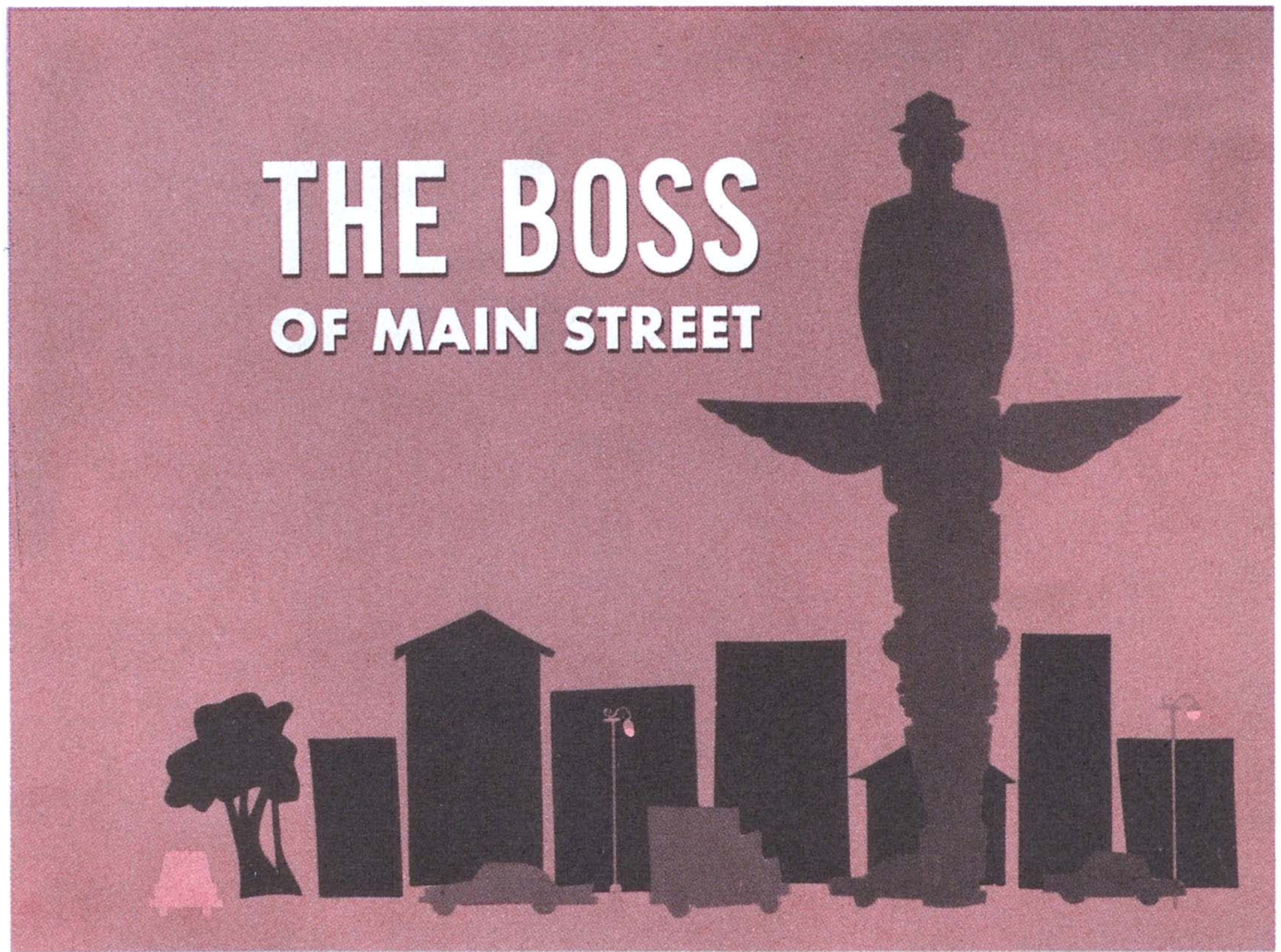
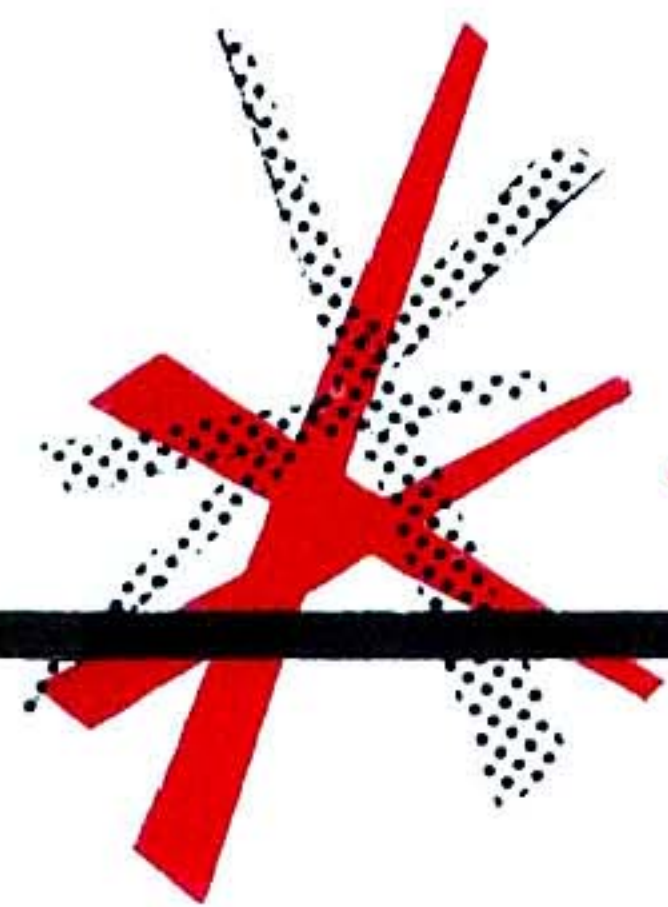




MASTER TECHNICIANS SERVICE CONFERENCE



PREPARED BY CHRYSLER CORPORATION
PLYMOUTH • DODGE • CHRYSLER • IMPERIAL



A Backward Glance at Bosses

Ever since this old world of ours cooled off a few million years ago . . . and the dinosaur and his cousin, the brontosaurus, gave way to people . . . there has always been an individual known as “the boss”.

Back in the days when a man’s life depended on how handy he was with a rock . . . and a bearskin bikini was the uniform of the day . . . it didn’t take very long to figure out who the “boss” was.



Without a doubt he was the biggest, the roughest and the toughest character in the cave! What’s more, he swung the largest club in the group!

