SUZUKI AFTERSALES
BEST PRACTICE GUIDE

Suzuki Aftersales Best Practice Guide

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- Booking the Appointment
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Notes and Observations

Action Plans

The Suzuki Aftersales Best Practice Guides provide the following:

- An overview of each step within that part of the process
- A more detailed breakdown of each including how it should be done, where and when
- A reference to any relevant Suzuki systems
- The benefits of implementing and sustaining the process
- What's in it for the dealership team
- How the customers will benefit
- Simple verification and sustainment ideas for all staff to use - how to check for robust compliance.
- Realistic operational KPI measurement ideas and benchmarks.

Suzuki Best Practice Guide – Service

** This process element is ONLY required if the description provided by the customer of the concern is vague, the nature of the requirement clearly requires a road test or physical presence to evaluate, or if it is considered likely that specific special order parts will need to be ordered in advance.

Suzuki Best Practice Guide – Service

1.0 BOOKING THE APPOINTMENT

1.1 Confirm key customer information

What to do: Establish or verify the customer's name, postcode, daytime and evening phone number, email address, vehicle registration number, VIN, sale date, make and model of car, engine size and fuel type.

- Smile when speaking to the customer – it will show in both tone of voice and intonation.
- Respond in a way that shows interest.
- Update the DMS with new information immediately.
- Regularly check Suzuki Booking On-Line for customer appointment enquiries.

Customers name - Establish, verify, and use the customer's name as soon as possible. For example, "Good morning, XYZ Suzuki, Service Department, David speaking, how can I help you? (listen to the customer). Can I just take your name please?", then use the customer's name throughout the conversation. Make sure you use the customers preferred salutation (Mr, Mrs, Ms, Dr etc) and that this is recorded in the DMS, including the initial.

Customer contact details - Confirm the daytime, evening, and mobile telephone numbers together with the customers email address. Every customer address requires the complete customer post code (e.g. AB3 4CD). Confirm and/or verify customers preferred method of contact and marketing communication preferences to comply with General Data Protection Regulations (GDPR).

Car/Motorcycle details - Establish/verify the exact car/motorcycle details (Example Suzuki Vitara SZ5 AllGrip 1.4 BoosterJet Petrol 4WD Galactic Grey, Reg No). Update the DMS immediately with any changes.

Service Plans – Establish if a Service Plan is in place. Where not, make a note of this as an opportunity to present the features and benefits of Service Plans to the customer at an appropriate time after completion of the work.

The benefits:

Getting customer contact and car/motorcycle details right early on ensures a professional first impression and will make contacting them later for updates or authorisation quick and easy. It will also reduce the chance of problems later if additional parts or repair procedures are required and enable the DMS to be updated immediately.

Sustainment ideas:

- Carry out regular checks of job cards, invoices and DMS records to verify the quality of data being recorded.
- Listen to colleagues and provide constructive feedback on what is said and how warm and friendly the communication comes across.
- Check with other Department staff on their perception of the quality of customer and car/motorcycle information.

1.2 Find out what is required

What to do: Establish detailed repair instructions, to enable an effective and Right-First-Time repair.

- Don't interrogate the customer – ask for information in a non-confrontational and enthusiastic way.
- Ensure all recorded repair or scheduled service instructions accurately describe the work required and are clear and concise.
- Verify the information obtained by asking the customer to confirm you have understood their requirements correctly.

Pre-Diagnosis (Where required) - If the description provided by the customer of the concern is vague, the nature of the requirement clearly requires a road test or physical presence to evaluate, or if it is thought likely that specific special order parts will need to be ordered in advance, consider making a fixed time Pre-Diagnosis appointment with a Master Technician. Make clear to the customer that it may not be possible to provide a fix on this visit, and that the aim is to help facilitate a more effective repair on the subsequent visit.

Fixed time appointment - if possible, offer a fixed time appointment for repairs up to 1.5 hours. Offer an appointment up front, by providing two alternatives. e.g. "We can do that for you tomorrow Mrs Smith, at either 9.00a.m. or 10.00a.m, which is best for you?"

Outstanding recalls and Campaigns – Check Suzuki Systems to identify any outstanding recalls or campaigns that require completion and confirm all findings to the customer.

Accurate information: Ensure all repair and Scheduled Service instructions accurately reflect the service required, with the mileage and time. Prompt the customer for additional items that might be required, e.g. Cambelt, brake fluid or coolant change.

Labour times - Ensure the hours allocated for each job represent a realistic estimate of the time required to undertake that job. Use Suzuki Menu Pricing, look up labour time schedules and consider when to allocate an initial investigation time.

Technician holidays: Take into consideration skill levels and holiday schedules. Keep a calendar of holidays displayed prominently in the Service Department.

The benefits:

The offer of a Pre-Diagnosis appointment where relevant will help to demonstrate a caring approach to the customer and enable the team to organise the most effective solution for when the repair is carried out. Fixed Time Appointments provide convenience for customers and help them plan their day. Obtaining accurate and appropriately detailed information is also vital in creating the right impression with customers and enables the Technicians to focus their attention on the best possible repair outcome.

Sustainment ideas:

- Review several Job Cards on a regular basis. Check that these provide enough detail to help the Technicians to identify the root cause and therefore the appropriate repair solution.

- Draw up a matrix of common repair types, e.g. Minor Mechanical and Major Mechanical with labour times. This can be used as a quick reference guide to assist Service Advisors when they are not familiar with a certain car or motorcycle or are new to the role of Service Advisor.

1.3 Explain the Benefits – The Suzuki Service Promise

What to do: Make sure the Customer is aware of the benefits of using a Suzuki dealership for their service or repair needs, including manufacturer trained Technicians, genuine Suzuki Parts, and overall peace of mind.

- Build the benefits of the Suzuki Service Promise into your conversation with the customer in a natural and enthusiastic way.
- Make sure that the customer is aware of each element and don't take it for granted that they will know about it from previous visits to your dealership or another Suzuki dealership.

Objection handling - Use effective selling techniques to sell the benefits of the work suggested. Use the ABC Objection Handling approach where necessary:

> A - **Acknowledge** that there is an objection – it shows respect for the customer's opinion. "I appreciate that you can get it done slightly quicker at the independent repairer you describe".
> B - Clarify the **Benefits**. "But our work ensures that a fully trained Suzuki Technician will be fitting a genuine part to your car/motorcycle which comes with a 12-month guarantee…".
> C - **Close** the sale - the closed commitment question: "We can fit you in this afternoon, would you like me to go ahead and book you in." Use the alternative close: "Would Wednesday or Thursday suit you best?"

The Suzuki Service Promise

Car

Provide alternative transport options
Simple and transparent pricing
Only pre-approved work undertaken
Suzuki-trained technicians
Suzuki Genuine Parts
Progress reports throughout the day
Wash and vacuum with pre-booked work
Health check on every visit
Accident Aftercare

Motorcycle

Simple and transparent pricing
Only pre-approved work undertaken
Suzuki trained technicians
Suzuki Genuine Parts
Progress report during the day
Health check with pre-booked work
Accident Aftercare

The benefits:

By explaining the Suzuki Service Promise you will be demonstrating a commitment to deliver an exceptional standard of service during the customer visit. The customer will appreciate the openness and honesty of your dealerships offer and be more inclined to agree to the work you are proposing, have peace of mind and trust you as a result.

Sustainment ideas:

- Take some time to listen to colleagues on the telephone or observe them when they are dealing with a customer at reception. Make sure any failures to explain the Suzuki Service Promise are brought to people's attention immediately, in a supportive and constructive way.

- Provide coaching where necessary on handling objections. This is a vital skill and people will become more effective with practice and constructive feedback.

1.4 Confirm an all-inclusive price

What to do: Provide a fully inclusive parts, labour, and VAT price.

- Ensure there is an accurate understanding of the type of work booked, and that the customer needs are fully embraced.
- Use Suzuki Menu Pricing to establish the correct price. Ensure the team is practiced and comfortable in using Suzuki Menu Pricing to help ensure the communication with the customer is professional and natural.
- Never display concern or apprehension in your voice when communicating prices to customers.
- Support the explanation of the price with 'Benefit Selling'.

All-inclusive price - Provide an all-inclusive price from Suzuki Menu Pricing and give the customer a quotation. The customer must always know the full price of the work to be done and how it is made up.

Suzuki Menu Pricing – Make sure that Menu Pricing is available on all relevant Service Advisor computers and that the labour and sundry costs are up to date.

Benefits of having the work completed – Support explanations of the Suzuki Service Promise with a focus upon 'Benefit Selling' – Explain the features ("we can provide you with alternative transport"), and then sell the benefits ("this means you can carry out everything you need to do today without any disruption and you have the peace of mind of knowing that we'll contact you to gain approval before carrying out any additional work").

Method of payment – The method of payment should be confirmed, and the warranty status of the car/motorcycle verified to avoid any embarrassment or misunderstandings later.

Conversion rates - Record how many enquires are converted to bookings and take action to overcome lost sales. Record the reason for not getting the sale or booking. Was it because of price, convenience, location, appointment availability? Regularly review conversion rates and reasons for lost sales with the team to consider remedial actions.

The benefits:

By providing all-inclusive prices and clarifying the method of payment, there is less chance of surprises and dissatisfaction later.

Sustainment ideas:

- The monitoring of conversion rates may not be practical on an ongoing basis, but if carried out regularly it will provide a valuable opportunity for the whole team to reflect on successes and challenges during meetings and for collective ideas to be discussed on improving performance.

1.5 Confirm and schedule the appointment

What to do: Check that there are enough Technicians available with the relevant repair skills, MOT, electrical and pre-diagnostic time available to carry out the requested work. Schedule the appointment for a mutually convenient date and time.

- Consider any Technician holidays or sickness.
- Consider availability of any special equipment or tools.
- Leave spare capacity for walk-ins on the day.
- Take account of alternative transport availability and ensure all options for meeting customer needs are explored including while you wait, lift, and collect and deliver.

Repair time - Accurately calculate the time needed to complete the job and consider that time may be required for additional work identified as part of the Visual Health Check, bearing in mind any other carry over or internal work required that day. This is essential for costing and scheduling the job and efficient completion of the work to a high standard.

Appointment availability - Review the appointment loading system or DMS to identify a suitable date and time, considering all relevant dealership operational objectives and constraints and customer requirements. Consider the target number of hours available for sale each day, which should have been set in the appointment loading system or DMS to support the achievement of labour sales objectives. Never try to force a date on a customer just to suit the dealerships operational needs.

Alternative transport – Review availability of alternative transport and agree alternative transport options.

Appointment date – Agree a mutually convenient appointment date and time with the customer and re-confirm all the appointment details (for example, date, time, price, alternative transport, repair duration, documentary requirements) so there are no misunderstandings.

Schedule the appointment – Confirm the appointment in the appointment loading system or DMS and make sure work is broken down into categories to match specific skills, repair start and finish times are known and additional time is allowed to identify and complete work from a Visual Health Check.

The benefits:

By ensuring the repair requirements are comprehensive and accurate, it will be possible to fully understand the time required to complete the work and to schedule the appointment at a time suitable for the customer. With appropriate consideration given to Technician skills and availability, tools, and equipment, together with alternative transport, the appointment will be scheduled for a date that will have the highest possible chance of delivering the Suzuki Service Promise and achievement of customer satisfaction.

Sustainment ideas:

- Take the opportunity to regularly check the number of hours booked in the appointment loading system or DMS and compare to what was sold.
- Check Visual Health Check records to determine the ability of the dealership to sell identified work on the day. Whilst this will not always be possible, there should be enough capacity planned for each day to enable common repair categories to be completed in most cases.

1.6 BOOKING THE APPOINTMENT OPERATIONAL KPI's

- **Email data capture**: Check email data capture rates, by checking DMS records on a regular basis. Where emails or mobile numbers have not been captured, provide feedback to the individuals concerned and re-training, as necessary.

    - Number of customer records checked which include an accurate email and mobile number / number of records checked x 100
    - Target 75%

- **Appointment Conversion Rate**: Check effectiveness of appointment booking processes and skills, by monitoring how many enquiries are converted to bookings. Use the results of the analysis to consider where additional focus and re-training is required.

    - Number of customer appointment bookings from enquiries / number of enquiries x 100
    - Target 85%

2.0 PRE-DIAGNOSIS*

** This process element is ONLY required if the description provided by the customer of the concern is vague, the nature of the requirement clearly requires a road test or physical presence to evaluate, or if it is considered likely that specific special order parts will need to be ordered in advance.

2.1 Advise the Master Technician in advance

What to do: Where a Pre-Diagnosis appointment is required and has been booked with the customer, make sure that the Master Technician is advised in advance of the date and time to ensure efficient communication and reduce the potential for delays and customer dissatisfaction.

- Remember that the Master Technician is likely to be busy with productive work on other customers cars/motorcycles, so communication is vital to ensure the effective operation of the workshop is not impacted.

Pre-Diagnosis appointment planner - Record the date and time of the Pre-Diagnosis appointment in the Appointment Loading System, the DMS, or a keep a separate visible record of these appointments. This could be a dry wipe board or a manual log. It is very important that the Pre-Diagnosis appointment planner is clearly visible and accessible for key staff to see and refer to.

