

Service Manager

Chapter 1: Introduction

Session 1: Introduction

Chapter 2: Understanding the Average Service Customer

Session 1: Customer Quote

Session 2: What the Customer Wants from Their Service Visit

Session 3: Perception Equals Reality

Session 4: How Customers Base Their Perception

Session 5: The Order of How the Customer Ranks Their Buying Decision

Session 6: The 4 Common Traits about People

Session 7: Verbiage to Make the Customer Talk

Session 8: 4 Reasons Why a Customer Would Not Visit Your Service Department

Session 9: #1: Price / Value

Session 10: #2: Quality of Work

Session 11: #3: Convenience

Session 12: #4: Relationship / Treatment

Session 13: 13 Words & Phrases to Never State to a Customer

Chapter 3: Understanding the Female Service Customer

Session 1: 10 Facts about Female Service Customers

Session 2: #1: They are 65% of Your Service Customers

Session 3: #2: Females Influence 80% of All Purchases

Session 4: #3: Over 70% of Females are Uncomfortable with the Service Process

Session 5: #4: Most Service Write-Up Areas are Not Female-Friendly

Session 6: #5: Females Have Higher Expectations than Men

Session 7: #6: Females are More Emotional in Their Buying Process

Session 8: #7: Females are More Logical in the Buying Process

Session 9: #8: Most Females Participate in Manufacturers' Customer Surveys

Session 10: #9: Females are Inquisitive and Detail-Oriented

Session 11: #10: Females are More Opinionated

Session 12: The 7 Do's When Dealing with Female Customers

Chapter 4: The Secondary Repair Facilities

Session 1: Why a Customer Goes to a Secondary Repair Facility

Session 2: The Secondary Repair Business Doubles Every 5 Years

Chapter 5: Service Writer versus Service Advisor

Session 1: Role of a Service Writer

Session 2: Role of a Service Advisor

Session 3: What Do You Have

Session 4: Function of a Service Advisor

Service Manager

Chapter 6: Hiring the Right People

- Session 1: If Money Was No Object
- Session 2: Do You Panic Hire
- Session 3: The Effect of Hiring the Wrong People
- Session 4: Common Hiring Mistakes
- Session 5: Qualities You Want in a New Hire
- Session 6: Applicant Areas of Concern
- Session 7: The Importance of Calling Every Reference
- Session 8: Questions to Ask on Reference Calls
- Session 9: Never Call the References Listed
- Session 10: Interview Questions for Technicians
- Session 11: People are Your Most Important Assets
- Session 12: Do NOT Hire Someone Else's Poor Performer
- Session 13: People Quit People Who Devalue Them

Chapter 7: Creating a Team Environment

- Session 1: The 3 Things You Manage in a Service Department
- Session 2: Why People are Your Most Important Asset
- Session 3: The Definition of Teamwork
- Session 4: Characteristics of an Effective Team Leader
- Session 5: Benefits of a Service Department Mission Statement

Chapter 8: About Your Team

- Session 1: How Will You React if Equipment Went Missing
- Session 2: How Will You React if You Lost a Valuable Employee
- Session 3: Why Employees Quit
- Session 4: The Cost of Employee Turnover

Chapter 9: Understanding the Service Advisor

- Session 1: What is Querencia
- Session 2: The Service Advisor's Safe Place
- Session 3: Understanding the Human Psychology of Your Service Advisors
- Session 4: Uncomfortable Situations in a Service Advisor's Day
- Session 5: 3 Areas to Improve Service Advisor Growth
- Session 6: #1: Stop Being a Boss
- Session 7: #2: Stop Assuming
- Session 8: #3: Stop Threatening
- Session 9: Understanding Unconditional Stimulus
- Session 10: Getting Caught Up in the Wrong Area

Service Manager

Chapter 10: How to Create a Sales Driven Environment

- Session 1: What is a Sales Driven Environment
- Session 2: #1: Celebrate Performance
- Session 3: #2: Effective Training
- Session 4: #3: Accountability
- Session 5: #4: Open Communications
- Session 6: #5: Financial Rewards
- Session 7: The 5 Areas Your Advisors MUST Understand
- Session 8: #1: Level of Customer's Inconvenience
- Session 9: #2: People Do Not Like Surprises
- Session 10: #3: The Sign States "Service"
- Session 11: #4: Being Proactive is Always Better
- Session 12: #5: The Impact of Being Positive
- Session 13: The 3 Areas a Service Advisor Must Not Blame for Their Lack of Effort
- Session 14: #1: Condition of Facility
- Session 15: #2: Phone System or Other Technology
- Session 16: #3: Other Departments

Chapter 11: Employee Pay Plans

- Session 1: What Areas Does a Good Pay Plan Affect?
- Session 2: Understanding a Pay Plan Methodology
- Session 3: Who Should Benefit from a Good Pay Plan
- Session 4: Performance-Based Pay Plans for Service Advisors
- Session 5: Pay Plans for Technicians
- Session 6: Bonus for Technicians
- Session 7: Signs the Technicians' Pay is Too High
- Session 8: Pay Plans for Service Advisors
- Session 9: Be Aware of the Following
- Session 10: Adjusting the Pay Plan

