



Alderson

Service • CONSULTANTS • *Guild*

Module 2:
Customer Satisfaction Skills

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Introduction

Alderson Service Consultants Guild Mission

To provide a service experience that will consistently surpass customer expectations through a team of highly qualified, competent, and certified dealership service professionals.

This fundamental philosophy will be applied throughout the training process.

Objectives of the Module

General Learning Objective

⇒ At the end of this session, you will be able to apply customer satisfaction skills.

Specific Learning Objectives

⇒ Specifically, you will be able to:

1. Understand the importance of customer satisfaction and loyalty.
2. Understand the C.S.I. program.
3. Understand the impact of stress on everybody and the importance to handle stress effectively.
4. Use diffusing anger techniques.
5. Using the appropriate techniques when negotiating a solution with a customer.

Recap of Module 4 (Handling Objections)





Traditional Selling and Consultative Selling



Six Most Common Objectives

Not now	
Not needed	
Price	
Misunderstanding	
Competition	
Skepticism	

Four Step Handling Objections Strategy

<div>Confirmation</div> 	<hr/> <hr/> <hr/>
<div>Qualification</div> 	<hr/> <hr/> <hr/>
<div>Response</div> 	<hr/> <hr/> <hr/>
<div>Close</div> 	<hr/> <hr/> <hr/>

Recap Exercises

Exercise 1:

Handling Objections

- 1. If we are to handle objections from customers, it is essential that we...**
 - a) have the best prices on the market.
 - b) provide the fastest service in town.
 - c) be completely knowledgeable of our product, services and our competitors.
- 2. What is the best way to handle a customer who is skeptical about some of the work to be performed on his vehicle?**
 - a) Convey greater conviction when you speak.
 - b) Give the customer a better price than the competitors.
 - c) Provide the customer with proof that is credible in their eyes.
- 3. Modern psychology states that in situations involving communication, people fall into three categories, which are...**
 - a) formal, informal and rational.
 - b) visual, auditory and sensory.
 - c) introvert, extrovert and ambivalent.
- 4. When a customer tells you it's too expensive, what is the primary reason behind this statement?**
 - a) The customer's inability to pay.
 - b) The customer is thinking of competitors' price.
 - c) The customer perceives the value of the work lower than the price.
- 5. There are 2 types of objections. Indicate the right answer.**
 - a) True and false objections.
 - b) Emotional and rational.
 - c) Conscious and unconscious.
- 6. When dealing with objections, what is a smoke screen?**
 - a) Tool destined to deal efficiently with visuals.
 - b) An argument that hides the real objection.
 - c) A distance that exists between the client and the Consultant.

7. Handling an objection is...

- a) closing a sale after winning an argument.
- b) demonstrating to the client that he is wrong.
- c) ensuring that the customer is properly informed.

8. Indicate what are the components for the four-step process in handling objections.

- a) Greeting, Identifying needs, Communicating Features - Advantages - Benefits, Closing.
- b) Confirmation, Qualification, Response, Close.
- c) Focus your attention, Ask questions, Confirm the message, Close.

9. When dealing with a "Competition" objection...

- a) Get the customer to doubt the expertise and/or honesty of the competitor.
- b) Build value for letting you service the customer's vehicle.
- c) Share horror stories from customers that dealt with the competitor.

For each of the following three illustrations, indicate the corresponding characteristic.

10.



- a) Visual
- b) Auditory
- c) Sensory

11.



- a) Visual
- b) Auditory
- c) Sensory

12.



- a) Visual
- b) Auditory
- c) Sensory

[illegible]

Part 1:

Why a Module on Customer Satisfaction Skills?

1. Why a Module on Customer Satisfaction Skills?

1.1. Differentiation: The Manufacturer vs. Other Service Outlets

Exercise 2:

Data Analysis

How much do you know about the 2 to 8-year-old vehicle owner?

a) Age of vehicles	Under 3 years	<u> </u> %
	3-4 years	<u> </u> %
	5-6 years	<u> </u> %
	7-8 years	<u> </u> %
	Over 8 years	<u> </u> %
b) Average Repair/Service Bill (Customer Paid (\$))	Independent Garage	<u> </u> \$
	Manufacturer Dealers	<u> </u> \$
	Goodyear	<u> </u> \$
	Canadian Tire	<u> </u> \$
	Gas Station	<u> </u> \$
	Industry Average	<u> </u> \$

c) Owner Rating of Usual Service Establishment (% Agree/Strongly Agree)

	Manufacturer Dealers	Canadian Tire	Independent Repair Shops	Service Shops
	-728	-127	-367	-81
Stand behind products and services	40	49	54	51
Has a good reputation	32	36	57	49
Trustworthy and reliable		30	60	54
Good customer waiting facilities	36	18	14	12
Well-trained technicians	37	19	47	47
Do good quality work	35	18	55	49
Provide quick service	30	22	47	50
Fix it right first time		16	46	45
Charge fair prices	14	19	54	40
Overall, a good place to go for service/repairs		36	58	59

d) For each of the following items, associate the right service provider with the scores. Chose between MANUFACTURER and INDEPENDENTS.

Most Important Reason for Selecting Last/Second Last Service Establishment (%)

<u>Warranty coverage</u>	42%	_____
	4%	_____
<u>Good previous experience</u>	31%	_____
	53%	_____
<u>Familiar/feel comfortable</u>	20%	_____
	23%	_____
<u>Convenient location</u>	15%	_____
	20%	_____
<u>Service reminder call</u>	9%	_____
	1%	_____
<u>Special offer</u>	3%	_____
	2%	_____
<u>Best quote on service/repair</u>	4%	_____
	23%	_____
<u>Dealership where vehicle purchased</u>	3%	_____
	0%	_____

e) Service – Customer Attitude by Age of Vehicle (% Agree/Strongly Agree)

	Total	0-3 years	3-4 years	4-6 years	7-8 years	8+ years
Service is more expensive at a new car dealer	69%	57%	63%	71%	76%	81%
I expect the service at a car dealer to be superior to other service providers	65%	74%	72%	64%	60%	51%
I prefer to go to a factory-authorized car dealer for major repairs	51%	70%	62%	50%	36%	27%
Only factory-authorized mechanics know my car well	29%	41%	35%	29%	24%	15%
It generally takes longer to have repairs done at a factory-authorized dealer	28%	19%	24%	32%	35%	35%
In general, new car dealers are not trustworthy when it comes to service	21%	11%	17%	24%	26%	29%

	Total	0-3 years	3-4 years	4-6 years	7-8 years	8+ years
I am prepared to drive more than 10km for better service	72%	70%	71%	74%	73%	74%
I don't mind paying more for good, quality service	66%	70%	67%	66%	63%	63%
It takes a while before I trust a mechanic	59%	50%	55%	62%	65%	68%
I can usually tell the mechanic what's wrong with my car	59%	59%	59%	56%	60%	61%
I get my vehicle serviced exactly as the owner's manual suggests	49%	66%	56%	50%	38%	29%
I rely on recommendations from friends/family when choosing a service facility	42%	33%	38%	40%	49%	53%
I do my own basic maintenance	31%	24%	27%	30%	35%	44%
I go to the cheapest place I can find for service	12%	8%	9%	12%	14%	16%
I put off taking my car in for service as long as I can	11%	8%	8%	11%	12%	15%
I don't want to know what was fixed; I only want to know it was fixed	8%	8%	8%	8%	6%	7%
When my car is in for service, I appreciate when they tell me what else needs to be taken care of	8%	89%	88%	89%	86%	88%

1.2. Customer Loyalty

1.2.1. The Importance of Customer Loyalty

For the Dealership:

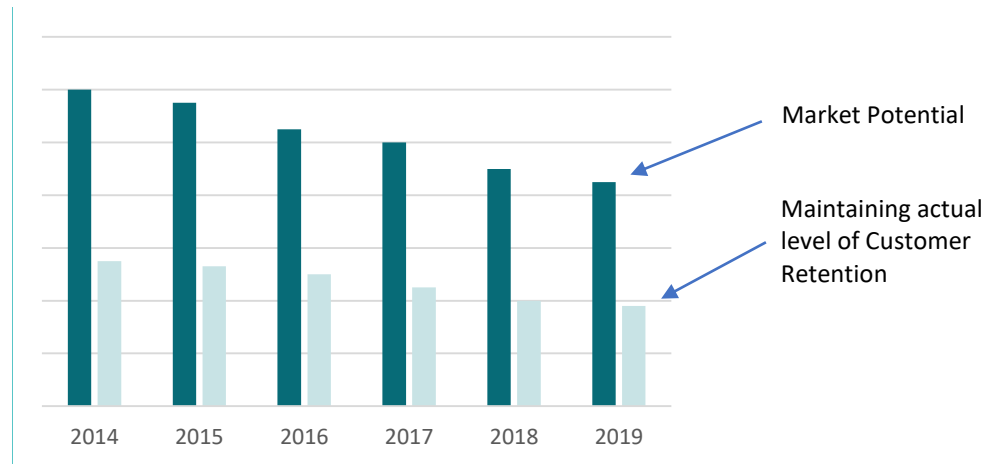
- Cost of acquiring a new customer:
 - 6 times more expensive than to keep an old one.
- It is 5 times harder to sell to a new customer:
 - In the luxury segment, 47% of prospects shop on the Internet first.
- Dissatisfied customers and opportunities:
 - 80% of customers who complained and got their problem fixed, will buy from you.
 - 40% of customers who complained but you could not fix the problem, will buy from you.
 - 10% of customers who had problems but did not complain, will buy from you.
- Businesses with low service quality average:
 - Only 1% return on sales.
 - lose market share at the rate of 2% per year.
- Businesses with high service quality average:
 - 12% return on sales.
 - gain market share at the rate of 6% per year.
 - charge significantly higher prices.

For the Service Department:

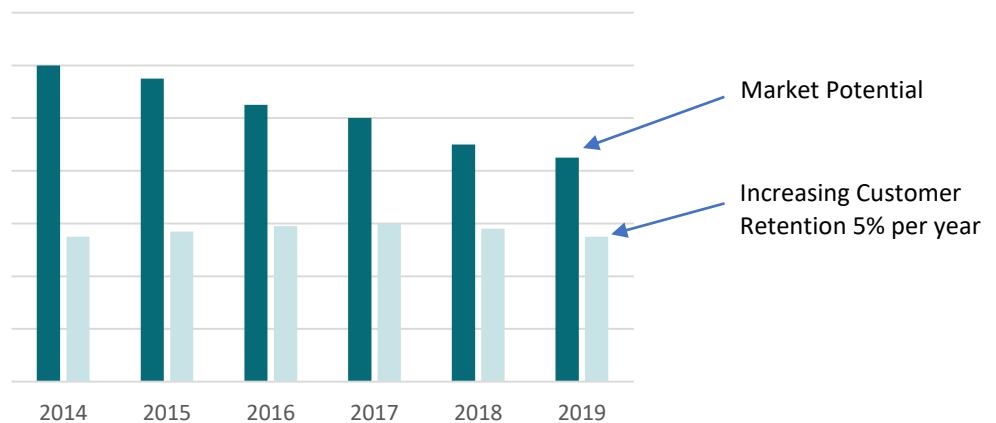
- A response to change:
 - Customer behaviour
 - ⇒ From new car sales to used car sales and leasing.
 - Technology
 - ⇒ Reduced flat rate hours per vehicle.

- Customer Retention in a decreasing market:

Scenario 1:
Maintain actual level
of Customer Retention



Scenario 2:
Increasing Customer
Retention 5% per year



Exercise 3:

Sales and Gross Profits Calculation

Calculate the impact on your sales and gross profit of increasing your retention rate by 4%.

- Actual Retention 40%
- Current C.P. Labour Sales \$500,000
- Gross profit margins 65% → \$325,000

Calculation

Answers

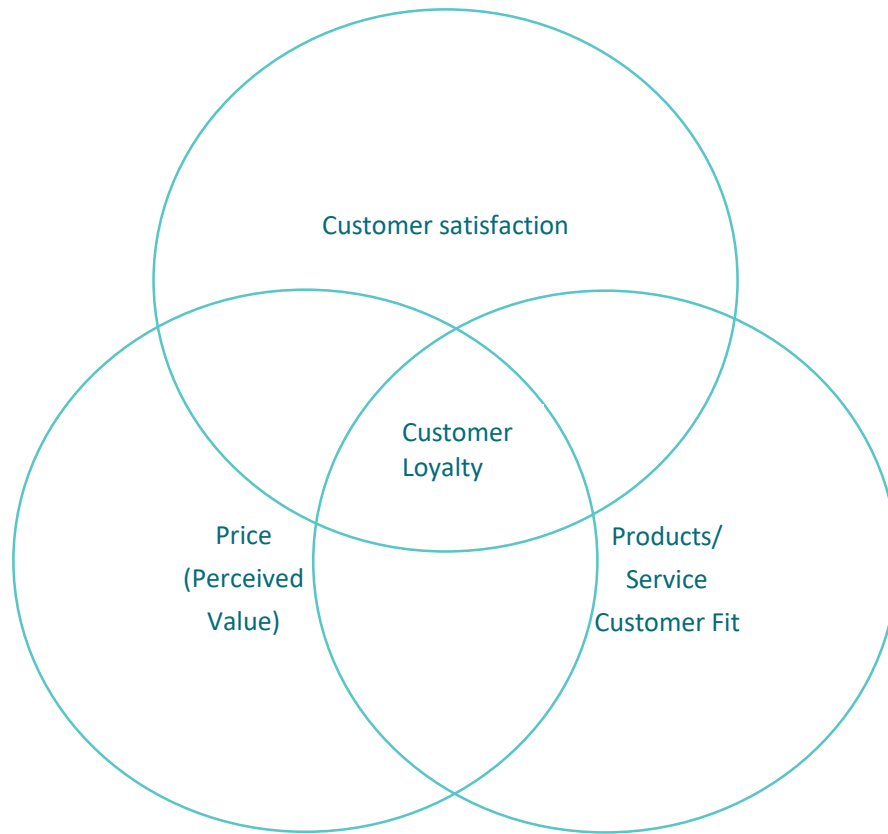
Sales Profits

Gross Profits

Notes

Exercise 3:

Understanding Customer Loyalty



Why is having very satisfied customer not enough?