Pre-Diagnosis appointment details – Make a note of the customer's name, car/motorcycle model, together with clear and concise details of the customer issue, for example: Car - "check and report on loud scraping noise from near side rear wheel area on gentle braking". Motorcycle - "check and report on vibration from front wheel when turning to the left".

Reinforce the communication – Whilst the documentary evidence of the appointment is important, the Service Reception staff should always double check on the day by speaking with the Master Technician to remind them.

The benefits

Good communication amongst the aftersales team is particularly important to avoid surprises, internal conflict, and customer dissatisfaction. By double checking any Pre-Diagnosis appointments on the day with the Master Technician, a culture of trust and teamwork will be fostered within the Aftersales department.

Sustainment ideas

- Ask Master Technicians to genuinely advise how many times they are asked to carry out a Pre-Diagnostic inspection without any warning. There will always be occasional situations where this happens but consider how much time is lost and what potential issues this can raise for the customers involved.
- Make regular checks to see if clear and unambiguous language is used to describe the customers concern. Remember that it cannot be taken for granted that the person making a note of the concern for the Pre-Diagnostic appointment will be available on the day to clarify matters if there is any doubt.

2.2 Customer Arrival

What to do: On arrival, ask the customer to review and verify the nature of the concern as previously identified.

- Remember that the customer should have been advised at appointment booking that the Pre-Diagnosis visit is not necessarily intended to provide a fix on this occasion. It is designed to enable a more effective repair on the subsequent visit.
- A warm and friendly greeting should be given to reassure the customer – they are likely to be concerned or apprehensive about this type of visit as the outcome is largely unknown.

Job Card preparation – Print the Job Card in advance if not already done and make sure it is complete and available for presentation to the customer when they arrive.

Pre-Diagnosis appointment details – Present the Job Card to the customer on arrival and review to verify the nature of the concern. As much time should be spent at this stage as is necessary to ensure that the customer is completely comfortable about what has been agreed. The Service Advisor must ask if any other concerns have arisen since making the appointment - this is an opportunity to show how much the dealership cares about the customers' needs.

Job Card signature – Once the customer is happy with everything, ask them to sign the Job Card to signify agreement to proceed with the Pre-Diagnosis inspection.

The benefits

There is always the possibility that further issues may have arisen since the Pre-Diagnosis appointment was made, or indeed that the nature of the concern has become clearer or different. By thoroughly reviewing the requirements with the customer on arrival, the information provided to the Master Technician can be as clear as possible to help ensure an accurate diagnosis of the concern. It is also beneficial to remind the customer that this visit is not necessarily intended to fix the issue today. This will reduce potential for misunderstandings and ensure the correct amount of time can be spent diagnosing what is required.

Sustainment ideas

- Observe colleagues reviewing the customers instructions when the customer arrives. Does the Service Advisor greet the customer in a warm and friendly manner and read out what has been recorded and ask the customer if this is correct? Is the Service Advisor speaking slowly and clearly to reduce the risk of any misunderstandings, even when they are busy?
- Check that the customer is asked is who, what, when, where and how type questions (open questions) in a non-interrogating fashion.

2.3 Master Technician completes Pre-Diagnosis inspection

What to do: Carry out the Pre-Diagnosis inspection and record findings.

- This may not be an activity that the dealership can charge the customer for, so it is important that it is completed efficiently and professionally.
- Any details that remain unclear should be challenged and resolved to help ensure an effective outcome.

Pre-Diagnosis completion – If interaction with the customer is deemed necessary, provide a warm and friendly greeting and personal introduction. Ask the customer to provide any further details on the nature of the concern that may be required.

Pre-Diagnosis findings – Ask questions that begin with who, what, where, when and how to uncover enough relevant information and if necessary, carry out a road test to reproduce the symptoms. Record details of the findings on the job card, or if necessary, a separate document. Details must be recorded with enough clarity to enable subsequent labour times to be determined and parts to be ordered by the Service and Parts Advisors. Where necessary, utilise the Speculative Ordering Programme to assist in diagnostic choices and avoid parts needlessly being kept in stock.

Customer communication – Be open and honest with the customer but avoid speaking about specific cost implications or other speculations. This should be left to the Service Advisors after the Pre-Diagnosis inspection has been completed. Describe to the technicians how inadequate diagnosis explanation can cause issues later. Customer expectations can be raised through assuming that a diagnosed repair will result in a small amount of time off the road when a more realistic approach would have been more suitable, given knowledge of current workloads and lead-times.

The benefits

Any time the Master Technician spends with the customer has the potential to enhance the professional, caring, and helpful image of the dealership. It should be used as an opportunity to build trust and confidence in the dealerships ability to deliver solutions to challenging situations.

Sustainment ideas

- Take time to carry out regular reviews of the details recorded on Job Cards as a result of Pre-Diagnosis inspections. Any issues in terms of poor descriptions of findings should be brought to the attention of all relevant team members as a priority.

2.4 Explain Pre-Diagnosis findings

What to do: Fully explain the outcome of the Pre-Diagnosis inspection.

- Customers should be given enough dedicated time to allow a proper explanation of the Pre-Diagnosis findings.
- This might be an occasion of some distress for the customer, so always use a supportive but honest approach during communication.

Service Advisor and Master Technician Communication – Return the Job card, with details of the Pre-Diagnosis inspection findings to Reception. The Master Technician must support the recorded notes with verbal feedback if necessary if this will help interpretation.

Pricing – Establish the correct labour time and parts price, to complete the proposed repair. Use Suzuki Menu Pricing where appropriate to establish an all-inclusive price for the customer. Communicate with the Parts Department to establish parts availability and if not in stock, when they will be available.

Customer communication – Spend enough time to provide the customer with confidence and trust in what is being said. Remember that in many instances, customers will be worried about the possible implications of what is being communicated to them, so do not use overly colourful language - keep to the facts and be honest about what it means. Regardless of the outcome of the Pre-diagnosis inspection, retain all copies of documents for future reference. Present the price in a positive and respectful manner and overcome any objections. For high value special order retail parts, the full amount or a deposit should be taken from the customer to protect the dealership in the unlikely event the customer does not return for the work.

Agree next steps – Where the customer agrees to have the work completed, make an appointment booking in the normal way. Wherever possible, customers should be advised not to drive away cars or motorcycles where you have identified a serious safety concern. Legally, you may be held responsible under 'duty of care' considerations if you allow this after identifying something wrong. Make a point of communicating any consumer legislation matters to staff and where necessary they should be sent on the appropriate training courses to maintain awareness.

The benefits

By carrying out the Pre-Diagnosis process properly, the customer will be able to look forward to an appointment where they are fully informed of all facts and that is likely to fix their concern first time. The dedication of a small amount of time by the Master Technician in advance to fully understand the nature of the customers concern and diagnose the cause will also have significant benefits in terms of workshop efficiency and teamwork.

Sustainment ideas

- Observe colleagues as they provide feedback to customers following their Pre-Diagnosis inspection. Was enough time spent explaining the outcome to the customer and did the customer seem fully informed and comfortable at the conclusion?

2.5 PRE-DIAGNOSIS OPERATIONAL KPI's

- **Pre-Diagnosis rate %**: There can be no specific target for the number of Pre-Diagnosis inspections. However, it is reasonable to assume that some will be required during any given month and that this number should at least remain relatively consistent.

    - Number of Pre-Diagnosis appointments / number of customer visits x 100.
    - Target: aim for a consistent %

3.0 **PLANNING AND PREPARATION**

3.1 Print the Job Card in advance

What to do: Print the Job Cards off before the appointment. Make sure all relevant documents are attached including the Service Check Sheet and any relevant repair instructions.

- Printing job cards in advance promotes a culture of pro-activity and inter-departmental teamwork.
- Identify somebody who is responsible for completing this task each day, with fall-back procedures for any absence.

Print Job Cards – Print the Job cards off at least 24 hours before the customer arrives, but ideally 48 hours to help facilitate Parts Pre-Picking and Right First Time Meetings.

Supporting documentation – Attach all relevant supporting documentation to the Job Card, including any Pre-Diagnosis notes, Service Check Sheet, specific repair instructions, completed key tag and courtesy car form. In cases of Repeat Repair, check the DMS to establish relevant history - attach copies of previous job cards to help with diagnosis and write 'Repeat Repair' on the job card in a clearly visible place.

Check for Campaigns or Recalls – Add any additional repair requirements to the Job Card. Where no recalls or campaigns are required, detail this on the Job Card. Devise a simple code for confirming the action taken on recalls. It is a duty of care to check every car/motorcycle, so make sure the system is as simple as possible, for example: CRA = Checked and Recall details Attached, NRR = checked but No Recalls Required.

Store the documentation - Place all Job Cards and documentation in a plastic wallet for tidiness and security. Keep keys and all items showing personal data safe, ideally in a locked drawer with a combination lock.

The benefits

Printing Job Cards in advance allows the team to operate in a more controlled and organised manner. This will have clear benefits for the team in terms of avoiding any stress associated with getting everything prepared on the day. It will also be appreciated by the customer, who will perceive a professional organisation, fully prepared and focused upon their needs and requirements.

Sustainment ideas

- Maintain an awareness of the process and make regular checks to cross reference the number of Job Cards pre-printed and prepared against the number of customers booked in that day.
- Encourage feedback from the team on what is working well and maybe where some of the key challenges arise. Act on the feedback to continually improve the process and keep everyone informed of any changes.

3.2 Pre-Pick the Parts

What to do: Provide the Parts staff with the information they need to be able to source and pick the parts in advance of the customers visit.

- Identify somebody who is responsible for completing this task each day, with fall-back procedures for any absence.
- Maintain careful monitoring of the process to ensure that it is sustained, in busy periods as well as quieter times.

Pass Job Cards to the Parts department – Pass all Job Cards (in their plastic wallets) through to a responsible person in the Parts Department before a specific deadline every day.

Keep Control - Maintain a record of the number of Job Cards passed over, to maintain control of the process. Make sure that a Parts Pre-Pick Daily Record is implemented and signed by a member of the Parts team to confirm receipt and that a member of the Service team signs to confirm return of job cards, with a note of the time in each case.

Monitor outcomes – Use the Parts Pre-Pick Daily Record to outline 1. Parts picked and in stock, 2. Parts not yet picked but will be available for time of repair, 3. Parts on Back Order and will not be available, 4. Pre-Diagnostic job not pre-defined. Inform Service staff when parts cannot be obtained in time for an appointment, early enough to allow them to contact the customer and advise next steps.

Physical picking – Where possible, place parts in plastic boxes showing Reg Number or Job Number clearly on each box. Attach the parts picking slip or copy Job Card for ease of identification and physically store close to the back counter to keep them secure.

Return unused items - At the close of business each day, return any unused parts to stock and advise the service department of non-use. Where possible, utilise the Speculative Order Programme to return unused parts to Suzuki.

The benefits

Parts Pre-Picking is fundamental to ensuring efficiency is maximised in the workshop. Handled correctly, it will fundamentally improve the effectiveness of the Technicians throughput, increase labour and parts sales and minimise the potential for lost sales and customer dissatisfaction.

Sustainment ideas

- Use a Parts Pre-Pick Daily Record as a management tool to judge the effectiveness of the process and promote sustainment over time.
- Review the timings that Job Cards were handed to Parts and when they were returned to Service. Are the agreed timeframes being achieved and sustained?
- Measure Parts Pre-Pick rates and discuss outcomes with colleagues.
- Display Parts Pre-Pick metrics in the workshop, to help promote a consistent approach and operational awareness.

3.3 Right First Time Meeting

What to do: Carry out a daily Right First Time Meeting to ensure that all possible steps are taken in advance to facilitate an effective repair or service on the date of the visit.

- The meeting should bring together a member of the Service Reception Team, a member of the Parts Department team and ideally, a member of the workshop team.
- Aim to meet somewhere without interruptions, the day before the customer arrives.
- The meeting should last around 15 minutes.
- All pre-printed and Pre-Picked Job Cards should be brought along, together with the Parts Pre-Pick Daily Record.
- The meeting should be fast paced, focused, and conducted in a spirit of positive teamwork – even where challenges are identified.

Meet to discuss tomorrows jobs – Ideally meet early in the afternoon the day before appointment. Appoint stand-by team members in case of absence to ensure this takes place every day without fail.

Review all jobs – This is an opportunity to consider the potential for things to go wrong, so make sure that:

- The nature of the concern is clearly written and understandable.
- A Pre-Diagnosis appointment has been completed where necessary.
- A day-time phone number is noted.
- The time allocated to complete the work is fair and reasonable.
- The time the car or motorcycle is required back is acceptable, given the nature of the job and amount of work in on the day.
- All supporting documentation is attached.
- The parts Pre-Pick Daily Record is reviewed to confirm parts availability.
- Special Tools and equipment are considered relative to specific job requirements and ensure they will be available on the day.
- Available staff are considered to undertake the work required.
- Potential issues that will affect the outcome of the repair are 'flagged' and remedial action agreed and carried out.
- Jobs that should have a Quality Check completed should be identified, by for example writing 'QC' on the Job Card in a prominent position.

