio of Service Advisors to customers.
 - Ample time per customer (to use the RGA selling system).
 - Staggered appointments.
- **Creates an opportunity** to introduce scheduled maintenance needs when the appointment is set.
- **Good Appointment Setting with the customer mirrors a good write-up.**

SETTING EFFECTIVE APPOINTMENTS

An effective appointment process allows an Advisor to manage his or her time with each customer for maximum productivity. By sequencing customers for an effective write-up, you avoid the "morning rush" and the need to be an "order taker". Additionally, you are able to "plant the seed" for scheduled maintenance by reminding the customer of their current mileage needs. Giving the customer a brief review of required maintenance at the time of appointment adds a great deal of credibility to your recommendations when the customer comes in for service.

Communication Flow and Effective Word Tracks

- Many customers assume "appointment" means you will begin working on their vehicle upon arrival at the dealership. Utilize the words "SCHEDULED WRITE-UP APPOINTMENT" or "DROP OFF TIME" instead of just appointment whenever possible. This will help the customer understand that their appointment is for write-up with the service Advisor, enabling the Advisor to spend adequate time to perform an effective write-up.
- Review History to determine if maintenance is due.
- Carefully listen and document all primary concerns.
- "Plant the seed" after prime concerns are addressed. The objective of this dialogue is not to sell maintenance right then. It is simply to "prep the customer" with the very idea that they need maintenance. Example:

*Mr. Smith, just to make you aware, you are due for your X-mile service.
At X-miles, it is recommend that you do A, B, C, and D.
We can get that done while your car is in for (primary concerns).*

Mr. Smith may respond in one of 4 ways:

1. **Yes I want to do it.** Add it to the appointment.
2. **How much is it?** State the cost, including any coupon or preferred customer discounts. Repeat what items are included to build value. If customer sounds positive, ask to add it to appointment. If unsure, state that you can discuss maintenance further when they come in.
3. **Say nothing at all.** Break the silence by telling the customer that you are just trying to minimize their inconvenience by getting their service done while in for the (primary concern). If customer still unsure, state that you can discuss maintenance further when they come in.
4. **No thanks.** Tell the customer that you are just trying to minimize their inconvenience by getting their service done while in for the (primary concern). You will have a better opportunity to determine objections, build value and offer options at write-up.

When the customer comes into the service department for their scheduled write-up appointment, it will be the Advisor's responsibility to review the details and gain approval from the customer.

- Establish the appointment date and time, remembering that the goal is to minimize the customer's wait on the drive and maximize your opportunity with each customer.

"Mr. Smith what day of the week works best for you?"

"What time of the day works best for you...mornings or afternoon?"

- Go to the first available DATE that the shop has capacity for the specific concerns that where outlined by the customer.
- Ensure that you stagger appointments, normally 3-4 per hour/per Advisor spaced evenly, allowing for carryovers, walk-ins and tow-ins.
- An effective technique is the use of ODD SCHEDULED WRITE UP APPOINTMENT TIMES (ex. 8:05 vs. 8:00). Using Odd appointment times significantly helps the customer to remember their time and show up on time, keeping you productive.
- Offer the customer 2 options so that they may "pick" the most convenient.

OK Mr. Smith I have Wednesday September 2, at 8:05 and 9:20, which works better for you?

- In most cases the customer will accept this appointment day, date, and time as we have given them the opportunity and the perception to pick the day and the time while still maintaining the integrity of the shop's capacity.
- If the customer objects and states that this is not convenient, then other appointment dates, days, and times should be offered to the customer.
- Sometimes you will encounter the customer who wants to bring their vehicle in right now or tomorrow at opening. Customers should be diplomatically explained where they fit into the shop schedule and when you realistically anticipate their vehicle going into the shop. Of course you can take their car in at any time, but you must manage their expectation. It is easier to discuss this expectation up front, rather than attempt to explain later when you cannot deliver on your promises.

How you can measure your performance

- How many appointments do you have each day?
- How many show up at the correct time?
- How many RO's do you average per day?

