



# The Service Adviser



# **The Service Adviser**



When the original edition of this handbook appeared a number of years ago in German, Professor Dr. Nordhoff wrote a foreword which remains as appropriate today as it was then. Here is what he had to say:

**The availability of first class service everywhere has played a key role in Volkswagens's success. So says the influential British journal, "The Economist" in a prominent article devoted to the Volkswagenwerk.**

**This view is no mere partisanship - anything but. Nevertheless it brings an age-old, unchanging principle under the spotlight it so richly deserves.**

**Recent decades have seen service become a science of its own. Our lead in this field is so vast that none of our challengers can come near us if we continue on the present path.**

**The purpose of this book is both to widen service knowledge and to get under the surface of its attendant problems. Mastery of the whole subject - and one does well to remember it is quite rightly called the right-hand man of sales - will thus be furthered.**

**To sell a good car at a fair price, to give service in such good measure that a close relationship of mutual trust springs up between dealer and customer... all this is easy to say but hard to do. Nevertheless it is the recipe for soaring success.**

**Those who strive for achievement must give not take. That is service as we at Volkswagen understand it.**



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# Introduction



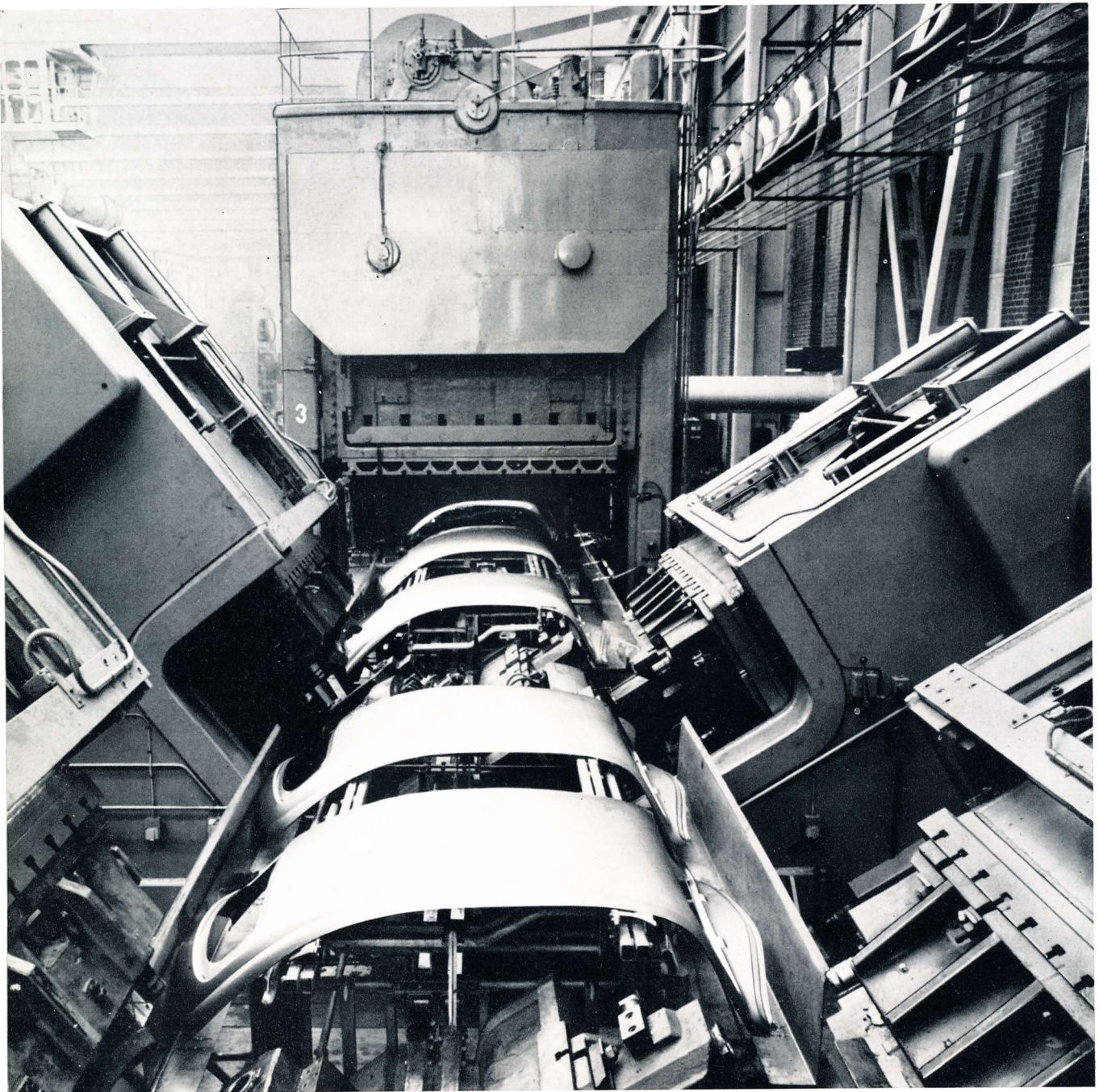
When a few years ago, the position of a Service Salesman was introduced into the Volkswagen Organization, many different opinions existed as to what this new position would involve. Since then, practical experience has clearly shown the necessity of having a

## Service Adviser

for customers of a modern automobile workshop rather than just a Service Salesman.

The purpose of this publication is to try and give a clear idea of who the Service Adviser is and what is expected of him. It is intended to serve both as a training manual for new personnel and as a useful work of reference for the experienced Service Adviser.

1 Roof presses



# The Service Adviser: Definition and Development

2 Final assembly



The number of cars on the road has increased by leaps and bounds in recent years and this has made it necessary to extend proportionately the repair facilities available for them. Many new enterprises have been formed, while existing ones have been enlarged, in many cases into extensive and complex undertakings.

At the same time, the following reasons have called for new methods of handling repair work and have completely changed the face of the workshop:

- Steadily increasing car registration figures,
- Specializing in one make,
- Fewer repairs owing to well balanced design,
- Increased proportion of preventive maintenance,
- Increased use of spare parts and exchange units, instead of repairs.

This resulted in three important phenomenons:

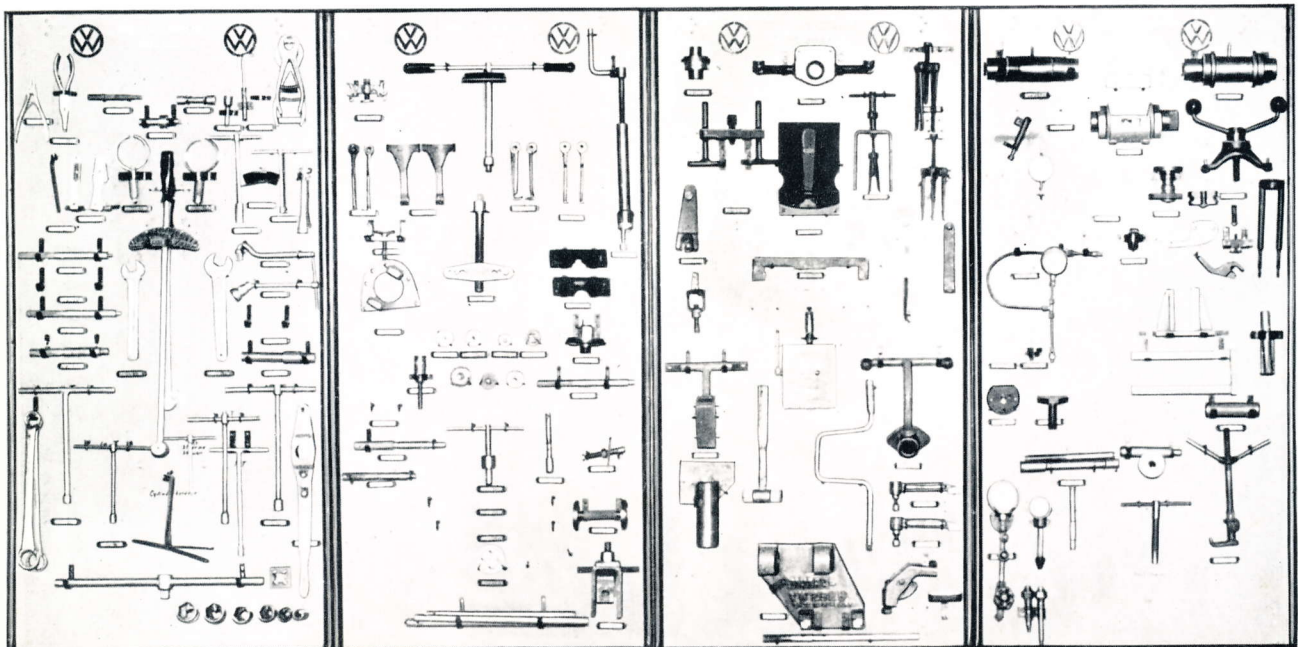
- Standardized repairs,
- High shop volume,
- Increased workshop capacity.

In order to work efficiently and profitably it is especially important to streamline operations and simplify organization. To do this, careful administration, advanced mechanization and proper distribution of work are essential.

Not only are repair operations now largely mechanized by the use of car hoists, car dollies, stalls for maintenance team work and the like, but office work too has such aids as bookkeeping and invoicing machines and time clocks. Mechanization is supplemented by departmentalization, whereby specialist personnel is employed for many tasks. In the workshop, for instance, there are skilled bodymen, engine rebuilders and paint sprayers and in the office, time keepers, etc.

But all this should not mean that the most important factor of all is forgotten: namely, personal attention for the

3 VW Special Tools





## Why does a Workshop need Specialists to advise its Customers?

4 The VW loading station

5 The four-man team in preventive maintenance



customer. Here above all, specialized services are required. The dealer expects his workshop to run efficiently and, of course, profitably. This cannot be achieved unless the daily turnover of repair orders, with the accompanying sales of spare parts and accessories, is such that the workshop is working to full capacity.

This by itself is such an important problem that a specialist should concentrate his whole attention on it. Apart from this, the dealer wants to have:

- Work evenly distributed
- Clear instructions given to the workshop
- Prompt payment of workshop bills by the customers
- Assistance in dealing with the customers
- No interruption of repair shop work by customers

Why can't the shop foreman combine these with his other duties? The foreman is kept fully busy by his own duties in the workshop where he is increasingly burdened by:

- More small repairs
- More unskilled labor employed, and therefore
- More supervision required
- More administrative work
- Greater difficulty in keeping efficiency at its peak

The foreman must spend all his time on his own job so as to avoid:

- Slack and unproductive periods
- Poor workmanship
- Unnecessary work
- Delayed deliveries

Every minute the foreman must spend on other duties costs his employer **money!**

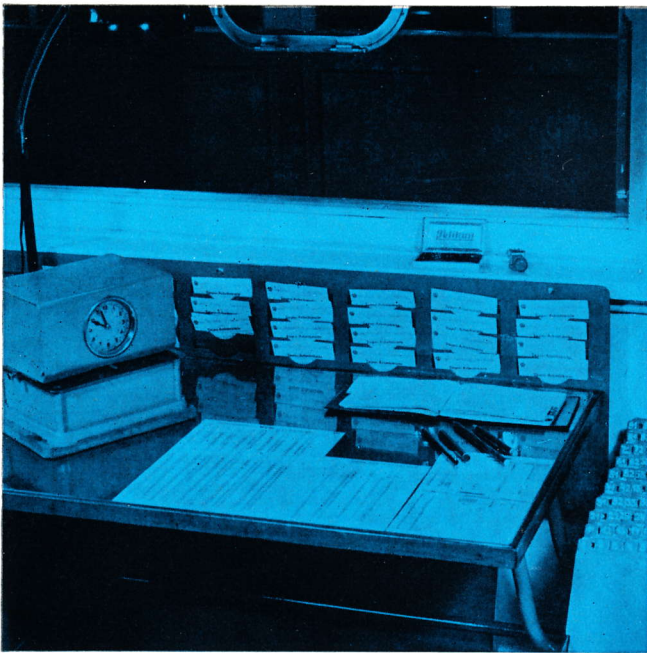
It is therefore in the interests of both the dealership and the foreman that the job of looking after customers should be entrusted to a specialist.



6

- 6 Invoicing equipment  
in the general service office
- 7 The timekeeper's desk

## What does the Customer expect from such a Specialist?



The basis of any successful business relationship is **trust** between the parties concerned. This particularly applies to the purchase of an automobile, when the customer places his confidence not only in the quality of the car itself, but equally in the efficiency of the workshop which will have the job of servicing and perhaps repairing his vehicle. He has the right to expect that his confidence shall be justified.