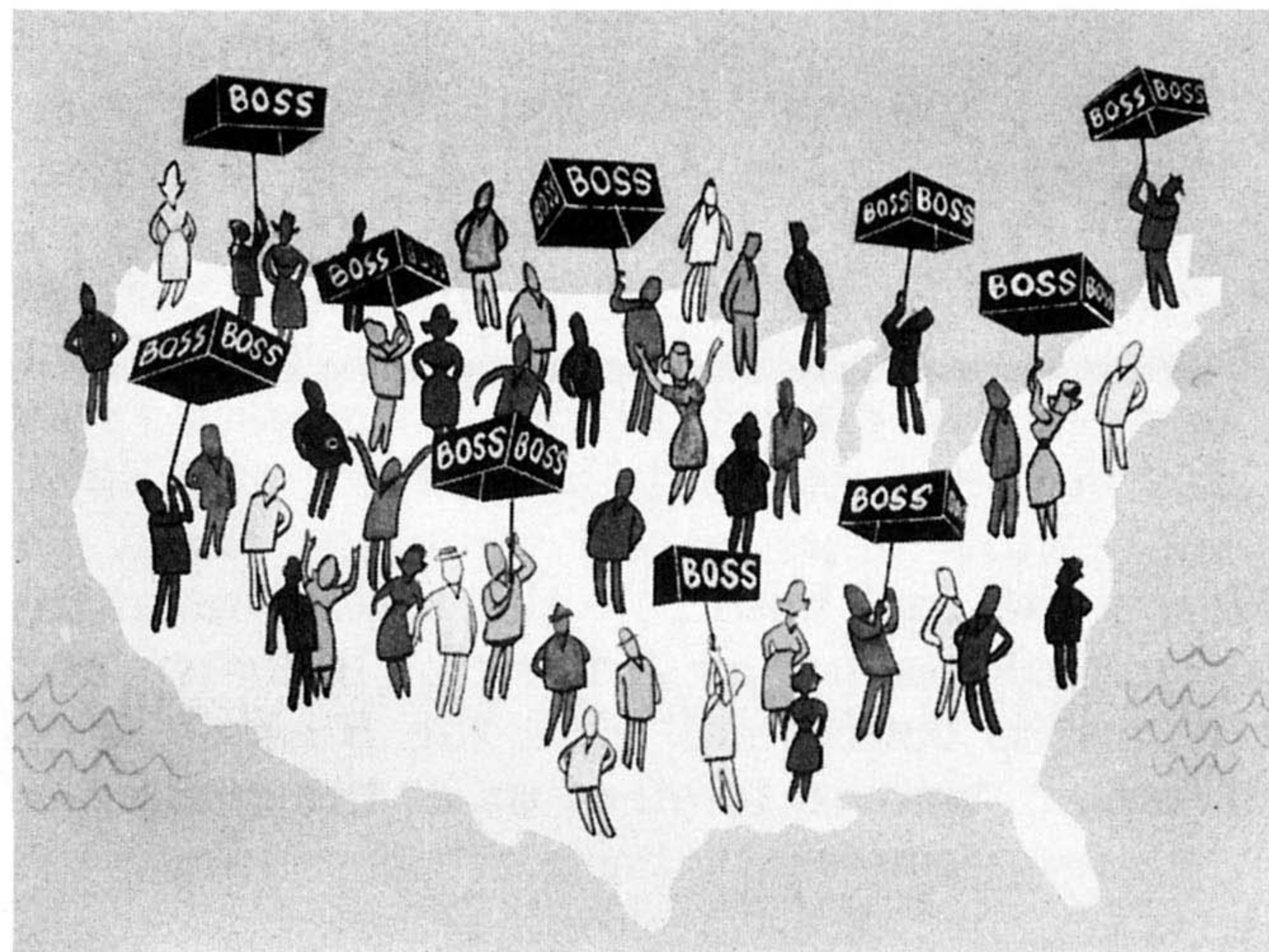
Many years later in Merrie Olde England, so the story goes, another type of boss appeared. He called himself Robin Hood, and around the area of Sherwood Forest he was a VIP of the first order!

Meanwhile, back on our side of the ocean, we had a few bosses of our own. Take the Indians as a case in point.

Any brave foolish enough to think that the *chief* wasn’t the boss, usually wound up with a king-size hotfoot!

And so it’s been down through all the centuries . . . with some changes here and there, of course.

Take the situation as it exists in our own day and age, for example. Did you ever consider



that in our country today there are almost as many *bosses* as there are people?

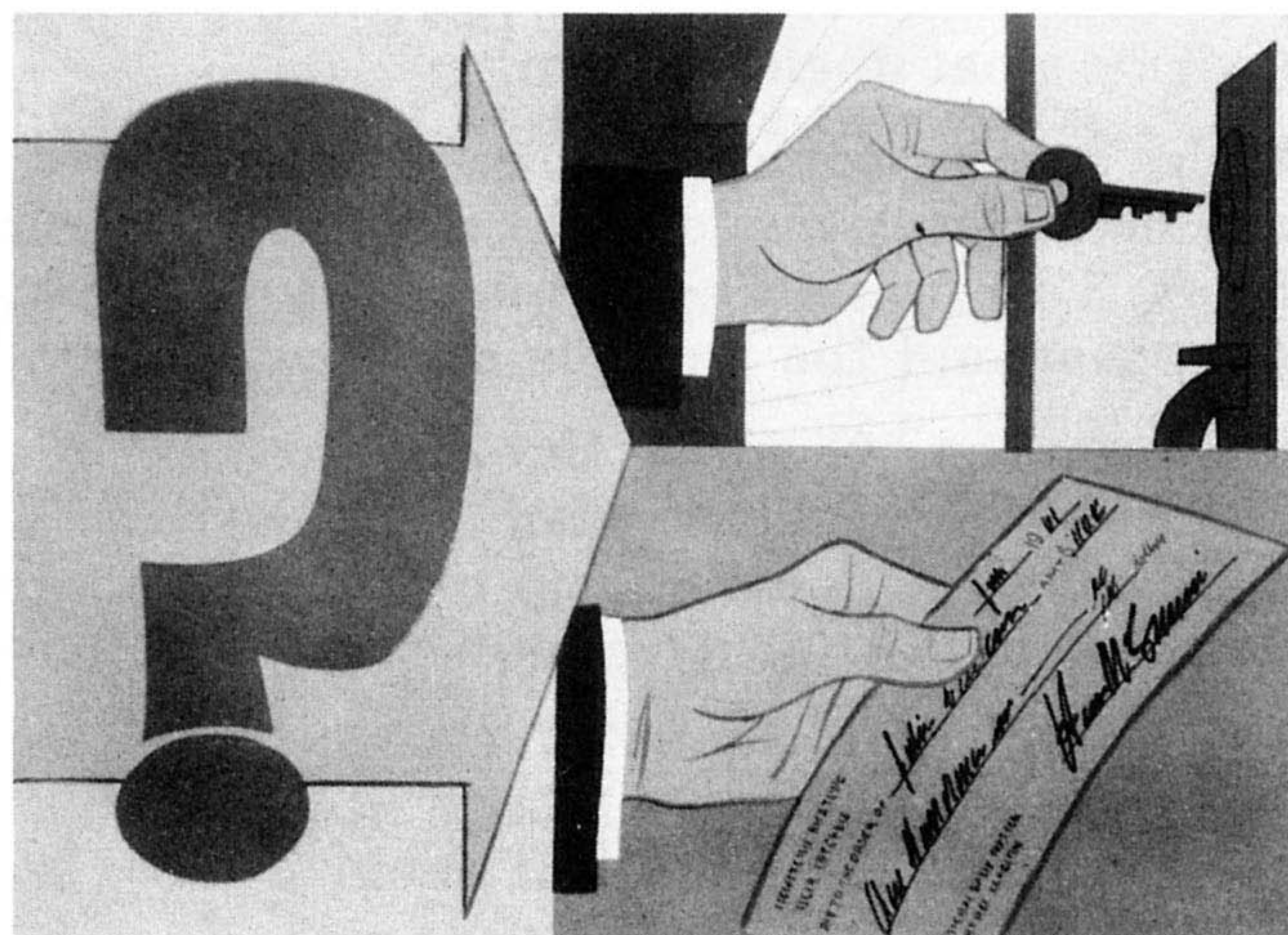
It’s a fact, but not many of us think about it that way.