IMPLEMENTING THE SERVICE SALES STRATEGIES PROCESS

Two Main Selling Situations

Definitions

- **Write Up** = After the customer-identified problem has been identified, communicated, documented and confirmed, we can transition to selling needed scheduled maintenance services at the time of write-up.
 - Be consistent in asking every customer; every time, to purchase whatever maintenance package is due on their vehicle at the time of write up.
 - For example, “Would you like to super-size that?”
- **Re-contact** = Selling service based on a diagnosis of the primary concern, plus the results of the Multi-Point Inspection (Report Card).
 - Opens the door for another opportunity to sell scheduled maintenance not purchased at write-up.
 - Be consistent in asking every customer every time to purchase service needs found as part of the diagnosis and inspection process.

WRITE UP

The goal of the write-up is to determine customer needs, review scheduled maintenance, and set the stage for informing the customer of any needed additional service.

1 – Listening

- **Initial Greeting.**
 - Prompt – Even when busy
 - Friendly Introduce yourself get the customer's name give yours
 - Personable and professional.
- **Building Rapport / Interactive Reception / Walkaround**
 - Start the write-up at the designated appointment time.
 - Spend the majority of the time during write up at the vehicle.
 - Use clipboard with menus and vehicle inspection sheets.
 - Utilize pre-printed RO's or write-up sheets.
 - Verify vehicle and contact information.
 - Use customer's name in all conversations.
 - Find something in common you can talk about (where they live, schools, hobbies).
 - Ask how their vehicle is performing – compliment on the condition of the vehicle.
- **Identifying and Documenting Prime Items.**
 - Effectively address and document the prime concern; Ask probing questions; What, Where, When and How; use a diagnostic inspection sheet.
 - If not easily communicated in writing, is an intermittent problem or a recheck, have the Service Manager or Technician speak directly to customer to prevent a "No Problem Found" or future recheck.
 - Restate the prime concern back to the customer to ensure complete understanding.

Presentation of Maintenance after Prime Concern

- Immediately after the customer's prime concern(s) are addressed and you are sure the customer understands you have complete awareness and knowledge of the prime concern(s), you **have earned the right to TRANSITION** into the presentation of maintenance during the write up process.
- Often one of the following mistakes are made by service Advisors:
 - Advisors simply do not inform the customer of the maintenance that is due on their vehicle.
 - Advisors try to engage the customer/begin the maintenance conversation by asking a questions such as:
 - "Did you know you vehicle is due for its X-mile service?"*
 - "Have you had your X-mile service done?"*
 - "Would you like me to tell you about your X-mile service?"*
 - "Do you need anything else?"*
 - "Is there anything else we can do for you?"*

WRITE UP (continued)

- If an attempt to engage and begin a conversation on the presentation of maintenance with a question, you will more than likely get one of the following responses from the customer:

"No."

"I do it myself."

"I have it done elsewhere."

"I have already had that done."

"I change my own oil."

"I'm leasing the car."

- The difficulty with the above approach is; the Advisor is "shot down" before he or she has a chance to make a presentation or overcome an objection...It's like trying to hit a home run while sitting in the dug out...nearly impossible
- The most effective technique for presenting maintenance at the point of write-up is to simply make it a STATEMENT and not a QUESTION, by utilizing the Presentation of Maintenance after Prime method, which is the presentation of maintenance needs, based upon current mileage and previous service history. A Sample word track follows:

"Okay Mr. Smith, we are going to check your right front power door lock is not working, there is a rattle in the right front fender area when going over bumps...it happens worse when its cold and at low speeds. Also you wanted to get an Oil Change. Do I have everything documented correctly?"

THEN TRANSITION

"I want to make you aware that right now you have 31,000 miles on your vehicle. I checked your vehicle history and it looks like you have taken good care of your car. Right now you are 1,000 miles past due for your 30,000 mile service. The 30,000 mile service includes A, B, C, D, and E. The investment on this service is \$300. Can we take care of that for you while it is here?"

NOTE: Utilizing this technique and word tracks similar to those listed above accomplishes two very important objectives:

1. It gives you a fighting chance. If you ask a "question", you might get "shot down" before you have a chance to present maintenance needs.
2. It dramatically increases your chances of selling the maintenance package at the time of write up, as it gives you the opportunity to build value in the package, review maintenance history, and ultimately ask the customer to buy.