Notes

[illegible]

Part 2:

CSI

2. CSI

Exercise 4:

CSI

For the five following questions, circle the right answer:

1. What does CSI stand for?

- a) Customer Satisfaction Information.
- b) Customer Satisfaction Index.
- c) Customer Survey Index.

2. When are surveys being sent?

- a) Between 4 to 6 months of ownership.
- b) 1 month after a warranty service visit.
- c) At the 12th, 24th and 36th month of ownership.

3. CSI reports are produced:

- a) Monthly.
- b) Bi-monthly.
- c) Twice a year.

4. How many points are attributed to the following response:

Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- a) 2.
- b) 5.
- c) 3.

5. What is the primary focus of the CSI program?

- a) Improve Customer Satisfaction.
- b) Improve Customer Loyalty.
- c) Improve General Motors and its dealers' image.

[illegible]

2.1. What is CSI?

- C.S.I.
 - Customer Satisfaction Information.
- Purpose
 - Evaluate dealer performance to the Manufacturer's Retail Standards.
 - ⇒ Performance Vs Customers expectations.
- Surveys are:
 - Standards-based.
 - Events-based.
 - ⇒ SSS - Service Satisfaction Survey.
 - ⇒ Triggered by reporting a new warranty claim.

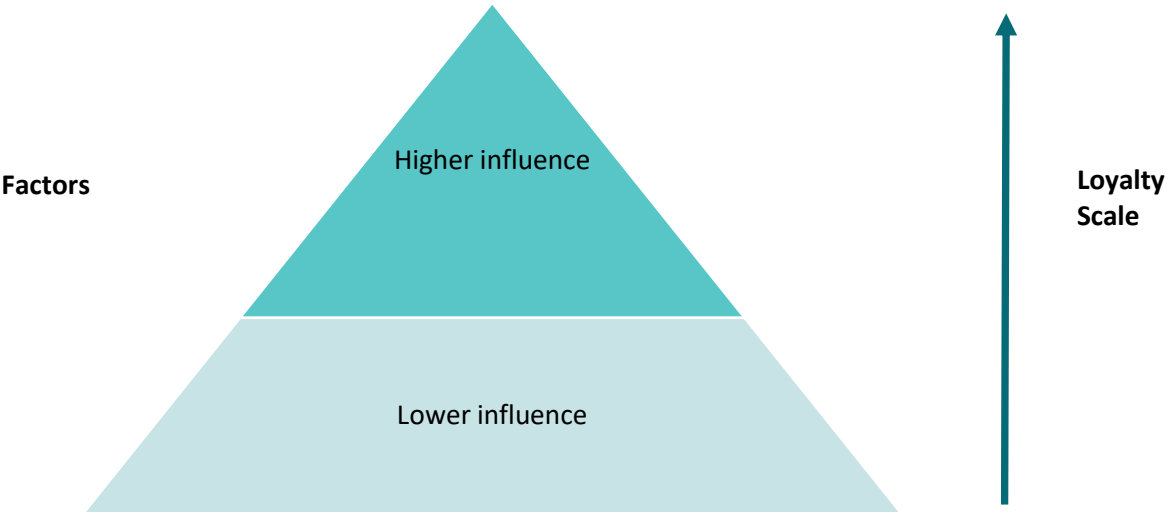
Notes

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

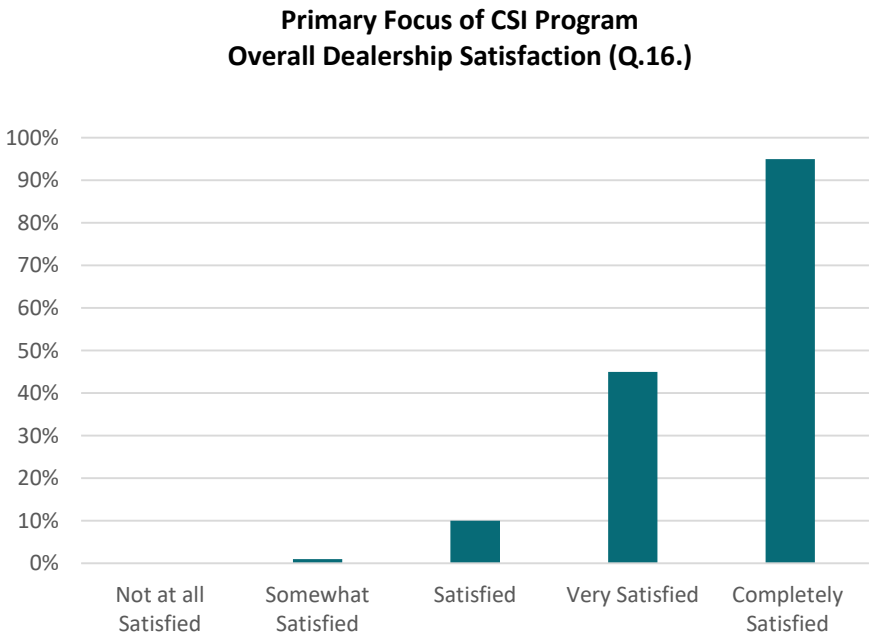
The Satisfaction Formula

$$\text{Satisfaction} = \text{Performance} - \text{Expectations}$$

A new look at satisfaction:



2.2. What is the Primary Focus of the CSI Program?



2.3. Survey Content

- Scales:
 - YES and NO.
 - From "Completely" to "Not At All Satisfied" (see the CSI sample on the following page).
- Focus on behaviours and observable conditions:
 - Dealership's Service Department.
 - Service Consultant/Advisor.
 - Service Delivery.
 - Summing Up the Experience.

Service Satisfaction Survey

Pat Sample
123 Any Street
Anytown, AN 43615-2521

Please make any corrections to your
name, address, or telephone number here:

Home telephone: (999) 555-1212
Change to: () ____ - ____

Dear Pat Sample,

Our records indicate that you had your <Year/Model> serviced at <Dealership Name> on <Service Date>. Our goal is for you to be completely satisfied. Please take a few minutes to complete both sides of this questionnaire about our dealership's personnel and services. Your timely response is very important to us and will be used to direct our continued efforts toward meeting the highest expectations of our customers.

Thank you for having your vehicle serviced at <Dealership Name>.

Sincerely,

<Name>
<Title>

Instructions
<p>Please use a dark pen or pencil (preferably black) when filling out this survey.</p> <p><input type="checkbox"/> Please check this box if you no longer own/lease this <Year/Model>, and return this questionnaire.</p> <p>** PLEASE HAVE THE PERSON WHO TOOK THIS VEHICLE IN FOR SERVICE ON <SERVICEDATE>, COMPLETE THIS SURVEY**</p>

About Your <Division> Dealership's Service Department					
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
1. How satisfied were you with the convenience of the Service Department's hours?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No	N/A / Required	Don't Know	
2. Were services available to you on both an appointment and non-appointment basis?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. When arriving for service, were you greeted promptly?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
4. How satisfied were you that all dealership staff treated you in a courteous, fair, and professional manner?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
About Your Service Consultant/Advisor					
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
5. How satisfied were you that your Service Consultant took enough time to thoroughly understand your service request?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No	N/A / Required	Don't Know	
6. Were you offered transportation options?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
7. How satisfied were you that you were kept informed about the status of your service request?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No	No Time Promised		
8. Was your vehicle ready by the original time promised?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

About Your Service Consultant/Advisor Continued					
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
9. How satisfied were you with the explanation you were given of all services performed?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Were services available to you on both an appointment and non-appointment basis?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
About Service Delivery					
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
11. When you picked your vehicle up, how satisfied were you with:					
- The time it took to complete the transaction?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- The ease of getting your vehicle?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- The condition in which it was returned?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Were ALL of your service concerns corrected on this service visit?	<input type="checkbox"/>	<input type="checkbox"/>			
IF NO, why not? (check all that apply)					
<input type="checkbox"/> Condition explained – repair not necessary			<input type="checkbox"/> Parts not available		
<input type="checkbox"/> Work performed did not correct the problem			<input type="checkbox"/> I declined repair		
<input type="checkbox"/> Service Department could not duplicate			<input type="checkbox"/> Other (please specify) _____		
<input type="checkbox"/> Service Department was too busy			<input type="checkbox"/> Don't know		
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
13. How satisfied were you you're your vehicle was fixed right on this service visit?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Were you given a copy of the completed repair order/invoice?.....	<input type="checkbox"/>	<input type="checkbox"/>			
	Yes	No			
15. Were you contacted shortly after this service visit to determine your satisfaction with the dealership's service?.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
	Yes	No	Don't Know		
Summing Up Your Experience					
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
16. Based on this service visit, overall, how satisfied are you with <Dealership Name>?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Definitely	Probably	Might (Not)	Probably Not	Definitely Not
17. Would you recommend this dealership for service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
18. Overall, how satisfied are you with your <Year/Model>?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Do you have any comments/recommendations about your:					
Dealership: _____					
Vehicle: _____					
20. Are you.....	<input type="checkbox"/> Male	<input type="checkbox"/> Female			
21. Your age	<input type="checkbox"/> Under 25	<input type="checkbox"/> 25-34	<input type="checkbox"/> 35-44	<input type="checkbox"/> 45-54	<input type="checkbox"/> 55-64
					<input type="checkbox"/> 65 or over
22. May we include your name when providing this information to your dealership?			<input type="checkbox"/> Yes	<input type="checkbox"/> No	

If you have a concern requiring immediate attention, we encourage you to first contact your dealer. If further assistance is required, you may contact <Division> directly by calling the <Division> Customer Assistance Center: 1-800-999-9999.

Please return this questionnaire in the self-addressed, postage-paid envelope to:
<DIVISION>, P.O. BOX 99999, TOLEDO, OH 99999-9999.

THANK YOU! YOUR OPINIONS WILL HELP US SERVE YOU BETTER

2.4. CSI Data Collection

Satisfaction Levels

Completely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not at all Satisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
↑	↑	↑	↑	↑
4	3	2	1	0
↓	↓	↓	↓	↓
Definitely	Probably	Might (Not)	Probably Not	Definitely Not
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Recommendation Levels

Data Calculation

Value	Satisfaction Level		Responses		Total
4	Completely Satisfied	x	93	=	372
3	Very Satisfied	x	45	=	135
2	Satisfied	x	9	=	18
1	Somewhat Satisfied	x	9	=	9
0	Not at all Satisfied	x	8	=	0
Totals			164		534
<i>Aggregate Score</i>		=	<i>534</i>	=	3.26
<i>Total Responses</i>			164		

Exercise 5:

Calculating an Index

You are given a pile of surveys for which you need to calculate the index:

- a) 5 customers rated "Not at all Satisfied"
- b) 30 customers rated "Very Satisfied"
- c) 10 customers rated "Somewhat Satisfied"
- d) 40 customers rated "Completely Satisfied"
- e) 15 customers rated "Satisfied"

Value	Satisfaction Level		Responses	=	Total
4	Completely Satisfied	x		=	
3	Very Satisfied	x		=	
2	Satisfied	x		=	
1	Somewhat Satisfied	x		=	
0	Not at all Satisfied	x		=	
Totals					

$$\frac{\text{Aggregate Score}}{\text{Total Responses}} = \quad =$$

Calculating "% Top Box":

$$\frac{\text{Completely satisfied responses}}{\text{Total Responses}} = \quad =$$

The two most important questions

Q.16

Overall Dealership Satisfaction

Q.17

Percent Definitely Recommending Dealership

[illegible]

Exercise 6:

Using the Service Satisfaction Report

- Other than for items 10, 16 17 & 18, identify:
 - a) Items having a higher influence on Customer Satisfaction.
 - b) Items having a lower influence on Customer Satisfaction.
- For each item, classify them according to the way we are performing (stronger performance and weaker performance).
- Use the Service Satisfaction Report (sample) on pages 26-27.
- Complete the chart below:

Service Satisfaction Survey Report Chart

	Lower Influence	Higher Influence
Stronger Performance		
Weaker Performance		

Manufacturer Summary Report

Hometown Motors
Oshawa, ON
Code : 12345

SURVEY INFORMATION	RESPONSE RATES			
	Dealer	District	Zone	Division
3 month response rate	55.6%	54.1%	52.1%	53.8%
12 month response rate	56.5%	54.8%	52.9%	53.2%

SURVEY QUESTION		SATISFACTION SCORES			
	Index	Dealer	District	Zone	Division
1. How satisfied were you with the convenience of the Service Department's hours?	3 mo.	3.44	3.46	3.38	3.46
	12 mo.	3.44	3.41	3.37	3.43
	% Yes				
2. Were services available to you on both an appointment and non-appointment basis?	3 mo.	71.7 %	70.6 %	71.4 %	77.0%
	12 mo.	74.1 %	70.5%	70.5 %	76.4%
	% Yes				
3. When arriving for service, were you greeted promptly?	3 mo.	95.9%	97.2%	96.8%	96.4%
	12 mo.	96.0 %	96.6 %	96.5%	96.2%
	Index				
4. How satisfied were you that all dealership staff treated you in a courteous, fair, and professional manner?	3 mo.	3.43	3.49	3.46	3.48
	12 mo.	3.43	3.45	3.43	3.46
	Index				
5. How satisfied were you that your Service Consultant took enough time to thoroughly understand your service request?	3 mo.	3.55	3.49	3.44	3.46
	12 mo.	3.49	3.45	3.42	3.44
	% Yes				
6. Were you offered transportation options?	3 mo.	68.4%	76.1%	68.4%	75.3%
	12 mo.	65.5%	71.8%	66.5%	73.9%
	Index				
7. How satisfied were you that you were kept informed about the status of your service request?	3 mo.	3.40	3.43	3.40	3.40
	12 mo.	3.36	3.38	3.36	3.37
	% Yes				
8. Was your vehicle ready by the original time promised?	3 mo.	79.6%	82.3%	83.2%	82.1%
	12 mo.	77.8%	84.0%	84.0%	82.0%
	% Yes				
9. How satisfied were you with the explanation you were given of all services performed?	3 mo.	3.33	3.31	3.28	3.30
	12 mo.	3.25	3.27	3.24	3.27
	% Yes				
10. Overall, how satisfied were you with your Service Consultant?	3 mo.	3.28	3.44	3.39	3.41
	12 mo.	3.31	3.40	3.36	3.38
	Index				
11. When you picked your vehicle up, how satisfied were you with:					
	1. The time it took to complete the transaction?				
	3 mo.	3.31	3.38	3.35	3.36
	12 mo.	3.27	3.34	3.33	3.34
	Index				
	2. The ease of getting your vehicle?				
	3 mo.	3.38	3.44	3.42	3.45
	12 mo.	3.34	3.41	3.40	3.42
	Index				
3. The condition in which it was returned?	3 mo.	3.40	3.43	3.40	3.40
	12 mo.	3.36	3.38	3.36	3.37