Most of us think of the “boss” as the man who occupies the office up front . . . the man who owns the place where we work . . . the man who pays us for the work we do.

Of course, that’s right . . . as far as it goes! But let’s consider this point:

WHO’S THE REAL BOSS?

Who makes it possible for our dealership to open its doors for business every morning?



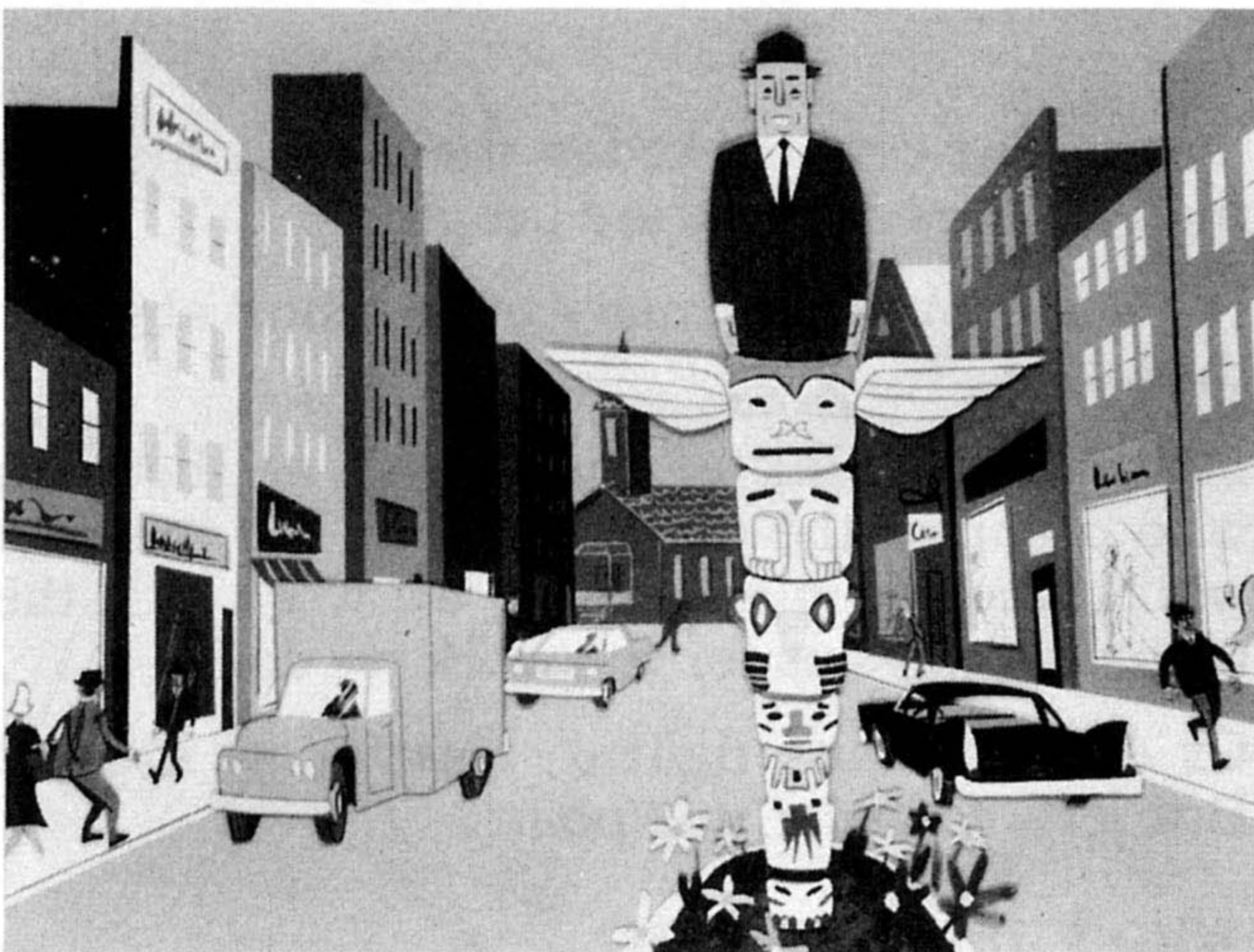
Who makes it possible for the man we call “boss” to pay all of us our wages at the end

of the week? Where does the money actually come from that makes our pay check worth the paper it's written on?

In other words, isn't there another "boss" who figures in all this . . . a boss *behind* our boss, so to speak? Just who is he?

The Boss of Main Street!