WRITE UP (continued)

2 – Service Advising

- **Presenting Scheduled Maintenance**
 - Recommend Maintenance Based On Mileage And History.
 - Customers need Repairs to fix something “tangible” that is broken. Unlike repairs, Maintenance is an “intangible” service. When recommending maintenance to customers, it is important to stress the benefits of completing maintenance from the standpoint of “tangibles” - maintaining safety, performance, fuel economy, reliability, warranty coverage, and resale value. Like insurance, maintenance is an investment that saves the customer money; not performing maintenance costs the customer money.
 - Use all the tools available to build value; menus, owner's manual, drive signage, and competitive information.
 - Check the customers history and "put them into" the Highest maintenance package that they have not performed. Example: if the vehicle has 36K on it, and the customer has never had their 30K service done, then you would recommend the major 30K vs. the 6k services.
- **Overcoming Objections**
 - Often customers decline services because they are not sure if they are really needed, or they do not see the value of your recommendations. Treat a "No" as an opportunity to explain why they need the recommendation.

Other Key Word Tracks/Phrases To Overcome Objections

Objection	Response
No thanks	"Mr. Smith, as you know, maintenance is important to ensure long trouble free operation of your car/truck and keep your Factory Warranty or Extended Warranty coverage in place?"
No thanks	"Did you know that we also offer free courtesy inspections? We will do a visual inspection of your entire vehicle and advise you of anything that needs to be brought to your attention."
No, I've already had that done	"Great Mr. Smith...Did you have these (A, B, C, D) services performed?"
No, I change my own oil	"Great Mr. Smith...Did you know that there are also other services that are required to be performed on your car/truck at this mileage that are above and beyond a normal oil change?"
No, It's too expensive	"Mr. Smith Did you know that we are offering a 10% discount off of parts and labor on any maintenance service you have performed? As I mentioned earlier lack of maintenance can void your warranty...A new transmission on your Sedan is very costly (\$2500)...It is much more economical to maintain it than it is to repair it."
No, It's a Lease	"Mr. Smith...I understand. Did you know that regardless if you lease or buy the vehicle it is still your responsibility to maintain the vehicle properly and that lack of required maintenance can void your Factory Warranty?"
No, I have my work done elsewhere	"Great Mr. Smith...I would recommend you make sure they have done services A, B, C, and D. Do you know if you have had these service performed?"

WRITE UP (continued)

- **Offering Options**

Should the customer decline a major service, you simply want *to offer them an option*. If the customer is presented a 30K service and it was explained thoroughly and accurately, then generally their main reason for not wanting to have the service performed is PRICE. If you offer someone a 30K mile service for \$XXX dollars and nothing else, then the only thing they can do is purchase the 30K service or purchase NOTHING. Therefore, you must *offer them an option and one of those options cannot be NO*.

OK Mr. Smith, I understand the 30K mile service is a lot of money, and that is really what your vehicle needs right now. As an option, many people in this situation will go with a 15K mile service; it's only a \$156 and it contains a lot of the "KEY" things that we would do as part of a 30K service. Which one of these would you like to go with?

This technique is very effective because it puts the choice in the hands of the customer, offering options, and *one of those options is not: "NO"*.

- **Multi-Point Inspection Presentation – Assumptive Approval**

Once you have discussed maintenance with the customer, transition into informing the customer of the inspection process, using a technique known as Assumptive Approval. Example:

Mr. Smith, we perform a free courtesy inspection for all our customers. We will inform you of the results once we have it completed.

This accomplishes two very important things:

1. It lets the customer know that you are doing an inspection and that you will be contacting them...It helps to prevent the "Hey, I didn't ask you to look at that, etc.
2. It gains permission from the customer to do the inspection.

NOTE: There is tremendous value in doing an inspection on a low mileage new vehicle (i.e. 5000 miles, 10,000 miles etc). You probably will not find any maintenance or light repair items. However, and more importantly, we will begin to "train" our customers to expect an inspection when they visit us. They will begin to look for the inspection as they continue to have their vehicle serviced. Their level of confidence with you and the dealership increases, as they know their vehicle is being thoroughly inspected.