SURVEY QUESTION		SATISFACTION SCORES			
		Dealer	District	Zone	Division
12a. Were all of your service concerns corrected on this service visit?	% Yes				
	3 mo.	80.0%	78.8%	77.1%	75.6%
12b. If no, why not? (check all that apply)	12 mo.	76.6%	77.0%	76.5%	74.8%
Condition explained - repair not necessary	%Mention				
	3 mo.	1.8 %	2.7%	3.0%	2.7%
Work performed did not correct the problem	12 mo.	3.2 %	3.1%	3.1%	2.8%
	%Mention				
Service Department could not duplicate problem	3 mo.	9.1%	5.2%	5.6%	5.6%
	12 mo.	6.0 %	5.6%	5.4%	5.8%
Service Department was too busy	%Mention				
	3 mo.	1.8%	2.6%	2.4%	3.3%
Parts not available	12 mo.	2.3%	2.4%	2.7%	3.3%
	%Mention				
Customer declined repair	3 mo.	0.0%	0.3%	0.4%	1.1%
	12 mo.	0.5%	0.6%	0.7%	1.2%
Other	%Mention				
	3 mo.	5.5%	5.3%	5.9%	6.2%
Don't know	12 mo.	6.0%	5.9%	6.3%	6.4%
	%Mention				
13. How satisfied are you that your vehicle was fixed right on this service visit?	3 mo.	9.1%	5.2%	5.6%	5.6%
	12 mo.	0.0%	5.6%	5.4%	5.8%
14. Were you given a copy of the completed repair order/invoice?	%Mention				
	3 mo.	5.5%	7.1%	6.7%	7.5%
15. Were you contacted shortly after this service visit to determine your satisfaction with the dealership's service?	12 mo.	5.5%	6.9%	7.0%	7.6%
	%Mention				
16. Based on this service visit, overall, how satisfied are you with (dealership)?	3 mo.	1.8%	1.7%	2.1%	2.8%
	12 mo.	3.2%	2.3%	2.7%	2.9%
17. Would you recommend this dealership for service?	Index				
	3 mo.	3.34	3.28	3.24	3.24
18. Overall, how satisfied are you with your vehicle?	12 mo.	3.27	3.24	3.22	3.22
	Index				
% Top Box = # of Customers "Completely" Satisfied All Valid Responses	3 mo.	98.2%	98.8%	97.8%	96.3%
	12 mo.	99.1%	98.7%	98.0%	96.0%
19. Would you recommend this dealership for service?	Index				
	3 mo.	70.4%	58.6%	59.5%	59.9%
20. Overall, how satisfied are you with your vehicle?	12 mo.	77.3%	54.9%	56.6%	57.9%
	Index				
21. Overall, how satisfied are you with your vehicle?	3 mo.	3.30	3.41	3.36	3.40
	12 mo.	3.31	3.39	3.36	3.37
22. Overall, how satisfied are you with your vehicle?	% Top Box				
	3 mo.	61.1%	61.3%	60.1%	63.2%
23. Overall, how satisfied are you with your vehicle?	12 mo.	57.7%	61.5%	60.5%	62.0%
	Index				
24. Overall, how satisfied are you with your vehicle?	3 mo.	3.46	3.64	3.61	3.61
	12 mo.	3.56	3.63	3.60	3.59
25. Overall, how satisfied are you with your vehicle?	Index				
	3 mo.	3.15	3.16	3.12	3.17
	12 mo.	3.15	3.10	3.11	3.14

Service Consultant Performance Summary Report

	Q16		Q16		Q10		Q13		Q12		Q5		Q6		Q7		Q8		Q9			
	% TOP BOX Overall Dealership Service Visit		INDEX Overall Dealership Service Visit		Overall Service Consultant		Fixed Right This Service Visit		% All Service Concerns Corrected		Service Consultant Understood Request		Offered Transportation Options		Informed About Status of Service		Vehicle Ready by Original Time Promised		Explanation of Services Performed		Number of Responses	
	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo.	<u>12</u> mo.	<u>3</u> mo.	<u>12</u> mo.	<u>3</u> mo.	<u>12</u> mo.	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo.	<u>12</u> mo.	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo.	<u>12</u> mo.	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo.	<u>12</u> mo.	<u>3</u> mo.	<u>12</u> mo.
Point total	57.7	54.2	3.23	3.17	3.27	3.19	3.14	3.05	75.2	71.8	3.34	3.29	66.4	64.5	3.25	3.18	81.7	74.7	3.15	3.05	133	428
Service Consultants																						
1234 Jones, Joe	63.6	61.1	3.55	3.50	3.57	3.51	3.39	3.41	80.8	80.7	3.73	3.64	75.3	69.4	3.61	3.50	89.0	81.5	3.49	3.41	32	87
4567 Smith, James	57.8	54.3	3.25	3.20	3.32	3.22	3.17	3.07	76.1	72.0	3.40	3.35	69.5	65.8	3.27	3.22	83.2	76.1	3.20	3.10	56	195
0034 Doe, John	54.4	51.3	3.06	3.02	3.12	3.03	2.98	2.89	71.3	68.0	3.20	3.15	65.5	61.7	3.13	3.07	78.3	71.5	3.01	2.92	45	146
3581 Young, Jim	60.0	72.8	3.65	3.63	3.63	3.64	3.34	3.56	77.4	69.5	3.73	3.70	65.4	63.8	3.69	3.66	62.6	68.5	3.63	3.58	32	87
4920 Hart, Carol	58.8	55.5	3.22	3.21	3.22	3.21	3.22	3.14	77.1	73.7	3.43	3.37	67.3	64.2	3.27	3.24	79.0	75.6	3.22	3.14	56	195
9320 Kelly, Sam	62.9	56.8	3.56	3.42	3.12	3.33	3.18	3.22	79.5	80.0	3.54	3.89	77.9	82.0	3.45	3.24	77.5	78.0	3.34	3.28	13	45

Number of Records with Service Consultant Identification (3 month)

Missing: 2

Caution: When the number of responses is low, scores may be unstable

Service Technician Summary Report

	Q16		Q16		Q13		Q12		REASONS ALL SERVICE CONCERNS NOT CORRECTED																	
	% TOP BOX Overall Dealership Service Visit		INDEX Overall Dealership Service Visit		Fixed Right This Service Visit		% All Service Concerns Corrected		Condition Explained		Work Performed Did Not Correct the Problem		Service Department Could Not Duplicate Problem		Service Department Was Too Busy		Parts Not Available		Customer Declined Repair		Other				Don't Know	
	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo.	<u>12</u> mo.	<u>3</u> mo.	<u>12</u> mo.	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo. %	<u>12</u> mo. %	<u>3</u> mo.	<u>12</u> mo.		
Point total	57.7	54.2	3.23	3.17	3.14	3.05	75.2	71.8	0.6	2.6	6.5	7.9	4.9	3.8	1.0	2.2	7.6	10.2	6.5	7.9	6.3	6.8	2.8	2.9	133	428
Service Technicians																										
1234 Smith, Jim	42.4	40.7	2.36	2.34	2.26	2.27	53.9	53.8	0.6	1.7	4.8	4.4	3.0	2.4	0.0	1.0	5.9	5.6	4.8	4.4	3.5	4.1	3.0	1.9	32	87
4567 Stone, Don	57.3	53.9	3.23	3.18	3.15	3.05	75.4	71.5	0.6	2.6	6.6	8.2	5.0	3.9	1.1	2.3	7.7	10.5	6.6	8.2	6.5	7.0	2.8	3.0	56	195
1112 Doran, Sam	54.7	51.5	3.08	3.03	2.99	2.91	71.7	68.3	0.6	2.5	6.3	7.5	4.6	3.6	0.9	2.0	7.2	9.7	6.3	7.5	6.0	6.5	2.7	2.8	45	146
5639 Brown, Tim	45.4	43.7	2.51	2.49	2.41	2.42	56.9	56.8	0.8	1.9	4.9	4.6	3.2	2.5	0.2	1.2	6.1	5.7	4.9	4.6	3.7	4.3	3.2	2.0	24	80
8392 Miller, Stevie	65.4	64.0	3.75	3.65	3.39	3.50	79.8	83.2	0.2	1.9	4.9	7.1	7.4	4.9	0.2	2.7	12.1	10.5	4.9	7.1	4.9	6.6	7.4	2.3	37	69
9302 Morris, Kevin	60.3	56.9	3.38	3.33	3.30	3.20	78.4	74.5	0.7	2.8	6.7	8.3	5.2	4.1	1.3	2.4	7.8	10.7	6.7	8.3	6.7	7.1	2.9	3.1	41	127

Number of Records with Service Technician Identification (3 month)

Missing: 1

Multiple: 3

Caution: When the number of responses is low, scores may be unstable

[illegible]

Part 3:

Understanding Relations Between Emotions, Stress and Personalities

3. Understanding Relations Between Emotions, Stress and Personalities

3.1. Emotions

"Anyone can be angry - that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose and the right way - that is not easy"

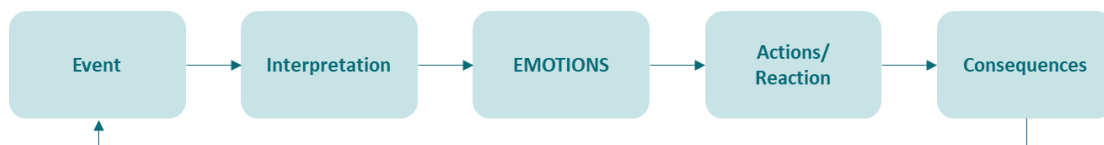
Aristotle

3.1.1. What are Emotions?

Definition:

- Impulses to action (Goleman).
- Reaction.
- "Any agitation or disturbance of the *mind*, feeling passion; any vehement or excited *mental* state". (Oxford).
- Follows an interpretation of a specific situation.

3.1.2. The Chain of Human Behaviour



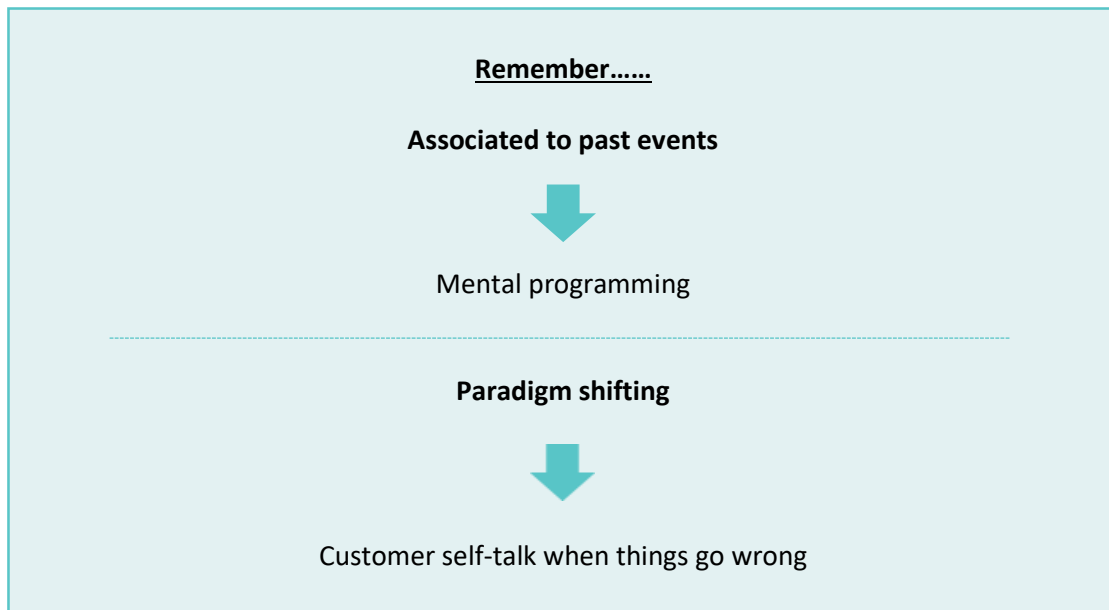
- **Events:**
 - Triggers the process.
 - Positive or negative experience (stimulus).
- **Interpretation - Thoughts and association:**
 - Based on the following:
 - Beliefs → Self-talk
 - Conviction → Education
 - Conditioning → Principles
 - Attitude → Vision
 - Associated to past events (mental programming).

- **Emotions:**
 - Glad (love, joy)
 - Sad (sympathy)
 - Mad (hate)
 - Scared
- **Behaviour (action/reaction):**
 - To respond
 - To support the positive feeling
 - To reverse the negative feeling.
- **Consequences:**
 - Agreeable (reward)
 - Disagreeable (punishment).

