

Analyzing Comebacks

Do you track your comebacks? Do you know each technician's average comeback rate? Do you know what they have comebacks on? You need to determine how much EVERY comeback is costing your shop.

For example, you charge a customer \$70.00 for one hour of labor. The next day the customer comes back to fix what wasn't done right the day before. That technician is currently working on a car that will go out at about \$210 in labor. The technician gets pulled off his current job to work on yesterday's customer's vehicle (which you are not getting paid for).

If it takes the technician another hour to fix the comeback, you've not only lost \$70.00 for that hour lost, but when the technician returns to the job he was working on, he's lost an hour of completing that job. And finally, that's an hour that can't be applied to another job waiting to be worked on. If your parts to labor ratio is 50/50, you've also lost \$70 in parts sales for the additional work you missed. That comeback cost you a total of \$210.

NOTE: If you are paying the technician an hourly wage, he is getting paid for an extra hour of work on which you are generating no revenue.

You need to track EVERY comeback in your shop. You need to be able to determine the types of jobs that are most likely to come back on each technician. Once those are determined, you need to make sure each technician receives whatever additional training is needed to reduce the comebacks. If the problem persists, even after training, you may need to seriously consider terminating the technician because he is most likely costing you more than he's making for you.

There is a Comeback Analysis Form on page 4.

Selling Additional Services to the Comeback Customer

Sometimes a comeback is caused by additional needed service. When this is discovered during the course of trying to resolve a comeback, you need to sell the customer on having the additional work performed. When making the first call to the customer, both the comeback problem analysis and correction, and the additional needed work are discussed in the same contact with the customer. Be sure to discuss the comeback issue first.

Once the analysis is complete and the needed service work has been determined and estimated, contact the customer and explain the:

- Results of the comeback analysis and correction.
- Specific service work needed (using CCF for that system).
- Necessity or benefit of having the work performed.
- Cost of completing the work.

Once the customer understands fully the work that needs to be done, seek their approval to perform the work.

The following is a recommended approach for selling the comeback customer on performing additional service work where the comeback was not the result of the previous day's work:

"Mr./Mrs./Ms. _____, we have thoroughly re-checked your brake system and found that your brakes are operating properly. When we test-drove your car again, we discovered that it still pulled to the left. So we performed the analysis on your steering and suspension system, which I discussed as a potential problem with you yesterday.

I wanted to let you know that our analysis procedure uncovered a problem with your ball joints. If you will look on the Steering and Suspension Customer Communication Form I gave you yesterday when you were in, I'll go over the ball joints and explain why they are causing a problem.

We recommend this procedure for resolving the problem. (Explain procedure and ask if the customer has any questions. DO NOT GO INTO COSTS UNTIL YOU KNOW THE CUSTOMER UNDERSTANDS.)

The parts and labor will be \$_____. Of course there's no charge for re-checking your brake system. May we have your authorization to perform this work?" (OR: "Since this work requires us to reschedule, I'm calling to see if you would like to schedule this work now.")

IF YES: "Great. Let me just confirm when you're planning to pick up your car (or bring your car in for further work). Thank you. We appreciate your business."

IF NO: "Fine, Mr./Mrs./Ms. _____. When you pick up your car, we'll include our evaluation of your car's current condition. Okay? Thank you. We appreciate your business."

Merchandising Completed Services to the Comeback Customer

It is critically important that you ensure that the comeback customer understands what work was performed on the vehicle, answer any questions the customer may have, and determine if the customer is satisfied with the service received.

You do not want the customer to leave until they have acknowledged that they are satisfied with your resolution of the comeback.

Before the customer leaves with the vehicle, request that you and the customer take a test drive so that the customer can verify for themselves that everything is working properly and, if there is still a problem, you are with the customer to determine exactly what they feel is still a problem. **Make sure the customer acknowledges that they are satisfied before they leave your shop.**

When the customer comes to the service counter to pick up their vehicle, deliver the vehicle to the comeback customer according to the following steps:

- 1 Review the problems and symptoms the customer initially complained about (using the Customer Communication Forms).
- 2 **Explain how you resolved the problem.**
- 3 Review the analysis checklists on the CCF(s) and/or Diagnostic Sheet report(s) and explain the results.
- 4 Describe and explain the additional service work performed using the service work order.
- 5 Review the cost of the work (including what was no charge).
- 6 Explain any applicable warranty.
- 7 Ask the customer if they have any questions. If they do, answer them simply and clearly (using as little technical words as possible).
- 8 Ask the customer to ride with you for a test drive.
- 9 Sell any previously non-authorized additional service needed (if applicable). When successful, make sure to set up an appointment with the customer.
- 10 Thank the customer for their business.

Comebacks are a major cause of costly customer DIS-satisfaction.

The following is an example approach for merchandising the completed services to the comeback customer:

“Mr./Mrs./Ms. _____, before you leave, I want to go over the services we’ve completed on your vehicle today.

First, let’s briefly review the symptoms and problems you described when you brought the your car back in (review all symptoms and problems).