Anyone who has ever built up a workshop business knows only too well how much trouble he had to take to gain the confidence of each individual customer. Nevertheless, he had certain advantages. The customer dealt directly with the owner of the business, whom he knew personally and trusted as an expert. The dealer supervised the work himself and often personally made out the bills. All the workshop staff also knew the customer and greeted him by name. The customer was allowed to stand by and watch

while his car was being repaired and talk to the mechanic concerned.

This, of course, is no longer possible in the modern workshop. Today, not even the foreman, no less the dealer, can devote himself personally to each and every customer. Instead they have specialists whom they entrust with this work and who must be able to serve the customer as well as the owner could.

The customer will therefore expect:

- Expert advice
- Honest dealings
- Reliable prices and delivery dates
- A responsible employee to deal with
- Time for personal attention
- Polite and friendly treatment
- Ready assistance

This service specialist will only be able to inspire his customers with that feeling of confidence which they formerly had in the small workshop if he fulfills their expectations.

The Volkswagen Organization considers these specialists to be more than just Service Writers or "Reception Clerks". Their job is not just to sell workshop service at any price, but to advise the customer honestly, to see to it that he is satisfied, and gain his confidence.

In order to stress the true significance of this work, the term of "Service Salesman" therefore has been replaced, in the Volkswagen Organization, by that of:

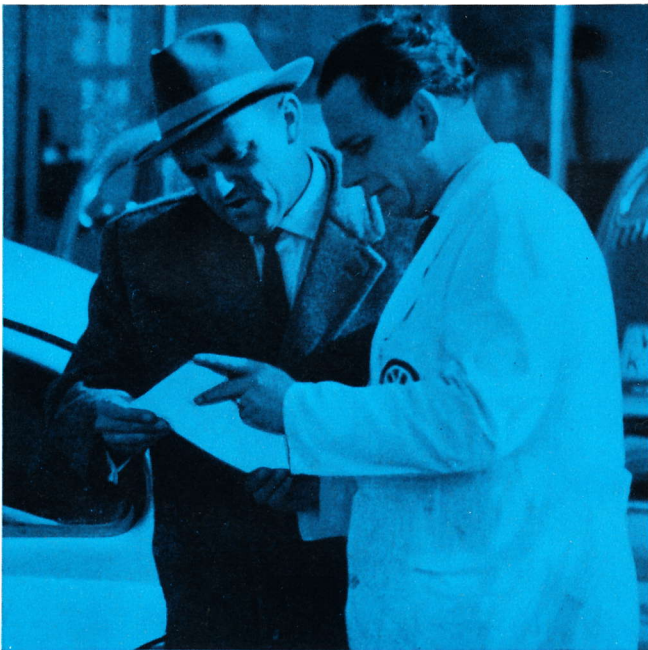
### SERVICE ADVISER



8 The VW Service Adviser: the link between the customer and the workshop



# Duties of the Service Adviser



The Service Adviser is the liaison between the customer and the workshop and should represent the interests of both. The work of the Service Adviser therefore covers all transactions between the workshop and the customer:

## On repair jobs

- Before repair:**
- Customer reception
  - Road testing—diagnosing
  - Advising on required repairs
  - Preparing the repair order
  - Scheduling delivery
- During repair:**
- Following up the repair through the shop
  - Arrangement of additional repairs
- After repair:**
- Controlling quality — post repair inspection
  - Checking the invoice
  - Returning the vehicle to customer

## Additional duties

- Scheduling customers
- Estimating major repair costs
- Selling accessories
- Adjusting complaints
- Advising on warranty and goodwill
- Corresponding with customers

The duties mentioned above can be taken over by the foreman only in workshops that have a volume of less than 10 to 12 vehicles a day. If traffic is greater than this, the care of customers must be left to a specialized Service Adviser so that the foreman can concentrate on his responsibilities in the workshop.



Experience has shown that a Service Adviser can attend no more than 15 to 20 customers a day. When the volume begins to exceed 20 customers per day, a second Service Adviser should be employed.

#### Regular customers

Normally every Service Adviser should have a certain number of regular customers whom he attends. In this way he will get to know both owner and vehicle thoroughly and will be in a position to promote satisfactory service to each.

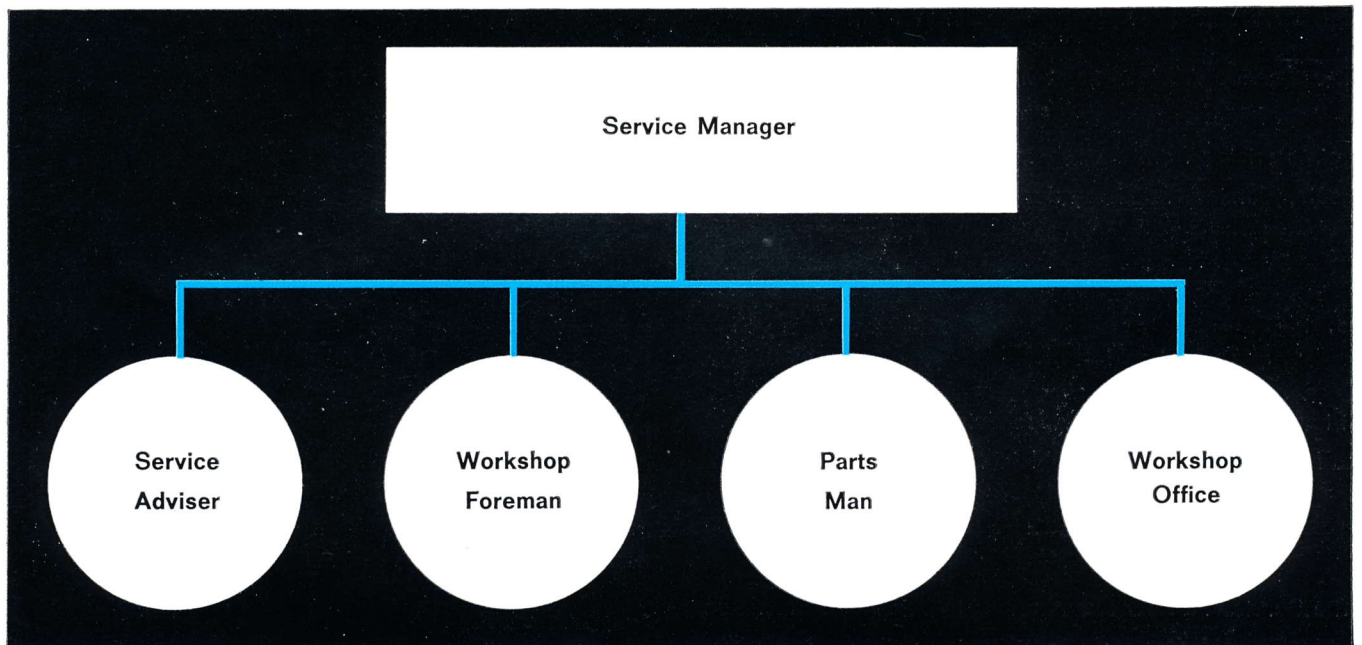
At the same time the client gets to know "his" Service Adviser; he feels that he is receiving personal treatment and is willing to give his confidence to the person who will look after the car from the moment it is handed over until the time it is returned.

#### Distribution of work

In certain large workshops, it will be possible to have special personnel for duties that are not directly connected with customer reception, such as:

- Checking on delivery times
- Pre-checking of invoices
- Preparing estimates of repair
- Warranty and goodwill
- Handling correspondence with customers
- Utilizing customer Kardex for service promotion, workshop planning and sales promotion.

# The Position of the Service Adviser within the Dealership



## The Position of the Service Adviser

If a dealership wishes to take full advantage of the Service Adviser's work, his position with regard to the other members of management and staff must be clearly understood by all concerned.

It is particularly important to see that duties, responsibilities and rights are clearly defined and allocated to ensure smooth cooperation all around.

## The tasks and duties

The Service Adviser must know the interests of both the dealer and the customer. He should not be concerned with actual workshop operations, but should concentrate entirely on his own activities for which he is directly responsible to the Service Manager.

If the Service Adviser is to do his job properly, he must be given the necessary authority. In particular he must have:



### 1 Authority to act

The Service Adviser must have authority to act in the name of his company and to conclude agreements on points arising from the repair order; such as estimate of costs, promise of delivery dates, warranty matters. Special financial agreements, such as allowing credit to the customer, require the sanction of the management, however.

### 2 Authority to test vehicles

It is obvious that the Service Adviser must have the right to road test customer's vehicles.

### 3 Authority to determine delivery dates

The Service Adviser is authorized to settle delivery dates with the customer after reconfirming with the workshop foreman. When doing so, he must do his best to ensure that the flow of work is evenly spread. Internal organization within the workshop itself, however, is the responsibility of the foreman.

### 4 Authority to check repairs

It is one of the duties of the Service Adviser to determine whether repairs have been carried out in a way that will fully satisfy the customer. If the repair has not been properly carried out, or if the car is in a dirty condition, it is his right to refuse to take delivery of it from the shop. The same applies to incorrectly completed invoices.

### 5 Authority in warranty and goodwill

When warranty or goodwill claims are submitted in connection with work done in his own workshop, the Service







Adviser should be authorized to process such claims by himself, up to a limit to be set by the dealer.

#### 6 A suitable place to work

Because the Service Adviser represents his dealership, he should have a suitable place to work where he can receive customers in the proper, private surroundings, and also handle his clerical work.

#### 7 Complete and up-to-date files

The Service Adviser must have a complete set of Volkswagen Service literature including the Repair Times List, his most important reference. He should also have access to all information and current circulars from Volkswagenwerk that refer to Service matters and should be kept informed of any agreements or correspondence with his customers that relate to workshop or service matters.

#### 8 Financial security

If the Service Adviser is to represent the interests of the dealership, his salary should be sufficient to allow him to enjoy a reasonable standard of living, and at the same time, insure that all his effort during working hours is concentrated on his job. Since the Service Adviser is the most frequent contact the customer has with the dealership, he must be able to present a suitable appearance at all times.

The rights and duties of the Service Adviser should be clearly defined and known to all concerned. Smooth cooperation is only possible if everyone understands the relationship the Service Adviser has with the service manager, shop foreman and other shop personnel.

**VW-Standard Forms**

**Repair Time List**

**Flat Rate Manual**

**Instruction Manuals**

**Service Hints**

**Workshop Manuals**

**Service Bulletins**

**Technical Bulletins**

**Workshop Bulletins**

**Spare Parts Lists**

**Spare Parts Price List**

**The Spare Parts Adviser**

**Volkswagen Warranty Policy  
and Procedure**

# Qualifications of the Service Adviser



Because of the importance of the Service Adviser's position, he should have:

- 1 Technical experience
- 2 Administrative ability
- 3 Suitable personality
- 4 Business ability

Special talent in any one of these directions will not compensate for shortcomings in any of the others. A Service Adviser needs a sound combination of all four qualifications.

The Service Adviser should have a good general education and some experience or training in a mechanical or technical line. It will be to his advantage to extend this basic knowledge through evening classes or perhaps a home study course.

Since it is absolutely necessary that the Service Adviser be completely familiar with the Volkswagen and its repair and maintenance, it is usually better if the Service Adviser has obtained his experience and knowledge within the Volkswagen Organization. Volkswagen dealerships should therefore first look to their employees when searching for the man to fill this position. This does not mean, of course, that an applicant from another automobile workshop should be turned down.

Of all the abilities and experience needed by a successful Service Adviser, the most important is technical experience — the Service Adviser's success depends upon his ability to diagnose mechanical troubles and recommend the correct repair. Foremen and mechanics already have the necessary practical experience in repair work, but their administrative and business abilities, however, will probably require further training.

On the other hand, employees from other departments who wish to become Service Advisers will probably be

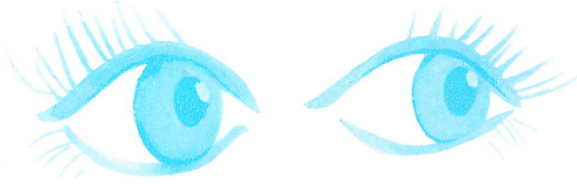
NEAT APPEARANCE



PLEASANT MANNERS



TACTFUL NEGOTIATOR



CORRECT DEMEANOR



NATURAL PERSONALITY



experienced in administrative and business work only and therefore require thorough technical training.

The Service Adviser as the representative of the Volkswagen dealer has frequent contact with the public. For this reason, importance is attached to his having the right personality for the job. He must be able to win the customer's respect and confidence and should himself be respected by his fellow employees.

The Service Adviser should therefore have the following personal qualities:

#### Natural Personality

A pleasant, easy manner always makes a good impression on the customers. A person who is uncertain in his manner, or tends to be either severe or arrogant, will encounter difficulties with both customers and employees.

#### Neat Appearance

A well-groomed appearance is essential. The Service Adviser should be neither slovenly nor ostentatious, but neat and suitably dressed. Appropriate clothing is a white or neutral colored factory or shop coat with an embroidered Volkswagen service sign in white or silver.

