The Keys to Improvement of Service Sales, Profits & Productivity

With
Richard Owen – President & Senior Partner, DSI Consulting

Moderated by
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Richard L. Owen, President and Senior Partner of DSI Consulting

Richard Owen, author of several Parts and Service Management training programs is President of ROI and a Fixed Operations Specialist providing business solutions and process improvement recommendations for parts, service, and body shop operations.

Richard has a wide range of experience with U.S. and international automotive and heavy truck industry organizations. He is recognized by industry leaders for his expertise in workshop training, in dealership consulting, inventory verification and reconciliation, asset management, and profit improvement by providing customized solutions combined with real-world practices. His expertise encompasses areas of management and administration relating to development of marketing plans, business management strategies, policies and procedures, introduction of new products and services into the marketplace, implementation of operational improvement programs, management of personnel, and other related areas.

Richard is a frequent speaker for dealer groups, parts/service conferences, and industry associations, including both NADA and ATD workshops. He has been featured in industry publications and has worked extensively with the major automated automotive management systems used in the vehicle industry today. Richard’s 30+ years of hands-on experience in these areas has provided him with a high level of expertise to develop and recommend programs which identify and correct operational deficiencies in dealership parts and service operations and for conducting all fixed operations training and consulting assignments.

Mr. Owen, as a Fixed Operations Specialist, is available to provide in-dealership consulting and assistance. Richard can be contacted by phone at 404 791-6365 or e-mail him at ROwenROI@aol.com.
Webinare Objectives

- Improve Sales
- Improve Operations
- Increase Profits
- Improve Customer Retention
- Improve Return on Investment
Service Department Goals

- Maximize Productivity
- Increase Customer Satisfaction
- Increase Profitability
# What Are Your Concerns?

1. Keeping the shop busy throughout the day

<table>
<thead>
<tr>
<th>Not Concerned</th>
<th>Minor Concern</th>
<th>Major Concern</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>4</td>
<td>5</td>
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</tbody>
</table>

2. Selling more labor

<table>
<thead>
<tr>
<th>Not Concerned</th>
<th>Minor Concern</th>
<th>Major Concern</th>
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<td>3</td>
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<td>5</td>
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</tr>
</tbody>
</table>

3. Improving technician productivity

<table>
<thead>
<tr>
<th>Not Concerned</th>
<th>Minor Concern</th>
<th>Major Concern</th>
</tr>
</thead>
<tbody>
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<td>4</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>
Long-Term Goals

2’s & 3’s

Short-Term Goals

1. ___________________
2. ___________________
3. 4’s & 5’s
4. ___________________
5. ___________________
The Service Manager

- Manage
  - Leadership
  - Organized
  - Supervise
  - Train

- Customer Satisfaction
  - Solves Problems
  - Promotes Customer Relations
  - Product Loyalty
  - Dealership Loyalty

- Operational

- Financial

- Contribution
  - Profit
  - Communication
  - Quality Service

- Administrative

- Influences
  - Vehicle Sales
  - Vehicle Profits
  - Productivity
  - Efficiency
  - Quality Control
Return on Investment

- A Dealer is in Business to Make Money.

- Service Manager’s First Responsibility
  - Run a Profitable Department.

- If Technicians are Unskilled, Unproductive, or Idle.
  - Financial Liability (Expense).
Reality Check!

Absorption Rate

What does it cost to ‘Turn the Key’
Parts, Service & Body Shop
Stabilize the Dealership
Absorption Rate

Parts, Service & Body Shop Gross Profit divided by Total Expenses Less Variable Selling Expense* equals Absorption Rate (Expressed as a percentage)

* Includes sales personnel compensation, delivery expenses, new vehicle policy, advertising and floor plan expense
The Bottom Line Is to Make a Profit and Ensure Customer Satisfaction!

Anything Else is Unacceptable Performance
“Vehicles Are Pretty Close to One Another in Quality, So the Difference Is Tending to Come More From How the Customers Are Treated at the Dealerships.”