Chapter 12: Pay Plan Issues for Service Advisors

- Session 1: The 7 Pay Plan Issues
- Session 2: #1: Pay Plans are Not a Substitute for Managing Their Performance
- Session 3: #2: Always Have a Daily Reporting Tool
- Session 4: #3: Performance is Based on Individual Operations
- Session 5: #4: Implement a Tie-In to the Service Policy
- Session 6: #5: Pay a Draw Against Commission
- Session 7: #6: Do Not Pay Based on Hours per RO
- Session 8: #7: Do Not Pay Heavily Based on CSI Scores

Chapter 13: Service Advisor Obstacles

- Session 1: Obstacles that Affect Service Advisors
- Session 2: #1: Believing in the Technician's Findings
- Session 3: #2: Trusting Technician's Recommendations
- Session 4: #3: Placing Themselves in the Customer's Shoes
- Session 5: #4: Pre-Qualifying the Customer
- Session 6: #5: Presentation Flow
- Session 7: #6: Struggling with Price

Service Manager

Chapter 14: Being an Effective Service Leader

- Session 1: What is Leadership
- Session 2: The 5 Essentials of Leadership
- Session 3: #1: Leadership is about Influencing Others
- Session 4: #2: Leadership is a Verb and Not a Noun
- Session 5: #3: Leadership is about Creating Change and Facilitating Growth
- Session 6: #4: Leaders Deal with People and Their Dynamics
- Session 7: #5: Leadership is about Advancing Others

Chapter 15: The Service Walk Around

- Session 1: The Definition of Empathy
- Session 2: When Must Your Staff Show Empathy
- Session 3: How to Show Empathy
- Session 4: 8 Rules for a Great First Impression
- Session 5: Benefits of a Service Walk Around
- Session 6: How to Build Value in a Walk Around

Chapter 16: Upselling in Service

- Session 1: 4 Buying Factors Customers Want
- Session 2: Why Customers Think We Sell Them Products They Do Not Need
- Session 3: The Five Senses
- Session 4: The Two Strongest Senses
- Session 5: 3 Ways to Maximize the Customer's Senses
- Session 6: The 7 Meet & Greet No-No's
- Session 7: The Ten Foot Rule
- Session 8: What is Show & Tell
- Session 9: The Benefit of Show & Tell
- Session 10: How Does Show & Tell Benefit the Customer
- Session 11: Best Place to Post a Video for Show & Tell
- Session 12: Best Method to Contact Customer for Show & Tell
- Session 13: Sample Video #1
- Session 14: Sample Video #2
- Session 15: Sample Video #3
- Session 16: Sample Video #4
- Session 17: Sample Video #5
- Session 18: 7 Ways to Make an Expensive Repair Look Reasonable
- Session 19: #1: Introduce an Expensive Repair First
- Session 20: #2: Compare to an Intangible Item
- Session 20: #3: Increase the Perception
- Session 21: #4: Remove the \$ Sign
- Session 22: #5: Make the Number Smaller
- Session 23: #6: Create Visual Perceptions
- Session 24: #7: Offer Numerous Repairs and Remove One

Service Manager

Chapter 17: How to Increase Repair Order Count

- Session 1: The Benefits of Increasing the Repair Order Count by 2 per Day
- Session 2: Record & Listen
- Session 3: Phone Verbiage That States You Have Lost the Opportunity
- Session 4: Phone Facts That Affect RO Count
- Session 5: How to Get the 2 Extra RO's per Day
- Session 6: Who is Getting the Bulk of the Service Business
- Session 7: Mystery Shop Your Service Advisors
- Session 8: The Con of Charging a Diagnostic Fee
- Session 9: Never Quote a Price over the Phone
- Session 10: How to Increase Service Appointments
- Session 11: Should You Pay the Tech for the Diagnostic
- Session 12: The Benefits of Free Diagnostic

Chapter 18: Waiters

- Session 1: The Pros of a Waiter
- Session 2: The Cons of a Waiter
- Session 3: Show the Waiter the Concern
- Session 4: The Waiter's Mindset
- Session 5: The Customer Lounge - Couches
- Session 6: The Customer Lounge - Techs Visible

Chapter 19: Marketing

- Session 1: The Importance of Marketing
- Session 2: Common Places We Currently Market Our Services
- Session 3: Our Current Marketing - Baby Boomers
- Session 4: Who are the Millennials and GEN X
- Session 5: What Type of Marketing Do Millennials and GEN X Prefer
- Session 6: Facebook Statistics
- Session 7: When Marketing, Think Retail
- Session 8: Groupons
- Session 9: Service Department Facebook Page
- Session 10: Direct Mail Coupons
- Session 11: Customer Referral Program
- Session 12: Special Events

Chapter 20: Marketing to the Millennials & GEN X

- Session 1: Characteristics of Millennials and GEN X Customers
- Session 2: What Millennials and GEN X Spend per Year
- Session 3: 3 Ways to Market to Millennials
- Session 4: #1: Visualization
- Session 5: #2: Infographic
- Session 6: #3: Videos
- Session 7: The Power of Coupons