Notes

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

3.1.3. Application with Customers



Exercise 7:

Interpretation and Self-Talk

- Identify customer self-talks when things go wrong:

1. "Why do they ignore me for so long?"

2.

3.

4.

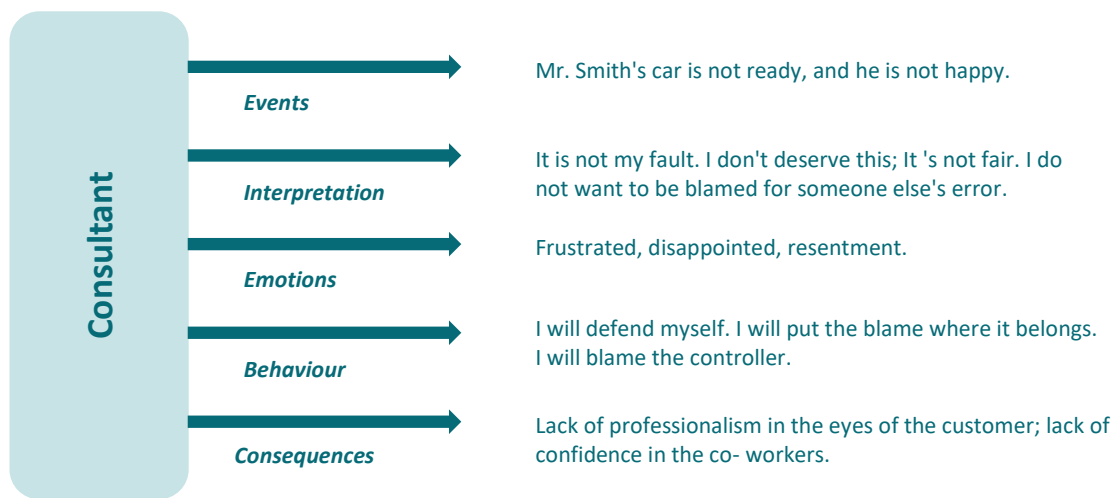
5.

6.

7.

Notes

3.1.4. Application with Service Consultants



3.1.5. How Effective is Your Self-Talk?

Thoughts are Scripts

- People have poor responses because of poor “scripts”.
- Reason for poor scripts:
 - Handed to us
 - Poorly written:
 - Focused on the event (battle) instead of the big picture (war).
 - Poor understanding of what the big picture is:
 - Your values, principles.

Effectiveness of your script

Are they congruent with your values in life, or your principles?

Are they “battle” or “war” oriented?

A Paradigm Shift Experience

I remember a mini paradigm shift I experienced one Sunday morning on a subway in New York. People were sitting quietly - some reading newspapers, some in thought, some resting with their eyes closed. It was a calm, peaceful scene.

Then suddenly, a man and their children entered the subway car. The children were so loud and rambunctious that instantly the whole climate changed.

The man sat down next to me and closed their eyes, apparently oblivious to the situation. The children were yelling back and forth, throwing things, even grabbing people's papers. It was very disturbing. And yet, the man sitting next to me did nothing.

It was difficult not to feel irritated. I could not believe that he could be so insensitive as to let their children run wild like that and do nothing about it, taking no responsibility at all. It was easy to see that everyone else on the subway felt irritated, too. So finally, with what I felt was unusual patience and restraint, I turned to him and said, "Sir, your children are really disturbing a lot of people. I wonder if you couldn't control them a little more?"

The man lifted their gaze as if to come to a consciousness of the situation for the first time and said softly, "Oh, you're right. I guess I should do something about it. We just came from the hospital where their mother died about an hour ago. I don't know what to think, and I guess they don't know how to handle it either."

Can you imagine what I felt at that moment? My paradigm shifted. Suddenly I **saw** things differently, and because I saw differently, I **thought** differently, I **felt** differently, I **behaved** differently. My irritation vanished. I didn't have to worry about controlling my attitude or my behaviour; my heart was filled with the man's pain. Feelings of sympathy and compassion flowed freely. "Your wife just died? Oh, I'm so sorry! Can you tell me about it? What can I do to help?" Everything changed in an instant.

The Seven Habits of Highly Effective People - S.R. Covey

Gaining Control of Our Emotions Through Control of Our Thoughts

- Thoughts and your "private world":
 - Nurturing your values, your self-image, etc.
 - Ordering your private world.
 - Developing the muscles.
- Re-scripting:
 - Decision.
 - Discipline.
 - "The real success is success with self".

Renewing your mental programming

Unrealistic



I must always win, never lose.

Everyone must love me

I must always be right.

I must not be hurt, everyone must help me.

Realistic



I hate to lose but it's okay that others win

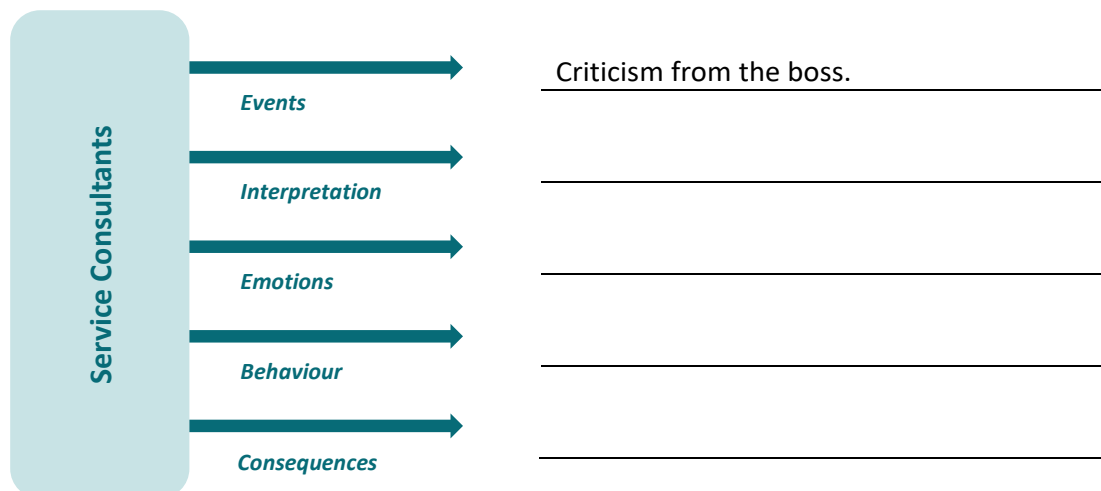
Notes

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Exercise 8:

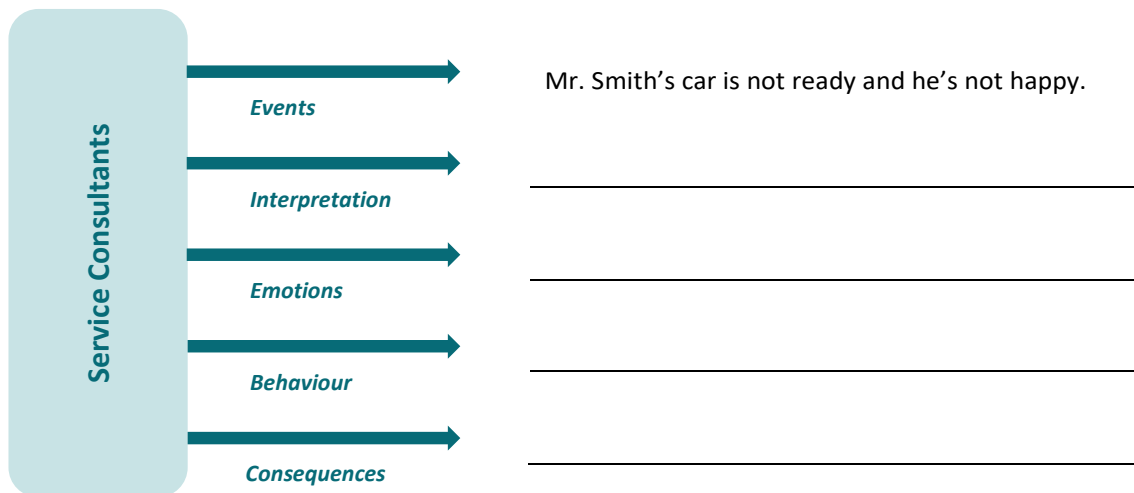
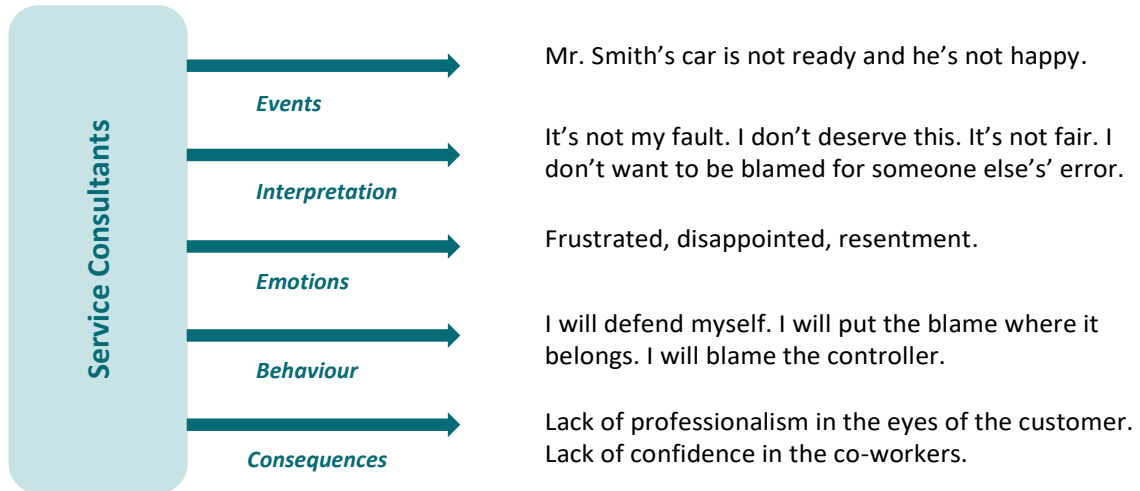
Chain of Human Behaviour

- Modify the following chain of human behaviour by choosing a realistic interpretation:



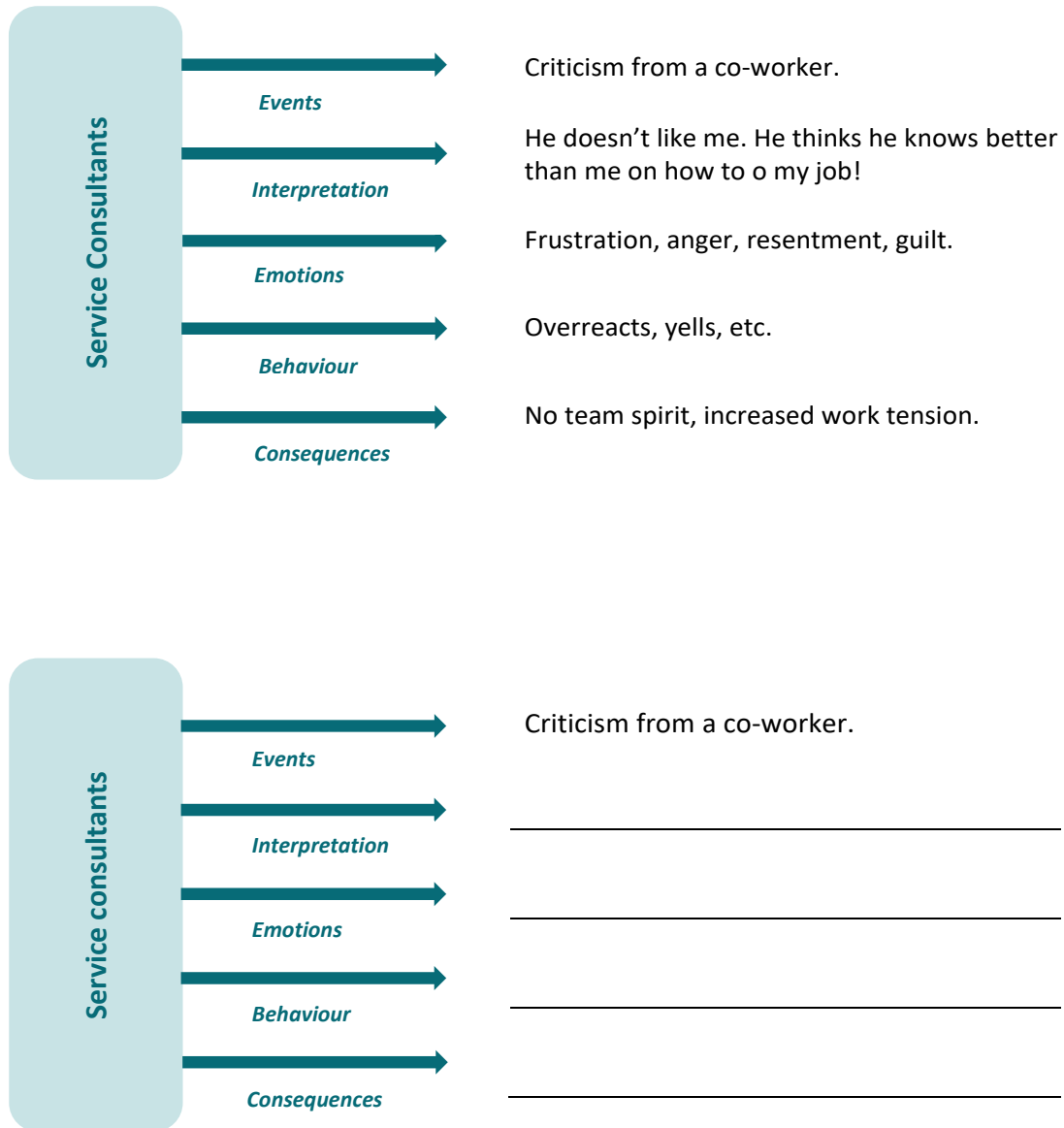
Exercise 8 (cont'd):