Review prior days performance – As a team consider: What went well? What didn't go so well? What have we learnt? What will we do differently next time? How can we communicate our findings to the rest of the staff? Make any recommended changes for review and implementation at the earliest opportunity.

The benefits

Maintaining a Right First-Time meeting schedule is not easy, especially given the unforeseen issues that can often arise in the aftersales department. However, the benefits in terms of reducing the potential for customer issues the next day will have a significant impact upon CX scores, retention and business performance.

Sustainment ideas

- Aim to rotate attendance at these meetings, where staff numbers allow. This will maintain interest and avoid the potential for issues to be over-looked.

3.4 Pre-Confirmation Contact

What to do: Contact the customer the day before the appointment.

- Contact should be made following the Right First Time Meeting.
- Contact should ideally be by phone as this provides an opportunity to discuss any last-minute issues, but failing that, a text or email will do.
- Contact of this nature can sometimes surprise the customer and cause them to worry if something is wrong, so it's important that you reassure them of the positive nature of the call.

Contact the customer - Contact all customers the day before the appointment. Where 100% contact is not feasible, a rational process is used to identify and prioritise target customers for contact. All 'flagged' customers identified during the Right First Time Meeting should be contacted, as it could be that their appointment needs to be re-scheduled or timings altered in some way, or just to demonstrate your caring approach.

Reconfirm the appointment – Mention the work required, the price agreed (if relevant), courtesy service requirements, supporting documentation, driving licence if required, locking wheel nut keys, awareness of location, MOT certificate and radio key code. Ask the customer if there are any other questions or if there is anything else that can be done for them on the day.

Record the outcome – A brief note should be made on the Job Card of the outcome of the call and who spoke to whom and any remedial steps taken which might include re-scheduling of the appointment or the adding of additional items of work.

The benefits

On receiving a Pre-Confirmation call, most customers will feel valued and re-assured about their upcoming visit and this will have a positive impact upon CX scores and Customer Retention. Over and above this, it will help to ensure the most effective use of workshop capacity, reduce lost sales, and limit the chances of anything going wrong during the visit.

Sustainment ideas

- Make sure any positive feedback received during the call is shared with other team members.
- Regularly review Job Cards to consider the notes recorded following Pre-Confirmation contact and bring any issues to the attention of colleagues as appropriate.

3.5 PLANNING AND PREPARATION OPERATIONAL KPI's

- **Parts Pre-Pick Rate %**: The number of pre-picked jobs should ideally remain constant throughout the week. Peaks and troughs may indicate the parts are not being ordered in time for the customer, or there is a shortfall because pre-diagnosis is not being carried out correctly.

    - Number of Pre-Picked Jobs / Number of Jobs x 100
    - Target: aim for a consistent %

- **Pre-Confirmation Contact rate %:** The number of pre-confirmation calls should ideally remain relatively constant throughout the week, in line with customer throughput. Peaks and troughs may indicate the customers are not being reminded, and this could lead to an increase in no show customers. A robust pre-confirmation call process will also provide an opportunity to sell additional items to the customer where appropriate.

    - Number of Pre-Confirmation contacts / Number of Jobs x 100
    - Target: aim for a consistent %

4.0 RECEPTION

4.1 Greet the customer

What to do: Welcome the customer to the dealership and verify the nature of the concern or work required.

- This is an opportunity to make a positive impression on the customer.
- Service Advisors should wear their Suzuki Service Promise lapel pin or badge.
- The Suzuki Service Promise board should be in a position clearly visible to customers arriving for their appointment.
- It doesn't matter if the customer has been in before or if this is their first visit, it is important to present the dealership in a positive and professional way.

Greeting – Greet the customer in a warm and friendly way, using the customer's name if known, and present the Job Card to verify the nature of the work. As much time should be spent at this stage as is necessary to ensure that the customer is completely comfortable about what has been agreed to.

Other concerns – Ask if any other concerns have arisen since making the appointment – it is important to show how much the dealership cares about the customers' needs. Use 'open' questions (how, where, when, what?) to ensure a robust outcome.

Sign the Job Card – Ask the customer to sign the job card in a polite but assertive manner. The customer should be asked to agree any proposed charges and confirm the method of payment.

Verify the service book and/or warranty - Ask to see the customers Service Book or check digital records to establish that the car/motorcycle has an acceptable service record (where necessary) to support any proposed warranty repairs.

Update the DMS – Update any changes to customer address, name, car/motorcycle model, preferred email address and contact phone number together with marketing communication preferences in the DMS immediately. If this cannot be done straight away, write down or record details of what needs changing for action later. Do not leave this to be completed beyond close of business the same day.

The benefits

Asking the customer to sign the job card verifies the agreement between the dealership and the customer and can avoid potential difficulties later if disagreements arise. Staying on top of updating the DMS is vital in avoiding future customer communication and marketing errors.

Sustainment ideas

- Carry out regular checks of completed Job Cards to verify that customer signatures are being obtained. Where practicable, utilise staff who may have some available time to do this, such as the Dealership Receptionist.

4.2 Visual Health Check explained

What to do: Explain to the customer that a free of charge Visual Health Check will be completed on their car/motorcycle whilst it is in the workshop.

- Explaining this process carefully is an important step in reassuring the customer that you have their safety as the highest priority.
- Customers must be informed that no additional work will be started without receiving their explicit agreement to proceed.

Explain the Visual Health Check Process – Spend time to explain that this is a free of charge Visual Health Check on key safety related areas of the car/motorcycle and that it will take around 10 minutes to complete. Where an electronic system is in place as may be mandated by Suzuki, details should be provided on what to expect in terms of communication and the sending of videos outlining the results of the Visual Health Check and any proposed work and charges.

Obtain authority to complete the Visual Health Check – Do not over sell this part of your service. When explained correctly this should be a natural choice for the customer. Where appropriate, reinforce the message that this is part of the Suzuki Service Promise to demonstrate that it is an approach backed by Suzuki.

Accompany the customer to their car/motorcycle – Identify any obvious retail opportunities and any existing damage and note on the Job Card graphic and make sure the customer acknowledges this.

Collection time – agree a collection time for the customer to collect their car/motorcycle and make a note of this on the Job Card. Reference should be made to the length of the job, the likely availability of parts, other work commitments in on the day, tools and equipment and staff skills in arriving at an acceptable collection/delivery time. It is important to remember to under promise and over deliver to avoid not meeting your customers' expectations.

Thank the customer - Confirm that you will phone them when the car/motorcycle is ready. Do not use the phrase 'Ring When Ready' as a completion time on the job card, as this may be interpreted by the workshop as the customer is not concerned about their priority. Give a business card to the customer and ask them to phone if they have any additional requirements throughout the day. Make sure the customer is completely satisfied and remember to say, 'thank you'.

The benefits

This process provides benefits for the customer in terms of reassurance that you have their safety and well-being at heart and that you can be trusted not to proceed with chargeable work without their agreement. It also protects your dealership as you are demonstrating a duty of care to the customer. Finally, it will help ensure you maximise the revenue from genuine retail opportunities in a fair and transparent way.

Sustainment ideas

- Observe colleagues at Reception to ensure the process is explained properly and that customers are fully of aware of what to expect.

4.3 Alternative transport

What to do: Provide agreed alternative transport options.

- There is a duty of care when handing over keys to a courtesy car or motorcycle, so it is important this process is handled carefully.
- The provision of alternative transport is a key driver of customer satisfaction when handled well but can also be a source of frustration and dissatisfaction where insufficient care is taken during the process.

Driving licence – Where customers are taking possession of a courtesy car or motorcycle, ask them to present their driving licence to ensure they are legally entitled to drive/ride on the road and that relevant insurance can be secured. Take a copy for your records where necessary.

Loan agreement – Where customers are taking possession of a courtesy car or motorcycle, explain any conditions associated with the loan (including insurance, excess, collision damage waiver and fuel replacement/charging policy) and then ask them to sign the loan agreement.

Awareness of condition and controls – Where customers are taking possession of a courtesy car or motorcycle, accompany them and point out any existing damage. Also explain the key controls and safety features. Ask them to sign the loan agreement to confirm they fully understand before they take possession.

Alternative mobility options – Where relevant, explain the arrangements you have made for the provision of a lift or a taxi and confirm timings and methods of communication whilst work is being completed.

Location - If it was not possible to accompany the customer to their car or motorcycle, ask them to confirm the location in the car park. Make a note of the location on the Job Card and if available, the Car Park map. Ask the customer to hand over their keys and make a note of the location on the key tag as well, if possible. Make sure the customer is completely satisfied and remember to say, 'thank you'.

The benefits

Verifying driving licences and showing customers the key controls and safety features of a courtesy car or motorcycle are clear duties of care for the dealership and must not be missed on any occasion. This has clear benefits in terms of limiting liability to the dealership should an unfortunate accident occur.

Sustainment ideas

- Introduce a simple log to record random checks on loan agreements to see if customers are being asked to sign to confirm awareness of controls and safety features. Take urgent action with colleagues to address any issues identified.

4.4 No-Show customers

What to do: Take specific action where customers have not arrived for their appointment.

- Agree a 'wait' period, following the agreed appointment time, to trigger no show action for any customers that do not show for their appointment.
- This should consider typical issues that can cause arrival delays such as busy traffic or roadworks and not be too close to the agreed appointment time to convey an overly concerned approach, but not too late to render the possibility of a forgotten appointment to be beyond recovery.

Identify No-Show customers – Service Advisors should remain vigilant regarding customers who do not arrive for their appointment. After the expiry of the 'wait period', identify Job Cards as 'no show'. There should be no job cards left at close of business each day that have not been actioned as no-shows.

Contact the customer to remind or re-appoint – Remind customers about the appointment in a warm and friendly manner - there may have been genuine and personal reasons why they have not arrived and the customer will not take kindly to being interrogated about why they haven't turned up. Wherever possible (if appropriate given the reasons for the no-show) try to get the appointment in on the day agreed to make full use of the Technician time allocated.

Record 'no-shows' – Use a simple no-show log to record the number of customers who have not arrived and what action has been taken to re-appoint.

Pre-picked parts – Where the appointment is not re-appointed, return all parts previously picked to stock to avoid unacceptable levels of Work in Progress. Special order retail parts should have been charged for in advance, or a deposit taken.

The benefits

The maintenance of a clearly defined 'No-Show' process is vitally important. Customers have very busy lives and it is genuinely possible that some may simply forget, even with a pre-confirmation contact the previous day. By contacting them to remind, you will be demonstrating a caring and supportive approach which will have benefits in terms of customer satisfaction. Where you can re-appoint, the utilisation of Technicians time and the revenues of the department for the day will have been supported. This process will also reduce the possibility of pre-picked parts not being used and costing the Parts Department money if they are unable to be returned or re-sold.

Sustainment ideas

- Monitor the results of the no-show log regularly to look out for trends or failures to respond in time.
- Carry out spot checks to identify Job Cards where the customer has not arrived after the agreed 'wait time' to see what action has been taken.

4.5 RECEPTION OPERATIONAL KPI's

- **No Show rate %:** The figure should ideally be zero but should remain as low as possible and be consistent over time. If the figure rises, it is probable that planning and preparation activity is not efficient (pre-confirmation calls), and/or Service Advisors are not acting swiftly enough on the day of the appointment.

    - Number of no-show customers / number of jobs booked in x 100
    - Target: Ideally zero, but aim for a consistent %

5.0 WORK COMPLETION

5.1 Verify details

What to do: Before issuing the Job Card to a Technician, verify that all the information and documentation is correct.

- It is important to have a zero-tolerance policy to any issues in terms of incorrect information or insufficient supporting documentation.
- Technicians need to be able to operate with maximum efficiency and presenting them with Job Cards that are poorly completed will cause lost time and reduce effective teamwork.
- Job Cards demonstrating incorrect information or preparation should not be started until the issue is resolved by the individual responsible.

Collection time – Make sure an actual collection time is noted. It is not possible to schedule work if the Service Advisor has noted 'Ring When Ready'.

Authorisation – Check to ensure the customer has signed the job card to confirm 'contract review'.

Supporting documentation – Check to see that all necessary supporting documentation is attached including any Pre-Diagnosis notes, Service Check Sheet, specific repair instructions, recall or campaign instructions, completed key tag and courtesy car/motorcycle form. In cases of Repeat Repair, copies of previous job cards are included to help with diagnosis and 'Repeat Repair' is noted on the Job Card.

Benefits: By exercising a zero-tolerance policy towards the acceptance of poorly prepared Job Cards, individual team members will take more responsibility for their part of the process. With timely and suitably assertive feedback, and re-training where appropriate, people will ensure everything they are responsible for is completed as required.

Sustainment ideas

Make a record of key issues as they arise for discussion with the team at Right First Time Meetings. Discuss the causes and explore ideas amongst the team for reducing the potential for issues in the future.

5.2 Plan and prioritise

What to do: Establish the time allocated to the job and a Technician Target Time.

- Determine the job start time by reviewing all the Job Cards and determine which jobs need starting first and by which Technician. Often work is planned by the 'finish time'. This can lead to panic in the latter part of the day as those jobs required at 5 o'clock get delayed and the chance of completing additional work becomes improbable.
- The awareness of Technician training status and records is important in helping to decide which Technician should do which job.