#### Correct Demeanor

Reliability, punctuality and trustworthiness in every respect are essential qualities if the confidence of the customer is to be gained and retained. Such reliability will also provide the right foundation for useful cooperation with other employees, to whom the Service Adviser should set a good example.

#### Pleasant Manners

It is, needless to say, absolutely essential that the Service Adviser should have pleasant manners so that the customer feels he is getting proper, courteous, service.

#### Tactful Negotiator

It will be easier for the Service Adviser to deal with the

customers if he can "put himself over" well, has a friendly, open personality and is adaptable and patient when dealing with customers.

On the other hand he must be able to use his judgment and put over his point of view with firmness when faced with unreasonable demands. He should always exercise self-control, however, and avoid unpleasant scenes.

The characteristics and abilities described above are those that the Service Adviser should ideally possess. His is a job which calls for the ability to advise and assist the customer in every way. The customer will very often judge the whole dealership by the way he is treated by the Service Adviser. The Service Adviser should give the customer the impression that he is personally working for him — because, in fact, this is what he is doing. Only those who approach it with enthusiasm will really make a success of this varied and rewarding task.



# Training to become a Service Adviser

11 Training stage II: parts stockroom



The Service Adviser, like any other specialist should receive proper training. The most suitable candidates for such training are young foremen and mechanics. The service manager will usually be responsible for making the selection. He will naturally favor those employees who have shown their desire to advance by the way they have done their work and by going to night school or otherwise improving their knowledge.

Training should cover all aspects of workshop, parts department and office work. This calls for the following training program:

## Workshop

- Maintenance
- General Repair
- Unit Repair
- Body repair
- Paint shop



### Parts Department

Stock control  
Nomenclature and use of parts

### Office

Time keeping  
Preparing invoices  
Customer Kardex  
Customer correspondence  
Estimating cost of repairs

### Length of training

In general, trainees will already have a certain amount of workshop experience. Special workshop training may therefore be omitted in whole or in part where candidates have practical knowledge of repair work. It should thus be possible to complete the training of a Service Adviser in two to three months.

However, the length of time, training takes in each department is of no great importance. The only essential requirement is that trainees should thoroughly master every type of work. This will happen all the quicker if they are not only expected to look on, but are actually given all the various jobs to do.

With such experience, the trainee will soon learn to handle more important jobs and get all around insight into the running of the whole dealership. When his training is completed, he should at first be placed under the supervision of some older and more experienced Service Adviser until he feels confident that he can handle all his duties on his own. As soon as this stage is reached, he should be given the chance of working independently.

### Planning

Training must obviously be thorough and will therefore take a certain length of time. It follows that every Volkswagen dealer should plan the training of its future Service Advisers well ahead. Trainees can, of course, be given temporary assignments in case of need, for instance where a regular Service Adviser is on sick leave or during peak periods.

Service Adviser schools, as part of the general training program of the Volkswagen Service Organization and attendance by the most apt employees, benefits dealership, customer and student.

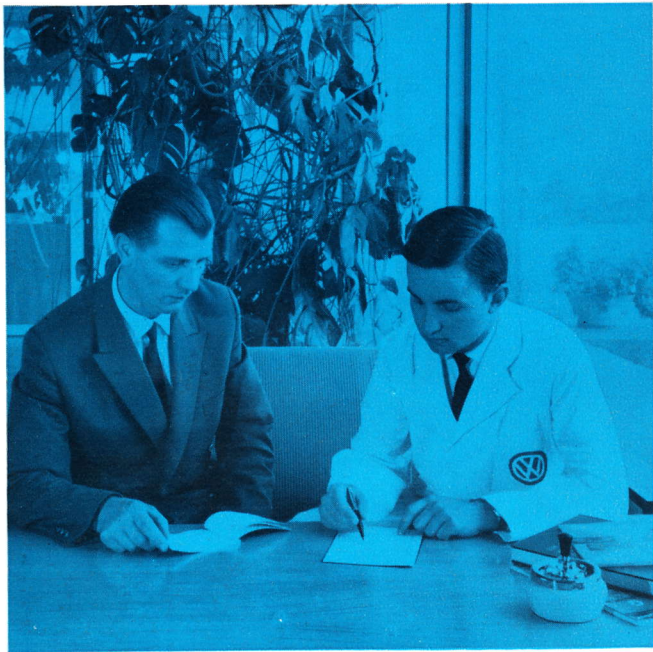


# Customer Reception



The first few minutes after the customer's arrival are of decisive importance to the success of good customer relations. It is important that the Service Adviser should not keep the customer waiting, but find out what he requires and look after his needs. If the Service Adviser is occupied with another customer, he should excuse himself for a moment to greet the new arrival. Lack of time must never be allowed to result in superficial and off-hand treatment of the client, who should always receive the impression that the Service Adviser is giving him personal, individual attention.

Should the Service Adviser be held up in a long conversation with one customer when others are waiting for him, he can always suggest that the interview be resumed later, at a more appropriate time. Even if the customer is particularly long-winded, he will usually react to the hint that the workshop is waiting to start work on his car.



It is not always possible for the Service Adviser to be available. He may be away on road test, or on other work, in which case someone else should be delegated to replace him temporarily.

A customer is pleasantly impressed when the Service Adviser greets him by name and seems to know all about him and his vehicle. He will thus be able to express his wishes in concise form and not delay the Service Adviser unnecessarily. As an aid to memory, the Service Adviser should carry a record of his main customers in pocket book form. He should always keep this with him so that he can greet customers by name even outside the dealer's premises.

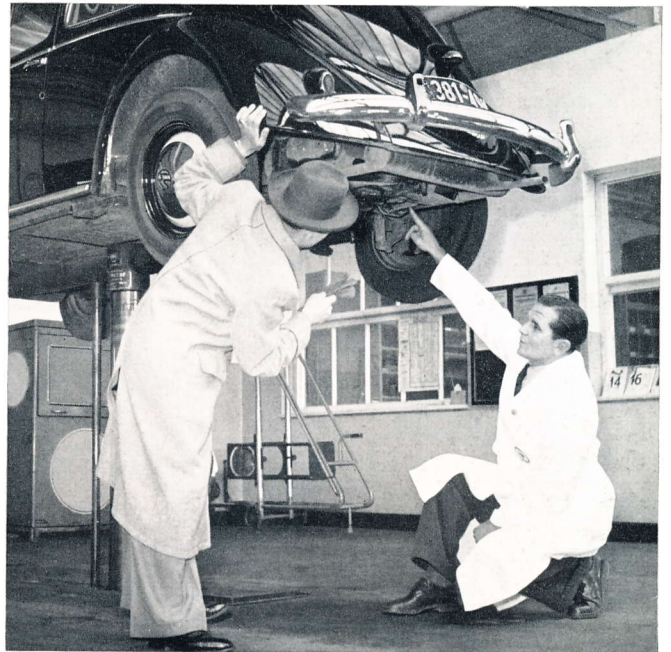
At the first inspection, or when delivering a new car, it is also a good practice to write down the customer's name on the front cover of the Service Booklet. Thus, whenever the customer presents his Booklet, the Service Adviser

will be able to address him by name and give a personal note to the interview.

If the service Adviser has a good memory he will, in time, be able to dispense with some of the aids described here as he gets to know "his" customers. However, such aids should certainly not be neglected at the start.

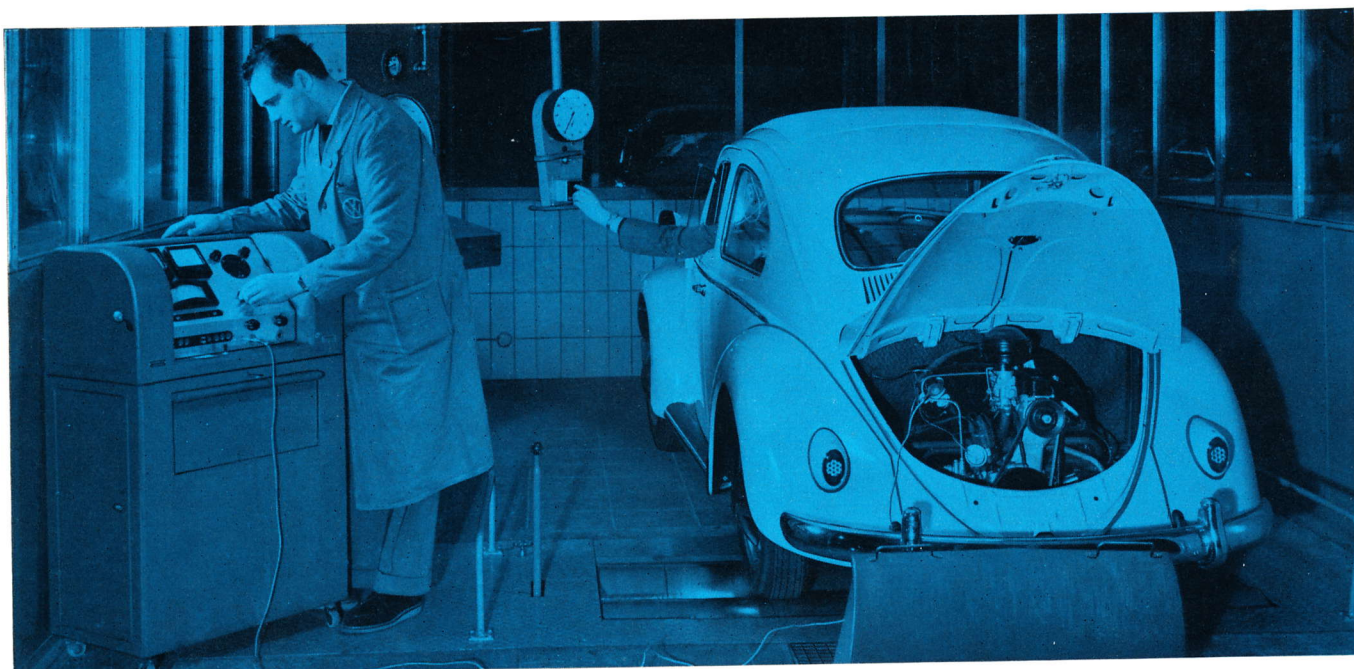
# Diagnosis - Road Test

14 Explaining the diagnosis



Frequently the customer arrives with a request for certain specific repairs only, but this does not relieve the Service Adviser of the duty of properly diagnosing any other faults. Even though the Service Adviser knows that the customer will permit no other repairs, he is doing a disservice to both the customer and the workshop if he doesn't at least call these other faults to the attention of the customer; it is to the advantage of both parties if as much work as possible is done at one time.

Coming back for additional repairs, which could have been made before if they had been spotted during a complete diagnosis, reflects badly not only on the car, but the dealership. Worse than this, the customer could have the additional repairs made elsewhere. A hoist is practically a salesman in itself, and it is essential that the Service Adviser has one at his disposal for such things as:



- Making a quick reliable examination of cars brought in for repair. This gives the Service Adviser a clear impression of the extent of the work required and permits estimates to be made.
- Examining cars whenever there is any doubt as to their roadworthiness or general safety.
- Showing the customer the condition of his car, before or after repair.

A complete and critical assessment of the car's condition cannot be made without a road test and this should never be omitted even if time is short or the defects are comparatively minor ones. The road test is obviously of great advantage for:

- Comparing the customer's remarks with actual conditions.
- Detecting defects impossible to spot any other way.
- Checking general safety and reliability.
- Avoiding extensive future repairs by catching faults early.
- Safeguarding against complaints after repair.

For the experienced Service Adviser, the road test is more than just a vehicle check. He takes the customer along and makes use of the time to:

- Hold and promote the customer's confidence.
- Explain any additional repairs required.
- Get approval for these repairs on the spot.
- Strengthen the customer's confidence in his car.

On such occasions, the customer should be invited to drive the car as well. This enables the Service Adviser to see what sort of treatment the car normally receives and to observe and handle both car and driver correctly. However, it may sometimes be advisable to road test the car without the customer if there is a danger of his drawing incorrect conclusions from the various tests applied during the drive.

#### The test route

If traffic is heavy near the dealer's premises, it might be well to establish one permanent test route. This facilitates control: the workshop knows where the Service Adviser is to be found and when he is likely to return, and can also give prompt assistance to vehicles stranded during the road test.

#### Who is allowed to give road tests?

The Service Adviser may not always be able to give the road test himself, so a rule should be established as to who else is allowed to do this. The foreman should also be authorized to give road tests, so that he can check vehicles after complicated repairs.

The test drive can also be used for taking the customer to his home or place of business in his own car. No customer appreciates rough treatment in the handling of his car: turning abruptly, braking violently, slamming the doors, or driving too fast. The Service Adviser should therefore treat the customer's car with consideration, drive with restraint, and avoid giving the brakes too many violent tests.