Chain of Human Behaviour



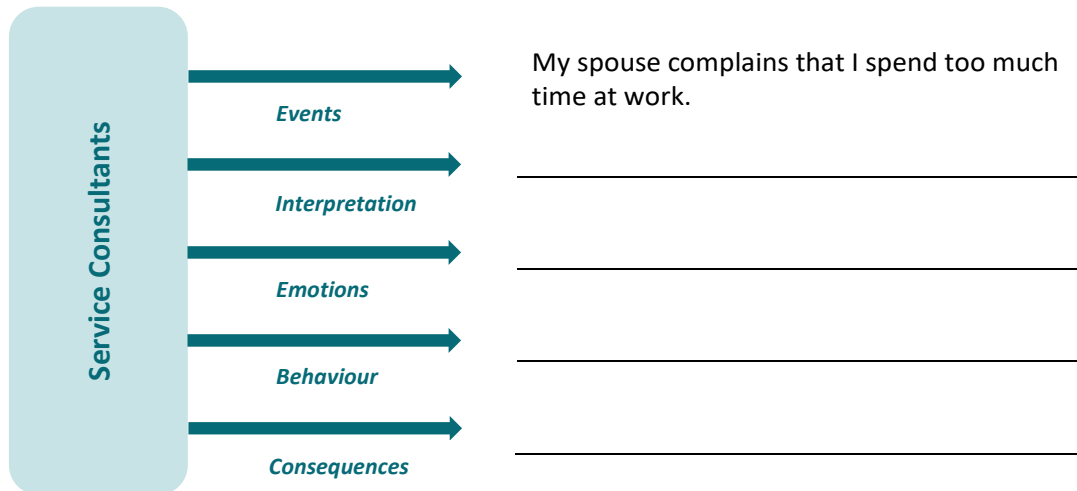
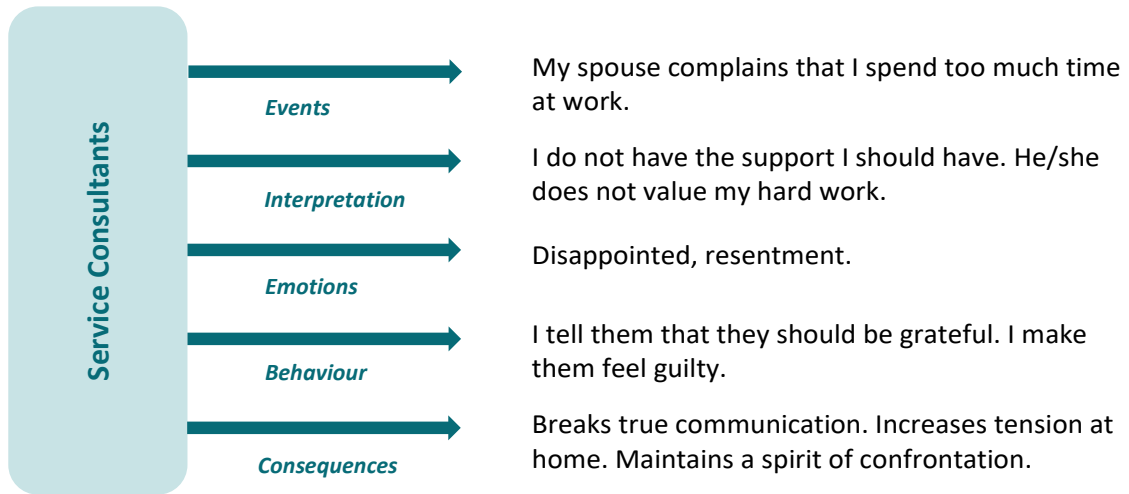
Exercise 8 (cont'd):

Chain of Human Behaviour



Exercise 8 (cont'd):

Chain of Human Behaviour



3.2. Stress

Exercise 9:

Are you Stressed Out?

- For the following 20 questions, choose the appropriate answer among the following:

I never feel this symptom.	0 pt
....sometimes (approx.. once a month).	1 pt
More than once a month but less than once a week.	2 pts
...often (more than once per week).	3 pts

Series 1

- Do you suffer from headaches?

I never feel this symptom.	sometimes (approx. once a month).	More than once a month but less than once a week.	...often (more than once per week).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you feel tension or stiffness in your neck, shoulders, jaw, arms, legs or stomach?

I never feel this symptom.	sometimes (approx. once a month).	More than once a month but less than once a week.	...often (more than once per week).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you have nervous tics? Trembling?

I never feel this symptom.	sometimes (approx. once a month).	More than once a month but less than once a week.	...often (more than once per week).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Series 1 (cont'd)

6. Do you feel your heart beating hard or fast?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

7. Do you feel your heart is beating abnormally (racing heartbeat or as if it is going to stop)?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

8. Sometimes, do you have difficulty breathing?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

9. Do you suffer from dizziness?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

10. Do you feel you have a knot in your throat or you need to cough nervously to clear it?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

11. Do you suffer from cold, flu or hoarseness?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

Series 1 (cont'd)

12. Do you suffer from nausea, indigestion or stomach ache?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

Series 2

13. Do you suffer from diarrhea, constipation?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

14. Do you bite your nails?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

15. Do you have difficulty falling asleep or having a good night's sleep?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

16. Do you feel tired when you awake in the morning?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

Series 2 (cont'd)

17. Do your hands and feet feel cold?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

18. Do you grind your teeth? Are your jaws aching?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

19. Do you tend to perspire abundantly?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

20. Lately, have you been feeling irritable?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

21. Does your body ache generally (head, back, stomach, muscles)?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

22. Are you aware that you have been suffering more with anxiety, worry, agitation and nervousness?

I never feel this symptom.

☐

sometimes (approx. once a month).

☐

More than once a month but less than once a week.

☐

...often (more than once per week).

☐

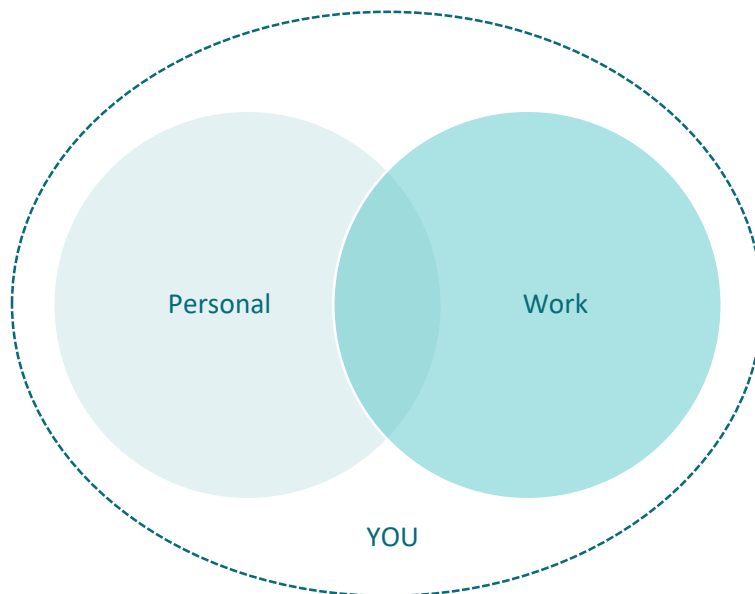
Your score _____ pts

0-10 pts	No stress Are you sure you are still alive?
11-20 pts	Light stress Its normal. Overall, you are healthy but sometimes you are affected by stressful events.
21-30 pts	Medium stress This attitude demands a lot of energy that could be used for other things. Consider all sources of pressure and start addressing some of them.
31-40 pts	Severe stress You do not have much control over your life. It may be wise to seek help.
41-60 pts	Alert You need immediate help from a doctor or a therapist. You can leave now!

3.2.1. Defining Stress

- Stress is...
 - Our response to change, to pressure.
 - An attempt to recover balance.
- There are two types of stress. One related to your personal environment and one related to your professional environment.

Types of Stress



- Saying that there are two types of stress means that there are also different causes of stress. Let's think about that for a moment and do the following exercise.

Exercise 10:

Identifying the Cause of Stress

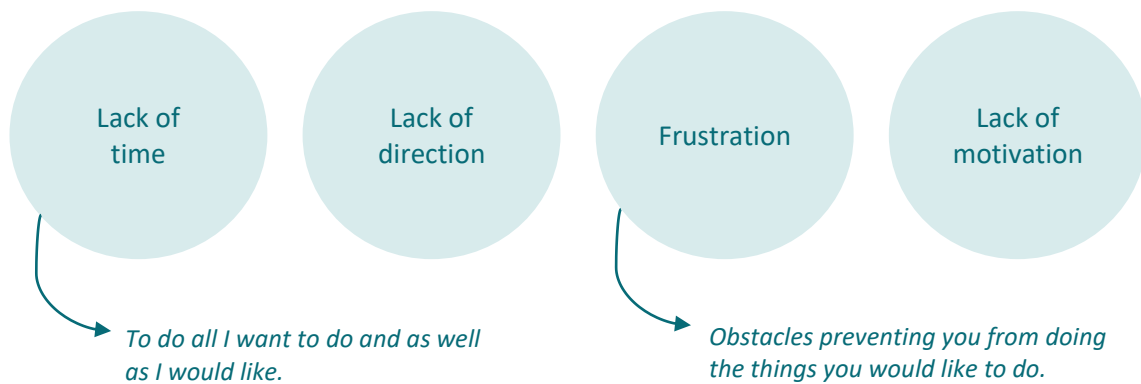
- Identify PERSONAL CAUSES and PROFESSIONAL (WORK) CAUSES of stress:

Stress

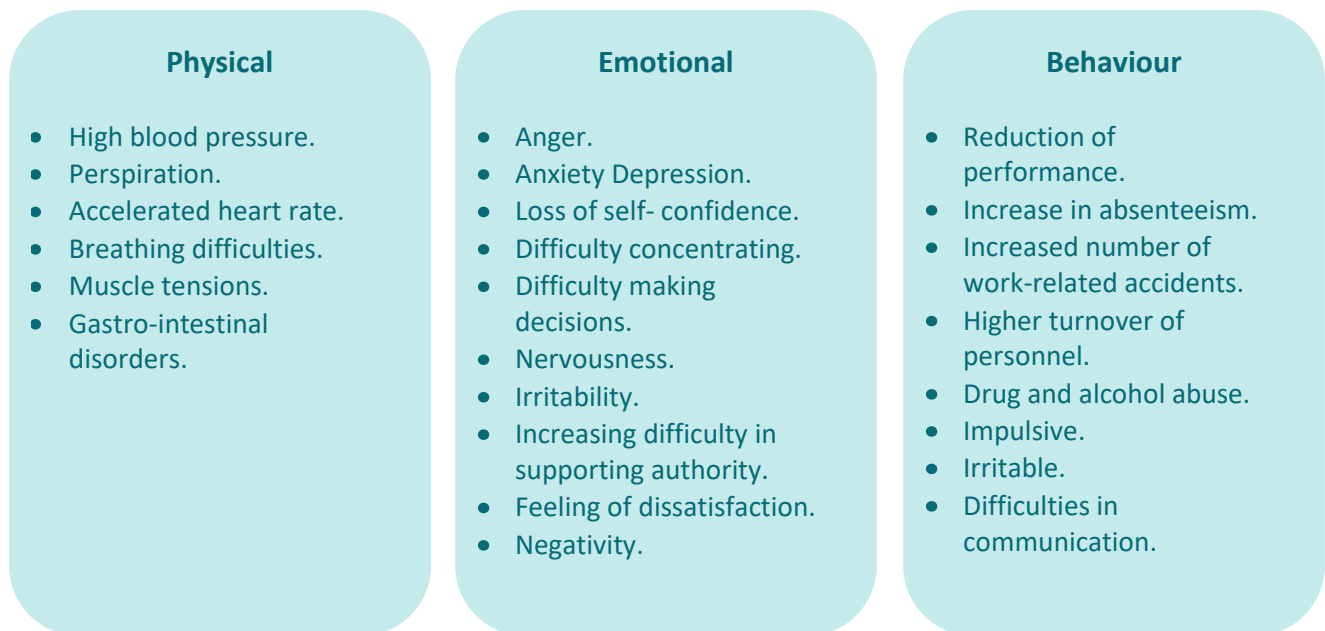
Personal Causes	Professional Causes

3.2.2. Causes and Effects of Stress

Causes of Stress:



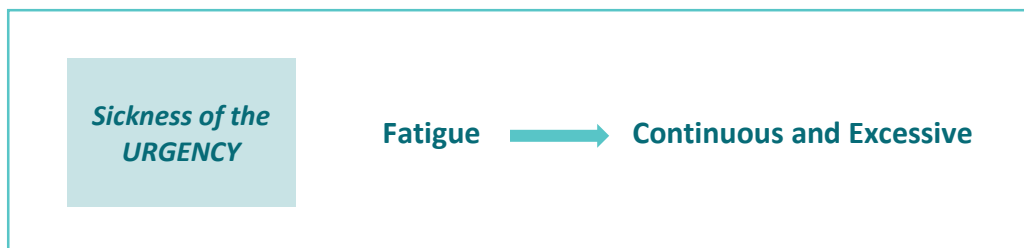
Effects of Repetitive or Extended Stress



[illegible]

3.2.3. How Stress Works?

- Stress → Out of balance condition = URGENCY
- Reaction:
 - Cortisol
 - Muscle tension.
 - Increased level of sugar in blood.
 - Fights inflammation.
 - Adrenaline
 - Activates heart muscles.
 - Increases heart rate.
 - Increases level of cholesterol.
 - Increases level of sugar in the muscles.
 - Increases blood pressure.
 - Effect is not disagreeable.
 - Boost.
 - Slow to eliminate from the system.
 - Too much secretion of adrenaline will create:
 - Accumulation in blood.
 - Builds cholesterol, fat acid and sugar in the arteries.
 - Heart rate will be too fast.