Sample Vehicle Inspection Results Table

Mileage	Customer Request	Inspection Results
5,000	LOF and Tire Rotation	All is OK
10,000	LOF and Tire Rotation	All is OK
15,000	LOF and Tire Rotation	All is OK - Sell a 15 K Service
20,000	LOF and Tire Rotation	All is OK, needs air filter
25,000		All is OK, brakes 6mm remaining, (YELLOW)
30,000	LOF	All is OK -
21,000	LOF	
24,000	LOF and Tire Rotation	All is OK, Air Filter, Wiper Blades, brakes 5 mm remaining (YELLOW)
27,000	LOF	All is OK, Brakes 3 mm remaining (recommend replacement)

As you can see in the example above, the customer has been continually informed on the status of his or her vehicle. Therefore, as the mileage goes up and repairs become necessary, the customer is comfortable with the decision to have the recommended services performed. You have kept the customer updated throughout the entire life cycle of the vehicle, and your trust and rapport has also continued to grow.

- **Setting Expectations**

- Ensure that all customer contact information is correct and a realistic expectation for a call back time to update the customer is set.
- This sets up the opportunity to review the inspection results with the customer and recommend needed additional services.
- Setting an expectation for call back allows the Advisor to be in a proactive position versus a reactive position when the customer calls you to check on their vehicle. Having a promise time for update helps to eliminate incoming calls from customers checking vehicle status and allows you to make a professional and proactive call at the time you promised.
- Your goal as an Advisor should be that the customer would never have to call to check on the repair status of their vehicle. This will also improve customer satisfaction with the service experience.

TECHNICIAN INSPECTION PROCESS

Work Flow

Flow from Advisor to Technician

- Ensure that the proper code (99P is used by several OEMs and dealers) is entered on the repair order to signify that an inspection/report card is to be completed on that vehicle. This should eventually become almost automatic, as our goal is to inspect as many cars as possible.
- Attach/staple the inspection form to the technician's hard copy.

Flow from Dispatch to Completed Inspection to Advisor

The timing of the inspection is the single most important and critical item in converting the inspection into additional parts and labor sales!

One of the keys to this process is following the **Inspect it 1st Inspection Rule**. The Inspect it 1st Inspection rule says to inspect it 1st and review the results with the service Advisor ASAP. Example: LOF and Tire Rotation takes 1 Hour to complete, the technician should have the inspection completed and back up to you within the first 15 minutes for the most effective presentation to the customer.

A HUGE mistake is often made, by reviewing the findings of an inspection after the vehicle is completed and parked outside, or when the customer arrives to pick up the vehicle. At this point in time, the customer has already "mentally left" the dealership and they certainly are not willing to wait around for some additional time to have services completed. *Typically what happens in these situations is: the customer takes your recommendations and has them performed somewhere else at their convenience, when it was you and your technicians who actually made the sale happen!!!*

On the other hand, if you **let the customer know what items need attention early in the service visit, your chances for approval increase dramatically**. Performing the inspection and making recommendations within the ¼ Time Rule is a much better situation for the customer.

- The customer's vehicle is STILL in the shop.
- It seems like only a small investment in time to have the additional work completed.
- It leads the customer to the "might as well take care of it while it's there" conclusion.
 1. If there is a known outcome (i.e. Lube Oil & Filter/Tire Rotation and no prime items or items to diagnose), the inspection should be done in the first 10-15 minutes that the vehicle is in the technician's stall; and the results of the inspection returned to the Advisor.
 2. If there are prime items or items to diagnose, the inspection should be completed IMMEDIATELY following the diagnosis of the prime items. The results of the diagnosis and inspection must be returned to the Advisor as early as possible, allowing the Advisor to make one effective and timely call to the customer.

RE-CONTACT

Communication Flow and Effective Word Tracks

- A completed inspection is an opportunity that must be communicated to the customer as soon as possible; time is money (yours!).
- If the customer is still at the dealership, take him or her to the vehicle.
- When calling a customer via the telephone always ask if "you've called at a good time" and/or "do you have time to go over a few things on your vehicle?"
- Always start the conversation with something positive about the vehicle (i.e. Car seems good shape overall...Looks like you keep good care of the car and our Tech (name) noticed a few things that need attention.
- Always use the name of your technicians when presenting recommendations to the customer. Using your technician's name adds tremendous credibility and honesty to your presentation.
- When calculating cost and time estimates, factor in a little extra: under-promise and over-deliver.
- Carefully review the inspection, then price and prioritize the recommendations for the most effective presentation to the customer.

Structuring the Estimate / Presentation

The PNM Process

An extremely effective way to price and prioritize a completed inspection from a technician is through the use of the PNM Technique.