If the car is treated with apparent carelessness by the Service Adviser, his customer will all too easily draw conclusions as to the handling it gets in the workshop.

#### Road test insurance

The Volkswagen dealer should take out insurance coverage against the risk of injury to Service Adviser or customer during the test drive. He should also insure himself against loss or damage to customer's vehicles in his charge.

With heavy traffic in some areas, road testing is becoming increasingly difficult. As a result, more and more workshops are now installing suitable test appliances, which in many cases avoid the necessity of a road test.

# Giving Advice on Repairs

## Advice

Customers come to Volkswagen dealerships for expert technical guidance in everything from owning and driving a car to servicing and repairing it.

This means that the Service Adviser must be more than just an order-taker or receptionist; he must be a real Adviser to the customer in everything that concerns his automobile. After determining exactly what is wrong with the car, the Service Adviser should point out to the customer what repairs are required and explain the workshop's terms of business. He should explain each item clearly to the customer and tell him why the work is necessary.

## Exchange Service

Sometimes it may be more advantageous for the customer to have a unit exchanged instead of repaired. In such cases, the customer should be advised to take advantage of the VW Exchange Service in his own interest.

This is a useful suggestion for the Service Adviser to make, for the Exchange Service benefits the customer while offering marked advantages to the workshop as well. By installing reconditioned parts it is possible to shorten repair times and thus speed up deliveries.

## Prevention

The Service Adviser should remind the customer that prevention is better than cure and recommend regular preventive maintenance. In this way, the customer is saved the heavy repair costs that can result from neglect or delay. It should not be difficult to persuade the customer that it is to his own advantage to keep his car well cared for and thus maintain its value.

The Service Adviser's motto should be, "We would rather service your car than repair it."



The Service Adviser will often be forced to give unpleasant news when the repair is assessed, especially in cases where the customer has been expecting very quick service or low costs. He should not be afraid of making it quite clear to the customer from the beginning what the costs, delivery date and extent of the repair work are likely to be; this avoids friction and disappointment later.

#### Suggesting a sale

Where, as a result of heavy wear and tear or a serious accident, it is no longer worth repairing a car, the Service Adviser should point out to the customer the advantages of buying a new car, or even a good used car, rather than paying very high repair bills. The sales department should also be advised to make the necessary sales approach to the customer.

#### Estimating the cost of repair

Once the repair has been sized up, the first thing the customer wants to know is what it will cost and how long it will take.

In this connection, the Service Adviser's first duty is to settle the question of how payment is to be made. The job of estimating cost is greatly simplified by the Repair Time List, which enables labor charges to be calculated with accuracy. Time studies, based on general workshop experience, can be made for those operations that are not included in the Repair Time List. A well run workshop will have flat rates for every possible type of work. In this way an advanced estimate of cost can be established with a fair measure of accuracy.

One should, however, avoid giving the customer any firm quotation. If the repair is an extensive one, it may be advisable to work out a written estimate for the customer. Further information on this point will be found in the Chapter on Estimates.

#### Settle method of payment

The Service Adviser will naturally draw the customer's attention to the "cash payment" clause printed on the repair order form.

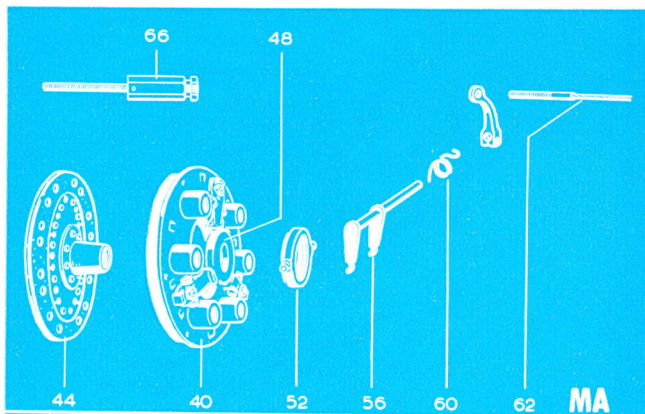
If a check is to be accepted or deferred payment to be arranged, the credit rating of the customer should be established. Fleet owners who are regular customers may, if necessary, be allowed to settle their repair bills on a monthly basis through a credit account. This should be treated as an exceptional arrangement, however, and be granted to important customers only. In all cases where a customer asks for credit facilities, the Service Adviser should refer to the Service manager for a decision.

To sum up, when a car comes in for repair, the Service Adviser should:

- Greet the customer
- Listen to his requirements
- Make a diagnosis of the defects
- Settle with the customer what repairs are to be done
- Draw customer's attention to the exchange service
- Explain terms of repair
- Give a provisional estimate of costs and delivery time
- Settle a method of payment
- Assist in insurance matters, if necessary
- Make out the repair order form

# Filling out the Repair Order

16 Extract from VW Repair Time List



			Time unit
0	MA 40b	Remove and install clutch (engine removed) .....	50
0	MA 40f	Adjust clutch free play (to be charged only if no other operations of the group MA are carried out) .....	35
0	MA 40h	Overhaul clutch (remove and disassemble clutch, check components including springs — replace when necessary, assemble clutch, adjust clutch release plate) — engine removed .....	145
0	MA 44h	Reline clutch driven plate (remove and install clutch driven plate) — engine removed .....	110
0	MA 48b	Replace clutch release plate and adjust (clutch removed) .....	50
0	MA 52b	Remove and install clutch release bearing (engine removed) .....	35
0	MA 56b	Remove and install clutch cross shaft (engine and rear axle removed) ...	385
0	MA 60a	Replace clutch return spring (adjust clutch) — engine and rear axle in vehicle .....	105
1	MA 62c	Replace clutch cable (remove and install pedal assembly, adjust clutch and brake) .....	200
2	MA 62c	Replace clutch cable (remove and install pedal cover plate, adjust clutch pedal free play) .....	
0	MA 66d	Install clutch cable coupling .....	

## The order form

After agreeing upon the extent of work to be done, the repair should be started as soon as possible. To make sure that no job is forgotten, the Service Adviser fills in a repair order with the necessary number of copies, in the presence of the customer. When doing so, the car's chassis number can conveniently be copied from the customer's vehicle registration or Service Booklet. Care should be taken to ensure that both the customer's particulars and all vehicle data are accurately noted. In the case of regular customers, much of this data can also be taken from the customers' file in the general office. The customer's phone number should be on file in case additional repairs turn up. Full details as to the way the order form should be filled in are given in

## Volkswagen Standard Forms

This publication explains how a workshop order should be processed and the Service Adviser is advised to familiarize himself thoroughly with its contents. It will help him to understand the dealership's organization and to handle repair orders correctly. Attention need only be drawn here to the following points that are important when filling in the repair order.

## Time Saving

Use of the operation numbers from the Repair Time List e. g. H 21 d, M 1 a, etc. The Repair Time List contains some 850 items covering nearly every possible repair operation. Some 100 of these items are used almost daily and the Service Adviser should therefore soon get to know them by heart.

## Precise Instructions

Clear instructions should always be given on the repair order. In case of doubt, order disassembly, final instructions being given after further investigation.

**Logical sequence**

Operations should be listed in the sequence in which they are to be carried out in the workshop, and arranged according to assemblies.

**Customer's signature**

Finally, the Service Adviser signs the repair order and the customer countersigns in confirmation. It is important to obtain the customer's signature, since this also serves as his acknowledgement of any terms or conditions printed on the form. The customer should not, however, sign the forms blindly.

When filling in the form, the Service Adviser should explain the meaning of the items entered so that the customer can give his approval to each operation. Otherwise there is a danger of awkward complaints from the customer who, in case of dispute, may attempt to put all the responsibility on the Service Adviser.

**Condition of the vehicle**

The Service Adviser should give the vehicle a short inspection in the presence of the customer. If this is not done, the workshop may be later held responsible for any existing dents or scratches on the body, soiled upholstery or damage to the interior finish of the car. At the same time, note can be taken of any tools or other property left in the car.

**Taking leave of the customer**


Although the repair order has now been completed, the Service Adviser is not yet through with the customer. Before he turns his attention to other customers, he should conclude the interview with the first customer as politely as he began it.

The now carless Volkswagen driver will be thankful if the Service Adviser conducts him to the waiting room or helps him make the necessary arrangements to reach his home or place of business.

Where a dealership is located far from convenient transportation and repairs are extensive and will take quite a while, it is not unusual for a dealer to lend a customer a "loaner car". Some dealers use a Volkswagen Station Wagon a few times a day and run a private bus line to downtown areas.

This is a nice little touch that can be especially important where filling stations compete for service business because they are nearer to the customer's home or place of business.

**17 Repair Order**



**PRACTICAL MOTORS**  
1, Efficiency Road, Phone 222  
ORDERLY TOWN

WORKSHOP NO. 000/.....

REPAIR ORDER NO. ....

NAME Mr. E. Smith

ADDRESS 435 Main Str.  
Carville / B.C. TEL. 205-6734

TYPE	DELIVERY DATE	CHASSIS NO.	REP. DATE
113	03.9.	2076534	28.4.0
MILEAGE RECEIVED	A.M.	PROMISED	LICENSE NO.
14735	8.40	3.00	ONE 196

1.	2.	3.	4.
M1a	MA40b	H40c	H5c right oil seal;

WORKSHOP

GAS, OIL & GREASE	PRICE	LABOR	REPAIRS
GAS, GAS			WASH LUBE
OILS, ENDS, OIL			VW PARTS
OILS, TRANS. OIL			ACCESSORIES & TIRES
LBS. GREASE			MISC. MERCHANDISE
TOTAL GAS, OIL & GREASE			GAS, OIL & GREASE
			SUBLET REPAIRS
			SALES TAX
			TOTAL

SERVICE ADVISER Smith

NOT RESPONSIBLE FOR LOSS OR DAMAGE TO CAR OR ARTICLE LEFT IN CAR IN CASE OF FIRE, THEFT OR ANY OTHER CAUSE BEYOND OUR CONTROL.



# Work Scheduling



In addition to attending to individual repair orders, it is also the Service Adviser's duty to schedule these orders in such a way that the workshop receives an even flow of work, avoiding slack periods as far as possible.

The volume of business received in the repair shop is unavoidably subject to certain fluctuations caused by the weather, the time of year, holiday periods, week-ends and the like. How seriously this can effect the profits of a business may be seen by observing the daily workshop traffic over a fairly long period and comparing it with the capacity.

The Service Adviser has the chance of levelling off such fluctuations to a great extent, since he can regulate the flow of work by influencing his customers appropriately.

#### Spreading the flow of orders

Many customers only come in the workshop on Fridays



and Saturdays, whereas others seem to concentrate on Monday mornings.

It should be possible to persuade those customers who only want to have lubrication and inspection services carried out, to visit the workshop on other days of the week.

The Service Adviser should particularly point out to such people that by making a proper appointment, they are more certain of receiving prompt and careful attention to their individual wishes. The early birds, noon hour and "just-before-closing-time" customers can also be convinced of the advantages of making their calls at more suitable times.

It often happens that the workshop is quite empty of vehicles well ahead of closing time, because the customers have all asked for their cars to be delivered in the evening.

This results in unproductive or idle time for the mechanics both in late afternoon and on the following morning, until the first vehicles come into the workshop again.

The Service Adviser can avoid this, however, by suggesting to individual customers that they bring in their vehicles in the early afternoon and pick them up again the following morning.

To avoid slack periods in the workshop at opening and closing time, it is advisable for the Service Adviser to come on duty before the workshop opens. If several Service Advisers are employed, some of them should be on duty to receive customers before the workshop opens and others should be available after the workshop is closed.

# Time Planning and Follow-up



Punctual delivery is frequently more important to the customers than the matter of price. Very often it is the small delays that cause the most trouble. These irritate the customer unnecessarily and he gets the impression that the workshop is unreliable and badly organized. It must therefore be the guiding principle of every workshop to keep strictly and precisely to the times of delivery promised. Punctual delivery is a most effective form of advertising — and . . . it doesn't cost a penny! What steps can be taken to arrange acceptable deliveries and be sure of keeping them?

## 1 Exact calculation of labor time required

The time required for most repair operations will be found quoted in the Repair Time List. If an operation is not listed there, then the foreman responsible will have to make an estimate, unless the workshop already has time studies of its own available. Labor time estimates on extensive

Mechanics	7AM	8AM	9AM	10AM	11AM	12NOON	1PM	2PM	3PM	4PM	5PM	6PM
<i>King</i>												
<i>Harris</i>												
<i>Williams</i>												
<i>Barnes</i>												
<i>Richards</i>												

and complicated jobs should never be worked out without consulting the foreman, especially if the car has been involved in an accident.