Here's the *real* boss . . . the top man on the totem pole as far as American industry and business is concerned. He's the *Boss of Main Street* . . . known to all of us as the *customer!*

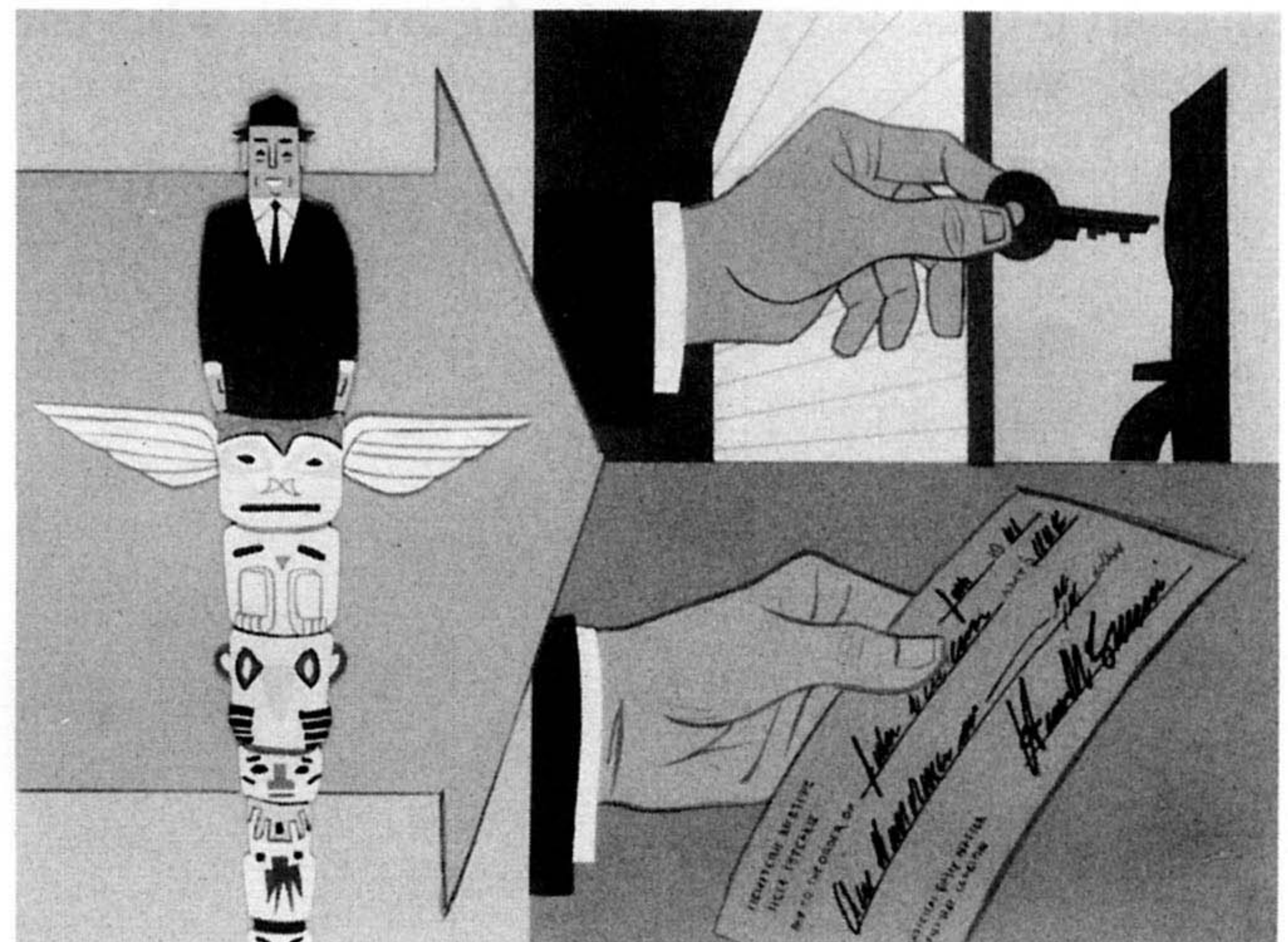


And if there's even the slightest doubt about the importance of the Boss of Main Street, just take him out of the picture and you can imagine what might happen.

Main Street would be practically deserted. Business places would be forced to close their doors. There would be no income. Jobs would disappear and the payrolls along with them.

Exaggeration? Granted. But only to make the point that no matter whether a business is nation-wide or local . . . no matter how large or how small . . . it cannot exist very long without the Boss of Main Street. That's because the customer is the one and only source of income a business has!

So, in the final analysis, it's the *customer* who makes it possible for us to open the doors for business.



It's the *customer* who makes possible the steady jobs and regular pay that every one of us wants!

Looking at it another way, we have to depend on the Boss of Main Street for our livelihood in the same way other businesses and working people depend on *us* when we are the customer.



In other words . . . when we are the *Boss of Main Street!*

And when we are the top man on the totem pole, isn't it true that we are completely *independent*? Sure it is! We take our business where we decide. We spend our money where we want to spend it. The choice is up to us!

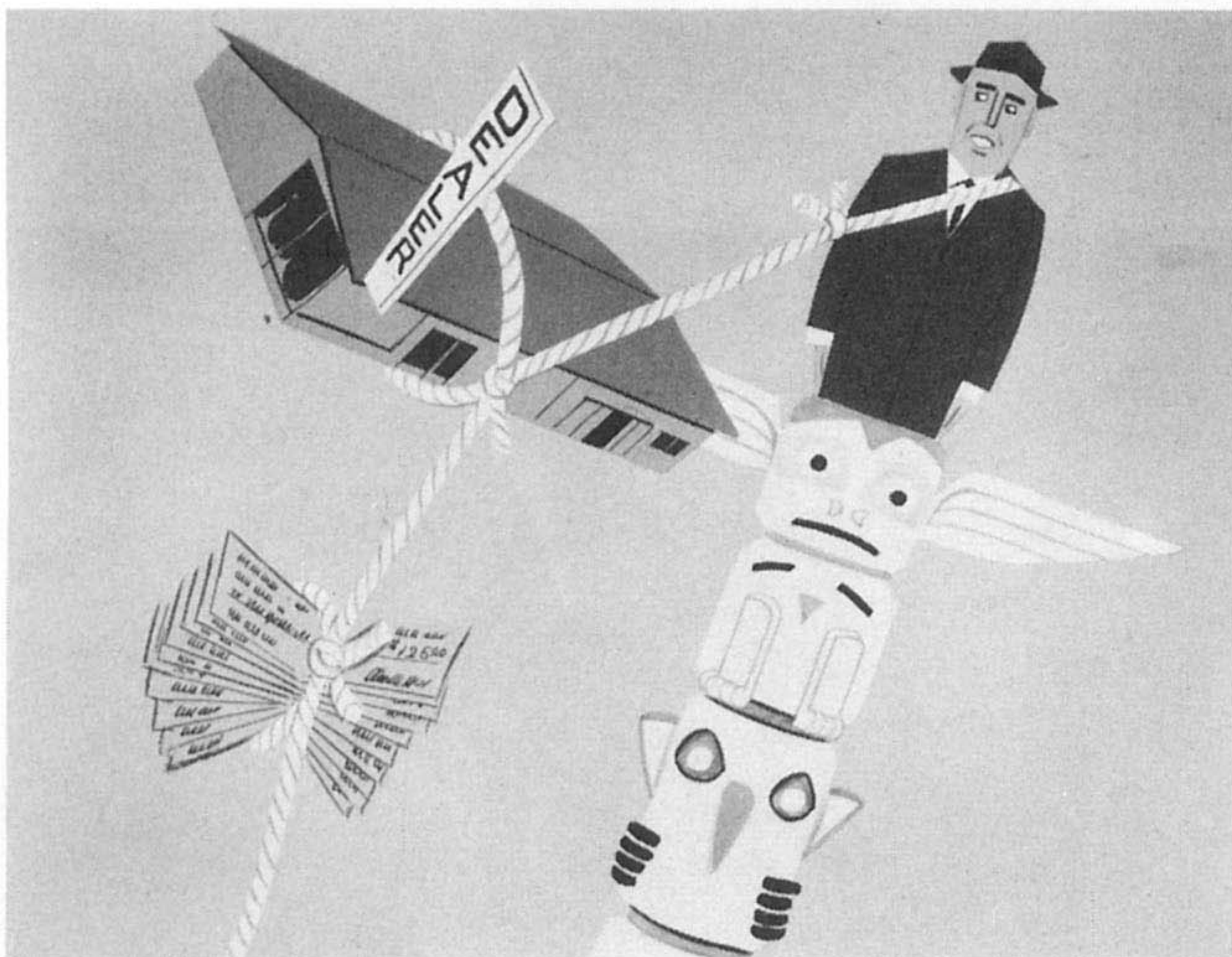
BEWARE THE TURNED-DOWN THUMB!