Possible Reactions to Stress

- A state of alarm:
 - Physiological reaction.
 - Emotional reaction.
- Phase of resistance:
 - If stress continues:
 - trying to adapt.
 - demands a lot of energy.
 - control of the outside signs.
 - level of resistance higher than normal.

- ## Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Exercise 11:

Are you Type A?

- For the following 14 sentences, choose the appropriate answer among the following:

Almost always true	1pt
Usually true	1pt
Rarely true	0pts
Never true	0pts

1. I don't like to wait for other people to finish their work before I finish mine.

Almost always true	Usually true	Rarely true	Never true
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. I hate to wait in line

Almost always true	Usually true	Rarely true	Never true
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. People tell me that I get easily irritated.

Almost always true	Usually true	Rarely true	Never true
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Whenever possible, I try to compete against others.

Almost always true	Usually true	Rarely true	Never true
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. I have the tendency to start working prior to thinking about how I will accomplish tasks.

Almost always true	Usually true	Rarely true	Never true
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. I usually bring work with me when I go on holidays.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

7. When I make a mistake, it is usually caused by a lack of preparation.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

8. I feel guilty when I take time off.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

9. People tell me I have a bad temper in situations where I am competing against others.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

10. I have the tendency to lose my calm when I am under pressure.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

11. Whenever possible, I try to do 2 or many tasks at the same time.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

12. I tend to run against time.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

13. I hate when people are late.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

14. I see myself hurrying even when unnecessary.

Almost always true

☐

Usually true

☐

Rarely true

☐

Never true

☐

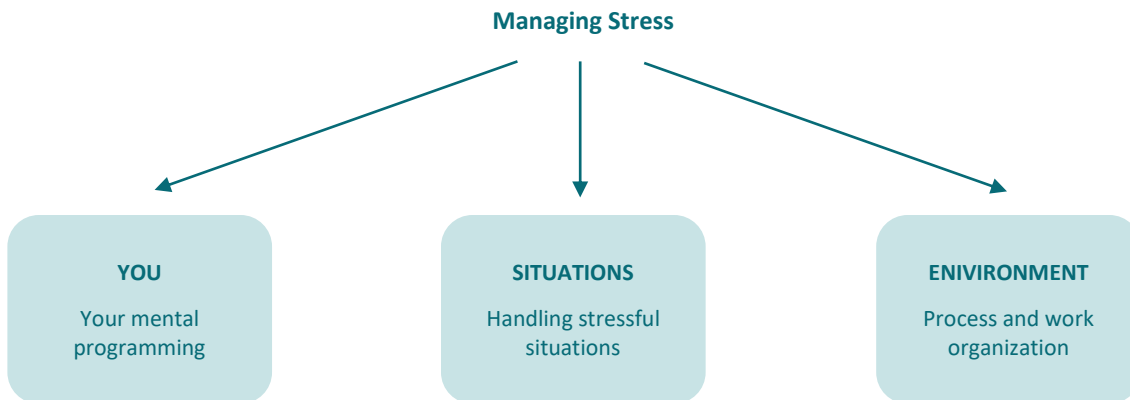
Your score _____ pts

*5 points and more...
you are type A!*

Sentences	Meaning
1, 2, 8, 12, 13, 14	Intense sense of urgency.
3, 4, 9, 10	A disproportionate aggressiveness or hostility.
6, 11	A multiple task behaviour.
5, 7	Unorganized goal focused.

Notes

3.2.4. Managing Stress



How Can (or Should) you Prevent Stress at Work?

- Mentally prepare your work.
- Prioritize.
- Anticipate potential problems:
 - Write the problem down.
 - Evaluate the relevant information.
 - Find alternatives.
 - Identify the best alternatives.
 - Develop a plan.

Preventing Stress at Work

As a manager you should:

- Identify process problems and correct them.
- Encourage participation in identifying and correcting problems that are generators of stress.

And remember...

- You cannot eliminate stress.
- In many cases, you can manage the intensity.

Exercise 12:

Personal and Work-Related Stress

- Check some of the things you would like to do to help overcome stress in your life and do them!
 - ☐ Take time to decide what is stressing me.
 - ☐ Think about whether I am creating any of my own stress.
 - ☐ Becoming more “Type B” (calmer, less hurried).
 - ☐ Believing I can manage my stress.
 - ☐ Getting enough sleep.
 - ☐ Getting enjoyable exercise.
 - ☐ Eating a well-balanced diet.
 - ☐ Limiting my caffeine intake.
 - ☐ Limiting my alcohol to 2 drinks a day or less.
 - ☐ Using a relaxation technique several times a week.
 - ☐ Giving myself positive suggestions using words or mental pictures.
 - ☐ Spending my time pursuing my most important goals.
 - ☐ Keeping my home and workspace organized.
 - ☐ Doing today things I need to do today.
 - ☐ Expressing my wants and needs clearly.
 - ☐ Resolving conflicts with others.
 - ☐ Having enough emotional support from others.
 - ☐ Using humour to reduce my stress.
 - ☐ Solving problems constructively.
 - ☐ Being kind and forgiving toward myself.
 - ☐ Being kind and forgiving towards others.
 - ☐ Having a positive outlook on life.
 - ☐ Reducing the amount of time I spend worrying.
 - ☐ Spending time on other activities.

Exercise 13:

Three Most Stressful Situations in Your Job

- Identify three stressful situations in your job.
- Find and apply solutions to correct and prevent these stressful situations recurring.

Stressful Situations

Solutions

1.

2.

3.

[illegible]

3.3. Stress and Personalities

3.3.1. Basic Principles

- People react differently according to their unique personality.
- Under stress, an individual might react in an “unusual” manner, not necessarily congruent with his personality.

3.3.2. How Different Personality Styles Respond to Stress?

The Primary Backup Style

- The primary backup style refers to the same characteristics as the normal style but *much more pronounced*. Let's review the four personality types considering the primary backup style.

Dominant – Dictator

- More acutely aware of the passage of time.
- Feels justified in taking over and giving orders.
- No time for democracy.
- Attention:
 - Bulldozer style not appreciated by friendly and analytical.
 - Expressive gets frustrated at the cold, business- like manner.

Analytical – Avoiding

- Since they dislike confrontation and are less interested in making peace (emotions), they retreat.
- Excessively rational, avoid all emotion.
- Attention:
 - Everyone knows that you are upset and no one knows why.
 - They may think you're easing stressful situation by not making a scene, but you're not!

Friendly - Resigned

- Since they don't like confrontation, they go overboard to minimize tension.
- Calm on the outside, stressed on the inside.
- Attention:
 - Others may not realize that the friendly is in backup and make no effort to reduce stress.
 - Talk about the causes of stress. Otherwise, you will stay angry and resentful.

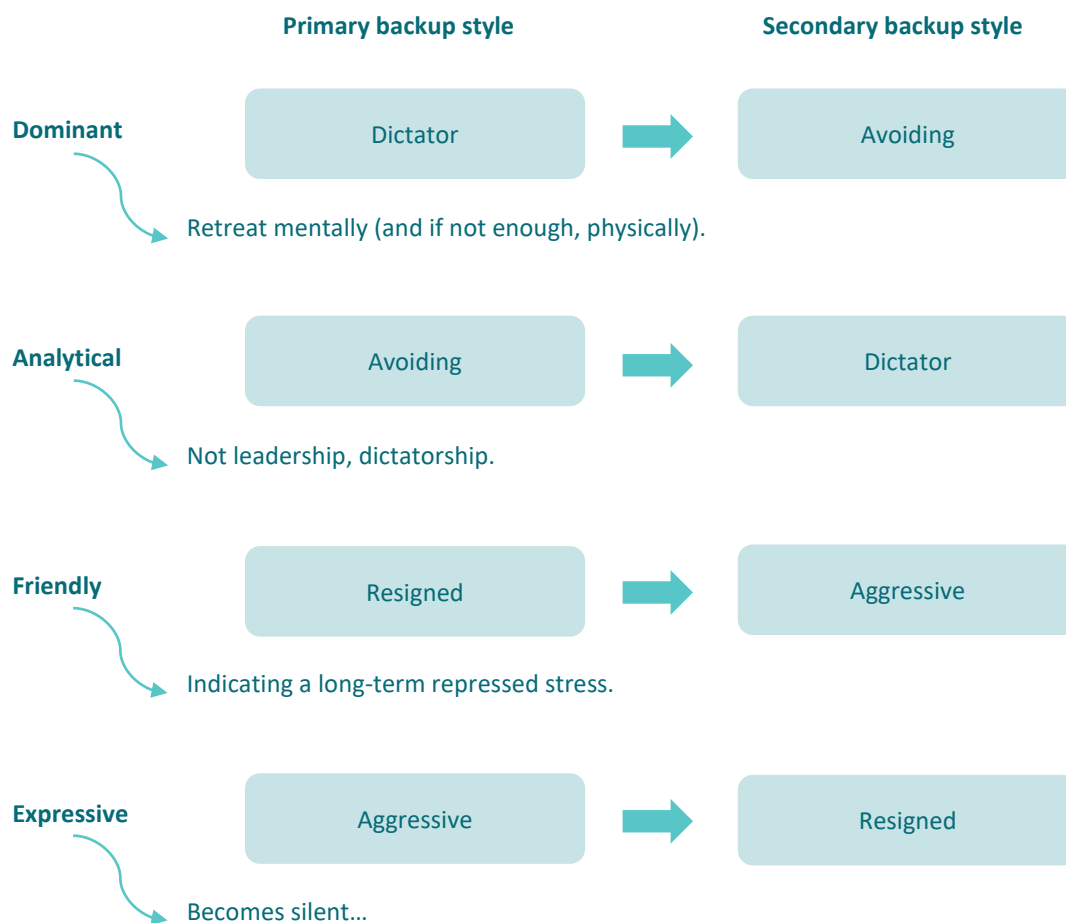
Expressive - Aggressive

- Shows emotions more than usual.
- Emotions likely to be anger and impatience.
- Rant, rave and lash out at others.

- Attention:
 - Friendly and analytical, can be irreparably hurt.
 - Because they mean what they say, they assume it is the same for you, even in anger.

The Secondary Backup Style

- The secondary backup style is...the opposite of the primary backup style! We use it when stress continues to mount.
- Let's see what's going on with the same four personality styles when they use their secondary backup.



Notes

[illegible]

Exercise 14:

Stress and Personality – Association Game

- For each personality style, associate the appropriate character, primary backup style and secondary backup style.

The Character

Dominant	●	●	Insecure
Analytical	●	●	Drive/control
Friendly	●	●	Rationalizes
Expressive	●	●	Enthusiastic

The Primary Backup Style

Dominant	●	●	Avoiding
Analytical	●	●	Dictator
Friendly	●	●	Aggressive
Expressive	●	●	Resigned

The Secondary Backup Style

Dominant	●	●	Dictator
Analytical	●	●	Resigned
Friendly	●	●	Avoiding
Expressive	●	●	Aggressive

To Sum Up...

	<i>Character</i>		<i>Primary Backup Style</i>		<i>Secondary Backup Style</i>
Dominant	<input type="text"/>	➔	<input type="text"/>	➔	<input type="text"/>
Analytical	<input type="text"/>	➔	<input type="text"/>	➔	<input type="text"/>
Friendly	<input type="text"/>	➔	<input type="text"/>	➔	<input type="text"/>
Expressive	<input type="text"/>	➔	<input type="text"/>	➔	<input type="text"/>

Part 4:

Customer Satisfaction Skills

4. Understanding Relations Between Emotions, Stress and Personalities

4.1. Anger and Emotions

4.1.1. Anger

- Anger is not a good communicator mechanism:
 - Puts the blame on someone else.
 - Hides the real message.
- Anger is rarely an immediate response to a given situation.

4.1.2. Emotions

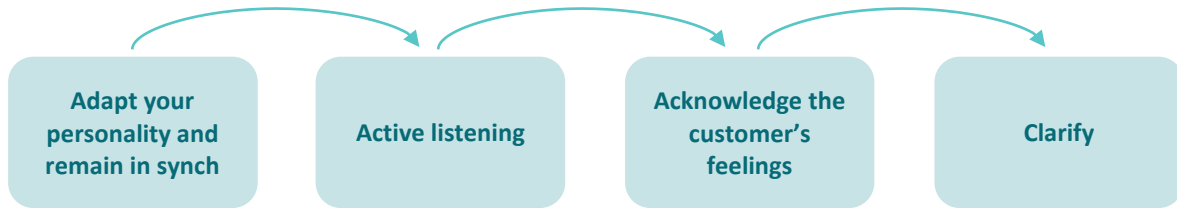
- Intervening at the earliest stage = Conflict.
- Conflict:
 - “This is not what I expected”.
 - “I do not deserve this”.
 - “I have the right to...”.
- Confrontation:
 - Getting into an argument tells the customer that he is wrong.
 - Making an appeal to the rational side before it is time.
 - Or simply not considering customer 's feelings.
- Anger:
 - Extreme expression of emotions.
 - Rational side at its minimum.

4.2. Customer Satisfaction Process

4.2.1. Diffusing Anger

- Objective:
 - Allow the customer to achieve a more rational state without which we cannot resolve the problem.

- Technique:



Adapt Your Personality and Remain In Synch

- Objective:
 - I am like you and I care.
 - Because I am like you, I can understand you.
- Technique:
 - Use assertiveness and responsiveness scale.
 - Get in synch with:
 - Body language.
 - Tone of voice.
 - Emotions.

Active Listening

- Objective:
 - Level 1:
 - Let the customer vent, release the pressure.
 - Level 2:
 - Understanding of the problem.
- Technique:
 - Focus your attention.
 - Show the customer that you are "really" listening.
- Beware:
 - Don't be too quick in asking questions.
 - Managing your thoughts:
 - The brain processes 500 words per minute (wpm).
 - The average person talks 125 word per minute.