**2 Survey of workshop capacity available**

Whenever the workshop is not working at full capacity, the Service Adviser can fit in suitable repairs on the spot. The workshop time index will show him what capacity is available in the workshop at any given time. This index is kept constantly up to date by the foreman. Depending on the size of the dealership, it may be necessary to run a number of workshop time indexes with a different color for each section of the workshop.

To make it easier for the Service Adviser to keep informed, additional color or light signals can be used, showing how busy each section of the workshop is.

For instance:

- red** - all mechanics are fully occupied
- green** - sufficient mechanics available
- yellow** - some capacity available but enquire first

The following points must also be considered when estimating the time required for a job:

- At what time will a suitable mechanic be available?
- Will the necessary space, special equipment, etc. be available at this time?
- If it's an unusual repair, are the necessary spare parts available immediately?
- What delays can occur when transferring work from one section of the workshop to another, a change in the order of operations, or having to subcontract certain work, such as paint spraying?

**3 Safety margin**

In addition to the time required for actual repair work, an allowance must be made for final inspection, minor rectifications and invoicing. Unforeseen factors such as

shortage of mechanics, breakdown of machines or equipment, additional repairs, rush jobs or the lack of some rarely-used spare part can make the whole calculation inaccurate. It is therefore advisable to add half an hour to one hour to the estimated time, according to the size of the repair — or in some cases even more.

**4 Realistic delivery estimates**

All delivery estimates must be based on an accurate and realistic calculation of the working time required, even if the customer presses for quicker service. Concessions should only be made in special cases and then never at the expense of good workmanship, and only if the delivery promised can definitely be achieved.

**5 Spreading the return of vehicles**

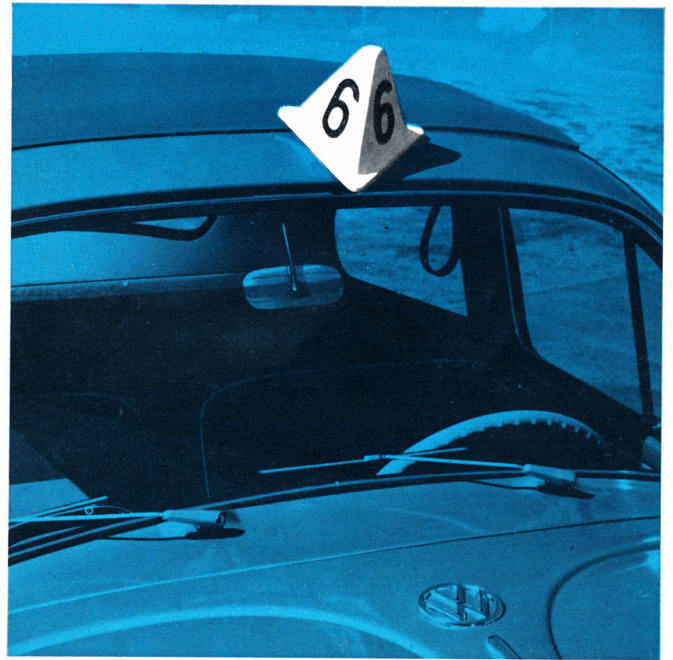
Accumulations of vehicles for return to customers, especially just before the workshop closes, can also be avoided. Many customers will be prepared to collect their cars at other times if the advantages of doing so are convincingly explained.

If the Service Adviser keeps all these various points in mind he will be able to quote his customer a delivery time which can almost certainly be adhered to.

# Punctual Delivery

- 19 Workshop Time Index
- 20 Delivery time indicated by suction marker
- 21 Delivery Time Book

20



21

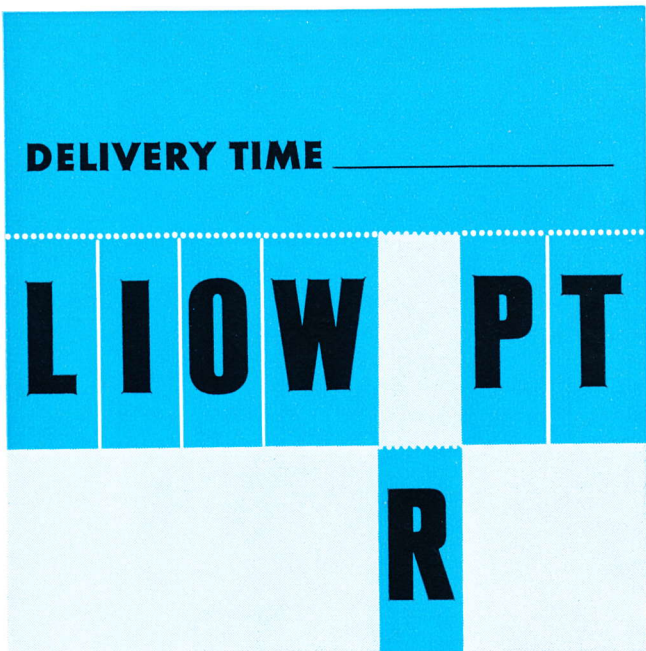
Order No.	Name	Licence No.	Type	Operation	Charge appx.	Delivery	Remarks
58725	Miller	HA 605	115	WS-20, WS-1,	4.-	9.30am	
6	Smith	R 4237	111	M-44c,	9.80	10am	
7	Wise & Co	GX 402	113	V-18c,	21.70	11am	
8	Williams	H 2430	113	W-12, WS-20, WS-1,	18.95	10.30am	
9	Morris	ADL 738	211	M-1a, H-1a, H-55c, R-1a, R-5c, A-20c,	78.35	5 pm	
730	Doncon	K 1207	113	V-1b, A3-10c, A-10c, A-20c, 246c,	61.50	5 pm	D 6/9.
1	Heart	ARX 203	117	A-1g, A-1s,	145.-	4.5 pm	D 4/9.
2	Blakely	B 0411	117	A-1h, A-1m,	21.60	12am	
3	Thompson	LE 1436	113	W-6, WS-2, B-1h,	87.-	2 pm	
4	Dr. Long	G 2214	151	W-9, WS-1, AC28c,	28.40	3 pm	
5	Evans	H 7042	113	AD-36a,	16.-	11.30am	
6	Gregson	FD 1436	117	M-1a, M-96mm, MA-40h,	41.20	2 pm	
7	Adams	KLD 12	115	M-1a, H-40c,	4.95	10am	
8	Construction Co.	633 KL	231	V-10cc W-4, WS-1,	27.60	3.30 pm	
9	Hospital	H 3304	273	X-20x, A-1u,	38.60	2 pm	
740	Longman	S 2431	143	V-1f,	6.-	5 pm	

It is the guiding principle of every Volkswagen workshop that:

### Delivery promises must be kept

All those concerned with processing repairs must see to it that work is punctually carried out and, above all, that vehicles are promptly moved from one section of the workshop to the other. When the unit repair department has finished assembling a transmission, for instance, they should not just wait for someone to pick it up. The mechanics concerned must pass on the information that the unit is ready, so that the next repair operation can follow without delay.

The workshop manager and foreman are responsible for seeing that everything is done in the workshop to ensure punctual delivery. The Service Adviser, however, takes the full responsibility where the customer is concerned.



#### Delivery time labels

To facilitate control, a label showing the delivery time promised should be attached to each vehicle, preferably under the windshield wiper. If several Service Advisers are employed, it may be advisable to use a different color of delivery label for each Service Adviser.

#### Delivery time book

As a record of daily turnover and to keep a check on punctual delivery, the Service Adviser also requires a small, handy delivery time book. In this he should enter:

- Repair order number
- Car license plate number
- Type of vehicle
- Customer's name
- Main repairs (operation numbers)
- Estimated delivery time and delivery time promised to the customer
- Price quoted
- Remarks

It may also be worth adding conventional marks to show:

- Car in workshop since . . .
- Final inspection made
- Car ready
- Car delivered

By having the delivery time book on hand at all times, the Service Adviser is in a position to compare his orders with the actual progress of the work. In larger firms, instead of keeping a delivery time book, it may be easier to make an extra carbon copy of the repair order. These extra copies, filed in order of delivery promised, can then be used for control purposes. A further suggestion is to keep a rough record of orders and delivery dates in the reception office. This enables the office staff to answer queries if the Service Adviser is temporarily absent.

- L = Lubrication
- I = Inspection
- O = Oilchange
- W = Wash
- R = General Repair
- P = Paint and Body shop
- T = Road Test

#### 23 Indicating delivery time on the windshield



# Additions to the Repair Order



Carrying out the repairs is the responsibility of the workshop manager, foreman or supervisor according to the size of the workshop. The Service Adviser should not become involved in matters that concern the workshop only. On the other hand additions to the repair order are his responsibility.

When repairs are being done it is often found that more work is required on the vehicle than was evident at first sight, or than the customer asked for.

#### **Saving expense**

For instance, when an engine is disassembled, it may turn out that the customer would be saved a more costly repair later if his faulty clutch were also attended to on the spot.

#### **Road safety**

When adjusting the brakes during the course of an inspection, it may be found that the adjusting screws have seized or that the brake cylinder is leaking. In such cases the

damaged parts must be replaced in the interests of road safety.

**The Service Adviser decides**

The workshop cannot extend the repair order on its own responsibility if this is going to cause additional expense to the customer. Whenever additional work seems to be necessary, the workshop should immediately inform the Service Adviser. The Service Adviser, as the customer's representative in the workshop, will then look into the matter and decide whether the additional work should be carried out. If a price increase of more than 15 % is involved, permission must first be obtained from the customer.

**Customer's approval**

If the Service Adviser suspects, when making his diagnosis, that additional work may become necessary, he should make an appropriate note on the repair order form. A note of how and where the customer can be reached should also be made. Thus, if additional work becomes necessary, the customer can be informed and his approval obtained without delay. If such approval has to be obtained by telephone, it is advisable to confirm the conversation immediately in writing. The Service Adviser thus avoids any risk that the customer may later refuse to pay for the additional repairs on the pretext that he was not told of the extent of the work and had not given his authority for it to be carried out.

Though additional repair work of this kind cannot always be avoided, one should always try to prevent this from becoming a source of grievance to the customer. It is therefore the duty of the Service Adviser to explain additional repairs in such a way that the customer understands the need for them and agrees or even suggests that they should be done.

**Keeping to the promised delivery**

Even when additional work has to be done, one should try as far as possible to meet the delivery deadline. It is advisable to give oneself a little extra time when quoting the customer, so that emergencies can be allowed for. If delay becomes necessary, the customer should be advised of this too, as quickly as possible.



# Final Inspection and Correction

The foreman completes the workshop's task by checking the repair work that has been done. Only then does the Service Adviser take over the car and make his final inspection.

The Service Adviser should plan ahead from the beginning and quote the customer a delivery time that will enable him to fit the final inspection comfortably into his working schedule and give it the attention it requires. This inspection should always be carried out as soon as possible, even if the repair has been completed ahead of time. There is always a risk that unforeseen circumstances may lead to delays and it is therefore advisable to take over cars at the earliest opportunity.

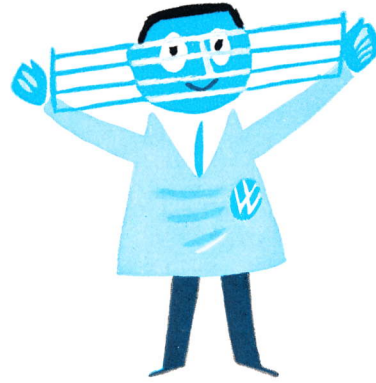
#### Advising that the car is ready

The Service Adviser must of course be informed in some way that the car is ready for him once the repairs have been checked in the workshop. Usually it will be sufficient for the car to be parked in a specially marked-off area where it can easily be seen by the Service Adviser. Another system is for the shop foreman to leave the repair order on the Service Adviser's desk in the reception office when the work is completed. If delivery time is very close, the Service Adviser must be advised immediately.

#### What has to be checked

To give the customer real service, the final inspection should be more than just a check that all parts repaired and replaced are in proper working order. The car should also be inspected for operational safety, road safety and cleanliness. This serves the further purpose of giving the workshop protection against possible complaints by the customer who usually tries to blame the dealership for any faults that show up after his car has been serviced. The final inspection should therefore include the following checks:





### Repair work complete and correct

Actual work done checked against the items on the repair order

All repaired parts operating properly

Workmanship faultless

### Operational safety

Oil level

Fan belt tension

Condition of electrical equipment

Fuel tap in correct position

### Road safety

Steering linkage tight and working correctly

Brakes working correctly

Wheel, bolts tight, tires in order

Rear axle shaft nuts tight

Head lights

### Cleanliness

Gear lever, hand brake lever and steering wheel free of oil and grease

No grease, dirt or fingerprints on the body

Upholstery and interior trimmings clean

Windshield and windows clean

### Accessories and equipment complete

Spare wheel, jack, tools, gasoline can

Some of these checks could also be carried out by the shop foreman, e. g. "Rear axle shaft nut and steering linkage tight — wheel bolts tight." Clear rules must be made, however, defining each person's responsibility.