'Start time' – Determine a 'start time' by taking into consideration the customers expected completion time, overall workshop capacity, any additional work that might be found, waiting customers, time to wash the car/motorcycle, carry out a Quality Control check, produce the invoice and any other relevant documentation to confirm the work has been completed satisfactorily.

Right Technician, right job – To help ensure all work is completed effectively, consider the Technicians skill levels and availability before allocating the job. When a car/motorcycle is being returned to have parts fitted, ideally the Technician who originally ordered them should be scheduled to carry out the repairs.

Schedule times – Note the actual scheduled time on the Job Card against the job to be carried out. This will help ensure an equal distribution of work between Technicians and that they are not under or overloaded with work for the day. Giving a scheduled time will advise the Technician of how much time is available to complete the repair. An upfront target will also reduce the potential for lost time. For warranty and repairs where a scheduled time cannot be determined, give up to 40 minutes inspection time, reviewing a way forward, and after this, agree another target time or schedule time.

Benefits: By spending a little time planning which Technician should be given which job and prioritising when to start each repair, giving consideration to all the relevant facts, there will be a much greater chance of avoiding any issues which may disappoint the customer and limit the potential to complete all the work.

Sustainment ideas

- Carry out regular checks to ensure schedule or inspection times are noted on Job cards, or in the workshop loading system prior to issue.
- Ensure Technician training status is regularly reviewed and updated in accordance with Suzuki requirements.

5.3 Issue the job

What to do: Issue the job to the Technician.

- The outcome of this critical step has a significant impact on customer satisfaction and first-time fix.
- Service Advisors must be able to determine which Technician is working on what customers car/motorcycle and at what time the job was started.

Issue the job – Issue the job to the previously planned Technicians that have the correct skills to carry them out, one at a time. There should be a system in place to allow the remainder of the Technicians work for the day to be clearly visible for the Technician to see. This could be part of the DMS, a workshop loading system or simply a Job Card Planning board. Particular attention should be paid here to Jobs pre-identified as requiring a Quality Check or 'flagged' during the Right First-Time meeting. Have they been categorised as such because of previous history or a difficult repair? Decide which Technician would be best suited to receive the job, bearing in mind the reasons for selection.

Protective materials – Use protective materials when working on customers cars/motorcycles to avoid the potential for damage.

All jobs clocked on and off – Clock on to every job and only allow Technicians to be in possession of one Job Card at any one time. Only by clocking on and off every job can key Workshop Efficiency metrics be calculated with any degree of accuracy.

Enable monitoring of Technician allocation and progress – Utilise a simple planning approach so that jobs in progress can easily be determined by Service Advisors (this could be a manual or electronic system). Service Advisors or workshop control must regularly monitor status to ensure they are able to contact the customer if there are any issues before they contact the dealership. Trigger points for delay that need to be considered are where parts are required that need to be ordered, authority delays from customers or lease companies, waiting for a specialist repair or running out of time.

Ensure the process follows these simple steps:

- Keep a record of the status of every job in the workshop. Use a daily diary, the DMS if the options are available or simply a visual workshop planning board to lay out Job Cards in order and against Technician name.
- Plan – remember your customer depends on good communication, keep in touch with colleagues throughout the day and act on issues immediately.

Benefits: The key to success is good communication. Staff and resource levels for this process will be very different from one dealership to another and so the approach utilised will very much depend on these limitations. However, if an easy to understand and sustainable process is deployed to ensure this information is shared, the benefits to the smooth operation of the workshop will be significant. By using protective materials where appropriate, customers will see that the dealership cares for their property and this will also reduce the potential for any goodwill payments.

Sustainment ideas

- Carry out regular checks on Technicians to ensure they only have one Job Card in their possession at any one time and that every job is clocked on and off.

5.4 Visual Health Check (VHC)

What to do: Carry out a Visual Health Check on every car and every pre-booked motorcycle.

- The completion of the Visual Health Check should be regarded as an integral part of the Technician service or repair process.
- The benefits of this process should be highlighted regularly to all Technicians and any operational concerns they may have, discussed and resolved.

Carry out the Visual Health Check – Complete the Visual Health Check on every car/motorcycle that has a job card and goes into the workshop before all other work is looked at and communicate the outcomes swiftly with the service team. This will give the Service Advisors time to sell any additional repairs identified, and help the customer prioritise the work required as Technicians may find work to maintain safety that the customer had not budgeted for. Use an electronic upsell system that meets the operational and technical requirements of Suzuki.

Prepare all Video VHC's on the minimum percentage of retail jobs as advised by Suzuki. Deploy a structured and consistent approach when videos are completed, ensuring that they capture high quality images of all elements of the VHC schedule, highlighting areas that need attention as well as those where a good condition is evident. Maintain an awareness of the surroundings and the actions of other members of the team when videos are completed. Speak in clear and straightforward language, avoiding jargon and as much background noise as possible. Check the standard of the video before saving as complete.

Contact the customer – Where additional work is found as a result of completing the Visual Health Check, ensure the work proposed is prioritised as follows: RED for urgent work needing attention now and AMBER for work that will need doing in the months *prior* to the next scheduled service. Contact the customer with the price, the parts availability, and a full explanation of what needs to be done (Even where no additional work is found, an update call with the customer should be completed). Where appropriate, email the video as soon as possible with a view to securing the customers authority to proceed with the work.

Authority to proceed – Where authority to proceed is obtained, issue the work to the Technician as soon as possible. Update the agreed collection time as appropriate and communicate this to the Technician. Ensure the electronic upsell system is always updated with any unsold RED and AMBER work to make subsequent marketing and sales promotion activity as efficient as possible. Where safety critical work is not authorised, prepare a waiver for the customer to sign to demonstrate acceptance of responsibility.

Benefits: The completion of Visual Health Checks represent a clear duty of care for the dealership, protect employees and customers from potential safety related concerns and maximise the revenue for the dealership, from genuine opportunities. Customers will also perceive a professional and well organised Visual Health Check process very positively.

Sustainment ideas

- Carry out regular checks on the standard of VHC videos to ensure high standards are being maintained. Feedback any issues to Technicians as a priority to avoid the significant reputational damage that could occur with poorly presented videos.

5.5 Final Check

What to do: Ensure everything has been completed correctly prior to passing the Job Card to the Service Advisor.

- This will help facilitate a smooth handover to the customer, improve department profitability and enhance customer satisfaction.

Technician write-ups – Technician reports are written clearly and concisely with the nature, cause and repair listed for every repair. The Technician signs the Job Card to confirm the validity of the work undertaken.

All work completed - The Technician report corresponds to all the items reported by the customer (For example, if the customer has reported three items, there are three Technician reports detailing the work carried out). All the information is complete and available to support the efficient processing of invoices and warranty claims.

Ready for hand back – Cars have been washed, vacuumed, and parked facing outward, and the location in the car park is accurate. Motorcycles are in an acceptable condition, consistent with how they were when handed over. All cars have a Suzuki accident aftercare tag attached to the key.

Benefits: By completing a final check on the standard of documentation and that the condition of the customers car or motorcycle is acceptable, the potential for issues later will be avoided. Whilst this should be regarded as complimentary to the formal Quality Assurance process, it will nevertheless support the maintenance of high standards within the dealership and help drive customer satisfaction and retention.

Sustainment ideas

- Maintain a record of any common areas that cause issues and discuss with colleagues as soon as possible to improve performance.

5.6 WORK COMPLETION OPERATIONAL KPI's

- **VHC Completion Check %:** It is probable that an electronic upsell system will report this metric.
    - Number of jobs with VHC completed / number of jobs booked x 100
    - Target: 100%

6.0 QUALITY ASSURANCE

6.1 Prepare and Plan

What to do: Implement a robust process to deliver sustained and meaningful Quality Control checks.

- The maintenance of a robust Quality Assurance process is the responsibility of everyone in the department – it should be seen as a 'way of life' and never structured as the responsibility of only one or two individuals who have this task in their job description. In practice, certain people may be nominated to conduct checks on a regular basis, but this should not preclude everyone else from taking ownership.
- Quality Assurance requires careful planning and sustained monitoring. It can be the first aspect of a dealerships service department process to suffer when the pressure is on for time at the end of the day.
- Involve all relevant team members in developing the process. It will need to embrace a balanced cross section of team members, Job Cards and associated documentation, customer records, the dealership environment, as well as the physical check on the car or motorcycle itself after work completion and accurate Quality Control records.

Discuss the process – Discuss the current process amongst the team to ensure that it encompasses all the required elements. Ensure key members of the team from all departments contribute including Service Reception, Parts department, Sales Department, Valeting, and ideally a member of the Senior Management Team.

Agree best practice solutions – The Quality Assurance process must be maintained properly every day, no matter what pressures the dealership faces. The dealership has a duty of care to the customer and needs to be able to demonstrate due diligence should unfortunate circumstances arise where a serious incident occurs, as well as the obvious requirement to drive customer satisfaction. Explore all scenarios that may challenge the ability to comply with the process such as staff away on training, holidays, sickness, and excessive workload and build in contingency to accommodate. This could include the identification of stand-ins to complete the minimum number of checks when necessary.

Document the process – Once the process is agreed, draw up a simple document that outlines what is to be done, when it takes place, and who does it. Ask each member of the team to sign the document to demonstrate awareness and acceptance of responsibility.

Benefits: By sharing the creation of the Quality Assurance process, you will ensure a greater awareness of the potential implications of non-compliance and encourage buy-in.

Sustainment ideas

- Make a point of having a Quality Assurance meeting every quarter to discuss how the process is working and if any changes need to be made.
- Display the process in a prominent place for all staff to see.

6.2 Identify target jobs

What to do: Highlight key jobs each day that should receive a quality check.

- There is no problem in incorporating a random element in deciding which jobs to check but deploying a genuinely random job selection can be difficult and it may not on its own, be statistically valid or meet the operational requirement of the dealership or customers.
- Maintain an awareness of particularly challenging jobs, or prevailing circumstances with specific customers, these jobs should receive a quality check.

Retail and Warranty customers – Schedule quality checks on jobs pre-identified as requiring one. Also consider the following types of job:

- Jobs 'flagged' during the Right First-Time meeting.
- Repeat Repairs.
- Jobs where the customer has a known history of dissatisfaction.
- Intricate or complicated repairs.
- Intermittent concerns.
- High value repairs or scheduled maintenance.
- Safety related concerns.

Internal Jobs – Schedule quality checks on Internal jobs. These could include:

- Used vehicle preparation or scheduled maintenance.
- New Vehicle Pre-Delivery Inspections.
- Repeat Repairs.
- Intricate or complicated repairs.
- Intermittent concerns.
- Safety related concerns.

Technician selection – Maintain awareness and a record of which Technicians are having their work quality checked. Make sure that it represents a fair and balanced sample across all team members and that it is not focused upon just a few individuals.

Random selection – Complement pre-identified quality checks with random checks on a genuinely varied and representative selection of repairs and scheduled maintenance jobs. Do not allow the process to default to always carrying out checks on the same type of work.

Benefits: By being pro-active over which jobs and which Technicians are quality checked as well as maintaining random checks, the process will become a genuine driver of excellence and professionalism and at the same time satisfy dealership obligations in terms of due diligence and duty of care.

Sustainment ideas

- Carry out regular checks on quality control documentation to ensure that all elements of the agreed process are being sustained.
- Challenge situations where 'quick and easy' quality checks become the default position.

6.3 Carry out the quality check and respond

What to do: Carry out a minimum of two checks per day, or on a minimum of 10% of jobs completed.

- Nominate an individual to have overall responsibility for the Quality Assurance process and its sustainment. Nominate team members to carry out daily quality checks and ensure there is contingency built in to cover sickness, holidays, or training absence.
- Clarify the competencies required by individuals to complete the quality checks. Not all elements of the areas covered by the quality assurance process will require technical skill or knowledge, including checks on some of the documentation and environmental assessments.

Carry out the quality check – Have to hand all relevant documentation associated with the repair or routine maintenance work as well as a suitable Quality Control check sheet. Make sure the quality check encompasses the whole process, taking into consideration the repair instructions given to the Technician, the work carried out and what is proposed to present back to the customer. Where a road test is incorporated, endeavour to reproduce the appropriate environment to experience the concern or test for full resolution. Update the Quality Control check sheet with details of findings. Each check may require adaptation based upon the circumstances, but attention should be paid to ensuring:

- Relevant elements of the repair or service have been completed correctly and carried out in a logical sequence.
- All documentation, supporting information and Technician write ups are correct, together with evidence of clocking on and off the job card.
- Electronic upsell requirements are fully complied with and documented.
- Car or motorcycle is clean and tidy

Respond – Bring any concerns to the attention of the individual responsible and ensure the matter is resolved or further investigation is carried out. Where necessary, re-train the person responsible to help avoid future occurrences (This must be completed by a suitably authorised and trained individual). Communicate any change to circumstances to the Service Advisor to enable the customer to be contacted if collection times will need to be changed or to manage expectations.

Record outcomes – Maintain a record of all checks completed (incorporating separate records for individual Technicians) to include as a minimum:

- Date and time of quality check.
- Name of person completing the quality check.
- Job card number, car or motorcycle details and registration number.
- Repairing Technician name.
- Concerns identified.
- Action taken and remedial steps taken.