- **Prim**e - All items related to the customers original request.
- **Necess**ary - items requiring immediate attention (safety etc).
- **Maint**enance - items which are due to be performed for maintenance reasons.

The PNM Process is a logical process that provides the Advisor the ability to effectively organize their presentation, and more importantly, allows the customer to understand what is being recommended to them. The PNM Process also incorporates two other sales techniques:

- **Related to Prime Concern - RTP**
- **Package Pricing - PP**

Related to Prime Concern - RTP

The Related Services Process is an effective technique when recommending specific service items to customers. Here you can utilize a customer's "perception of related services". The Related Services Process is simply the concept of looking at what "other" types of services relate to the primary services that are requested or needed by the customer. There are many services that we perform that have related services to the "MAIN" service and will make sense to the customer to have them performed.

- Cooling System Concern - Coolant Flush, Hoses.
- Front End Concern – Alignment.
- Tires – Alignment.
- Tune Up - Fuel Injection Service.

Using this technique will turn many \$100 or \$200 sales to \$300 or \$400 sales, while providing the customer with a complete service visit. The Related Services Process can be part of the **P**, **N**, and/or the **M** of **PNM**. PNM is the foundation and The Related to Prime Concern can be attached anywhere in PNM.

Package Pricing

The Package Pricing Technique is stating everything that needs to be addressed on the vehicle in a complete list and then giving the customer a total package price while incorporating the PNM Technique that was outlined above. Package pricing is effective because:

- Customers often have a "general concept" of what they think their vehicle will cost to repair and as long as your price is within the general area of that "perceived price", most customers will often have the service performed.
- Often too much detail (labor hours, parts prices, shop supplies) can confuse customers and give them the opportunity to start "picking apart" your recommendations.
- Giving the customer a total price after your list all of the recommendations make it much easier to talk about options.
- Explain what is needed and why. Then **quote a total price** to have everything completed. If the customer does not want to have a portion of it completed, it is much easier to go from an \$800 sale to a \$500 sale if necessary than to attempt to go from a \$500 sale to an \$800.

Organizing The Estimate

A great tool for organizing your estimate and utilizing the PNM, Related Services and Package Pricing techniques is the PNM Estimate Sheet. Consider this scenario:

Vehicle	2006 Sedan
Mileage	59,016
Customer primary concern	Coolant leak

After the technician completes the diagnosis and Multi-Point Inspection, we have the following information:

Maintenance and Repair Needs

<u>Items</u>	<u>Labor</u>	<u>Parts & Tax</u>	<u>Total</u>
Water Pump (Prime)	90.00	67.20	147.20
2 front tires (Necessary)	Menu Priced Items		161.40
Alignment (Necessary)	Menu Priced Items		59.95
60K maintenance package (Maintenance)	Menu Priced Items		229.00

Asking For the Sale

An Effective Presentation Of The Vehicle Inspection:

- Contacts the customer ASAP after the Inspection is done. **BUT NEVER BEFORE**
- Happens when the customer has time to talk. – “**Did I catch you at a good time?**”
- Uses the Technician’s name. – **Don’t OVER use....**
- Says something positive about the vehicle. – “**Tires and battery are in the GREEN...**”
- Is organized using the PNM estimate Sheet. – ALWAYS!
- Use the Related Services Process. **Brake Job? = Brake Flush! Tires? = Alignment!**
- Quoted using Package Pricing GRAND TOTAL FIRST – THEN SHUT UP!!!
- Offers Options. – “**A lot of customers will do the Mini package for a total of only X....is that the way you would like to proceed?**” (Then SHUT UP!)

Example: Mr. Smith brings his 08 Sedan in for “running hot”

"Hello Mr. Smith, this is Steve from ABC Dealership. Do you have a few minutes to talk about your car?"

"Our Technician Rick has checked it out and overall the car is in pretty good shape."

"Related to the “running hot” you brought it in for, Rick found that water pump is leaking."

"We need to replace the water pump, flush the cooling system, replace your upper and lower radiator hoses and thermostat."

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Service Advisor Guide

"From the courtesy inspection, Rick noted that your 2 front tires need immediate attention. They are worn to the steel belts on the inside edges. We need to replace those tires and align the front end."