J. David Power
Why Satisfy Customers?
SERVICE RETENTION LEADS TO MORE UNIT SALES

96% Of Dissatisfied Customers Don’t Complain... They Just Don’t Come Back!
On the Other Hand

85% Of Informed, Satisfied Customers

Return
Best Practice:

Empower employees to immediately resolve a customer complaint or problem within the parameters set by management.
Key Drivers of Satisfaction
Customer Pay Service Experience

- Satisfaction with work performed: 39%
- Vehicle ready on time: 16%
- Courteous treatment: 11%
- Explanation of work performed: 10%
- Scheduling service: 8%
- Waited on promptly: 6%
- Promptness of greeting: 6%
- Accuracy of paperwork: 5%

Percentage of Influence on Overall Satisfaction
**Dealership Service Survey**

So we may better serve you, please tell us how we did...

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work completed as requested?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Vehicle ready when promised?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Charges fair?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Personnel courteous?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Facilities clean and comfortable?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Are you satisfied?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Will you return?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. How can we improve our services?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Optional Information:  
Name  
Address  
Phone
THE GOAL

“Fix It Right The First Time, On Time, Every Time!”

Do you know how many must make a second trip?
Customer Dissatisfaction With Service Department

43% Doubt Ability

35% Comebacks
Customers Expect:

- Courteous Personal Attention and Assistance As Well As a Solution to Their Problems

- And They Expect it Done Quickly for a Fair Price
The Service Advisor’s Position is Not Seen as a Key Position, Because:

1. Poor Image
2. Low Salary
3. Lack of Defined Job Responsibilities
4. Poorly Qualified People Hired
Your Successful Service Advisor Has the Following Qualities:

- The Desire and Ability to Interface with People
- Good Communication Skills
- Sales Ability
- Vehicle Technology and Products
- Policies on Service and Warranty Work
- Organizational Skill
They Consult Versus Sell

- Demonstrates the Benefits of an Expense and Solicits the Customer’s Input

- Properly Informed, Customers Will Decide to Buy a Service or Repair
Sales and Profit

WHERE DO WE START

?? ?? ?? ?? ??
Increase Sales $1.00
10% goes to the bottom line

Increase Gross Profits $1.00
40% goes to the bottom line

Decrease Expenses $1.00
100% goes to the bottom line
$sales & Profit

- WHERE ARE WE NOW?
- HOW DID WE GET HERE?
- WHERE ARE WE GOING?
We want to...

“Inspect What We Expect!”
The “Perfect” Service Department

<table>
<thead>
<tr>
<th>Category</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stall Utilization</td>
<td>85%</td>
</tr>
<tr>
<td>Tech Productivity</td>
<td>80% Available Hours</td>
</tr>
<tr>
<td>Gross Retention</td>
<td>65%-70%</td>
</tr>
<tr>
<td>Tech Efficiency</td>
<td>100%+ Factory Manual</td>
</tr>
<tr>
<td>Tech Proficiency</td>
<td>100%+</td>
</tr>
<tr>
<td>Personnel Expenses:</td>
<td>40%-50% G.P.</td>
</tr>
<tr>
<td>Semi-Fixed Expenses:</td>
<td>15%-20% G.P.</td>
</tr>
<tr>
<td>Fixed Expenses:</td>
<td>15%-20% G.P.</td>
</tr>
<tr>
<td>Total Expenses:</td>
<td>&lt;90% G.P.</td>
</tr>
<tr>
<td>Profit Retention:</td>
<td>&gt;10% G.P.</td>
</tr>
<tr>
<td>CSI</td>
<td>Above Average</td>
</tr>
</tbody>
</table>
If You Find A Decline In Gross Profit Dollars, Look At:

- Gross Profit Percentage to Sales (Minimum Acceptable, 60%)
- Sublet Sales Should Not be Greater than 7% of Total Sales
- Your Labor Costing Method
- The Salary Wage Group Should Not Exceed 50% of Total Service Gross

- The Semi-Fixed and Fixed Group Expenses Each Should Not Exceed 20% of Total Service Gross
Internal Repair Order Sales

- % Vs. Total Service Dept. Sales
  - Should Be Minimum of 15%

- Internal Labor Rate Should Match Customer Pay

- Or if Discounted, Not More Than 10% of Customer Pay Rate
Profitable Service Departments: (averages)

1.8 – 2.2 Labor Hours per CP Repair Order
15 - 18 Repair Orders per Day per Advisor
$.85 in Parts for Every Dollar of Labor
4 Technicians for Every Advisor
30-35 Flat Hours per Day per Advisor
If There is a Stall/Technician Utilization Problem, it is Usually Not a Facility Problem.