Benefits: By maintaining a robust and sustained approach, together with timely feedback and re-training for individuals, the quality of work completed will be continually improved.

Sustainment ideas

- Review Quality Control records and trends in regular meetings to drive awareness.

6.4 Environmental Check

What to do: Carry out a monthly environmental assessment of the dealership facilities.

- The standard of repair and servicing the dealership provides is of paramount importance both in terms of safety for the customer, as well as the reputation of the dealership and Suzuki. It is also important to maintain very high standard facilities, tools and equipment to ensure the general well-being, health and safety of staff members.

Carry out an environmental check of the aftersales department – Have to hand a suitable Quality Control check sheet incorporating the elements to be checked. Each check may require adaptation based upon the circumstances, but attention should be paid to reviewing:

  - Parking area.
  - Customer waiting area including Suzuki Service Promise materials.
  - Signage including Suzuki Service Partner sign.
  - Service Reception area.
  - Customer toilets and hand sanitising area/facilities
  - Workshop.
  - Staff attire.
  - Courtesy cars or motorcycles.

Carry out an environmental check of the sales department – Have to hand a suitable Quality Control check sheet incorporating the elements to be checked. Each check may require adaptation based upon the circumstances, but attention should be paid to ensuring:

  - Parking area.
  - Showroom area including display units.
  - Flags and signs.
  - Customer toilets and hand sanitising area/facilities
  - Staff attire.
  - Demonstrators.

Respond – Bring any concerns to the attention of the individual responsible and ensure the matter is resolved or further investigation is carried out. Where necessary, re-train the person responsible to help avoid future occurrences (This must be completed by a suitably authorised and trained individual).

Record outcomes – Maintain a record of all environmental checks completed to include as a minimum:

  - Date and time of environmental check.
  - Name of person completing the quality check.
  - Concerns identified.
  - Action taken and remedial steps taken.

Benefits: Not only will the quality of the dealership environment be noticed by customers as part of their overall experience, it also reflects the commitment of the dealership to the provision of a good working environment for everyone concerned, including the staff and the maintenance of a positive culture.

Sustainment ideas

- Review Quality Control records and trends in regular meetings to drive awareness.

6.5 QUALITY ASSURANCE OPERATIONAL KPI's

- **Quality Control Inspection Rate %:** The number of quality control checks should ideally remain constant throughout the week. Peaks and troughs may indicate the process is not robust, and defects are being missed (relying on the customer to carry out the quality checks), and this could lead to decrease in Right First time, increased policy costs, and reduced workshop efficiency and morale.

    - Number of jobs having a quality check carried out / number of jobs processed x 100
    - Target: Minimum 10%

- **Quality Control Failure Rate %:** The number of defects should be minimal, however there will always be some, due to the 'human factor'. When a defect is noted, action should be taken to minimise customer inconvenience and dissatisfaction. The source of the defect should always be determined, and action taken, further training given, process change agreed, or staff mentoring provided. A robust quality control process will ensure continuous improvement and by monitoring the failure rate it will help reduce the number of repeat repairs and increase customer retention.

    - Number of jobs having a quality check carried out with a defect / number of jobs processed x 100
    - Target: 0%

7.0 HANDOVER

7.1 Preparation

What to do: Check that all paperwork and the invoice is correct in terms of customer details, work completed and pricing.

- Carrying out a final preparation helps to ensure that when the customer is contacted, all the necessary facts and information is to hand to enable confident and positive communication about the work undertaken.
- This presents an opportunity to review those customers who do not have Service Plans and consider if it is possible for the customer to purchase one at this stage.

Prepare the invoice – Be proactive and take steps to ensure job cards are passed through to Service Reception from the workshop throughout the day, as soon as the paperwork is concluded. The sooner the completed job card is received from the workshop, the more time that can be spent preparing for the customers arrival. Produce an invoice that is correct with all the parts attached to the correct labour lines and that carries as much information as possible to build value in the work completed. Check the work completed to ensure all originally authorised work and any subsequently agreed by the customer from the electronic Visual Health Check process has been completed and ensure familiarity with the reasons why any work was not. Check the estimated amount for the work to ensure that it matches the invoice and clarify if the invoice is to be actioned as part of a Suzuki or dealer specific Service Plan.

Unsold advisory work – Clearly note the customer authorisation on the job card and/or record in the electronic Visual Health Check system, including who spoke to the customer, the time of the communication and the amount agreed against the authorised work. Where advisory work has not been authorised, record the reason so this can be discussed with the customer again at collection, and entered into the electronic Visual Health check follow-up process if necessary.

Master Technician availability – Where deemed necessary (For example when the Technician has been unable to find the reported fault or where the symptoms are representative of the model), a Master Technician may be required to offer some technical assurance to the Service Advisor and the customer. Ensure the Master Technician is prepared, available and has had suitable training in addressing customer concerns.

Benefits: Spending a little time preparing can make all the difference to the customer experience at hand over. Being seen to rush to prepare documents or struggle to interpret work completed or pricing as a work explanation is provided will foster a feeling of distrust by the customer and potentially lead them to question the quality of the whole experience. Effective time spent here will also reduce the chance of any unpaid cash sales and help minimise Work in Progress for the month.

Sustainment ideas

- Observe colleagues at Service Reception to check that the preparation process is in place and working smoothly, including ensuring that completed documents are passed through to Service Reception swiftly, following work completion.

7.2 Contact the customer

What to do: Contact the customer to explain the work completed and re-confirm the price where appropriate.

- Contacting the customer prior to arrival ensures there is a complete understanding of what was done, why it was done, the price as already agreed and the suggested time of customer arrival. It also enables any specific details to be discussed, such as collection times if a lift or taxi was organised, to remind on anything that the customer needs to bring with them to the dealership, or to raise the benefits of a Service Plan purchase where one is not already in place.

Telephone contact – Contact the customer by telephone ideally and confirm the work carried out as detailed on the invoice. Where relevant for the customer and as appropriate, briefly mention the benefits of purchasing a Service Plan at this stage. When the customer cannot be contacted, leave a concise phone message, which includes the dealership name, the name of the person contacting, the work carried out and where chargeable work has been completed, the price. For example, "Good afternoon Mr Jones this is David calling from XYZ Suzuki, we have completed the service and your car/motorcycle is ready for collection. If you come in at 3.30pm as arranged, I will be ready to take you through all of the work completed".

Text or email contact - Where it is not possible to leave a phone message, send a text or email to confirm the same details.

Benefits: By contacting customers in advance to confirm details as agreed, the potential for surprises at Service Reception is considerably reduced and reinforces the provision of simple and transparent pricing a part of the Suzuki Service Promise. It also provides an opportunity to take control of any contentious issues which may need to be discussed, away from other customers.

Sustainment ideas

- Observe colleagues at Service Reception making telephone calls to customers prior to collection. Language should be positive, clear, concise, and gently assertive to encourage customers to arrive at the agreed time to collect. Bring any potential areas of improvement to the attention of team members as soon as possible and discuss potential ways to improve performance.

7.3 Greet the customer and handover

What to do: Provide a professional and courteous greeting to the customer on arrival and at handover.

- Smile when you greet the customer.
- Be positive, warm, and friendly in your approach throughout.

Advance identification – Make every effort to recognise the customer as they arrive, either from previous knowledge or by checking the Registration Number and DMS records. Where the customer is not recognised, politely establish the customer's name as a priority when they arrive and use it courteously.

Explain the work completed – Take enough time to properly explain the work completed, (avoiding the use of jargon), including the outcomes of the Visual Health Check, checking that the customer fully understands. If necessary (for example if the visit was for a Pre-Diagnosis inspection), ask the Master Technician to accompany you at Service Reception to assist with the explanation. As customers may not outwardly admit they do not understand what is being explained to them, look for non-verbal communication signals, for example, frowning or folded arms. They are a sign that the customer does not fully understand what is being explained to them. Keep at eye level with the customer as this will help to build rapport and they are more likely to appreciate what they are being told.

Unsold advisory work – Where customers have already declined to have advisory work completed at this stage, make another gentle attempt to explain the benefits of having the work completed but do not become over pushy from a sales perspective. If they do agree, make another appointment as appropriate. If they decline, ask if the dealership can follow up after a relevant period. Update the electronic Visual Health Check system with all outcomes and schedule for follow up activity, as necessary.

Add value – Highlight to the customer any courtesy services that may have been provided in order to build value and customer satisfaction. This could include a free of charge wash and vacuum of cars for pre-booked work or just a wash for motorcycle. Where possible, show the customer a worn part (for example a tyre) to demonstrate the difference in the new parts supplied. Take the opportunity to remind the customer about the benefits of purchasing a Service Plan if relevant and not already mentioned. It may also be possible to attach a service plan quote to the final invoice for the customer to view later in their own time. For scheduled services, make a preliminary next appointment and advise the customer that the dealership will be in touch in advance to re-confirm.

Take payment – Where the job is to be paid for on a retail basis, re-confirm the method of payment and process the sale. Hand the invoice and/or any supporting documentation to the customer.

Physical handover - Accompany the customer to their car or motorcycle in the parking area or bring it round to Service Reception for them. Check the condition of any loan car or motorcycle for mileage and damage and ask the customer to acknowledge.

Benefits: Presenting a positive and engaged greeting will reassure the customer that they are dealing with professional and supportive people and reinforce the fact that they made the right decision. Taking time to explain everything properly, will also reduce the potential for dissatisfaction with the services that have been provided.

Sustainment ideas

- Carry out regular checks on the electronic Vehicle Health Check system to ensure customers are being scheduled for follow-up activity for unsold advisory work.

7.4 HANDOVER OPERATIONAL KPI's

- **WIP as % of total jobs:** The number of jobs in progress should ideally remain constant throughout the week, and not exceed 20%. Peaks and troughs may indicate the workshop control, invoicing and handover process are not robust, and invoices are not being produced on the day of completion, or the customer may have left without paying for the work carried out. This could lead to increased policy costs, poor cash flow, and decreased customer satisfaction and retention. Customers who have been chased for payment, will be less likely to return.

    - Number of jobs outstanding at week or month end / number of jobs in the week or month x 100
    - Target: not to exceed 20% ideally, but consistency very important over time.

8.0 POST VISIT FOLLOW-UP

8.1 Post visit contact after 48 hours

What to do: Contact the customer 48 hours after the visit to check that they are completely satisfied.

- Use a warm and friendly approach and be prepared to immediately respond to any customer concerns should they arise.
- Contact by telephone is always best but have a fall back or alternative approach using text or email if this is not possible.

Prepare for the contact – Use a simple process to identify all customers who were in for service or repair 48 hours before. Identify who will be responsible for making the telephone follow-up calls and introduce contingency to ensure the process is maintained during holidays, sickness, and training. Review the job card and all relevant documentation, including details of the electronic Visual Health Check outcomes. Establish details of the work completed and any issues that arose on the day. Prepare a follow-up log to record the call and brief details of the customer feedback.

Contact the customer 48 hours after the visit - Be mindful of the time of day that the call is made to limit customer inconvenience. Mid-morning or mid-afternoon is usually a good time to call. Make the call as brief, but meaningful as possible. Provide a warm and friendly introduction and make clear the call is being made to ensure they are happy with everything that was completed on their recent visit. As customers will be receiving a Customer Experience (CX) survey from Suzuki, it is best to limit the discussion to confirmation of their satisfaction with their experience in no more than three simple questions, which could include, for example:

- Satisfaction with the standard of repair or service.
- Satisfaction with the way they were dealt with by the team.
- Satisfaction with the overall experience.

Individual dealers may wish to target their questions in line with specific points of current concern or to comply with Group Dealership policies. Remind the customer of the importance to the dealership of them completing the Suzuki GB survey when they receive it, before thanking them and concluding the call.

Record and Respond – Use the follow-up log to make a note of the outcome of the call and where customers express anything less than complete satisfaction requiring remedial steps to be taken, bring these to the attention of the individual responsible for subsequent action.

Benefits: Contacting customers by telephone not only demonstrates a personal touch but also provides the opportunity to respond immediately to any issues and as a consequence avoid a ‘Hot Alert’ being raised by Suzuki should concerns be expressed as part of the CX survey.

Sustainment ideas

- Provide timely feedback – both positive and challenging - to individual team members so that they see the benefit of sustaining this process and review results in regular meetings.

8.2 POST VISIT FOLLOW UP OPERATIONAL KPI’s

Weekly follow up call %: The number of follow-up calls should ideally remain constant throughout the week. Peaks and troughs may indicate the process is not robust, and customers are not being contacted. Relying on the customer to contact the dealership could lead to decreased customer satisfaction, as the customer may think the dealership does not care or appreciate their business.

- Number customer follow up calls completed / number of jobs x 100
- Target: 100%

Suzuki Best Practice Guide – Parts

9.0 PARTS STORAGE

9.1 Layout and location

What to do: Store parts with a view to delivering maximum efficiency for Parts staff in storing, handling, and retrieving parts.

- Consider the ease of preparation and issue of parts to Workshop Technicians.
- Take steps to protect staff from injury when accessing or handling parts.
- Think about the potential for damage to parts through poor storage processes.

Commonly requested parts - Plan the location of parts storage areas to minimise the distance colleagues must travel during the day and support the efficient storage and retrieval of fast-moving stock.