"You're at 59,000 miles, just about due for your 60,000 mile maintenance like we talked about. The coolant flush for the "running hot" repair is part of that. We could get the rest of it completed while the car is here today. Then you'd just need oil changes for a while."

"Normally, the total we'd be looking at would be \$860. But, with our current tire and maintenance specials and your preferred customer discount, I was able to save you \$130, so your total price is only \$730."

"We have all the parts in stock and can get you all fixed up today, if I give Rick the OK now."

If the customer "cannot afford" the package, remember to Offer Options

- At this point in the conversation, you could offer any special financing tools your dealership may offer. *"Mr. Smith, are you aware of the new Dealership Auto Service Card? We can take your information over the phone and place today's charges on the card, pending approval."*

In the above example, you could offer to substitute less expensive tires, a 45k for the 60k, etc.

Once You Have Approval From The Customer

- Give them a time you will call to give notification that the vehicle is ready.
- Notify the Tech.
- Make sure you under-promise on time and cost; get it done a bit sooner and a bit less than expected.
- Stop talking – Do not talk yourself out of the sale.

When The Work Is Completed

- Review the final invoice to ensure it is at least \$1 less than your estimate.
- Call the customer and offer to review work and charges. This is a much better time to do this than at the “end of day rush”.
- Be sure to review any items that will need attention on their next visit (e.g. front brakes in the Yellow, next time in car will be at 45k for maintenance, tires in the Yellow, etc.). This “plants the seed” for the next visit.
- Ensure the customer’s paperwork is ready at the Cashier, their vehicle is properly parked, and the keys are available.

At Customer Pick Up (Active Service Delivery)

- Re-greet the customer.
- If not previously done, review work and charges.
- If not previously done, review future service needs.
- If applicable, talk to the customer about the survey – *Mr. Smith, I want to make sure you are Completely Satisfied and would Definitely Recommend us to your friends and family.*
- Walk the customer to the cashier.
- Ensure they find their car or it is physically delivered.
- Thank them for coming in and you’ll see them next time.

How You Can Measure Your Performance

- What is your maintenance penetration? – # Of maintenance services per # of Repair Orders.
- What is your inspection penetration? – # Of inspections per # of Repair Orders.
- What % of those inspections result in approvals for additional service?
- What are your labor and parts sales per Repair Order?
- What is your Voice Of the Customer (CSI)?
- Work in process – *Goal is to get the work completed and get paid for it*
 - Review Carryovers, Open RO's.
 - Update ERO and Route Sheet.
 - Performance check: Review RO's opened for over 3 days with the Service Manager for resolution.

SERVICE DEPARTMENT PROCESSES

Appointments

Goal is to have every customer who calls in have a "write-up/drop off" time in the system

- Consider capacity, especially limited areas – ask *Dispatcher, Lead Tech*.
- Minimize waiters – offer options, night drop, drop off in the afternoon of prior day.
- Sequence their arrival for a good write-up; use staggered times – offer 2 options at odd times.
- Plant the seed for Maintenance.
- Performance Check: Appointments a high % of your RO's; odd times, staggered 3-4 per hour.

Service Write Up

Goal is to review Concerns, Maintenance, Inspection, and establish a Status Call Time

- Call night drop customers with the time you will call them to update Status.
- Involve Shop Foreman/Manager on any complex issues *while the customer is present*.
- Discuss Maintenance and Multi-Point Inspection.
- Give business card to customer with the time you will call them to update Vehicle Status.
- Note Status call time in ERO for Dispatch/Tech, and on your Route Sheet.
- Performance Check: Report Card usage, business card usage, ERO's and/or Route Sheets have Status call times.

Status Call at Promise Time

Goal is no incoming calls checking Status, no Techs waiting on approvals

- Review Route Sheet for priority of follow-up.
- Check ERO for status, REQ's...ask for help getting status if you need it.
- Call customer with status, additional service needs, and Ready time.
- Revise Promise Time in ERO, Note on Route Sheet time/person contacted.
- Performance Check: All REQ's responded to, Updated Route Sheet.

Ready Call at Promise Time

Goal is no "5-o'clock Charlie"

- Ensure RO is finalized in the system.
- Review work and charges with customer.
- Remind the customer of maintenance due on next visit.
- Note on Route Sheet time/person contacted.
- Performance Check: Review Route Sheets, cashier pre-invoiced RO's.