Because we have this sense of independence, any business place in town stands to suffer if it gives us any reason to become "fed up" with its products or service . . . or its personnel.

That's because it doesn't take any of us very long, under those circumstances, to switch our business over to someone else. We simply won't spend our money where we get a feeling that our business is not appreciated.

Now . . . if we can turn thumbs down on a place of business like that when we are the Boss of Main Street, doesn't it figure that some other Boss of Main Street can pull the same thing on us . . . if we give him any reason to do so?

This point is worth a bit of sober reflection on the part of all of us. Particularly so when you stop to realize that our pay checks are



directly tied to the success of the company we work for. And the success of the company is tied to the likes and dislikes of the Boss of Main Street.

That being the case . . . and our pocketbooks being involved . . . wouldn't we be doing *ourselves* a big favor by taking a close look at the

top man on the totem pole, and seeing what we can do about keeping him as *our* service customer?

Before doing that, however, let's pin down a thought or two regarding the average customer's attitude toward service.

PEOPLE ARE FUNNY . . . ABOUT SERVICE

Contrary to what some people think, most owners seem to have a built-in resistance about taking their cars in for service. Why is it that some folks feel this way even though they *know* their car needs some work done on it?

How about the money involved? Is that part of it?



Well, it's a funny thing about money. Some people will stay in a swanky night spot until the wee hours of the morning, spending money like it was going out of style!

But the thought of spending money on their car is something else. That's something they don't especially enjoy doing. And yet, maybe money is only part of the service-resistance we find in people.

APPREHENSION AND INCONVENIENCE ARE POSSIBLE REASONS

A customer could feel this way because of an unpleasant experience he had in the past. Maybe the job wasn't done right, or he got into a hassle about the repair bill. At any rate, it's made him gun-shy because he doesn't want the same thing to happen again . . . yet he's afraid it *might!*



On the other hand, maybe it's inconvenient for him to bring his car in for service. Might mean he has to ride a crowded bus the rest of the way to work. And maybe he *hates* buses . . . especially crowded ones!

Or . . . if he needs his car in his business, the idea of giving it up for the day isn't apt to be a very popular one. Being "grounded" could cost him some money . . . and might mean he'll have to work twice as hard the next day.

Regardless of what the reasons might be . . . no matter if they are real or imaginary . . . we have to realize that some of our customers come to us with misgivings. Under these conditions, the customer more or less puts everyone in the service department "on the spot" in his own mind.

That being the case, what happens to his car and what happens to him personally can make the difference between losing his business or keeping it!

Since we've already seen why we are dependent on the Boss of Main Street for our personal success, it will pay us to keep in mind *four ways in which we can keep his business.*

Start With A Prompt, Friendly Greeting

When we are the customer, we know that in many cases our impression of a place of business is formed in the first few minutes.

So it is with a customer driving into the service department. This is the "moment of truth", and what he sees and hears can form a lasting impression. Here's one way to get off on the right foot!

START WITH A PROMPT, FRIENDLY GREETING!

There's hardly a man alive who doesn't appreciate immediate attention when he gets it.

On the other hand, there is hardly a service customer alive who appreciates having to "cool his heels" until somebody gets around to wait on him. And the longer he has to wait, the worse it gets for everyone concerned.

When a customer gets irritated to the point



where he starts thinking, "*I wonder what it takes to get waited on in this place*", it's almost a sure bet that he'll be a tough one to deal with . . . and he may think twice about coming back again!

Of course, there are times, like during an extra-heavy rush of business, when it's not possible to wait on every customer the minute he drives in. But we have to remember that the customer isn't concerned about how busy we are.

He's thinking primarily of himself and *his* problems . . . the fact that he's late for the office . . . or one of a hundred other things. And, he may not be very keen about being in a service department in the first place!

RECOGNITION IS HALF THE BATTLE!

Here's where it pays dividends to take just a minute or two to recognize the fact that the customer *is* waiting. After all, it doesn't take



very long to look his way, give him a friendly wave of the hand and say, "I'll be with you in just a minute!" And it's something any customer will appreciate.

For that matter, anybody passing by a waiting customer in this kind of a situation can help out merely by saying "good morning", and letting the customer know someone will be with him shortly.

PUT THAT SMILE TO WORK!

Even a prompt greeting loses all its punch if it comes out of a cold, unsmiling face with all the cheerfulness of a mortician!

But a pleasant smile and a cheerful greeting goes a long way toward convincing the customer that he came to the right place . . . and he'll get the kind of service he wants.



You can never tell about that warmhearted smile and a friendly, "Good morning! What can we help you with today?" It just might turn out to be the first pleasant thing that's happened to the customer since he rolled out of bed!



Establish the Customer's Real Need

There are few things that can put a service department in the doghouse with the Boss of Main Street faster than a job that isn't done right the first time.

One of the best ways to avoid such customer calamities brings up another point that will keep us on the sunny side of the Boss of Main Street:

ESTABLISH THE CUSTOMER'S REAL NEED!

The key word here, of course, is “*real*”, and here’s why that’s true.

Not many people today have enough mechanical “know how” to figure out what actually is wrong with their car. Just because a customer says he wants a tune-up doesn’t always mean he *needs* a tune-up. And putting the job into the shop on his say-so could be asking for trouble.