Large and difficult to handle parts – Store oddly shaped, large, and difficult-to-handle items, close to goods inwards and in an area large enough to accommodate them. Make sure they can be put away and retrieved with the minimum of handling effort, distance travelled and risk of damage. Take care to avoid the creation of safety hazards that could arise with poorly stored large parts.

Easily damaged parts – Store delicate items such as body panels and roof linings away from busy areas. Ensure they are sufficiently protected from damage and deterioration, but still easy to put away and retrieve. Use systems such as hanging bars, shelves, and cradles, to protect parts from damage and make them easier to handle by the parts team.

Safety related parts – Store delicate and safety-related items such as air bags in a locked compartment. Place batteries containing acid at a low level, to minimise the risk of spillage when handling. Store any paints, solvents, or other hazardous chemicals in accordance with prevailing Health and Safety Regulations. Ensure access to these storage areas is restricted and appropriately controlled. Establish who has access to the key/code to secure storage areas and keep this arrangement under strict control.

High value and specific order parts – Store high value parts such as electronic control units, transmissions, injector assemblies and major instrument units in secure locations and lock if necessary. Clearly mark these parts with the identification of the job they are to be used on and notify the workshop immediately on arrival, so that they can be fitted as a priority to minimise the likelihood of loss or damage.

Benefits: A straightforward but well thought out approach to the storage of different categories of parts will provide a wide range of benefits, including reduced costs through damage or loss, better team morale as a result of ease of access and simplicity, together with improved customer satisfaction.

Sustainment ideas

- Introduce a simple location area map and have this displayed in a prominent area of the parts department.

9.2 Location numbering

What to do: Introduce a location numbering system for all parts storage areas.

- Consider a simple and logical approach.
- Think about future stock checks and how a numbering system could help and support efficiency.

Area, shelf, level, and row - Categorise the parts department into specific areas (for example, A1 (downstairs), A2 (upstairs). Use this as part of an Area/Shelf/Level/Row numbering system as follows:

Example; A1.C.0204, where A1 is the parts area, C is the specific shelf within parts area A1, 02 is the level on shelf C (for example this could be the 2nd level from the floor) and 04 is the row on level 02 (for example this could be the 4th row from the left on level 02).

Record location on transaction document – Detail the number on:

- Parts orders sent to Suzuki and other suppliers.
- Delivery notes from suppliers.
- Parts picking lists such as service pre-picked order lists, orders from the trade or orders for repairs or PDI checks.

Benefits: Staff can quickly establish where each part should be located and therefore minimise the time wasted in putting away and finding parts. DMS systems can contain a location for each part number, to allow delivery notes and picking lists to identify the location of the part. Errors in location can be minimised, so fewer parts will get lost, become obsolete and therefore need to be written off. Routine stock checks can be carried out more efficiently and accurately.

Sustainment ideas

- Carry out regular location checks to ensure any agreed system is being maintained. Bring any issues to the attention of the colleagues responsible to help ensure improved performance.

9.3 Parts receipt

What to do: Introduce an effective process for taking parts into stock.

- Check for correctness and damage on arrival.
- Update the DMS immediately when stock is received.
- Focus on a process that supports workshop efficiency and enhances customer satisfaction.

Receipt check – If possible, with the delivery agent present, carry out a thorough cross-check of every item delivered against every item on the delivery note. Make sure any shortages are clearly identified and where appropriate signed for.

Shortages and damage – Check for any shortage or damage and immediately communicate details to Suzuki in line with existing procedures or with other suppliers as appropriate.

Special Order parts - Nominate a defined area/shelf within the parts department where all special-order parts can be stored. This will help to support quick identification and efficient issue to either the workshop or customer.

Regular stock - Immediately store all regular parts in their appropriate numbered location – Notify the Service Department or retail customer immediately where back order or urgent delivery parts arrive.

DMS - Immediately record the part in stock on the DMS so that it can be selected for service pre-pick, workshop repairs, retail or trade customers.

Benefits: By adopting a professional and efficient process for receiving parts into stock, potential costs can be minimised, including situations where the dealership is unable to claim correctly for missing or damaged stock from Suzuki or other suppliers. In addition, by updating the DMS immediately, the level of service provided will be significantly increased with resulting benefits in customer satisfaction and retention.

Sustainment ideas

- Carry out regular checks to ensure the process on parts receipt is being maintained. Bring any issues to the attention of the colleagues responsible to help ensure improved performance.

9.4 Communication

What to do: Ensure internal and external customers are advised swiftly and professionally, of stock arrival.

- Consider all different customer types and their specific requirements. These could include the workshop, sales department, bodyshop, retail and trade customers.
- Be positive and engaged and always speak honestly about any challenging situations.
- Use a contact log to record all communications.

Retail and trade parts arrive correctly – Where trade or retail customer parts all arrive correctly, and where a scheduled delivery time or collection date is not already agreed, contact the customer within 2 hours. Maintain a clear record in the contact log, noting who spoke to whom, what time the contact was made and any specific outcomes that would help to be recorded.

Retail and trade parts arrive incorrectly or not at all – Where trade or retail parts arrive incorrectly, don't arrive at all or are damaged, contact the customer within 1 hour. Maintain a clear record in the contact log, noting who spoke to whom, the date and time. Also record the nature of the concern, for example the type of damage.

Workshop and bodyshop parts arrive incorrectly or not at all – Where workshop or bodyshop parts arrive incorrectly, don't arrive at all or are damaged, contact the department immediately. Maintain a clear record in the contact log, noting who spoke to whom, the date and the time.

Workshop and bodyshop parts arrive correctly – Where workshop or bodyshop special order parts arrive correctly, contact the department immediately to advise of availability.

Benefits: By using a contact log to record details of all relevant communications, it will maintain focus upon the sustainment of the correct process, enable disputes to be resolved more easily and also provide a valuable source of diagnostic information when carrying out reviews of what is working well and what is not working so well. Swift and efficient communication will reduce the potential for minor issues to escalate into much more damaging customer concerns.

Sustainment ideas

- Regularly review the contact log amongst colleagues and take steps to address any repeated issues which may be occurring.

9.5 PARTS STORAGE OPERATIONAL KPI'S

- **Parts incorrect %:** The % should ideally be zero, but peaks and troughs may indicate that internal or external processes are not robust, and feedback to the dealership team, Suzuki or the supplier may be appropriate.
    - Number of incorrect parts delivered / number of parts ordered x 100
    - Target: 0%

- **Parts damaged %:** The % should ideally be zero, but peaks and troughs may indicate that internal or external processes are not robust, and feedback to the dealership team, Suzuki or the supplier may be appropriate.
    - Number of damaged parts delivered / number of parts ordered x 100
    - Target: 0%

10.0 STOCK MANAGEMEMT

10.1 Stock Profile

What to do: Balance levels of stock to deliver excellent customer service whilst minimising overall inventory cost. Maintain Suzuki Core Stock levels at the required percentage to meet Suzuki operating standards.

- Be mindful of the impact of focusing too much upon either minimising stock to reduce cost or maximising stock to support customer satisfaction.
- Keep the profile under regular review, even considering automatic stock replenishment systems, to maintain overall awareness and efficiency.

Stock categorisation – Use a combination of the ABC analysis (£ Turnover based) and 123 analysis (sales frequency based) to guide stock profile considerations and/or to sanity check automatic stock ordering systems. Examples are as follows:

- ABC Analysis: Categorise top 20% of sales £ revenue generating items as A, the next 30% as B and the last 50% as C.

- 123 Analysis: Categorise parts that have a sales frequency of 12x plus as 1, 4x plus as 2 and 1x plus as 3.

Workshop and bodyshop parts - Keep stock levels controlled and minimised by taking advantage of the normal Stock Order processes for pre-planned work. In addition, only order parts for repair once the requirement is diagnosed. Ensure the workshop and bodyshop plan work and order parts far enough in advance to enable parts to be sourced through normal Stock Order processes.

New vehicle introductions, promotions, recalls and campaigns – Plan ahead to be ready for new demand caused by new Suzuki car and motorcycle introductions, parts promotions, recalls and campaigns. Hold regular meetings with the sales, service and bodyshop teams to establish when forthcoming events will require new parts, or increased levels of existing parts. Keep track of the stockturn of these parts and adjust stock levels for maximum possible stockturn.

Core Stock - Maintain an awareness of the current Suzuki Core Stock holding by viewing the Core Stock report through the Suzuki Data Exchange. Ensure the percentage holding (as required by the relevant 4 Wheel and 2 Wheel operating standards) is achieved by ordering the necessary parts shown as not in stock in the Core Stock report.

Benefits: Whilst automatic stock forecasting and replenishment systems may be available and add real benefit, it is always sensible to maintain an awareness of the basic principles of stock holding decisions in balancing the approach between revenue generated and the frequency of sale.

Sustainment ideas

- Regularly discuss satisfaction levels with Technicians in terms of availability of fast-moving items and pre-ordered items. Investigate and resolve any genuine issues identified.

10.2 Stock Order routines

What to do: Ensure that parts orders from workshop, bodyshop or external trade customers are received promptly.

- Maintain a regular review of approach to ensure that stock order routines are right for your current mix of customers and operational demands, including Suzuki Core Stock.

Parts order action – Respond quickly to all incoming internal and external orders to keep stocks low whilst sourcing the required parts in time, either by creating an internal order form from a telephone call or email from the customer, or by processing an order through the DMS.

Parts order conversion - Ensure that all orders are immediately and accurately processed and allocated to jobs. Pre-pick parts for the workshop where they are in stock and order parts that are not.

Vehicle Off Road (VOR) ratio – Monitor the proportion of stock orders that must be ordered on Vehicle Off Road (VOR) terms to Stock orders, to minimise the excess costs of VOR ordering. Take steps to ensure the ratio does not exceed the targeted benchmark agreed for the Parts Department.

Parts Pre-Picking - Pre-pick parts for jobs accurately and in a timely manner, as soon as parts become available and assemble them in the pre-pick area or bin. Keep them under the Parts Department control to avoid damage or loss while waiting for any parts still on order.

Parts arrival monitoring - Constantly monitor and act on the arrival of parts so that jobs can start, or delays be notified immediately. Review all orders 1 day before the start of any job or the due delivery date to an external customer and ensure that any overdue parts are chased with the supplier and a record is kept of any progress, actions and who you communicated with at the supplier.

Benefits: In a busy parts department, it is vital to maintain robust and thorough stock order routines to achieve the level of service and professionalism expected by both internal and external customers. A sustained approach will ensure external customers trust the parts department to meet their needs, whilst the relationship with internal customers will be enhanced.

Sustainment ideas

- Regularly discuss Stock to VOR ratios with parts and service colleagues to drive continued awareness and appreciation of the impact upon profitability.

10.3 Obsolete Stock

What to do: Monitor and manage obsolete stock levels to ensure the absolute minimum is held.

- Obsolete stock can slowly build to unsustainable levels if not carefully monitored and controlled.
- Avoid delays or procrastination in dealing with obsolete stock issues – better to take sensible and proactive action today than having to respond reactively to a distress situation tomorrow.

Plan parts lifecycles – Plan the lifecycle and future demand of parts held in stock with the highest value (parts value x quantity held), to minimise obsolete stock. Use this information to minimise or where necessary stop ordering parts and reduce potential for obsolescence.

Obsolete stock identification – Clearly identify existing obsolete stock for action and disposal. Check that obsolete stock (that has not moved in the last 12 months) is being identified every month, using manual or computer transaction analysis.

Accounting reserve – Create a reserve every month in the accounts that is enough to cover likely discounting or the write-off of obsolete stock, so that there is no unplanned adverse effect on profitability.

Selling obsolete stock – Make constant efforts to promote and sell discounted obsolete stock to local companies and internet buyers. Introduce promotions to enhance the sale of obsolete parts with recognised online platforms, mailshots, emails, or phone calls to potential buyers such as independent repairers or bodyshops.

Scrapping obsolete stock – Scrap obsolete parts that cannot be sold in a way that yields the maximum possible value and is as environmentally friendly as possible and in keeping with relevant Health and Safety Regulations.

Benefits: The management and control of obsolete stock is a necessary process to limit the potential damage that can be caused if not supervised correctly. A well thought out and sustained approach will avoid the significant costs often associated with disposal, reduce the potential for large values to build up over time and therefore minimise the stress of all team members who are responsible for it.

Sustainment ideas

- Regularly review obsolete stock levels to ensure they are under control and not slowly building. Bring any issues to the attention of colleagues and take action to improve performance.

10.4 STOCK MANAGEMENT OPERATIONAL KPI'S

- **Obsolete stock sales conversion %:** Monitor this KPI regularly to ascertain the effectiveness of obsolete stock sales success. Provide regular feedback to team members to maintain motivation and awareness.

    - Revenue generated from obsolete stock sales activity / Total value of the obsolete stock sales opportunity x 100
    - Target: 50% - 100%

11.0 PARTS INTERPRETATION

11.1 Interpretation and incremental sales

What to do: Use technical knowledge and parts catalogue systems to qualify customer parts requirements and incremental sales opportunities accurately, ensuring that parts are identified that match the correct car or motorcycle model information exactly.