Active Service Delivery (customer pick-up)

Goal is to have customer give you an "A" survey and come back to you

- Thank the customer for their business.
- "We want to ensure you are completely satisfied and would definitely recommend us to your friends and family".
- Performance Check: Walk (don't point) your customers to the Cashier.

Weekly Performance Checks

How are you doing vs. monthly goals?

- Recap Reports,
- Appointments and RO's written, % of appointments, % of "no-show" appointments.
- Maintenance and Inspection penetration.
- Returned customer surveys.

Monthly Performance Checks

Review trends, set goals for the next month

- Monthly sales results vs. goals.
- VOC (CSI) Advisor accountability reports.
- Your focus for the next month - improved VOC (CSI), opportunities for increased sales, and expense reduction.

TOP SERVICE SELLING OBJECTIONS

Objection	Response
I don't have time	<p>Can we offer you a ride back to your office?</p> <p>We have loaner/rental cars available.</p> <p>We'll drop you off at the office and come back and get you.</p>
I can't afford to spend that much money at this time	<p>Let's discuss what is most important to do first. Then, we can work out a schedule to complete the rest of the work as your budget allows. In the future, we will discuss upcoming services in advance to give you time to adjust your budget.</p> <p>Are you aware of our new OEM Service Card? We can take your information now, or over the phone, and with approval, we can place today's charges on the new card, which comes with a 90 day, same as cash option on charges over \$150. Can we get the process started for you?</p> <p>Again, stress the value and importance of maintenance. Explain that often times having work completed as a package is a better value and helps to prevent more costly repairs from happening down the road. Also, offer the customer options...but make sure that the way the Advisor offers the options does not allow the customer to simply respond, "No".</p>
Why should I buy services that are different from what my maintenance schedule lists?	<p>Your maintenance manual only indicates "Minimum" services recommended by the manufacturer. Our experience with your type of vehicle and the average driving conditions for this area have shown us that these additional services would further protect your investment in your vehicle.</p> <p>Please let me explain the benefits and advantages of doing an:</p> <p>Injector Flush, Trans Flush, Power Steering Flush; etc.</p>
Dealerships charge too much!!	<p>We routinely shop our competition to ensure that our prices are competitive. Please take a look at our pricing comparison board. In some instances, I think you'll find that we charge less than our competition.</p> <p>In addition, we use factory-trained technicians to work on your vehicle...and they use only genuine Factory replacement parts.</p> <p>Given the investment you have in your vehicle, doesn't it make sense to have it serviced by the experts if our prices are competitive?</p>
Why do I have to get these services done on my vehicle? My vehicle is running fine.	<p>The most important reason for maintenance is reliability. You have a major investment in your vehicle and maintenance helps to protect that investment and maintain its value. In addition, performing maintenance is required to maintain your warranty.</p> <p>Were you aware of that?</p>

Objection	Response
Does my vehicle really need all that work?	<p>As we discussed during our initial meeting, we performed a multi-point service inspection on your vehicle and the items in question are at the point where further delays could become much more expensive. Can we take care of these items for you today?</p> <p>Our menu items are based on the factory recommendations. The engineers that designed your vehicle recommend that these items be performed at this interval to keep your vehicle in tip-top condition</p> <p><i>Note: It is critical that the PNM process be used when presenting additional needs. If the PNM technique is used effectively, this objection will rarely occur.</i></p> <p><i>In the event it does, the Advisor can say, "Yes, it does Mr. Smith". As I mentioned to you this morning, one of our certified technicians performed a detailed inspection on your vehicle and I simply wanted to make you aware of the areas requiring attention that are related to your original Prime concerns; are Necessary needs that could result in greater expense or lack of safety if you do not have them performed; and of course, your Maintenance items."</i></p>
Why do I need a 15,000-mile inspection versus just an oil change?	<p>The 15,000-mile inspection follows the factory recommendations in your owner's manual. It includes "A" and "B".</p> <p>You've invested a lot of money in your vehicle and I would not want anything to happen that would jeopardize your investment or safety.</p> <p>Mr. Smith, it is a common misconception that the only maintenance a vehicle needs is an Oil Change. This is absolutely not the case. As you can see (show them their owners manual, or maintenance menu)...To ensure that your warranty is validated and that your vehicle continues to perform properly, it is extremely important that you have the proper maintenance performed at the proper mileage.</p>
I'm in a hurry, just do the oil change.	<p>Why don't you go to work and I'll fax you a copy of the 15,000-mile inspection. I'll give you a call and then we can discuss it at a time most convenient for you.</p> <p>How does that sound?</p> <p>Mr. Smith no problem. I understand you are in a hurry. It is important that we have these other items completed. Let me get you a ride to your office. When your vehicle is finished, we'll deliver it back to you.</p>