He may bounce right back the next day with murder in his heart, complaining that his car isn’t running any better than it did before!

Letting the customer diagnose his own problems leaves the shop wide open for a service job that won’t fix what’s wrong. It’s as risky as it would be for a doctor to let his patients prescribe their own medicine!

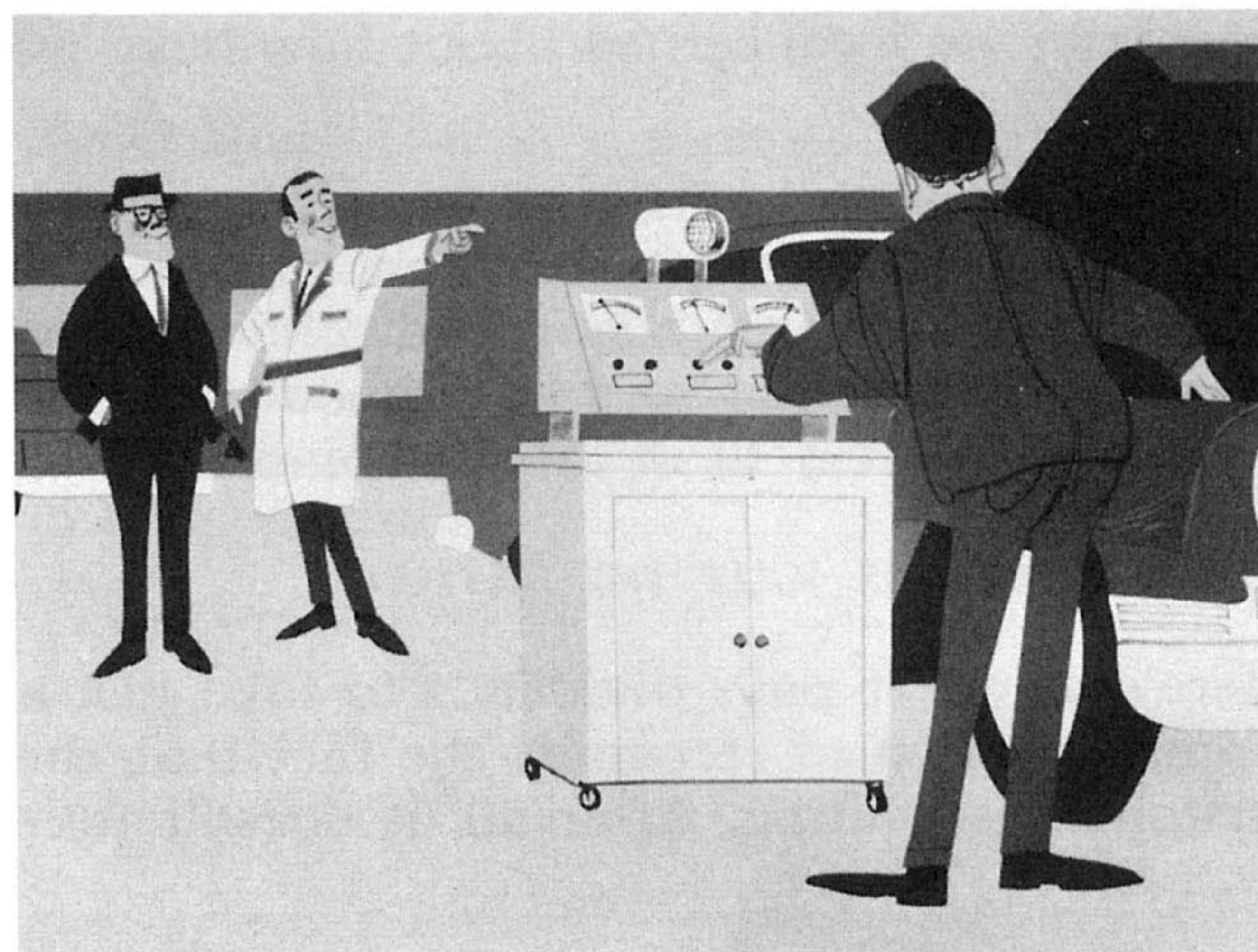
DIAGNOSIS LEADS TO SATISFACTION!

Establishing the customer’s real need through a first-class diagnosis is the surest way to start a job on the path to customer satisfaction.

Of course, the simplest way to uncover the customer’s basic need is to ask him questions . . . at least enough to pinpoint the trouble or pick up a good clue as to what might be wrong.

But it’s not always possible to establish the need merely by asking questions. Noises or faulty performance, for instance, are difficult for the owner to describe exactly. That’s when a road test or the use of special testing equipment is in order.

Naturally, there are times during the rush hours, or where a customer is in a hurry, when a job can’t be tested right on the spot.

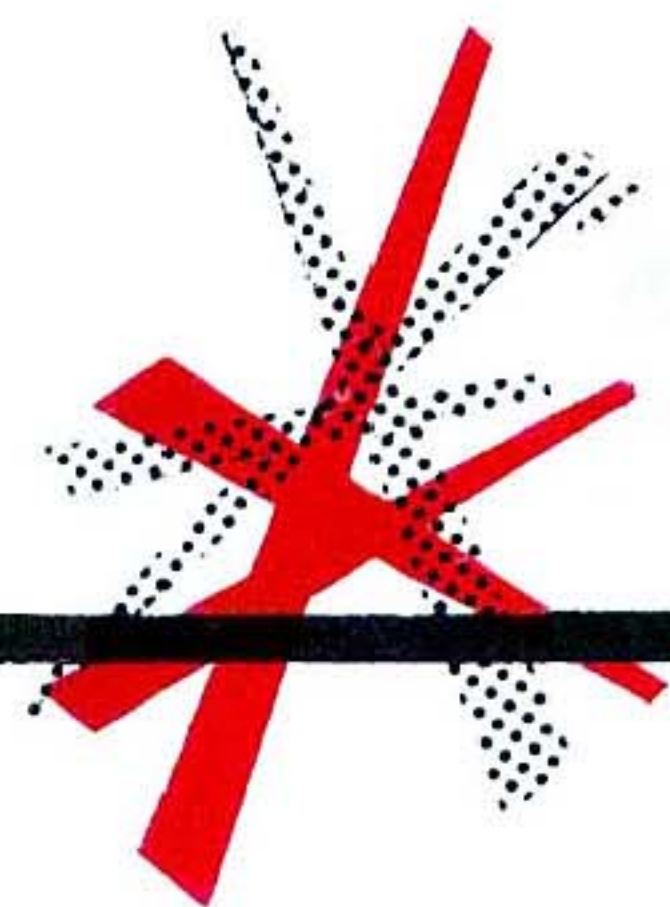


That’s where some outfits play it smart by making it clear to the owner that they can do a satisfactory job *only* by testing the car after he leaves. Later, of course, they get in touch with him by telephone and give him the results and their recommendations.