An important check must never be allowed to go neglected on the assumption that it has already been attended to by someone else. Where any repair work has been carried out on the steering, front axle or rear axle, the hub cap should only be replaced by the person responsible for inspection. This gives a visible check that nothing has





been omitted. It has also been found useful to mark off the individual items of the final inspection on a printed control card.

#### Correction

The final inspection may reveal that certain repairs have not been done or have been done badly. In such cases it is most important to:


- Correct any defects or omissions — never neglect them as being unimportant or because time is short
- Start work immediately — do not wait until the customer comes in.

The workshop is normally responsible for all damage to vehicles entrusted to its care if such damage has been caused by its own negligence. Even apparently unimportant details are often decisive in such matters — despite the fact that trivial negligence can soon lead to extensive repairs.

Any rectifications which the Service Adviser finds necessary at the final inspection must be attended to by the workshop and not by the Service Adviser. If the workshop has been at fault, it should be charged with the cost of the extra work.

On the other hand, if the defect in question is not the result of faulty repair work, the matter should be treated as an ordinary addition to the repair order, and the Service Adviser should proceed accordingly.

24 Invoice and Material Issue



**PRACTICAL MOTORS**  
1, Efficiency Road, Phone 222  
ORDERLY TOWN

WORKSHOP NO. 000\_000

INVOICE NO. 1000

REF. DATE  
28.4.0

NAME: Mr. E. Smith

ADDRESS: 435 Main Street, Carville / B.C. TEL. Lo 5-6732

TYPE	DELIVERY DATE	CHASSIS NO.	REP. DATE
113	03.9.	2 076 534	28.4.0
RELEASE 19735	RECEIVED 8:00	FORWARDED 3:00	LICENSE NO. JNF 106

QTY	DESCRIPTION	UNIT PRICE	TOTAL
1	M 1a Remove and install engine (check and adjust ignition, reconnect wiring and control cables, adjust clutch)	6 95	
2	MA 40b Remove and install clutch (engine removed)	2 25	
3	H 40c Replace main drive shaft oilseal, check shaft for run-out (engine removed)	3 15	
4	H 5c Replace bearing or oilseal for one rear wheel (remove and install brake drum)	5 15	

**GAS. OIL & GREASE**

GALS. GAS. \_\_\_\_\_

DIS. ENO. OIL \_\_\_\_\_

QTS. TRANS. OIL 0 80

LBS. GREASE \_\_\_\_\_

**TOTAL GAS. OIL & GREASE** \_\_\_\_\_

**REPAIRS** 17 50

WASH-LUBE \_\_\_\_\_

VW PARTS 26 05

ACCESSORIES & TIRES \_\_\_\_\_

MISC. MERCHANDISE \_\_\_\_\_

GAS. OIL & GREASE 0 80

SUBLET REPAIRS \_\_\_\_\_

SALES TAX \_\_\_\_\_


**TOTAL** 44 35


ACCOUNT \_\_\_\_\_

NOT RESPONSIBLE FOR LOSS OR DAMAGE TO CARS OR ACCESSORIES IN CARS IN CASE OF FIRE, THEFT OR ANY OTHER CAUSE BEYOND OUR CONTROL.

CUSTOMER BILLING

C     A  
 W     P  
 G   





**PRACTICAL MOTORS**  
1, Efficiency Road, Phone 222  
ORDERLY TOWN

**MATERIAL ISSUE**

Date 28.4.0

R.O. No. 1000


Name: Mr. E. Smith

Address: 435 Main Street, Carville / B.C.

QTY	PART NO.	DESCRIPTION	UNIT PRICE	VW PARTS	ACCESS.
1	111 141 025A	Clutch Pressure Plate		15.10	
2	111 141 031B	Clutch Disc		9.35	
3	111 307 113	Oil Seal		0.65	
4	111 501 315	Oil Seal		0.95	
<b>Sub Totals</b>				26.05	
<b>Total VW Parts</b>				26	05
<b>Total Accessories</b>					
<b>Sub Total</b>					
<b>Sales Tax</b>					
<b>Grand Total</b>				26	05

In case of queries please quote Invoice Number.

Received payment. Thank you.



# The Invoice

25 Cash payment



The invoice is usually that feature of the repair job which the customer likes least — and one which he will examine with a particularly critical eye. It follows that invoices must be made out most carefully. They must satisfy customers that the order has been carried out as desired, and that the amount charged corresponds to the work involved.

#### Checking the invoice

The invoice is usually made out by the office staff, but the Service Adviser has a responsibility toward the customer in the matter. He knows best what arrangements have been made, what repair work has been done and he is therefore the person best suited to check the invoice. In order to assist him in this, the office staff should carefully:

- Check the invoice against the repair order
- Enter any spare parts used
- Check the figures



The Service Adviser should make quite sure that the invoice agrees with the customer's order and that all promises — particularly those concerning price — have been kept.

#### **Clear entries**

It is important that all entries on the invoice should be clearly set out, showing the price of each item. This is time well spent.

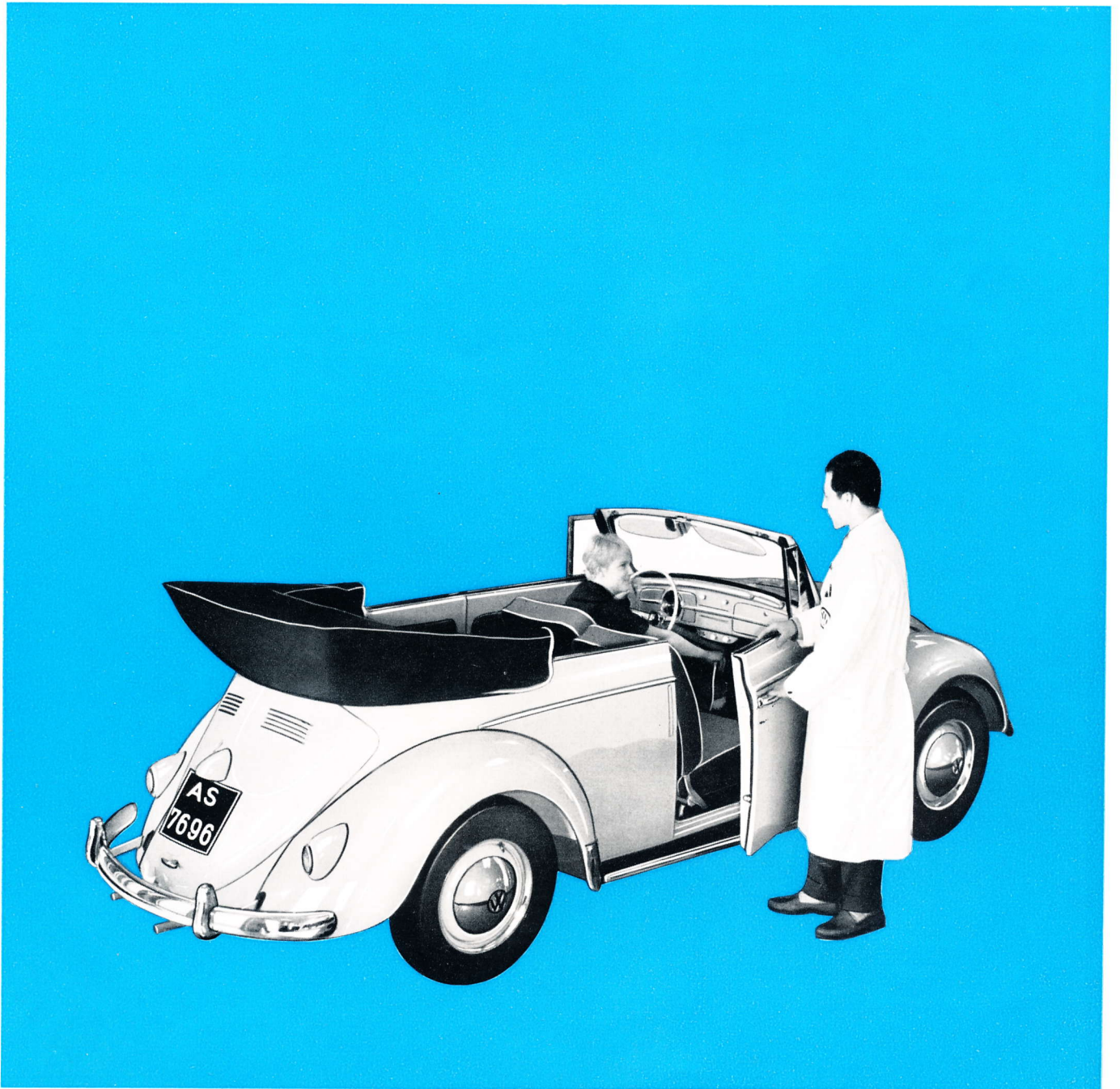
Only thus can the customer really see how much work has been done for him and realise that the price charged is justified.

#### **Cash payment**

All VW dealerships should adhere strictly to the principle: "Car ready — Invoice ready — Cash payment!" This cannot be achieved unless internal organization is adequate. For firms of a certain size, mechanical invoicing equipment can be a great help.

# Returning the Car

26 Returning the car to the customer



The way in which the car is returned is much more important than is often realized. It is not merely the last step in the current transaction, but rather the first step toward future business.

The last impression the customer takes with him when his car is handed back, is just as important as his first impression of the workshop.

It is therefore essential to take a little trouble in returning cars. Whenever possible, the Service Adviser should accompany the customer to the parking lot and hand over the car personally.

What does the customer expect when he leaves the workshop?

#### **A repaired car, in first class condition**

A good way of proving to the customer that this is so is to take him on a test drive. If possible this should be done after minor repairs as well.

#### **Detailed description of the work performed**

The customer may wish to have certain particulars that may not be contained even in a detailed invoice.

#### **Observance of all promises**

It should be stressed how carefully the work has been completed and the customer's wishes complied with. Any discrepancies should be explained.

#### **Advice**

This is a good time to remind the customer of the importance of keeping his car regularly serviced and maintained, and for pointing out any items that might require attention at a later date. And remember, a satisfied customer is much more receptive to the virtues of Genuine VW Spare Parts, Authorized Service and regular preventive maintenance, since no automobile is better than the service available. This is especially true of potential new car buyers.





# Estimates



An estimate is made before every repair job, though in most cases this merely takes the form of a verbal agreement as to the extent of the repair and the amount it is likely to cost. An exact estimate, on the other hand, calls for careful examination and diagnosis of the defect (sometimes after partially dismantling a sub-assembly) as well as a detailed statement of all repair operations and spare parts required.

Estimates should never be based on verbal or written descriptions of the trouble; the car in question must always be brought into the workshop and carefully inspected on the spot.

As with all routine work, it is advisable to systematize the preparation of estimates. It is a good idea to clear up certain important points as soon as the car comes in:

- Has the customer any special wishes?
- Is an insurance claim involved?



**PRACTICAL MOTORS**

Efficiency Place Phone 222  
ORDERLY TOWN

Mr. E. Smith,  
435 Main Street,  
Carville/B.C.

October 26th, 1960

Dear Sir,

As requested, we have pleasure in enclosing our estimate of costs for the repair of your Volkswagen, Licence No. BNE 234.

We are glad to report that, after checking wheel alignment, we find that the frame has not suffered any damage. Repair costs will therefore be lower than originally anticipated and will probably not exceed \$ 224.50

In accordance with usual practice, this sum has been calculated to include a margin of 10 % for unforeseen additional work. We would point out that this estimate is for your guidance only, and subject to final adjustment.

We look forward to receiving your early confirmation that we may go ahead with the work. We would propose making a start first thing this Wednesday morning, as soon as our workshop opens. This will enable the fresh paint work to dry overnight, and you could have your car at your disposal again by about 10 a.m. on the following day.

Assuring you of our best attention at all times we remain,

Yours faithfully,  
for PRACTICAL MOTORS

A handwritten signature in cursive script that reads "Miller".