Objection	Response
Advisor - Afraid the shop/tech will not be able to complete work if they sell anymore	<p>I understand your concern and that's how I used to feel when I was an Advisor.</p> <p>The difference is that your management is bought in to selling more dollars per RO and has talked to the techs about it. Everything is now in place for you to sell more work...but you're not going to get there if you don't ask.</p>
I'm leasing my vehicle and I'm not too worried about maintenance	<p><i>First, stress the value and importance of proper vehicle maintenance and then transition into:</i></p> <p>Mr. Smith...I totally understand. I've leased vehicles myself.</p> <p>I don't know if you're aware of this or not, but the manufacturer can actually deny Warranty coverage if your vehicle is not properly maintained, regardless of whether you leased it or bought it.</p> <p>What I'm recommending is only the basics that will ensure your warranty coverage. Can we take care of this today?</p>
I can have Pep Boys, Firestone, etc. do the work for a lot less.	<p>Yes, I understand, and that's how many people feel until we show them how closely we shop our competition and explain the value of using factory-trained technicians and genuine factory replacement parts.</p> <p>Let's review the charges and let me show you how our prices compare to the competition, OK?</p> <p>Given the investment you have in your vehicle, doesn't it make sense to have it serviced by the experts if our prices are competitive?</p>
I get my mechanic to do those items for me.	<p>Does he use Factory Parts?</p> <p>How long does he warranty his repairs?</p>
I'm really not interested in anything other than what is covered by my warranty.	<p>I can understand that you're not interested in anything you think is above and beyond the warranty. But did you know that warranty coverage could be denied without proof of regular maintenance?</p> <p>Can I have a minute to explain basic maintenance interval schedules and the minimum maintenance that needs to be performed to ensure your warranty coverage and to protect your investment in your vehicle?</p>

Objection	Response
I need to check with my spouse.	<p>If the customer is at the dealership:</p> <p>If you like, you can use my (phone/office) to contact him/her. If he/she has any questions, I would be more than happy to speak to him/her.</p> <p>If speaking to the customer via telephone:</p> <p>If you like, I would be more than happy to contact your wife/husband and explain everything to her in detail. If I could just get his/her number please.</p> <p>The key in both these responses is your voice tone. If you display enough willingness and enthusiasm to contact their spouse, then you'll add a huge amount of credibility to what you are recommending.</p>
I do my own work.	<p>Great Mr. Smith...Just be sure that you have performed service A, B, C, and E.</p> <p>Usually when someone explains they do their own work it means that maybe they change their own oil. Make sure the customer understands what is involved with the service you are recommending, what parts are involved, what specialty tools, what skill set of technician, etc.</p>
Advisor not asking	<p>The biggest objection is the one that we create by simply not asking...Advisors must discipline themselves to ask every customer every time.</p>
Why isn't that covered under Warranty?	<p>Mr. Smith, your warranty covers all of the items listed here, from this time period to this time period and from this mileage to this mileage. It does not cover normal wear and tear or maintenance items such as brake pads, tires, maintenance, damage, etc.;</p>
No!	<p>Is your concern because of the price...or because you don't see benefit in the service?</p> <p>The response to this is fundamental to RGA training. And it depends if this NO is part of Primary Sales Situation 1 or Primary Sales Situation 2.</p> <p>If it is at WRITE UP, then we would:</p> <ul style="list-style-type: none">A) Re-explain the importance of maintenanceB) Offer Options andC) Present the Inspection Process. <p>If it is at RECONTACT then we would:</p> <ul style="list-style-type: none">A) Properly begin the inspection processB) Price and prioritize the inspection using RIMC) Incorporate POR and PPT TechniqueD) Ask for the order andE) Back up only if necessary