Acknowledge the Customer's Feelings

- Objective:
 - I accept that you have your reasons for feeling this way and it is normal.

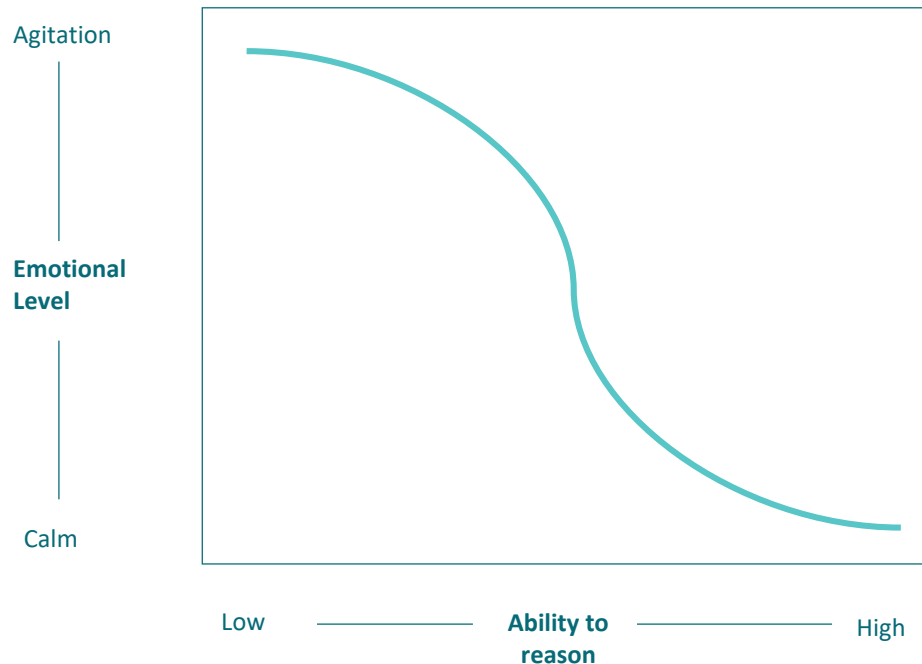
- Technique:
 - Show empathy.
 - Remain in synch with the emotions.
- If at fault, say it and apologize!

Clarify the Situation

- Objective:
 - Develop a clear understanding of the problem.
- Technique:
 - Clarifying questions. Confirming understanding.
 - Keep this in mind! What would the customer consider as a solution?
- Beware:
 - Be sure that the customer is in a rational state.
 - Ensure that the customer understands that your focus is to find a solution.

Be flexible!

When the customer gets agitated, you need to go back to the diffusing techniques.



4.2.2. Assessing the Problem

- When you assess the problem, you should always consider the following topics:
 - Technical:
 - The severity of the problem.
 - Differentiate relationship from substantive issues.
 - Customer:
 - Will the customer remain loyal?
 - Can we meet customer 's expectations?
 - Dealership:
 - Are we at fault?
 - Is it a long-time customer?
 - Service and other departments. What are our obligations (if any)?
 - Will it create positive word/mouth advertising?
 - The needs of the service operation.

Refer to Service Bulletin - February 1998 in the appendix section.

- Guide: Identifying the facts.

Notes

[illegible]

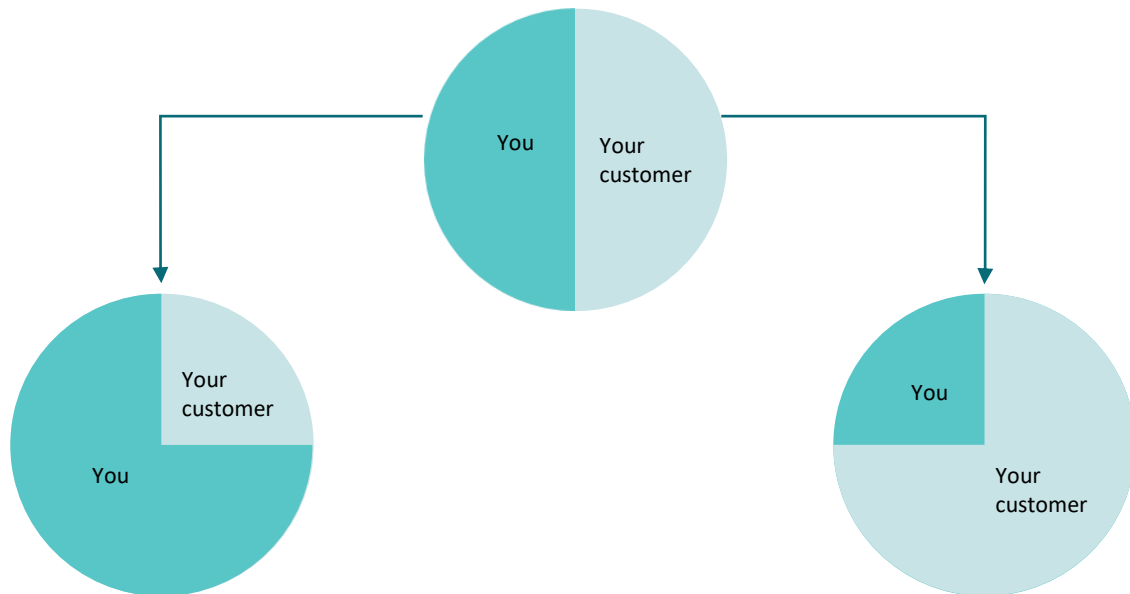
4.2.3. Negotiating a Solution

- Objective:
 - To reach a win/win solution.
 - Do not forget this:
 - “There is no acceptable solution when there is only one winner.”.
- Before you start negotiating:
 - Determine:
 - Your best acceptable offer (must be realistic).
 - Your minimal:
 - Below your minimal, there is no deal.
 - Must be determined after you've answered all the questions in “assessing the problem” section.
 - Avoid the following:
 - Under confidence
 - Causes to undervalue our assets and what we have to bargain with.
 - Causes us to make concessions without getting an adequate return.
 - Influences their perception, leading them to reduce their valuations of our assets.
- Overconfidence:
 - Think they know in advance how a negotiation should end.
 - May shut new sources of information, alternatives and creative solutions.

Notes

Dealing with a Fixed Pie

- When you deal a solution, there is always one issue: you have to deal with a fixed pie.



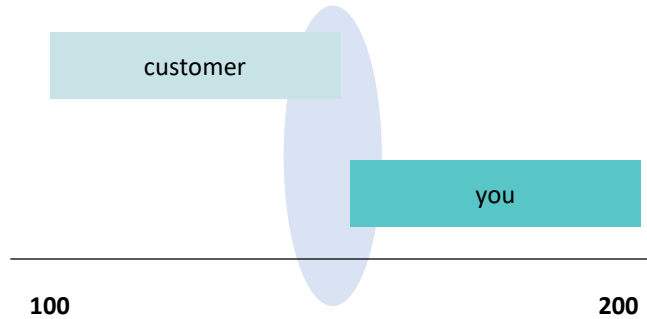
- When you negotiate with a customer:
 - Both parties attempting to increase their piece of the pie; generally limited to one issue on the table.
- Increasing the size of the pie:
 - Example 1
 - If the issue is with the estimate of a repair, include the maintenance as another element.
 - Example 2
 - If the issue is with brake pads replacement, add tune-up or other maintenance items.

Developing a Proposal

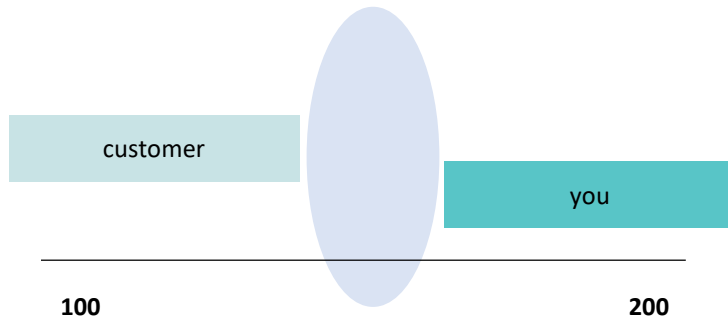
- How many solutions should we prepare?
 - If only one and you stand firm, the customer may feel that you won.
 - If you have more than one solution (or bonifications), the customer will feel that he won something from you.
 - Everybody likes to win a little extra! So be ready!!!

It's a deal!
Yes, it is! -No, it is not!!!

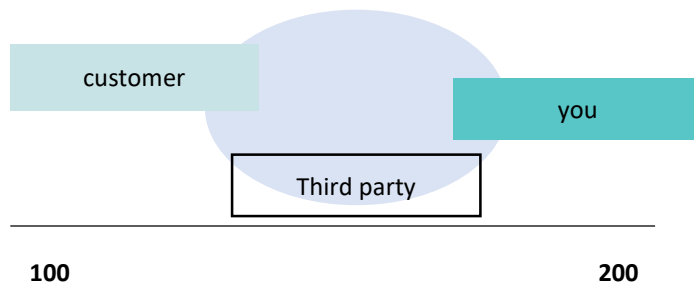
Yes, it is a deal!



No deal!



Multiple party solution



- Multiple party solution
 - Refer to the Service Bulletin (2/98) in the appendix section.
 - (Guidelines for partial or shared responsibilities).

Exercise 15:

Negotiation and the Personality Type

- Discuss in teams how you believe the 4 different types of personalities behave when negotiating.

Dominant

Analytical

Friendly

Presenting Your Proposal

- Explain the reasoning behind the position in a non-defensive and non-accusatory manner.
- Framing:
 - Focus on the opportunities for the customer (What's in it for them), not the risks.
- Present the solution and wait for the response.
- Handling hesitation or stall.
 - Use alternative choice close.
- Once agreement has been reached:
 - Write it down and repeat the agreement to the customer to verify understanding.

4.2.4. Taking Final Action

- Making all necessary arrangements to ensure that all commitments are met.
- Keep the customer informed of how things are developing.

4.2.5. Following Up

- Is the customer completely satisfied:
 - with the process?
 - with the results?

Notes

Remember!
Negotiating a Solution is...

Diffusing Anger	Negotiating
	Before negotiation:
1. Adapt your personality and remain in synch	1. Your minimum and high anchor
2. Active listening	2. 2 or 3 possible scenarios.
3. Acknowledge	
4. Clarify	Presenting the solution:
	1. Your reasoning
Assessing the Problem	2. Framing (WIIFH)
1. Technical	3. Wait
2. Customer	4. Alternate choice close
3. Dealership	5. Confirmation

Taking action
Following up

Notes

Diffusing Anger	Negotiating
	Before negotiation:
2. Adapt your personality and remain in synch	3. Your minimum and high anchor
4. Active listening	5. 2 or 3 possible scenarios.
6. Acknowledge	
7. Clarify	Presenting the solution:
	2. Your reasoning
Assessing the Problem	3. Framing (WIIFH)
2. Technical	4. Wait
4. Customer	6. Alternate choice close
5. Dealership	7. Confirmation

Exercise 16:

Case Study – Mr. Smith

Service Managers Scenario

- Mr. Smith bought a 2008 Pontiac Montana 4 months ago from your Used Car Department. He drove 11,000 km since purchasing the vehicle.
 - Strange cracking noise in the front.
 - The front brakes need replacing.
 - Customer refuses to pay. Argues that it should be absorbed by the dealership.
 - Cost is \$350.00.
- Used Car manager
 - The vehicle had a safety inspection done and it was reconditioned.
 - Brakes were reported at 40%. Mr. Smith was a tough negotiator.
 - He doesn't want to pay anything. Customer even declined any additional warranty when purchasing the vehicle. His decision is final.
- Mr. Smith
 - It 's the first time he buys a vehicle from your dealership.
 - He told you during the argument that if he had known, he would have gone elsewhere to have the vehicle repaired cheaper.
 - He is not happy but rational and seems a reasonable person.
- The situation
 - You are coming back from your meeting with the Used Car Manager and he is in the waiting room.
 - You will meet with the customer in your office and attempt to achieve a win/win solution.

Notes

Exercise 17:

Case Study – Mr. Smith

Mr. Smith Scenario

- You bought a 2008 Pontiac Montana 4 months ago from your Used Car Department. He drove 11,000 km since purchasing the vehicle.
 - Strange cracking noise in the front.
 - The front brakes need replacing.
 - You refuse to pay. You believe it should be absorbed by the dealership.
 - Brakes should have been replaced before selling the vehicle.
 - Cost is \$350.00. You are ready to settle for half the price.
- For a living, you work for the Hydro Company. You are Fleet Manager and part of your responsibility is purchasing vehicles and making agreements with repair centres. You have a large fleet of vehicles.
- In a couple of months from now, you will have to negotiate new service agreements. This gives you an opportunity to assess if they deserve Hydro's business.
- Shhhh! Don't tell what you do for a living unless he asks!

Notes

Exercise 18:

Case Study – Mr. Flint

- **The situation:**

- Mr. Flint, a long-time customer of your dealership calls to inquire about the mud flaps you ordered for their pick-up three weeks ago.
- You are going to check and get back to him. You find out in discussing with the parts people that there is no record of the order.

How will you deal with them?

Notes

Exercise 19:

Case Study – Mrs. Carter

- **The situation:**

- 2019 with 27,000km.
- Front left tire uneven wear and LOF.
- Issue: Wants the 2 front tires replaced under warranty.
- Customer claims that since the power steering hose was replaced, the vehicle has been wandering abnormally.

- **Service file:**

- POI date 10/10/18.
- LOF @ 6,200km.
- LOF @ 13,059km.
- Power steering hose burst and LOF @ 18,097km.

- **Other details:**

- This is her third vehicle from your dealership.
- No other warranty purchased.
- As per Sales Manager, she received bird dogs in occasions over the last 2 years.

- **Questions:**

1. What are the limits of the negotiation:
 - Customer's expectations?
 - Your minimal (what is at stake?).
2. How can you increase the size of the pie?
3. What anchors are set?
4. Develop three scenarios for solving this issue.