- Keep up to date with latest technical and operational parts information provided by Suzuki and other suppliers.
- Use appropriate 'open' questioning skills to drill down to what is needed.

Interpret customers parts needs correctly – Establish the VIN and Registration number, and where necessary the fuel type and engine size. Determine the parts required, even if the customer has no technical knowledge or lacks the ability to accurately describe the parts, utilising the Electronic Parts Catalogue as necessary or by physically examining the car or motorcycle.

Recommend related parts – Recommend logical and genuinely related parts that will save customers having to return and help them to keep their cars or motorcycles in optimum running order. Support recommended related parts with a brief explanation of why these parts are needed, covering such reasons as:

- Removal of the main part damages gaskets and seals and should therefore be replaced.
- Small fixings can be stressed during replacement of parts and can fail as a result.

Record the outcome of all incremental sales to determine what is working and where potential training need issues may exist.

Handle objections – Use effective selling techniques to sell the benefits of the related parts suggested. Use the ABC Objection Handling approach where necessary:

> A - **Acknowledge** that there is an objection – it shows respect for the customer's opinion. "I appreciate that you can get the part today at the independent repairer you describe".
> B - Clarify the **Benefits**. "But Suzuki parts are manufactured with the highest quality materials and to the most stringent specifications and come with a 12-month guarantee…".
> C - **Close** the sale - the closed commitment question: "So we *can* get the part for you tomorrow, shall I get it ordered for you?"

Benefits: A simple structured approach to the correct interpretation of customer needs and the identification of related parts will ensure the most efficient use of Parts Advisor time and reduce the potential for customer dissatisfaction.

Sustainment ideas

- Take time to listen to and constructively critique colleagues as they speak with customers. Highlight any failure to identify related parts and review potential improvement ideas.
- In some cases, this provides an up-sell opportunity. Offer to fit the required parts for the customer and explain the benefits of having the work completed at the dealership (Courtesy transport, VHC, Suzuki trained Technicians etc.)

11.2 Special Offers

What to do: Promote and present Special Offer parts and accessories wherever possible.

- Ensure shared knowledge of current Special Offers amongst the team through regular communication.
- Maintain up to date awareness of the features and benefits of specific Special Offers
- Display up to date supporting Point of Sale materials.

Keep up to date – Constantly keep up to date with Special Offers on parts and accessories including:

- Specific Suzuki requirements or details.
- Duration of the offer.
- Items involved.
- Availability and ordering arrangements.
- Quantities of parts or accessories that need to be in stock.
- Promotional literature and Point of Sale materials and how they must be used.
- Methods of presenting the offer to the customer.

Point of Sale Materials – Take steps to ensure that promotional literature and Point of Sale materials are available for the duration of any Special Offer and that a process exists to check stocks during the promotion.

Present the Special Offer – Present the features and benefits of all Special Offers, for example:

- FEATURE: "We have 25% off the recommended sale price on windscreen de-icer for the next 5 days"
- BENEFIT: "Which means that if you buy now, you can save some money and also reduce the time and inconvenience of scraping the windscreen in the morning"

Do not attempt to sell aggressively to meet targets – let the features and advantages speak for themselves.

Benefits: Special Offers represent a significant opportunity to build incremental revenue and enhance profitability. Customers will also appreciate being kept informed of promotions and provided a professional and customer friendly approach is used when attempting to sell, they will reflect positively on the dealership and Suzuki, even if they decline the offer.

Sustainment ideas

- Create a list of current Special Offers, together with their associated features and benefits. Display the lists for all relevant team members to see and keep the list updated regularly.

11.3 PARTS INTERPRETATION OPERATIONAL KPI'S

- **Incremental parts sales activity:** Measuring the number of times that incremental parts are sold from an enquiry will provide a simple measure of activity. There is no need to record specific type of sale, the number of parts sold or revenues, just record where incremental parts are sold from an enquiry. This will provide a comparator week on week and maintain focus amongst the team on promoting incremental parts as a normal part of every opportunity.

    - Number of times incremental parts are sold during an enquiry.
    - Target: aim for a consistent and/or rising number in line with estimated number of enquiries.

12.0 SALES AND ACCESSORIES

12.1 Contact times

What to do: introduce opening and contact times in keeping with Suzuki requirements, as well as considering customer expectations.

- Maintain an awareness of the opening and contact times of local competitors.
- Never take it for granted that customers know the opening times or terms and conditions of the business.

Open to meet retail and trade customer needs – Open the parts department at times to meet prevailing Suzuki standards and where possible enhance to match or exceed the local competition. As a minimum, open between 08:00 and 18:00 Monday to Friday and 08:00 to 14:00 Saturday.

Enable enquiries at any time and respond as a priority – Ensure that customers can send enquiries to the parts department at any time and that they will receive a response as soon as the parts department reopens. Enable departments that are open longer than the parts department to receive customer enquiries and pass them on by email or on paper. Use a telephone answering system, and email response process through the dealership's website and respond within one hour during opening times.

Display and publicise opening times – Ensure that customers can easily find out opening hours. Display them outside the parts department, even when it is closed. Clarify department opening times on all marketing materials and on the dealership website.

Display and publicise terms and conditions – Ensure that customers can easily read and interpret the dealerships terms and conditions of business, returns policy and warranty requirements. Display them clearly within the parts reception counter area. Clarify department terms and conditions on all marketing materials and on the dealership website.

Parts delivery outside hours – Operate processes which allow other departments to accept parts deliveries outside parts department hours where necessary, ensuring any delivered parts are stored securely.

Benefits: It can be taken for granted that customers know the opening and contact times for the parts department, but by clearly displaying them and communicating properly on marketing communications and the website, it will be possible to differentiate the dealership from competitors and drive increased sales.

Sustainment ideas

- Regularly test out the competition by attempting to make contact through various means to see what is genuinely happening in the local marketplace. Take steps to respond where an opportunity or weakness is identified.

12.2 Handling enquiries

What to do: Have an effective process for handling telephone, email, website, or counter enquiries.

- Smile when speaking to the customer – it will show in both tone of voice and intonation.
- Respond in a way that shows interest.

Positive appearance – Ensure the parts department meets a high standard of presentation, is clearly sign posted, that parts personnel wear professional clean workwear and have a presentable appearance. Keep the counter area clear, clean and tidy with accessory displays showing the correct and up to date information. Do not use mobile phones or eat or drink in customer facing areas.

Answer the telephone professionally – Ensure that parts personnel answer the telephone promptly (within 3 rings) and with a professional and friendly welcome, giving the customer the confidence to share their details and encourage them to do business.. Use a standard greeting such as:

- "Good morning/afternoon, [Dealer name], parts department, [Name] speaking, how can I help you?"

Walk-ins – Respond to walk-in parts customers within one minute, or if busy with other customers, acknowledge them with a nod and smile to indicate they'll be seen to shortly.

Website and Email enquiries – Check the website for enquires and emails immediately in the morning and thereafter every 30 minutes (or less if possible) during the day and respond to them promptly and professionally. Ensure that every email and website enquiry is given at least a holding response as soon as it is first seen, thanking the customer for their enquiry, and promising a response within 1 hour and then respond as promised. Ensure an automated 'out of office' email is sent after business hours, confirming the opening hours of the Department and that a response will be provided within one hour of the start of the next working day.

Customers name - Establish, verify, and use the customer's name as soon as possible. For example, "Good morning, XYX Suzuki, parts department, David Speaking, how can I help you? (listen to the customer). Can I just take your name please?", then use the customer's name throughout the conversation. Make sure you use the customers preferred salutation (Mr, Mrs, Ms, Dr etc) and that this is recorded in the DMS, including the initial.

Customer contact details - Confirm the daytime, evening, and mobile telephone numbers together with the customers email address. Every customer address requires the complete customer post code (e.g. AB3 4CD). Confirm and/or verify customers preferred method of contact and marketing communication preferences to comply with General Data Protection Regulations (GDPR). Update the DMS.

Car/Motorcycle details - Establish/verify the exact car/motorcycle details (Example Suzuki V-Strom 1050 XT Pearl Brilliant White Reg No DU19 XCV). Update the DMS immediately with any changes. Check for any outstanding recalls or campaigns and advise the customer of any work required.

Trade customer information – Capture the correct trade customer details, including the trade category, e.g. other Suzuki dealership, another brand dealership, IMT, bodyshop or fast fit outlet.

Benefits: A warm, friendly, and professional approach to handling enquires from retail and trade customers will support the capture of vital customer information for promotional activity and deliver a better all-round experience for the customer.

Sustainment ideas

- Regularly check for any outstanding website or email enquiries. Highlight any that are over 2 hours old and bring to the attention of colleagues to help improve performance.

12.3 Proactive Trade Customer Contact

What to do: Operate an effective process and exceptional selling service for proactive trade customer contact to maximise sales opportunities. Be prepared to demonstrate to Suzuki GB a customer contact log as per trade parts dealer standards.

- Don't just wait for trade customers to contact the dealership with parts requirements. Build a sustained contact regime that enhances the relationship and becomes a part of the Parts department culture.

Proactive ordering – Contact each trade customer and promote the benefits to them of a pro-active telephone or email ordering service and begin to identify their specific requirements. Explain that they do not have to remember to order parts in time, the dealership will ensure they meet their cut off for the next day and that a focus will be placed upon the specific parts that they need, delivering them on time, in the right grouping for jobs and in the right packaging for efficient handling.

A mutually agreed service – Identify trade customers' requirements for pro-active ordering and agree the service content and schedule.

- When to contact them and at what time in the day to meet the next-day delivery cut-off.
- The primary and back-up customer contacts who can immediately give their orders.
- The main categories of parts that they will want to be reminded to order (mechanical, body, minor damage, small parts, fixings etc.)
- The main related additional parts they will want to be reminded to order.
- The van delivery schedule they require.
- Any parts they wish to be stocked on the van for last-minute ordering.
- Any special instructions for the grouping and labelling of parts into job numbers.
- Any special instructions for the packaging of parts for efficient unloading and handling at their premises.

Record all the agreed details on a parts department trade customer ordering plan and send a copy to the customer. Make the trade customer ordering plans available for anyone in the parts department to use, maintaining continuity of service to the standard agreed with the customer.

Focus on the relationship – Build a close relationship, ideally with the same Parts Advisor making contact each time, to enhance their confidence in the service provided and to enable continuous improvement and regular adaptation to the changing needs of the customer.

Benefits: By adopting a proactive approach to contact with trade customers, the dealership will be removing some of the operational demands they experience, make their lives easier, and promote a relationship built on trust, tailored to the specific requirements of every individual trade business. Consequently, revenues will be maximised, and the dealerships reputation enhanced.

Sustainment ideas

- Contact every trade customer every six months, to review and discuss their experience and to agree any changes that may be appropriate. Discuss any changes with the team to ensure full understanding and compliance.

12.4 Conversion rate and lost sales

What to do: Operate an effective conversion rate and lost sales review process.

- It is vitally important to understand what is not sold as well as what is, and for what reasons, including price, affordability, availability, or lack of effective parts interpretation.

Lost sale monitoring – Record all lost sales and the category of trade customer, for every enquiry. Use a Lost Sales Record to monitor lost sales, for any enquiry that is not completely converted to a sale of all quoted items at the time of the enquiry.

Analysis of outcomes - Analyse the conversion rate and lost sales daily. Create a record of the conversion rate, by counting the number of enquiries that are completely converted to a sale of all quoted items at the time of the enquiry and dividing this by the total number of enquiries received in the day. Ideally, carry out this analysis by parts type and customer category, to identify trends.

Remedial action – Take immediate and longer-term action to improve conversion rates and reduce lost sales. Explore circumstances surrounding issues such as:

- Quotations with a high probability of conversion, but not followed up.
- Arrival of stock that has not yet been notified to customers.
- Lack of competitive pricing on certain parts for certain customer categories.
- Persistent out-of-stock problems on certain parts.
- Issues with the parts ordering and delivery service.
- Issues with parts quality.

Benefits: The analysis of conversion rates and lost sales provides parts department team members with vital feedback and insight into what is going well and maybe not going so well. By involving all colleagues in the review and remedial action discussions, team focus will be enhanced, sales performance will be improved, and trade customers will experience a better level of service.

Sustainment ideas

- Display lost sales and conversion rates in a prominent position within the parts department for all team members to see. Invite discussion and ideas to improve, no matter how small or large the impact of such contributions might appear.

12.5 Parts and accessory displays and sales incentives

What to do: Create, maintain, and present parts accessory displays in an attractive and effective way and use incentives to support sales.

- Parts and accessory displays can easily become tired and neglected over time. As people become used to seeing them, they can blend into the background.
- They are a shop window of the dealership, so need to be given the same focus and attention as any advertising or marketing approach.

Effective displays – Position in an appropriate part of the dealership (Customer waiting area) to attract the attention of customers in the right context. Ensure they are up to date, including supporting leaflets and price (including VAT and fitting options) and relevant to the needs of customers for the time of the year. Include a range of desirable accessories for the car or motorcycle as appropriate.

Effective and proper use – Train all dealership staff with appropriate awareness and product knowledge to support parts and accessory sales. Look out for signs of customer interest in parts or accessories and ask customers if they need help.