Taking the time to talk to a customer and testing his car does more than help the shop turn out a satisfactory job. It builds the owner’s confidence in our ability to handle the job, and he’s presold on the quality of service.



While this is important with a *new* customer, not many *regular* customers will stay very long if they feel they’re getting quick guesses instead of a careful diagnosis . . . the kind that keeps the Boss of Main Street spending his service dollars in our place of business.



Return a Complete Job When Promised

Proper diagnosis not only starts a job off on the right foot, it sets the stage for another way in which we can impress the Boss of Main Street:

RETURN A COMPLETE JOB WHEN PROMISED!

There are times when this is easier said than done. That's because when a job . . . other than simple maintenance work . . . is put through the shop, several people are usually involved. A slip-up anywhere along the line can spoil the whole deal . . . and yet, sometimes a slip-up happens. Why?



Certainly not because we get a kick out of watching a customer burn up and swear he'll never come back! Certainly not because we want to sabotage the dealership and our jobs along with it!

Isn't it more a case of our temporarily losing sight of the customer and what he means to us? Haven't there been times when we put what we wanted to do . . . or what was easiest at the time . . . ahead of what the customer wanted and expected? So what happens?

HASTE CAN WASTE MINUTES

Maybe a hurriedly written repair order turns out to be a "search warrant" in the hands of the technician. But, instead of checking with the order writer, he tries to figure out what should be done and the job is delayed. Or,

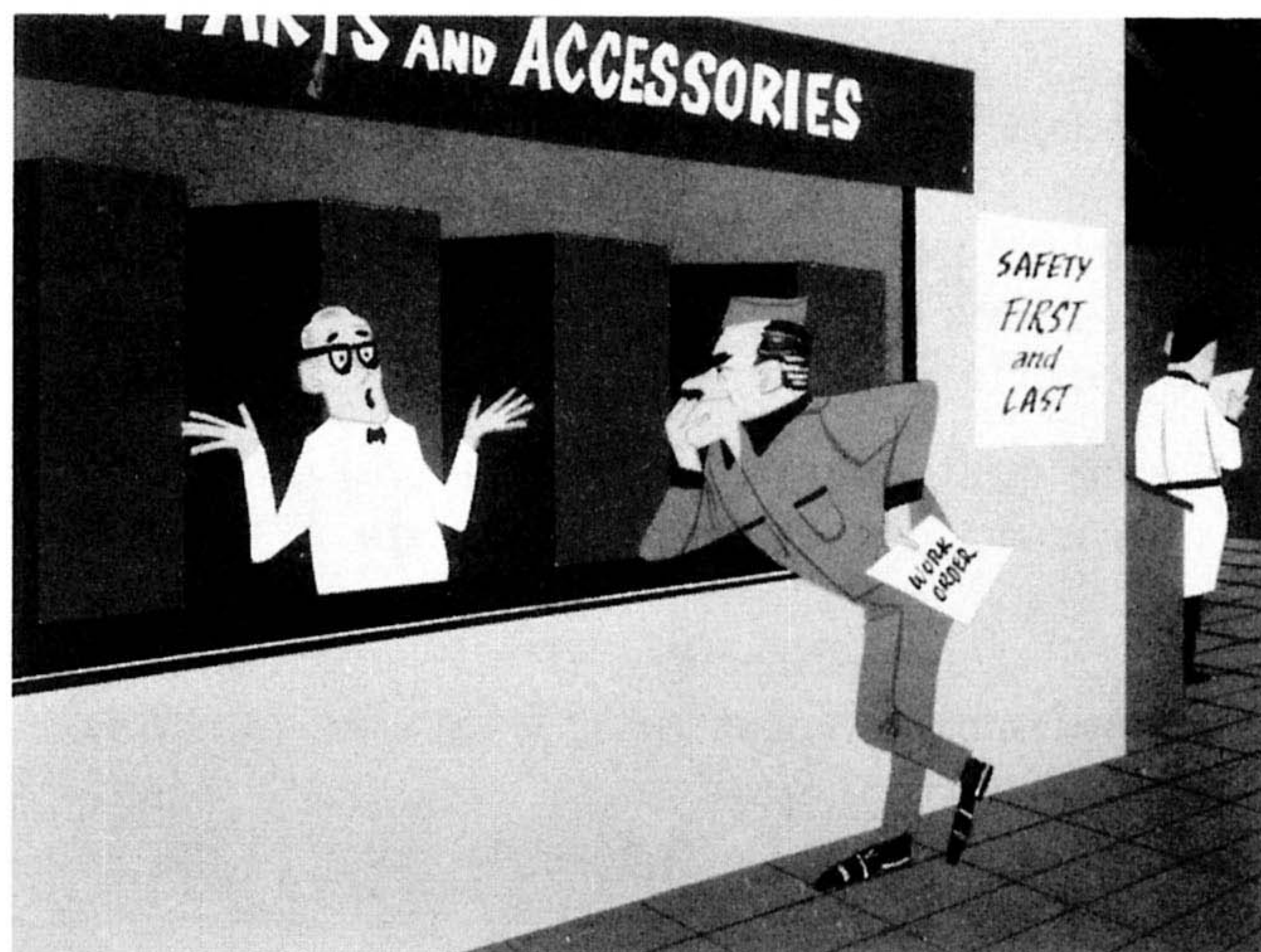
maybe he jumps to a quick conclusion on the fix to get the job out of the way.

Either way, the odds are probably against returning a complete job to the customer on time.

And how about the coffee cup? Haven't there been times when the coffee break was "extended" for one reason or another . . . just long enough, perhaps, that we didn't get our particular part of a job completed when we should have?



Anything that ties up a job . . . such as losing time because a part is out of stock and has to



be sent out for . . . puts all of us behind the eight-ball with the Boss of Main Street.

On the other hand, a job done to perfection

and finished on time can turn sour in the mind of the customer if the car is returned to him with a grease spot on the upholstery, or a scratch on the fender . . . all because somebody forgot to use seat and fender covers.

A good job done on time is also bound to suffer if the customer has to wait around while the bill is finally figured out and made up!

Of course, what's even worse than not getting a customer's car finished on time, is having to ask him to bring it back again so the job can be completed. Somehow, no matter how carefully we try to explain it—"We didn't have enough time to finish the job", or "We couldn't get that part today"—never sounds very convincing to the Boss of Main Street!

He expects, just as we would if we were he, that his car will be ready on time. That calls for teamwork and a real desire to satisfy the customer.