Using the CCF: Based on your information, we re-checked the entire brake system. As I mentioned to you when I called, we found no problems with your brake system. When we test-drove the car again, we discovered that it was still pulling to the left. So, we performed the following analyses on your steering and suspension system (review analysis items). The results were that there was a problem with your ball joints (explain details).

After we called for your authorization, we performed the work written here on the service work order (describe and explain work performed – including the parts that applied to each repair task – and ask the customer if they have any questions about the work that was performed). MAKE SURE THE CUSTOMER UNDERSTANDS AND ACCEPTS ALL THAT YOU’VE COVERED BEFORE GOING INTO THE COSTS.

The total charges for the services we performed today are \$_____, \$_____ for parts and materials and \$_____ for labor. Of course there is no charge for re-checking your brake system.”

If applicable: “Here is the warranty information on the work we’ve completed. (Give customer warranty materials.) I’ll briefly explain the terms to you now.” (Explain using warranty materials.) Then cover your Extended Warranty if offered.

“If you have a couple of minutes before you leave, I would like you to test drive your car so you can make sure everything is working to your satisfaction. Can we do that now?”

ON THE TEST DRIVE:(When the customer seems satisfied, ask: *“Does everything meet with your satisfaction?”* When the customer says, *“Yes,”* say: *“Then let’s return to the shop so we can complete the paperwork and you can be on your way.”*

If additional work is needed: *“Mr./Mrs./Ms. _____, there is additional work your vehicle needs which we called you about earlier. I want to explain it to you before you leave (explain carefully using the CCFs). Would you like to go ahead and schedule that work now?”* (When the customer is with you in person, and experiencing the quality of your interaction with them, they are more likely to agree to schedule the additional work – even though they declined when you called them earlier.)

IF NO: *“Fine, here’s where we’ve noted the work needed so you’ll have it for your reference.*

Do you have any questions I can answer before you leave?” (Answer all questions simply and clearly.)

Once the customer understands what was done to the vehicle and why, and has test driven the vehicle, escort the customer to the cashier where you give the work order and/or invoice to the cashier, thank the customer, and the customer pays for the work performed:

To CASHIER: *“Mr./Mrs./Ms. _____ is ready to leave now. Here’s the invoice for his/her vehicle.”*

After the customer pays for the service, escort the customer to their car and say:

“Mr./Mrs./Ms. _____, thank you for giving us the opportunity to make sure your car is in good working order. We appreciate your business.”

Analysis of Comebacks

Customer Name: _____	Date of Comeback: _____
Phone: _____	Work Order #: _____
VEHICLE: Make: _____	Model: _____
Type: _____	Year: _____ Engine: _____

Original Problem / Service request: _____

Original Repair / Service Performed: _____

Technician Assigned: _____

Original Total Revenue: \$ _____
Original Total Cost: - \$ _____
Original Gross Profit: = \$ _____

Comeback Complaint: _____

Action Taken to Resolve Comeback: _____

Technician Assigned: _____

Credits or Refund Issued to Customer: \$ _____
Total Cost of Additional Labor: + \$ _____
Total Cost of Additional Parts: + \$ _____
Additional Charges to Customer: - \$ _____
Total Cost of Comeback: = \$ _____

Conducting a Facility Audit

You will not have the opportunity to satisfy many customers (especially women) if you do not have a facility that people want to come to. One research study revealed that customers prefer going to independent service centers over dealerships. They rate service centers higher in virtually every category except facility cleanliness and appearance. A pleasing atmosphere is one of the four primary criteria customers give for choosing a service center.

The first impression customers get of your shop is what they see when they first drive in. The visual impression customers have of a shop can literally determine their perception about the shop's quality and capability, and the management's and staff's character, honesty, and integrity.

The physical condition and appearance of your facility may not seem like a big issue to you, but it is either helping bring customers in or driving customers away.

Studies have shown that even basic things like a fresh coat of paint and cleanup work can increase business by 5%-10% over the short term. You need to make sure your physical facility is in top-notch condition and appearance — both inside and out.

Under no circumstances should your facility ever be in poorer condition than any of your primary competitors.

You need to take a thorough audit of your facility at least every quarter.

TIP: Conduct a facility audit yourself and also ask a trusted customer (preferably female) to conduct an audit. Then compare findings. You may be surprised at the things you think are fine that a customer will find faulty.

FEMALE FRIENDLY FACILITY

With 65% (and growing) of customers being female, it is vital to have a facility females will feel comfortable coming to. The following are things to consider when making your shop female friendly.

- The exterior (street appeal) must be clean and tidy or females won't even come in. On the other hand, females tend to have a larger referring network, and if your shop is neat, they will tell their network.
 - ✓ Make sure all weeds are gone, any grass areas are neatly mowed and trimmed, and all curbing is painted. If possible, plant some flowers, bushes or other plants that will give the front of your shop a more "decorated" look.
 - ✓ Make sure your exterior paint is fresh with no peeling.
 - ✓ Remove any parts or other hindrances at the front of your shop. Any merchandising items should be displayed neatly and without obstructing entrance to your shop.
 - ✓ Remove all unnecessary posters, flyers, ads, etc. from windows. Your windows and door(s) must have an open, inviting appearance.
- Your waiting room must be neat, clean and comfortable. The floor should be kept clean enough for a toddler to crawl around on. The waiting room should also have magazines for women plus children's books and toys.
- Because women have a more sensitive sense of smell, you should eliminate any old, burnt smelling coffee pots. Make fresh coffee and transfer it immediately into an insulated pump pot.