Service Manager

Encl.  
Repair Estimate



# PRACTICAL MOTORS

1, Efficiency Road, Phone 222  
ORDERLY TOWN

ESTIMATE

WORKSHOP NO. 000/000

INVOICE NO. 2000

NAME Mr. E. Smith  
ADDRESS 435 Main Street  
Carville / B.C. TEL. Lo 5-6732

TYPE 113	DELIVERY DATE 03.9.	CHASSIS NO. 2 076 534	REP. DATE
MILEAGE	RECEIVED A. M. P. M.	PROMISED A. M. P. M.	LICENSE NO. BNE 234

CUSTOMER BILLING

1	A 62a	Remove and install US type bumper front or rear	3	35
2	A 10a	Remove and install one front fender, replace if necessary (including operations on electrical system)	6	30
3	V 1e	Check front axle for damage caused by accident	4	50
4	V 1a	Remove and install front axle (adjust brakes and toe-in, check caster)	8	55
5	V 2c	Replace front axle beams (remove and install torsion arms and torsion bars) - front axle removed	17	30
6	B 92a	Dismount and mount tube and tire of one wheel, replace when necessary (remove and install wheel)	2	25
7	A 10s	Paint one front fender (apply filler and sand as necessary) excluding removing and installing fender, headlight, and turn signal	9	65
8	B 85s	Paint one wheel (apply filler and sand) excluding dismounting and mounting tire	2	70
		10 % for unforeseen repairs	5	46

I hereby authorize the above repair work to be done along with the necessary material, and hereby grant you and / or your employees permission to operate the car or truck herein described on streets, highways or elsewhere for the purpose of testing and/or inspection. An express mechanic's lien is hereby acknowledged on above car or truck to secure the amount of repairs thereto.

x \_\_\_\_\_

- |                            |                            |
|----------------------------|----------------------------|
| <input type="checkbox"/> C | <input type="checkbox"/> A |
| <input type="checkbox"/> W | <input type="checkbox"/> P |
| <input type="checkbox"/> G | <input type="checkbox"/>   |



SERVICE ADVISER

NOT RESPONSIBLE FOR LOSS OR DAMAGE TO CARS OR ARTICLES LEFT IN CARS IN CASE OF FIRE, THEFT OR ANY OTHER CAUSE BEYOND OUR CONTROL.

GAS. OIL & GREASE	PRICE	LABOR	REPAIRS	
GALS. GAS.			WASH-LUBE	
QTS. ENG. OIL		VW PARTS		164 50
QTS. TRANS. OIL		ACCESSORIES & TIRES		
LBS. GREASE		MISC. MERCHANDISE		
TOTAL GAS. OIL & GREASE		GAS. OIL & GREASE		
		SUBLET REPAIRS		
		SALES TAX		
ACCOUNT	12	TOTAL	11	224 56 <sup>14</sup>

Repair Estimate

Covering Letter


**PRACTICAL MOTORS** **MATERIAL ISSUE** to ESTIMATE 2000  
 1, Efficiency Road, Phone 222  
 ORDERLY TOWN Date Oct. 26, 1960 **M**

Name Mr. F. Smith R.O. No. \_\_\_\_\_

Address 475 Main Street, Carville / B.C.

QTY	PART NO.	DESCRIPTION	UNIT PRICE	VW PARTS	ACCESS.
1	111 401 025	Front axle beam		35.05	
2	113 405 615A	Brake drum, front		17.90	
2	111 601 025C	Wheel disc		11.00	
4	113 601 151	Hub cap		1.85	
3	113 707 111B	Bumper front		16.70	
4	113 707 155B	Overrider		7.50	
2	113 707 177	Guard - Bumper		12.55	
2	111 821 021B	Fender, front left		21.75	
2	111 941 037A	Headlamp		16.20	
10	111 941 115B	Glass - headlamp		1.70	
11	111 941 161	Sealed beam unit		6.85	
12					
13		10 % for unforeseen repairs		14.95	
In case of queries please quote Invoice Number.			<b>Sub Totals</b>	164.50	
Total VW Parts				164	50
Total Accessories					
Sub Total					
Sales Tax					
Grand Total				164	50

Received payment. Thank you.



- Does the customer agree to his car being partly disassembled for examination?
- When does the customer want his car back?
- What method of payment is suggested?

The Service Adviser should leave such detailed examinations and repair estimates to a time of day when he can concentrate on the work undisturbed. If in doubt, the car should be disassembled, with the customer's consent, so that the damage can be accurately assessed. If no order results, then the customer may pay for the time required for the disassembly. This prevents the customer from asking for an estimate for the sole purpose of receiving free advice and then placing his order elsewhere.

#### Avoid giving firm estimates

In order to avoid any possible misunderstanding every estimate should be closed "subject to revision" to emphasize that this is an estimate and not a quotation. This means in general practice, that the estimate can be exceeded by up to 15 % — and it is good practice to mention this fact in a footnote. In spite of this, it is always better to calculate generously, because most customers will object to the estimate being exceeded, even when this is unavoidable; few will object if the final charge is lower than the estimate.

Firm estimates or quotations should only be given at the express request of the customer. With these, the price stated holds good regardless of the actual work finally involved. Such terms should of course be avoided wherever possible, and the right to revise the quotation, should additional defects appear, must be explicitly reserved.

Estimates are made out on the form illustrated on page 15 of Service Hints No. 7A. A list of the spare parts and materials required is compiled on a "Record of Material

Used" form and attached to the estimate as a supplement, together with a covering letter. Further information on preparing estimates will be found in Service Hints No. 4A of January, 1961, "The Estimate".

The diagnosis enables the Service Adviser to compile a list of the spare parts required. Labor costs can be assessed by referring to the Repair Time List. The time required for jobs not specified in this list should be worked out with the shop foreman or supervisor. Internal time studies are also very useful for the purpose. In such cases, prices should always be marked "approximate". Finally, 10 % should be added to the totals for both parts and labor to allow for unforeseen extras. If the time spent on a repair job turns out to be considerably less than originally quoted, it is a principle of good service to revise the labor charges accordingly.

#### Covering Letter

A letter accompanying the estimate should include a brief description of the defects noted and perhaps an explanation of why repair action is necessary. To review the complete job, the main items may again be summarized under main headings. If it is found, on making an accurate assessment of costs, that the damage is not as extensive as the customer originally assumed, his attention should be drawn to this pleasant fact in the letter. If the customer has not expressly asked for a firm estimate, the covering letter should explicitly mention that the estimate is "approximate only". Any quotations as to how long repairs may take should preferably be expressed in "working days".

#### Confirmation

If the customer agrees to the repair work proposed and the price quoted, he should countersign and return the estimate form in confirmation.

# The Customer Kardex System

A Service promotion

B Workshop planning

C Processing of orders

D Sales promotion



C



B



A



D

One of the Service Adviser's most vital aids is the Kardex record system. This gives him all the data required for service promotion and processing the day's work quickly and accurately.

Besides this, it is extremely useful for planning workshop capacity and for promoting the sale of cars and accessories.

The Kardex system can thus be used for the following purposes:

### 1 Service Promotion

#### Increasing service volume

- Overall survey of customers
- Building goodwill with calls, letters, etc.
- Checking on inactive customers
- Advertising the workshop's services

### 2 Workshop planning

- Increasing the number of customers



- Assessing future volume
  - Increasing workshop capacity
  - Building, equipment and personnel planning
- ### 3 Processing the order
- Personal details of the customer
  - Vehicle data
  - Technical state of the vehicle, previous repairs
  - Warranty and goodwill allowances granted
  - Assessment of complaints

### 4 Sales promotion

- Sale of accessories
- Promoting second-hand car business
- Information for the sales department

Further particulars on using a service Kardex system are to be found in Service Hints No. 6A of April, 1956.

#### Registering new customers

If the Kardex system is to fulfill its purpose, it must provide

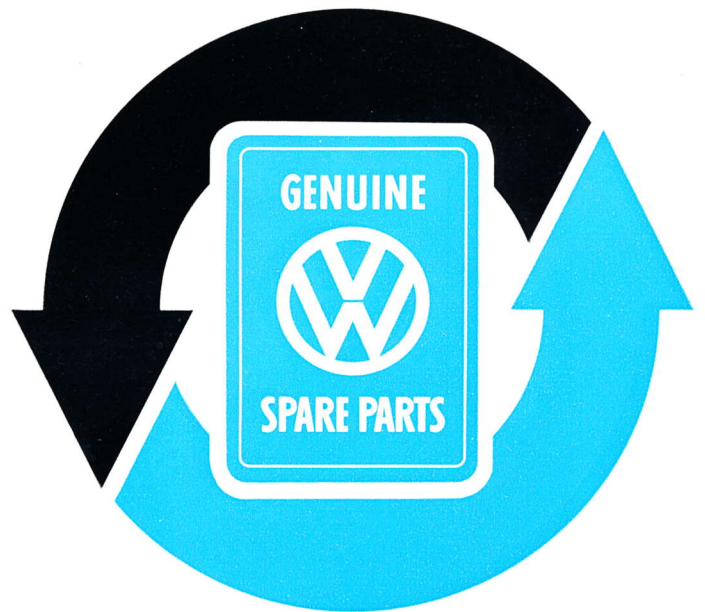
a complete and up-to-date record of all the firm's customers. A new workshop customer should be entered into the Kardex file when he is likely to return for service within the near future. Whenever a new or second-hand car is sold, the buyer's personal data should be transferred from the sales records to the customer Kardex files before delivery. The best method of doing this is to incorporate a blank Kardex card in the set of invoices, so that it is automatically entered in the file when the invoices are processed. In this way, as soon as the new customer visits the workshop, the Service Adviser is immediately briefed and knows the customer's requirements.

The customer's file card should be kept constantly up-to-date from copies of the invoices. Special details which cannot be gotten from copies of the invoices are entered by the Service Adviser himself or passed on by him to the Kardex clerk. The Service Adviser should make a particular note of the following points:

- Customer's personal data
- Social position, form of address
- Characteristics (hobby)
- Business and public standing
- Particulars of job or occupation
- Business or personal connections
- Best customer approach
- Special information about the customer's car
- Special wishes (accessories, etc.)
- Special arrangements with the customer
- Previous claims or complaints
- Credit standing, method of payment
- Tips for the sales department (customer's plans: new car purchase, business with competitors).

The Kardex system has a wide variety of applications. If full use is made of it, it will provide a complete record of all that has happened in the workshop and become an indispensable aid to the Service Adviser in his daily work.

# Exchange Service Sale of Accessories



The Volkswagen Exchange Service offers a great many advantages and is an added inducement to "buy Volkswagen". The Service Adviser should make the fullest possible use of it.

Exchange parts cost substantially less than new parts. Prices can be kept to a minimum because the factory reconditions a great number of parts thus reducing unit costs.

Badly worn parts or units are exchanged and replaced by new or reconditioned parts at the factory. Reconditioned is done on ultra-modern precision machinery and Volkswagen exchange parts will give the same dependable service as every other Genuine Volkswagen Part. An important sales point: Wherever Exchange Parts are available in the Volkswagen Organization, repairs can be carried out much more quickly than if the particular part had to be removed, repaired and installed again. The customer has fewer labor charges to pay and his repair

## What is excluded from the exchange program

Uncleaned engines.

Non VW parts.

Engines, which are damaged by accident or misuse.

Engines which have been modified (not including conversion in Volkswagenwerk) and do not correspond to the current version.

Engines for VW war-time military vehicles.

Engines with old type crankcase without mounting for throttle ring (engines up to No. 1 – 196 109).

Engines without number unless these engines are tagged with the name of the owner and Chassis No. same identification must be given on order form.

Engines assembled with scrap parts.

Broken or cracked crankcases, if the damage comes from external causes.

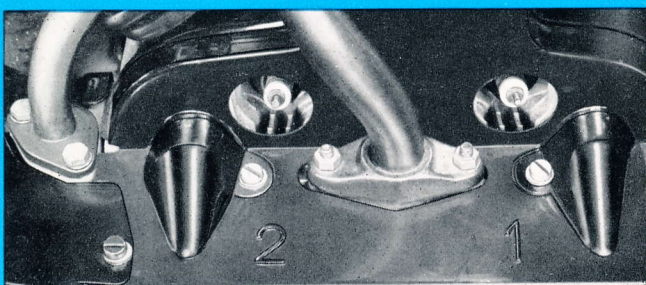
Industrial engines (marked "122" or "KDI" beside the KD No.) are not exchanged against car or transporter engines.

### Engines

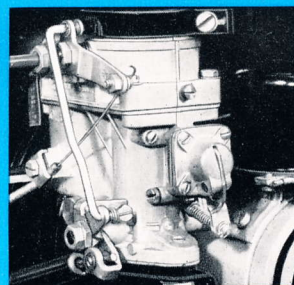
Type 1, 1192 cc, 30 B.h.p.