Not many people will continue to do business with a place that does little or nothing to show its appreciation for a person's patronage.

Service customers . . . our bread and butter . . . are no different. We can do a top-flight job, have the car *and* the bill ready on time, and still hurt ourselves if the customer gets the "sub-zero" treatment when he parts with his hard-earned money!

That's the one time above all others for us to:

VOICE OUR APPRECIATION FOR HIS BUSINESS!

Regardless of how much or how little he spends with us, every customer should get the

idea . . . loud and clear . . . that his business is sincerely appreciated.



There are any number of ways in which we can get the idea across to him . . . and every one of them starts with a smile!

The cashier who, with a friendly smile says, "Thank you very much, Mr. Jones. Please come back and see us again!" is doing a first-class job of building customer good will.

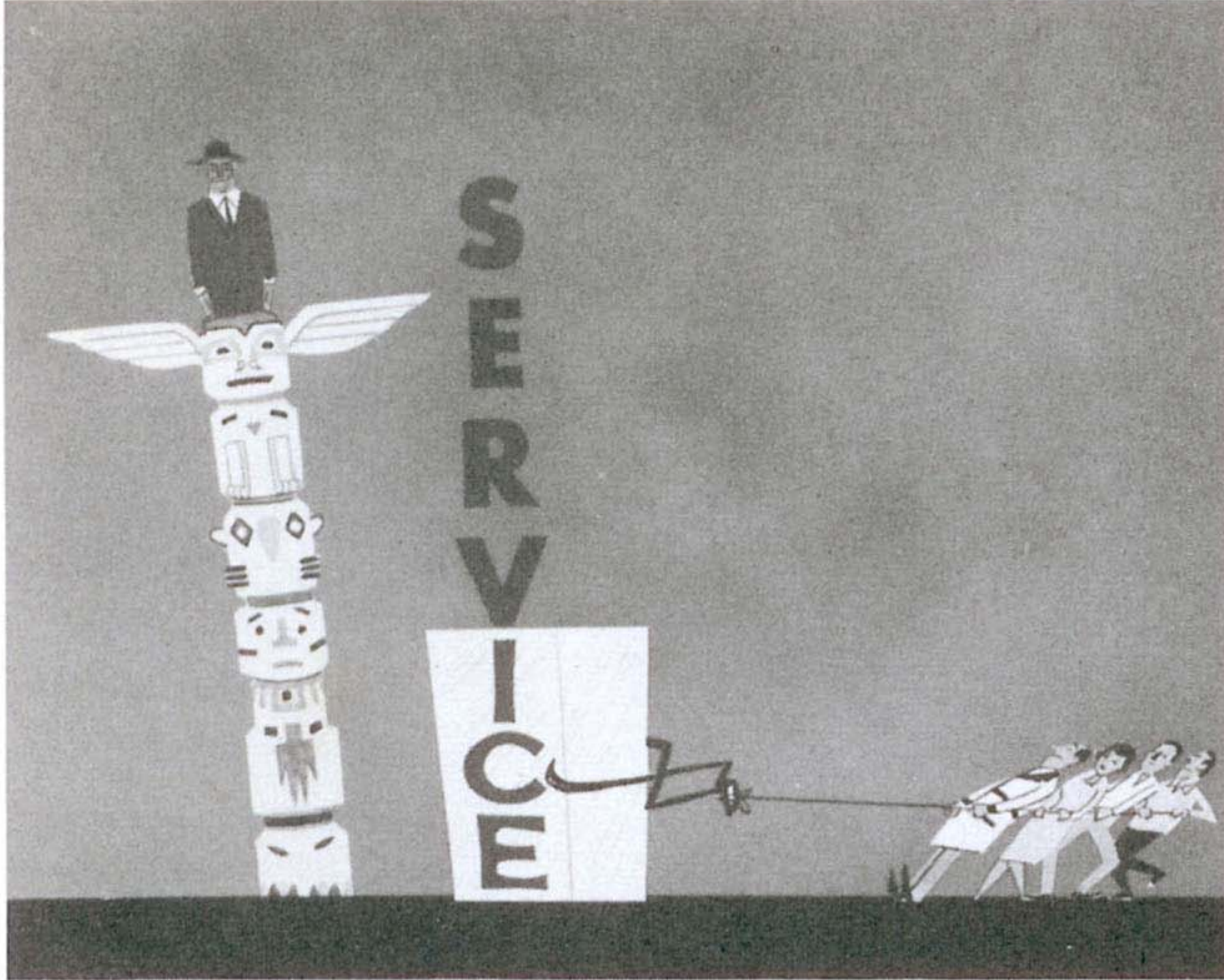
So is the service manager or salesman who takes an extra minute to thank the customer for coming in . . . or to let him know that "the boys did a great job" and his car runs like a top . . . or both!

LITTLE THINGS COUNT!

Many times it's some little thing that makes a hit with the customer . . . even a clean windshield! A customer can drive into a service station, buy two dollars' worth of gasoline and get his windshield cleaned. Yet cars roll out of service departments every day without a cloth ever touching the windshield. And the owner probably left more than two dollars behind him!

Having the car in a convenient location for him to drive out, or having someone bring his car around, is something every customer appreciates. Who likes to maneuver a tightly parked car out of a service storage lot . . . particularly if it's raining?

But telling the customer that we appreciate his business and showing him we mean it through some small extra service is far more than an act of common courtesy.



It's the finishing touch that let's us put the "serv" into service . . . and take out the "ice" at the same time!

First impressions are important. But a customer's *last* impression can be a *lasting* one! And it's no one-man job to make the last one favorable.

Everyone in his individual job plays an important part even though some of us rarely contact the customer . . . or even see him. Along with everybody else in the dealership, we share an equal responsibility in winning or losing the favor of the one man we all depend on for the security of the dealership and our jobs . . . the Boss of Main Street!

S TART WITH A PROMPT, FRIENDLY GREETING!

E STABLISH THE CUSTOMER'S REAL NEED!

R ETURN A COMPLETE JOB WHEN PROMISED!

V OICE OUR APPRECIATION FOR HIS BUSINESS!

E ND UP WITH A SATISFIED CUSTOMER!

When everyone in the dealership conscientiously tries to keep these points in mind . . . and applies them every day to his particular job . . . it creates the best job insurance available, and the premiums are paid for by the Boss of Main Street!

SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK • SERVICE
BOOK • SERVICE REFERENCE BOOK • SERVICE REFERENCE
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK • SERVICE
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK • SERVICE
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK • SERVICE
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK • SERVICE
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK • SERVICE
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK • SERVICE
SERVICE REFERENCE BOOK • SERVICE REFERENCE BOOK • SERVICE