Service Manager

Chapter 21: Inbound Phone Calls

- Session 1: Why a Customer Would Call the Service Department
- Session 2: Inbound Phone Stats
- Session 3: Why Customers Fail to Show for Appointment
- Session 4: What Makes Customers Upset When They Call
- Session 5: Never Diagnose a Problem over the Phone
- Session 6: Ask Lots of Questions

Chapter 22: Active Listener

- Session 1: The Benefit of Being an Active Listener
- Session 2: #1: Pay Attention
- Session 3: #2: Show That You are Listening
- Session 4: #3: Respond Appropriately
- Session 5: #4: Provide Feedback
- Session 6: #5: Defer Judgment

Chapter 23: Express Service Operation

- Session 1: Benefits of an Express Service
- Session 2: Where Do the Competitive Express Service Centers Get Their Customers

Chapter 24: Effective Labor Rate

- Session 1: What is the Effective Labor Rate?
- Session 2: What Should Your Effective Labor Rate Be?
- Session 3: What Does it Mean if the Effective Labor Rate is Too High?
- Session 4: Signs That You Should Be Concerned

Chapter 25: The Circle of Trust

- Session 1: What is the Circle of Trust
- Session 2: Who Needs to Trust Who?
- Session 3: What Happens When the Circle of Trust is Broken
- Session 4: Ways to Get the Customer into the Circle of Trust

Chapter 26: Service BDC

- Session 1: Benefits of a Service BDC
- Session 2: #1: Handle Inbound Service Calls
- Session 3: #2: Set Service Appointments
- Session 4: #3: Make Outbound Recall Notifications
- Session 5: #4: Make Outbound SOP Part Notifications
- Session 6: #5: Handle Service Reminder Calls
- Session 7: #6: Assist with CSI Call
- Session 8: #7: Market to Lost Customers
- Session 9: When the Service Advisors Handle These Callers
- Session 10: Who Should Focus on Revenue
- Session 11: Checklist for an In-House Service BDC
- Session 12: 2 Alarming Stats about Service Advisors
- Session 13: What a Customer Judges When Calling
- Session 14: The 9 Rules for the Service BDC Operation

Service Manager

Chapter 27: Service CSI

- Session 1: By the Numbers
- Session 2: Mystery Shop Your Service Department
- Session 3: Step Away and Look
- Session 4: Visit Another Dealership
- Session 5: Watch, Listen & Learn
- Session 6: Busy is Not an Excuse for Poor CSI
- Session 7: An Ounce of Prevention is Worth a Pound of Cure

Chapter 28: Customer Service

- Session 1: The Definition of Customer Service
- Session 2: 9 Customer Service Skills We All Need
- Session 3: #1: Patience
- Session 4: #2: Attentiveness
- Session 5: #3: Clear Communication Skills
- Session 6: #4: Knowledge of Our Product
- Session 7: #5: Acting Skills
- Session 8: #6: Ability to Read Customers
- Session 9: #7: A Calming Presence
- Session 10: #8: Persuasive Skills
- Session 11: #9: Willingness to Learn

Chapter 29: Customer Support

- Session 1: The Definition of Customer Support
- Session 2: The 8 Rules for Great Customer Support
- Session 3: #1: Always Answer the Phone
- Session 4: #2: Don't Make Promises You Cannot Keep
- Session 5: #3: Listen to Your Customers
- Session 6: #4: Deal Promptly with Complaints
- Session 7: #5: Be Helpful – Even if There is NO Reward
- Session 8: #6: Always Be Kind, Courteous and Helpful
- Session 9: #7: Go the Extra Mile
- Session 10: #8: Catch Your Customer Pleasantly Off Guard

Chapter 30: Handling Customer Complaints

- Session 1: What Summarizes the Most Common Customer Complaint
- Session 2: How Effective Service Advisor Communications Minimize Customer Complaints
- Session 3: Service Department Complaint Statistics
- Session 4: 6 Rules When Dealing with Customer Complaints
- Session 5: 2 Things to NEVER Do When Dealing with Customer Complaints
- Session 6: How to Deal with an Angry Customer
- Session 7: 4 Things to NEVER Do When Dealing with Angry Customers

Chapter 31: The "Walk of Death"

- Session 1: What is the "Walk of Death"
- Session 2: Technology to Help Minimize the "Walk of Death"

Service Manager

Chapter 32: Shop Productivity

- Session 1: 6 Areas That Hurt Shop Productivity
- Session 2: #1: Appointment Scheduling
- Session 3: #2: Workflow
- Session 4: #3: Right Job to the Right Technician
- Session 5: #4: Equipment Issue / Poorly Functioning
- Session 6: #5: Special Tools
- Session 7: #6: Absenteeism and Tardiness

Chapter 33: Time Management

- Session 1: What is Effective Time Management
- Session 2: Why is Time Management So Difficult
- Session 3: Real Time is a Mental Picture
- Session 4: Eliminating the 2 Sins That Affect Time Management
- Session 5: Making Sure Everyone is Organized
- Session 6: Sharpen the Axe
- Session 7: How Service Advisors Can Be in Control of Their Time