Part No.	Type	Introduced up to      from Engine No.   Engine No.		Distinguishing Features	Price
111 100 021 DX	Type 1 all models from Chassis No. 2 528 668 up to Chassis No. 3 192 506	5 000 000	3 072 320	carburetor with acceleration pump and vacuum unit, 2 exhaust pipes, suppressed, engine and transmission in- clined at an angle of 2 degrees	
111 100 021 EX	111, 112, 115, 116 from Chassis No. 3 192 507		5 000 001	carburetor with acceleration pump and vacuum unit, 2 exhaust pipes, suppressed, engine and transmission in- clined at an angle of 2 degrees	

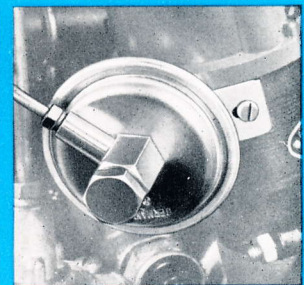
The engines are supplied ready for installation, with fuel pump, carburetor, intake manifold, generator, suppressed ignition system, spark plugs, oil cooler, automatic air intake, exhaust system and clutch; however, without oil.



Cooling ribs length  
and crosswise (= 1192 cc)



Carburetor with  
acceleration pump



Vacuum unit





bills are kept down. Volkswagenwerk gives a warranty on all Exchange Parts and Exchange Units. This warranty is valid for six months or 6,000 miles after delivery to the customer.

The Service Adviser should bear in mind that it is in the dealership's own interest to make the widest possible use of the Volkswagen Exchange Service. By having parts reconditioned at the factory instead of in the workshop, a considerable saving in skilled labor and special equipment can be effected helping to boost the dealership's profits.

#### Procedure

Before old parts are accepted for exchange, they should be checked to ensure that it is still possible to recondition them. Units must be returned to the factory in a clean, assembled and unmodified condition. Any missing parts, or spurious parts ("pirate" parts) such as carburetors, manifolds, etc. must be replaced by genuine Volkswagen



parts; otherwise they will be charged for by the factory. If the Service Adviser discovers that any parts are spurious or missing, he should inform the customer. For further details of procedure on Exchange Service, see the instructions issued by Volkswagenwerk AG.

#### Sale of accessories

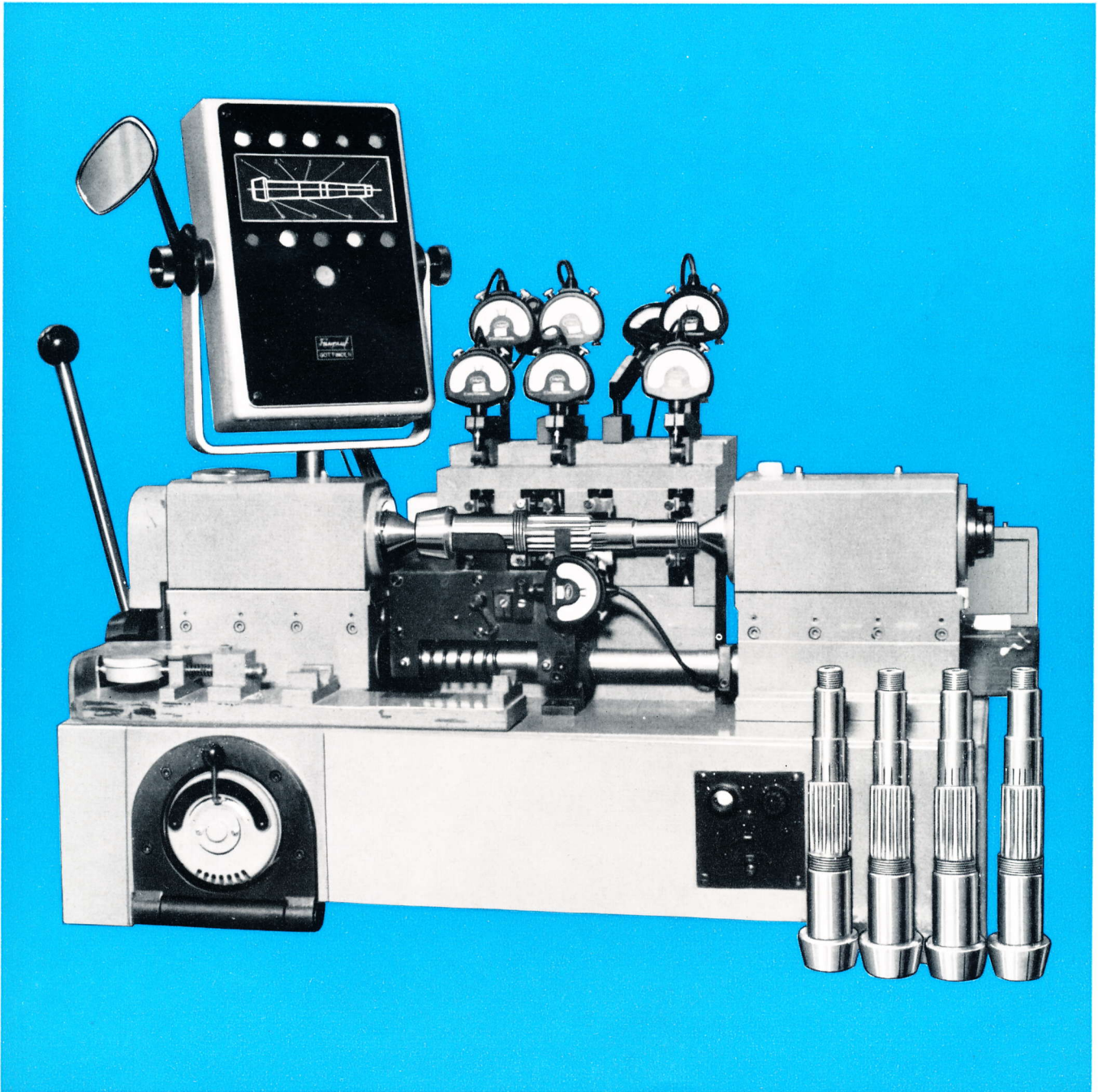
During his conversations with customers, the Service Adviser has plenty of opportunities for selling additional equipment which will improve the comfort of their cars or serve some specialized purpose. The Service Adviser will naturally be expected to know all about the accessories available, how they are fitted and what they cost. It is helpful to have a summary of all the most important details, preferably in booklet form. Accessory sales are not time-consuming and it pays to promote them. They are a profitable addition to the dealership's repair business.

Accessories should be brought to customer's attention conspicuously in show cases or show windows, and by the display of pamphlets. It is also advisable to have a demonstration car equipped with appropriate accessories so that their usefulness can be pointed out and a buying mood induced in the customer.

Good results can be expected from "selling seasonally" and keeping the sales approach in tune with the times, e. g. by pushing snow tires when winter weather approaches. Tire chains and ski-racks also sell well when the first snow falls. The winter season offers many sales opportunities, as do the holiday months. Autumn is the time for giving fog lamps a prominent display. There is a wide choice of accessories for the Volkswagen, such as floor mats, additional lighting, luggage racks, camping equipment and the like. Backed by the Advertising and Parts Departments, the alert Service Adviser will find plenty of scope for increasing sales.

# Warranty and Goodwill

29 Electronic drive pinion checking device





The Service Adviser should be thoroughly familiar with the entire warranty and goodwill procedure. He should be capable of doing everything from tactfully dealing with customers to processing the paper work involved. The full warranty and all relevant information can be found in Service Hints and other specific publications.

#### Goodwill

In special circumstances, claims may be submitted for goodwill consideration after the warranty period has expired. Here it should be kept in mind that the first one to build and maintain customer goodwill and confidence is the selling dealer.

Therefore he should always be prepared to back up all work performed under goodwill without making the customer pay in the first place. It is indeed a criterion for the spirit of cooperation within an organization if all links — factory, importer, distributor and dealer — never fail to

solve a difficult case to the full satisfaction of the customer.

#### Processing the warranty claim

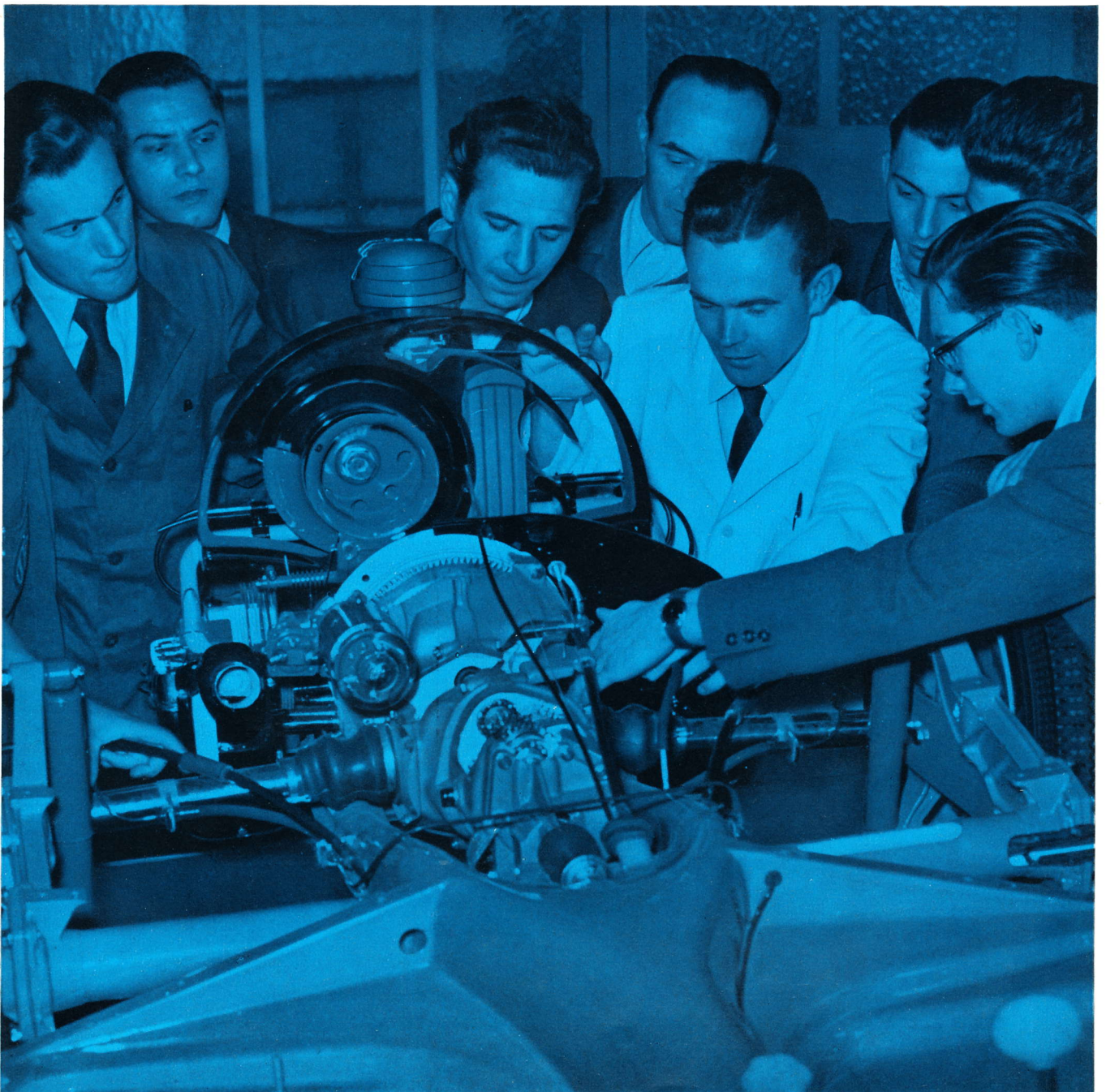
If the customer has a claim under warranty, the Service Adviser should mark the repair order form with the letter "W". This tells the workshop and the office that a warranty case is involved. If both warranty repairs and ordinary repairs are involved, it is advisable to make out two separate sets of order forms.

#### Workshop Warranty

Each dealer guarantees the quality of maintenance and repair work carried out in his shop. It is standard practice to take care of comebacks free of charge to the customer between one month or 1,000 miles and three months and 3,000 miles. Handling this shop warranty is also the duty of the Service Adviser and he should know all the aspects of the dealership's policy.

# The Service Adviser's Future

30 Training in the Service School



# Volkswagen service - efficient as the car itself



## The Service Adviser's Future

If the Service Adviser makes full use of the facilities available and constantly strives to increase his experience and knowledge, he will find it easier to do a better job and will derive increasing satisfaction from his work.

To be a Service Adviser is to have an interesting, varied and responsible position which offers wide scope for personal initiative. Success in this attractive career can lead to positions of even greater responsibility in the automobile repair trade, such as:

Assistant Workshop Manager

Workshop Manager

Service Field Representative

There are many ways in which the Service Adviser can improve his knowledge and broaden his experience within the

### Volkswagen Organization:

Service literature

Courses at Volkswagen Service Schools

Learning from fellow employees in the

### Automotive sphere in general:

Trade publications

Evening classes and technical courses

Automobile club activities in the field of

### General knowledge:

Adult education schemes

Public libraries

Meetings and lectures.

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