Regular reviews – Meet at least every 2 months to review the parts and accessory displays and take action to refresh them, to constantly maintain customer interest.

Sales incentives - Introduce short-term (3 – 6 month) incentive campaigns for parts and accessory sales, with a focus upon different parts and accessories appropriate to events such as new model launches, local events or different seasons. Use points awards, money, leisure events or store vouchers to bring variety to the incentive programme for staff.

Benefits: With careful planning and regular reviews, the parts and accessory display can deliver a sustained and effective contribution to parts department revenue and with a shared approach from all dealership staff, achieve this at times outside the normal opening hours of the department as well.

Sustainment ideas

- Photographic images can often present physical facilities in a slightly more stark and honest way than looking at them real life. Take regular photographs of the parts and accessory displays from several angles and reflect upon how they would appear to customers. Ask for feedback from colleagues and take action to improve presentation and professionalism.

12.6 SALES AND ACCERSSORIES OPERATIONAL KPI'S

- **Proactive Trade Contact %:** Measuring the number of Trade customers that have an agreed proactive contact regime in place and comparing this with the number of Key Trade customers you have, will provide a simple measure of success in this area. Aim to build this % over time to a point where key trade customers (bearing in mind that 80% of revenue often comes from 20% of customers) all have proactive arrangements in place.

    - Number of key trade customers that have an agreed proactive contact regime in place / Number of key trade customers on file.
    - Target: 100% of key trade customers.

13.0 DAILY OPERATING CONTROL

13.1 Daily Operating Control (DOC)

What to do: Operate a Daily Operating Control that meets the current requirements of Suzuki and includes other operational and financial elements as deemed appropriate for the dealership.

- A Daily Operating Control is a basic management tool for collating departmental financial and operational data inputs, and then presenting this information daily, together with relevant comparisons, ratios, and calculations, as Key Performance Indicator (KPI) outputs for management review and action where necessary. DOC's are of vital importance in maintaining an up to date awareness of performance and should be shared with key members of the team.
- The number of Key Performance Indicators within an effective DOC should be manageable and focus upon only those areas that will make a significant impact upon the performance of the department.

Straightforward and easy to input – Agree upon a tool to input daily data. Suzuki provides effective solutions to enable this to be accomplished, but dealerships may complement with their own systems and tools where appropriate. Some data may come from service or parts DMS financial outputs every day, whilst other data may need to be collected separately. Formulate a daily approach that enables all data to be collected easily and then inputted. Identify individuals responsible for the collection of data where necessary and for input, to ensure the process is maintained in times of staff holidays, sickness, or training. Suzuki will mandate from time to time which data needs to be entered and how often it needs to be submitted, but it could include for example:

- Total Hours Attended
- Total Hours Sold
- Total Hours Worked
- Total Retail Hours Sold
- Total Labour Sales (£)
- Total Retail Labour Sales (£)
- Total Parts Sales (£)
- Total Parts Gross Profit (£)
- Total number of retail job cards raised
- Visual Health Checks completed
- Upsell identified and Upsell sold.

Relevant and targeted outputs – Utilise an effective tool to formulate useful output Key Performance Indicators (KPI's) and create graphs for analysis. Suzuki provides effective solutions to enable this to be accomplished, but dealerships may complement with their own systems and metrics where appropriate. Examples of KPI's to monitor could include:

- Overall Efficiency % (Hours Sold / Hours Attended x 100)
- Productivity % (Hours Sold / Hours Worked x 100)
- Utilisation % (Hours Worked / Hours Attended x 100)
- Recovery Rate £ (Total Retail Labour Sales £ / Total Retail Hours Sold)

  Total Parts Sales per Labour Hour (Total Parts Sales £ / Total Hours Sold)

Review output metrics – Review the output metrics with key members of the team as appropriate every day, week, or month. Look for trends in performance and comparison with targets or agreed benchmarks, provide constructive feedback, and discuss options to improve performance.

Benefits: An effective DOC, consistently updated, submitted, and reviewed, will provide dealership Managers and teams with dynamic insight into performance and enable remedial steps to be taken in time to make a positive difference to results.

Sustainment ideas

- Display primary and non-sensitive KPI's in a prominent position in the service and parts department. Encourage regular review and feedback, praise individuals for good performance and constructively engage team members where improvement is required.

13.2 Monthly Business Plan

What to do: Operate a monthly / annual Business Plan (Budget) that meets the current requirements of Suzuki and the additional needs of the dealership as necessary.

- Monthly and annual Business Plans are of vital importance in maintaining an up to date awareness of performance against objective.
- The metrics monitored in the monthly / annual Business Plan should, as a minimum, mirror those being monitored in the DOC.

Prepare the plan – Utilise a zero-based budgeting approach to consider car/motorcycle aftersales market opportunity, current market penetration, customer profiles, local demographics, new model launch awareness, competitor activity and dealership facility and operational growth plans to agree draft objectives for all revenue and profit streams in the service and parts departments. Check zero-budgeted draft objectives with prior year performance to determine the year on year growth position and confirm that it represents a realistic but stretching task for all concerned. Finalise Business Plan objectives with Senior Management and Suzuki as required.

Straightforward and easy to input – Agree upon an effective tool to input monthly or annual Business Plan data and submit to Suzuki. Suzuki provides effective solutions to enable this to be accomplished, but dealerships may complement with their own systems and tools where appropriate. Formulate an approach that enables all data to be inputted on time. Identify individuals responsible for the collection of data where necessary and for input, to ensure the process is maintained in times of staff holidays, sickness, or training. Suzuki will mandate from time to time which data needs to be entered and how often it needs to be submitted.

Review performance against objective – Review the service and parts monthly performance against the Business Plan objectives as agreed. Take remedial steps where necessary to improve performance, or if appropriate and agreed with Senior Management and Suzuki, adjust the future Business Plan to reflect an appropriate task for the prevailing circumstances.

Benefits: A well-researched and thoughtfully produced zero based budget, consistently updated, submitted and reviewed, will provide dealership Managers and teams with dynamic insight into performance against objective and enable remedial steps to be taken in time to make a positive difference to results.

Sustainment ideas

- Display performance against objective results in a prominent position in the service and parts Department. Encourage regular review and feedback, praise individuals for good performance and constructively engage team members where improvement is required.

14.0 AFTERSALES MARKETING

14.1 Marketing Plan

What to do: Develop a targeted Marketing Plan, put it into action and review the outcomes.

- Even if there is a specific department in the dealership or dealership group that has responsibility for Marketing, remain engaged and active in support of the development of plans and the monitoring of levels of success.

Overall Marketing Plan – Consider the overall Aftersales Marketing Plan for a 12-month period and the specific quarterly service and parts marketing campaigns that will contribute to success. Be aware of the marketing budget for the dealership and ensure the funds are utilised fully and effectively. Undertake the following approach to get the best outcomes:

- PEST - Review the current Political, Economic, Social and Technological environment, both nationally and locally. Seek input from a wide range of dealership colleagues to ensure a robust view of prevailing circumstances.
- SWOT - Consider the internal dealership service and parts departments Strengths (For example, Suzuki brand, reputation for excellence, product knowledge, trained Technicians) and Weaknesses, as well as the Opportunities and Threats (For example, competition, retention) present in the external environment and identify at least two key priorities to focus upon.
    - Five P's - Think about which customer groups to focus upon (particularly in the parts department), specific customer needs, seasonal considerations, upcoming new model introductions, emerging technology and parts and accessories for example. Identify key marketing initiatives that match the findings from the PEST and SWOT that would be realistic to consider and develop targeted quarterly campaigns that embrace the following elements:
    - Product – The product or service to be marketed.
    - Price – The price of the product or service.
    - Promotion – How the product will be promoted (for example free of charge elements, discount, linked offers, courtesy services).
    - Place – Company website, email communication, social media, print, radio for example. People – make the most of the reputation your dealership has for excellent service. Utilise Suzuki on-line planning tools to support the creation of bespoke marketing initiatives.
    - People – The value added by the skills, knowledge, and professionalism of the dealership team.

Finalise, communicate and implement – Agree final quarterly campaigns and their sequence. Communicate the plans with Suzuki as required and commence implementation. Utilise Suzuki Assisted Marketing programmes where possible, to reduce the need for ongoing dealership resource, deliver professional campaigns and email communications, and maximise successful outcomes.

Benefits: A well designed marketing plan will provide a road map for the implementation of quarterly marketing campaigns, drive staff engagement and support management control.

Sustainment ideas

- Monitor results for targeted service or parts offers and carry out a Return on Investment analysis to help understand how to sustain existing ones and improve future campaigns. Share results with the team to keep everyone enthusiastic and motivated.

14.2 Sales promotion activity

What to do: Carry out sustained sales promotion activity to maximise genuine sales opportunities and support customer retention.

- In parallel with quarterly marketing campaigns and associated activity, it is vital to maintain an ongoing process of contacting customers to promote sales.
- When busy, there can be operational pressures that reduce the effectiveness of the sales promotion process and distract team members from regular focus – this must be avoided, as subsequent back-logs of opportunity can easily build and create insurmountable problems, as well as the significant loss of revenue this represents. There is also a duty of care to appraise customers of issues that may affect their safety.

Visual Health Check Contact – Forward diarise for contact all work identified as 'suggested before next service' (AMBER work) but not actually sold or forward booked on the current visit. Where possible, utilise the functionality in the electronic Visual Health Check system to do this. Where an electronic system is not mandated or available use the DMS, other proprietary software or a manual system. Consider the information contained in the Technicians report, Visual Health Check Report, objective analysis of the current state of wear and tear or insight into the specific requirements of the customer to determine suggested future contact dates. At handover, advise customers where an appointment was not already made that they will nevertheless receive a communication from the dealership to remind them of the impending need for the work to be completed.

Maintain a daily regime to contact customers on the forward diarised date and endeavour to complete the appointment booking as normal. Update the forward diary system in line with the outcome. Unless specific circumstances suggest otherwise, make three attempts to contact the customer before declaring the opportunity lost.

Service and MOT prospecting - Use the DMS, other proprietary software or a manual system to maintain a robust Service and MOT prospecting process. Contact customers at least 28 days before the next service/MOT is due and make at least 3 attempts at contact before declaring the sale lost. Take steps to follow up motorcycle customers in the Spring, who may have been reluctant to have any work done over the Winter.

Point of Sales materials – Ensure up to date Suzuki Point of Sale materials are in place throughout the service and parts department to support general aftersales standards, quarterly marketing campaigns and regular sales promotion activity.

Benefits: Ongoing sales promotion activity must be a way of life for all service and parts staff. By adopting a robust and sustained management approach, team members will continue to recognise the importance of 'selling' as a core part of their role and take steps to build this element into their daily activities.

Sustainment ideas

- Make regular checks of outstanding forward diarised AMBER work opportunities. Take immediate action where there is evidence of unexplained overdue contacts and discuss with relevant team members to improve future performance.

15.0 TRAINING

15.1 Suzuki and bespoke training

What to do: Create a Training Plan that meets current Suzuki and dealership requirements.

- With ever changing product introductions, new technology and rising customer expectations, it is vitally important that dealership aftersales teams have the necessary training plans in place and that they work to realise these in the necessary time frames.

Training Plan - Use the Suzuki Training Academy website to register all relevant car or motorcycle employees, discuss individual requirements and create 'Personal Development Plan' objectives for each team member. Review all available online and face to face courses in the 'Learning Library' and book individual courses as necessary.

Suzuki minimum standards – Review current Suzuki minimum requirements for training as documented in the latest 2 Wheel and 4 Wheel bulletins and take steps to ensure that plans are in place to meet these standards in a controlled and sustainable way for team members. Create a training plan at the beginning of the year that embraces all minimum requirements and agree this with Suzuki. Depending upon specific 4 Wheel or 2 Wheel requirements, Suzuki may require training plans relating to:

- Apprentices
- Accredited Technicians
- Master Technicians
- Service and/or Parts Advisors
- Manager attendance at nominated Suzuki events.

Suzuki may also require additional training initiatives to be undertaken from time to time and so the plan should be under constant review to ensure it is relevant and achievable.

Bespoke training – Plan additional internal bespoke training to meet the needs of individual team members. This could be required to support learning and development on new systems, DMS, tools and equipment, COSHH, H&S and Data Protection Legislation, for example. Build these elements in to the Personal Development Plans to ensure that they take all requirements and aspirations into account, without over burdening either the individual or the dealerships ability to operate effectively.

Team engagement and feedback – Carry out regular reviews of performance relating to all training sessions undertaken and provide feedback on progress towards plan achievement.

Benefits: By creating a Training Plan at the beginning of the year which embraces not only the Suzuki requirements, but also considers the needs and wishes of the individual as well as bespoke internal dealership learning and development initiatives, individuals will feel more motivated to succeed in their roles and make effective contributions to the success of the dealership.

Sustainment ideas

- Make training plans visible for staff to see and engage with.
- Ask team members to provide shared testimonials for any training undertaken, to help drive enthusiasm to attend and eagerness to implement their learnings in the dealership.

16.0 NOTES AND OBSERVATIONS

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17.0 ACTION PLANS – Ideally, focus upon no more than **four** actions at any one time and ensure all are realistic and achievable.

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