- The women's restroom must be absolutely pristine, and kept that way all day long. Make sure all supplies women may need are available.
- Remove any calendars and/or posters that might in any way be offensive to females – including in the back of the shop where you think no females will ever see them. Professional businesses do not allow potentially offensive materials in their business. And yours should be a professional business.
- Make sure any parts or products that are displayed are kept dusted and well organized.
- Remove all cores, parts, tires or other items from any floor area where customers will walk (and where employees walk as well).
- Make sure interior walls are freshly painted – preferably in light colors.
- Assign daily clean up, freshen up responsibilities to specific employees, and then check several times a day to make sure those responsibilities are fulfilled.
 - ✓ Sweep the floors.
 - ✓ Clean windows and fixtures.
 - ✓ Dust.
 - ✓ Mow grass / remove ice and snow.
 - ✓ Pick up litter inside and out.
 - ✓ Keep restrooms and waiting room clean ALL DAY.
- Hang or place signage properly and provide information and instructions that are easily read and understood.
- Make sure the shop is brightly lit.
- Make sure the counter area where you greet and deal with customers is the cleanest area in your shop. There should be no chance that

anyone will get dirt or grease on them when bringing in or picking their vehicle.

Your shop must make a solid first impression. A minor investment in refurbishing and cleaning up your facility can pay big dividends.

There is a Facility Audit Sheet on the next page for use in evaluating and scheduling needed improvements to your facility.

Business Improvement Assignment

You and your Service Advisor perform a comeback analysis using the Comeback Analysis form on all comebacks from the past six months. If less than 20, go back further until you have analyzed at least 20 comebacks.

Analyze EVERY comeback going forward. Keep track of comebacks in two ways:

- By type of job (brakes, steering, etc.).
- By technician (all types of jobs worked on).

Once you have analyzed your previous comebacks, determine what improvements (if any) need to be made, and by whom. Do all technicians need training on a particular system? Does an individual technician need training on a specific system? Do you have an equipment problem that needs to be addressed? Do you have an employment problem that needs to be addressed?

Conduct training sessions with your Service Advisor(s).

Give your Service Advisor(s) a copy of the material on pages 1-4 and have them prepare for a 30-60 minute training sessions with you over the next 30 days.

Conduct a shop meeting to review Volume 1, Segment 6 issues and review any shop issues that have come up in previous shop meetings.

Keep discussing ways to improve the performance of your shop. If assignments have been made to staff members, get reports on results and next steps to take (and by whom).

Facility Audit Sheet

EXTERIOR

<u>Item</u>	Good / Marginal / Bad			<u>Needed Improvement</u>	<u>When</u>
	<u>Condition</u>				
• Building paint	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Parking lot paint (curbing)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Parking lot surface	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Lawn (cut / trimmed)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Property free of weeds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Shrubs / flowers / trees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Signs – condition / placement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Windows – clear / clean	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Clutter – old cars, parts, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Gas pump area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Trash cans / wiper fluid / towels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Product displays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Tow truck	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Window signs / flyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

INTERIOR

<u>Item</u>	Good / Marginal / Bad			<u>Needed Improvement</u>	<u>When</u>
	<u>Condition</u>				
• Walls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Floors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Waiting room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Bathroom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Wall / window hangings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Merchandise / displays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Shop tools / equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Parts inventory condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Removed parts / cores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Lifts / pits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• Staff's personal appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
• _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

Review Quiz

Answers to quiz at the bottom of this page.

Volume 2, Segment 1

Circle Your Answers

- As long as additional parts are not needed, fixing comebacks doesn't cost you anything because you're not paying the technician for fixing the problem.
A) True
B) False
- When analyzing comebacks, you need to be able to determine:
A) Comebacks by types of jobs.
B) Comebacks by technician.
C) The total financial impact of each comeback.
D) None of the above
E) All the above
- When resolving a comeback, you should not try to sell any additionally needed work.
A) True
B) False
- The four most important areas of the facility that impress or "turn off" females are:
A) Service bays, restroom, display shelves, staff's personal appearance.
B) Parts inventory, lighting, restroom, window signs and flyers.
C) Exterior street appeal, service counter, waiting room, restroom.
D) None of the above
E) All the above.
- Studies have shown that even basic things like a fresh coat of paint and cleanup work can increase business by 5%-10% over the short term.
A) True
B) False

Don't miss out on 25 TSP bonus points! Here is how to add 25 TSP bonus points to your account!

- Complete the above quiz by circling your answers.
- Completely fill out the information below:(Please print. Information must be legible to receive credit)

Account Name: _____ Date: _____

TSP Account #: _____ Phone Number: _____

- Fax this page to the following number 1-800-550-2654.
- Keep for your records.