

A large, light teal circle is centered on the page. Inside this circle, there is a dark teal rectangular box. The text 'Alderson' is written in a large, white, sans-serif font at the top of the box. Below it, the words 'Service', 'MANAGERS', and 'Guild' are written in a smaller, white, sans-serif font, separated by white dots. The background of the entire page is a solid teal color.

**Alderson**

*Service* • MANAGERS • *Guild*

## **Service Manager Training**

60-hour Comprehensive Program

**Course Outline**

## Course Overview

The Alderson Service Managers Guild is a comprehensive in-dealership training program designed for service managers within the automotive dealership. The training focuses on key pillars of modern service department management, including hiring and motivating employees, marketing, advertising, creating efficient workflows and managing change. Rather than reinforcing basic principles, we analyze the science and statistics behind effective work methods in order to shed light on the “why” and “how” versus merely the “what”. An examination of available data highlights the differences between effective and ineffective strategies for managing people and resources. As a result, managers become fully equipped for building an efficient and productive department, armed with the skills required for counteracting shortages and bottlenecks in a rapidly-evolving industry.

Conventional practices and methodologies in service are becoming obsolete in today’s automotive industry, with new dynamics creating an urgent need for new adaptive skillsets and workflow patterns. This training program aims to establish a strong foundation for navigating these dynamics.

## Alderson Service Managers Guild Mission

With the Alderson Service Managers Guild, our mission is to provide a service experience that will consistently surpass customer expectations through a team of highly qualified, competent, and certified dealership service professionals.

## Our Approach to Learning

Because of the impact of competition on variable operations, fixed operations have become the focal point for dealerships. A dealership's ability to generate business will determine whether it stays a winner or becomes a loser in the automotive industry. The only way a dealership can survive in this context is to change its **work methods**, its **approach** to customers and especially its **perception** of service. Success also depends on the dealership's ability to provide customers with a product or service that meets their needs perfectly.

Throughout the Alderson Service Managers Guild training, data and statistics will be provided to help you appreciate the urgent need for the automotive industry to change its work methods, understanding the need for change and how to effect change that is a challenge for everyone.

In the years ahead, the successful service departments will be those that strive to go beyond meeting customers' needs by surpassing their expectations.

## Training Format and Hours

This program is delivered via a combination of in-person and online (Zoom-based) sessions, and includes 60 hours (eight full days) of instructor-led training. Training days are scheduled in advance and arranged non-consecutively so as not to disrupt business operation. This allows students to absorb the material and gather feedback for their instructor in advance of the next training session, resulting in a more effective application of skills.

- ◆ Total program duration is 6-10 months depending on the frequency of training days (determined in advance according to staff availability and individual learning preferences).
- ◆ A condensed 36-hour program is available and includes three out of seven training modules.

Each training module incorporates assignments, roleplay exercises and quizzes that are conducive to effective learning. Worksheets, learning plans and other materials are provided to the students in advance of each training module.

Upon successful completion of all training modules and associated exercises, participants are awarded a *Service Managers Guild Certificate*.

## Tuition

The tuition fee for the Service Managers Guild Training Program (60 hours) is \$13,500 per person. The tuition fee for the *optional* condensed training program (36 hours) is \$8,100 per person.

- ◆ Worksheets and other course materials are included in the training price. Prices are quoted in Canadian dollars.

# Structure

 <b>Module</b>	 <b>Unit</b>	 <b>Learning Objectives</b>
<b>1. Organizational Structures</b>	<ol style="list-style-type: none"> <li>1. Structure Level 1</li> <li>2. Structure Level 2</li> <li>3. Structure Level 3</li> <li>4. Structure Level 4</li> <li>5. Structure Level 5</li> <li>6. Structure Level 6</li> <li>7. Structure Level 7</li> <li>8. The Organizational Chart</li> </ol>	<ul style="list-style-type: none"> <li>• Understand the structure of a simple organization of varying levels.</li> <li>• Describe the management and technician characteristics of each structure</li> <li>• Understand production management and explain dispatch dynamics.</li> <li>• Use effective customer handling techniques for each structure.</li> </ul>
<b>2. Hiring Process</b>	<ol style="list-style-type: none"> <li>1. Job Descriptions</li> <li>2. Pay Plans</li> <li>3. Screening</li> <li>4. Interviewing</li> <li>5. Making the Offer</li> <li>6. Hiring Record Keeping</li> </ol>	<ul style="list-style-type: none"> <li>• Create job descriptions for new positions.</li> <li>• Prepare a compensation package for managers, advisors and technicians.</li> <li>• Explain how to screen and interview job applicants.</li> <li>• Structure a job offer for candidates.</li> <li>• Understand how to document the hiring process.</li> </ul>
<b>3. Time, Cost and Asset Management</b>	<ol style="list-style-type: none"> <li>1. The Seven Controllables</li> <li>2. Effective Labour Rate &amp; Controls</li> <li>3. Pricing</li> <li>4. Repair Order Summaries</li> <li>5. Asset Management</li> </ol>	<ul style="list-style-type: none"> <li>• Understand how to control the seven key elements for time and cost management: expenses; gross profit margin; number of technicians; productivity; effective labour rate; days worked monthly and calendar utilization.</li> <li>• Calculate the effective labour rate and explain how to apply controls.</li> <li>• Describe how to set prices for labour, maintenance servicing, repair servicing and service menus.</li> <li>• Describe how to set prices for parts.</li> <li>• Prepare a Repair Order Summary and explain each component.</li> <li>• Describe the principles of asset management.</li> </ul>



## Module



## Unit



## Learning Objectives

### 4. Service Marketing

1. What is Marketing?
2. Market Research
3. Buyers
4. Customer Pricing Surveys

- Understand the key concepts of marketing and the marketing plan.
- Demonstrate how to determine the target market and their corresponding needs.
- Explain the three types of buyers.
- Create a customer pricing survey

### 5. Advertising

1. Fundamentals of Advertising
2. Designing an Effective Advertisement
3. Advertising Agencies
4. Other Promotions

- Explain the key elements of advertising.
- Create an effective advertisement.
- Understand how to determine the added value of using an advertising agency and how to select the best one for your needs.
- Understand and evaluate other promotional tools such as customer and service clinics, community activities, point of sale gifts and policy checks.

### 6. What Causes the Business to Change?

1. Business Growth
2. Expense Control
3. Profitability
4. Evolution of Production Techniques and Personnel Training

- Identify elements of business growth.
- Understand and apply expense controls.
- Determine key success factors for profitability.
- Describe the evolution of production techniques and the impact on business.
- Explain changes in personnel training.

### 7. What Makes Your Service Department a Complex Business?

1. Pressure for Earnings
2. People: Customers and Employees
3. Technology
4. Product Changes

- Explain the pressure for earnings.
- Define the complexities of customers and employees.
- Explain how technology impacts business.
- Describe the effect of product changes on business.