- **Question 1**

What are the limits of the negotiation (customer's expectations + your minimal)?

[illegible]

- **Question 1**

What are the limits of the negotiation (customer's expectations + your minimal)?

- Question 2

How can you increase the size of the pie?

This image shows a full page of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

- **Question 2**

How can you increase the size of the pie?

- [illegible]

- **Question 4**
Develop three scenarios for solving this issue.

Proposal 1

[illegible]

- **Question 4**
Develop three scenarios for solving this issue.

Proposal 2

[illegible]

- [illegible]

[illegible][illegible]

YOUR Case Study

- **Develop a scenario that matches with a real-life experience.**
- **You will play the role of the observer.**

[illegible]

Exercise 21:

Case Study – Mr. Watson

- Read the story.
- Identify process, skills, issues and their consequences.

The Story of Mr. Watson

That morning, John Watson woke up around 6:30am with the feeling that he was going to have a rough day. He thought: *"Maybe I'm not used to getting up that early anymore"*. Since their retirement, he had a habit of waking up between 9:00 and 10:00am. But today it was different.

Six months earlier he bought a used car at ABC Motors and now needed to have minor repairs done on the vehicle. He called ABC Motors a week earlier, to book an appointment. What he didn't like was the fact that he had to be there at 7:30am! He wasn't even sure where he needed to go for service. The used car lot was on the opposite side of the street from the dealership and John assumed that the service department was somewhere in the back of the building.

Linda, their wife, woke up at the same time as her husband and decided to get up as well. *"Why don't you go to INDEPENDANT Service Centre to get your car fixed?"* she asked her husband. *"That is where you went the last time for the oil change"*.

John replied: *"The salesman mentioned something about a warranty on the vehicle. I'm afraid that the problem is with the transmission. In going to ABC, we will not have to pay for repairs. I just hope they can fix it right away. The person that booked the appointment didn't even ask me for my name or what the problem was with my vehicle"*.

"How can they figure out how long it is going to take to fix your car if they didn't ask you what the problem was?" said Linda. *"I don't know. Why don't you come with me?"* After a short pause, Linda said: *"What are we going to do at 7:30 am while they work on your vehicle? The stores only open at 9:30am"*.

"That's why I would like you to come with me". said John blushing. *"Ok, I'll go"*, replied Linda.

When they arrived at the dealership, they were a little surprised to see half a dozen cars parked in the back of the building, near the entrance where it said: "SERVICE". *"It doesn't matter"*, said John, *"because we have an appointment"* When they entered the Service Reception, they noticed that people had to take a #8 was the next one available, and they were serving customer #2. *"I sincerely think that this appointment business is a total waste of time"*, said John with a sigh.

At 7:55 am, someone called for #8. While waiting, John had mentally listed things that needed to get looked at. The most important item was the “clunk” when shifting the vehicle into gear. The car was also due for an oil change. He had noticed lately that the car had been pulling to the left side, but being afraid that the alignment was going to be a lot more expensive than elsewhere, he decided to wait for the time being.

“Your name?”, asked the Service Advisor. *“John Watson”*. *“Your address?”*. The quick exchange of information looked like a tennis game to John. *“Do you have the vehicle registration?”* asked the Service Advisor. John didn't even know the name of the Service Advisor. He was wearing blue jeans and a western style shirt; no nametags. *“No. Do you need them?”* asked John. *“Yes, please”*.

John went out to get the registration that was in the glove compartment. He then gave it to the Service Advisor. Once the header of the repair order was completed, the Service Advisor looked at John and asked: *“What can we do for you today?”* John replied: *“When I shift my car to drive, I hear a “clunk”*. The Service Advisor wrote: *“noise coming from the transmission”*. *“Is there anything else?”* said the Service Advisor. At that time, there were 7 or 8 customers waiting in line and it was obvious to John that the Service Advisor was in a hurry. *“No. That's it for now”*.

“When do you want the car back?” said the Service Advisor. *“I would like to wait”*, said John. He thought that maybe his appointment would give him priority over the other work. *“I am afraid that there are a good number of cars ahead of yours”* said the young man. *“It will probably be around 11:00am by the time we get to your vehicle”*.

John had a doctor's appointment at 2:30pm. He asked if he could get his car around 2:00pm. *“We'll do everything we can. Please sign here”*. John did his best to sign the repair order on the little corner of the crowded pedestal.

“Can someone drive us home?” asked John. *“I'm afraid we have no-one available at this time”*. *“Number 9!”* shouted the Service Consultant, and another customer approached.

It was too early to go shopping, so John and Linda waited for the bus to return home. Linda said: *“There's got to be an easier way to service your automobile”*.

On the way home, John realized that he had forgotten to mention about the need for an oil change. He said looking to Linda: *“I think I will try Mr. Lube for my oil change. Appointments are not required there!”*.

When John phoned at 1:30pm to inquire if his vehicle was ready, the receptionist answered: *“ABC Motors, one moment please”*. Two minutes later she came back and said: *“How may I help you?”* John said: *“Service department please”*. The receptionist told the customer to wait and she put the call on hold. Five minutes later, John was sure that they had forgotten him. He hung up and called back.

At 7:55 am, someone called for #8. While waiting, John had mentally listed things that

"ABC Motors, one moment please". "A few moments later, the receptionist came back and said: "How may I help you?". "I was waiting for the Service department but..." "Hold on".

John was not sure who was going to answer; the service department or the receptionist. Two or three minutes later, someone said: "Service department". After a sigh of relief, John said: *"I dropped my car earlier today and I would like to know if it is ready". "Your name?". "John Watson". "It's not one of mine. Hold on".* Another five minutes on hold. "Service". John was not sure, but it seemed to be a different person. *"My name is John Watson. I dropped my car in today". "One moment please".* John felt like a Ping-Pong ball. He was hoping that the voice he heard would answer the question he didn't have time to ask. A few moments later, the voice returned. *"Mr. Watson, it is your ball joints. Your car should be ready in an hour".* It was 1:45pm. *"But I have a doctor's appointment at 2:30pm".* John was becoming frustrated. *"I know Sir. Believe me, I understand how you are feeling. I will call you when your car is ready".* John hung up without a word of thanks: it wasn't appropriate. He called a cab. While waiting for the cab, the phone rang.

"Mr. Watson?" said the voice. *"This is Bill from ABC". "He does have a name after all"* thought John. *"While the technician was working on your vehicle, he noticed that the brakes were in poor condition and need to be replaced"* said the Service Advisor. John didn't know much about cars, but he still wondered why they would look at the brakes while working on the ball joints. He asked: *"How much would it cost?"*.

"Brakes on four wheels would cost approximately \$280.00". John was a little bit surprised to hear this. He remembered an *INDEPENDANT Service Centre* advertising that said: *"Brakes on four wheels - \$199.95".* He mentioned it to the Service Advisor and he answered: *"Well, I guess we're a little more expensive. Do you want us to go ahead?"*.

John thought it would be easier to get all the work done at once as his day was shot anyway. However, he wasn't sure how the brakes could be in such poor condition. He had not noticed anything abnormal with the brakes. He said: *"No, I'll wait for now".* He decided that the next day, he would be going to *INDEPENDANT Service Centre* to have the brakes checked.

"All right then your car will be ready in a half-hour. You can come any time after that". When the taxi arrived, John told Linda he would pick the car up on his way back home. He left. There were fewer customers waiting in line compared to 7:30am that morning. There were only four people ahead of him. It was now 5:00pm, and John felt he had been waiting all day.

The customer they were serving was arguing with the cashier about shop supplies. It took 20 minutes before John finally faced the cashier.

"Can I help you?" said the cashier. She looked like someone that had had a frustrating day, like John.

"ABC Motors, one moment please". "A few moments later, the receptionist came back and

"My name is Watson and I am here to pick up my car". He thought: "At least, I won't have to worry about shop supplies. The car is covered under the warranty that my salesperson talked about".

"Yes sir, here is your invoice. That will be \$148.36". John jumped when looking at the invoice: labour - \$78.00; parts - \$62.56; supplies - \$7.80. "I just bought this car six months ago. I thought it was covered under the used car warranty!" John added: "Why should I have to pay \$7.80 for shop supplies?"

"I am sorry", said the cashier, "but there was no mention on the repair order about any type of warranty. Are you referring to the XYZ warranty plan?"

John felt sorry for the three customers behind him, but he was not going to let them get away with a bill of a \$150.00. He told the cashier: *"I am not sure about the type of warranty. The salesperson told me that my car qualified for the warranty before we took the car out for a road test"*.

"One moment, I will check", She went to look at the file and came back few minutes later shaking her head: *"I am afraid there is nothing in your file that mentions you bought such a warranty"*.

"But I didn't buy anything! I thought it came with the vehicle purchase" said John. He was now angry. *"Isn't that how it is supposed to be?"*. *"No sir",* said the cashier, *"only if you purchase the warranty"*.

"Well tell me why I have to pay for the shop supplies. You charge me \$60.00 per hour; the documentation says that the door rate covers administration, personnel, training and shop supply charges on top of other things".

"It represents additional charges covering items like screws, lubricants, and other similar items" said the cashier. She had told the same thing to the previous 5 customers. *"It represents 10% of the labour charges"*.

"So it means that you charge \$66.00 per hour but you are afraid to admit it. I refuse to pay this additional amount". Once again, the cashier had to go and make the corrections on the invoice, eliminating the charges for shop supplies.

John paid the invoice and left to pick his car. He started the engine and moved slowly toward the end of the parking lot. He had noticed that there had been no problem shifting the car into gear. It is true that the problem usually happened when the car was hot. John stop to fill the car with gas. He started up the vehicle and put it into gear. He suddenly heard the famous "CLUNK".

References *"My name is Watson and I am here to pick up my car". He thought: "At least, I*

[illegible]

Appointment Process

“Missing links”

“Consequences”

Consulting Process

“Missing links”

“Consequences”

Repair Process

"Missing links"	"Consequences"

After-Service Delivery Process

“Missing links”

“Consequences”

Case Study Worksheet

Model: _____

Year: _____ Mileage: _____

Customer Profile

Issue

Service Consultant Guidelines

[illegible]

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Annex

Annex No. 1: Exercise 2 (Data Analysis)

Exercise 2:

Data Analysis

How much do you know about the 2 to 8-year-old vehicle owner?

a) Age of vehicles	Under 3 years	_____
	3-4 years	_____
	5-6 years	_____
	7-8 years	_____
	Over 8 years	_____
b) Average Repair/Service Bill (Customer Paid (\$))	Independent Garage	_____ \$245
	Manufacturer Dealers	_____ \$181
	Goodyear	_____ \$231
	Canadian Tire	_____ \$212
	Gas Station	_____ \$176
	Industry Average	_____ \$188

c) Owner Rating of Usual Service Establishment (% Agree/Strongly Agree)

	Manufacturer Dealers	Canadian Tire	Independent Repair Shops	Service Shops
	-728	-127	-367	-81
Stand behind products and services	40	49	54	51
Has a good reputation	32	36	57	49
Trustworthy and reliable	34	30	60	54
Good customer waiting facilities	36	18	14	12
Well-trained technicians	37	19	47	47
Do good quality work	35	18	55	49
Provide quick service	30	22	47	50
Fix it right first time	22	16	46	45
Charge fair prices	14	19	54	40
Overall, a good place to go for service/repairs	31	36	58	59

d) For each of the following items, associate the right service provider with the scores. Chose between MANUFACTURER and INDEPENDENTS.

Most Important Reason for Selecting Last/Second Last Service Establishment (%)

<u>Warranty coverage</u>	42%	_____
	4%	_____
<u>Good previous experience</u>	31%	_____
	53%	_____
<u>Familiar/feel comfortable</u>	20%	_____
	23%	_____
<u>Convenient location</u>	15%	_____
	20%	_____
<u>Service reminder call</u>	9%	_____
	1%	_____
<u>Special offer</u>	3%	_____
	2%	_____
<u>Best quote on service/repair</u>	4%	_____
	23%	_____
<u>Dealership where vehicle purchased</u>	3%	_____
	0%	_____

e) Service – Customer Attitude by Age of Vehicle (% Agree/Strongly Agree)

	Total	0-3 years	3-4 years	4-6 years	7-8 years	8+ years
Service is more expensive at a new car dealer	69%	57%	63%	71%	76%	81%
I expect the service at a car dealer to be superior to other service providers	65%	74%	72%	64%	60%	51%
I prefer to go to a factory-authorized car dealer for major repairs	51%	70%	62%	50%	36%	27%
Only factory-authorized mechanics know my car well	29%	41%	35%	29%	24%	15%
It generally takes longer to have repairs done at a factory-authorized dealer	28%	19%	24%	32%	35%	35%
In general, new car dealers are not trustworthy when it comes to service	21%	11%	17%	24%	26%	29%

	Total	0-3 years	3-4 years	4-6 years	7-8 years	8+ years
I am prepared to drive more than 10km for better service	72%	70%	71%	74%	73%	74%
I don't mind paying more for good, quality service	66%	70%	67%	66%	63%	63%
It takes a while before I trust a mechanic	59%	50%	55%	62%	65%	68%
I can usually tell the mechanic what's wrong with my car	59%	59%	59%	56%	60%	61%
I get my vehicle serviced exactly as the owner's manual suggests	49%	66%	56%	50%	38%	29%
I rely on recommendations from friends/family when choosing a service facility	42%	33%	38%	40%	49%	53%
I do my own basic maintenance	31%	24%	27%	30%	35%	44%
I go to the cheapest place I can find for service	12%	8%	9%	12%	14%	16%
I put off taking my car in for service as long as I can	11%	8%	8%	11%	12%	15%
I don't want to know what was fixed; I only want to know it was fixed	8%	8%	8%	8%	6%	7%
When my car is in for service, I appreciate when they tell me what else needs to be taken care of	8%	89%	88%	89%	86%	88%