Be Sure to Look Elsewhere First.
Signs of Utilization Problems

- Technicians Not Busy All Day
- Shop Has Unused Stall Capacity
- Shop Runs Out of Work at the End of the Day
- Lack of Proper Tools and Equipment
- Poor Diagnosis and Unskilled Technicians
Sales Per RO

It Costs Five Times as Much in Promotion and Merchandising Expense to Increase Traffic Count as to Increase Sales per Repair Order

# 1 Way to Improve Profits... Is to Improve Sales per RO
Selling Time

Efficiency

Flat Rate vs. Clock Hours

You have to sell time
The 20 Minute Worksheet

If you could find 20 additional minutes of technician working time,

How much more could you sell?

½ Flat Rate Hour of
Competitive or Maintenance type of work
<table>
<thead>
<tr>
<th>Step</th>
<th>Calculation</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Number of Technicians (10) x.5</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Times Retail Labor Rate</td>
<td>$ 90.00</td>
</tr>
<tr>
<td>3</td>
<td>Equals Added Service Sales/Day</td>
<td>$ 450</td>
</tr>
<tr>
<td>4</td>
<td>Times Working Days per Year*</td>
<td>300</td>
</tr>
<tr>
<td>5</td>
<td>Equals Annual Additional Sales</td>
<td>$ 135,000</td>
</tr>
<tr>
<td>6</td>
<td>Times Gross Profit % (CP)</td>
<td>70%</td>
</tr>
<tr>
<td>7</td>
<td>Equals Additional Labor Gross Profit</td>
<td>$ 94,500</td>
</tr>
</tbody>
</table>
THE 20 MINUTE = ½ FRH WORKSHEET

<p>| | |</p>
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<tr>
<td>7.</td>
<td>Equals Additional Labor Gross Profit</td>
</tr>
<tr>
<td>8.</td>
<td>Potential Additional Labor Sales</td>
</tr>
<tr>
<td>9.</td>
<td>Times Parts to Labor Sales Ratio</td>
</tr>
<tr>
<td>10.</td>
<td>Equals Additional Parts Sales</td>
</tr>
<tr>
<td>11.</td>
<td>Times Parts Gross Profits</td>
</tr>
<tr>
<td>12.</td>
<td>Equals Additional Parts Profits</td>
</tr>
</tbody>
</table>

PARTS & SERVICE ADDITIONAL POTENTIAL PROFITS $148,500
Now can you find another 20 technician working minutes per day?
Technician Productivity
Flat Rate Hours vs. Clock Hours

The Basic Rule Is:

Billable Flat Rate Hours Must Meet or Exceed Paid Clock Hours
How Much Can Be Sold?

Number of Technicians 12
x Number of Hours Available 8 (per day)
x Number of Working Days 22 (per mo)
$ 80
x Average Hourly Labor Rate
= Potential Labor Sales $169,000
Actual vs. Potential

Actual Labor Sales $140,000
÷ Potential Labor Sales $169,000

Equals Shop % of Potential 91%
Productivity, Utilization, Efficiency, Proficiency

Productivity = \( \frac{\text{Actual Time Working (Clocked on R.O.s)}}{\text{Attendance Time Available to Work}} \)

Utilization = \( \frac{\text{Time Available}}{\text{Hours Dealership Is Open}} \)

Efficiency = \( \frac{\text{Flat Rate Hours Billed}}{\text{Actual Time Worked (Clocked on R.O.s)}} \)

Proficiency Combines Productivity and Efficiency

Productivity — 80 - 90%
Utilization — 90 - 95%
Efficiency — 100-115%
Proficiency — 90-100%
Productivity Problems

- **Poor Work Scheduling = Low Utilization**
  - Utilize Real Service Reservations System
  - Fix Dispatch System

- **Fishing for Vehicles**
  - Use Lot Jockey or Improve Location System

- **Not Enough Work**
  - Improve Sales Techniques and/or Shop Loading System
Efficiency Problems

- Poor Work Assignments
  - Assign Work to Fit Skills

- Waiting for Parts
  - Improve Parts Inventory Availability
  - Or Improve Service at Counter

- Lack of Proper Tools
  - Analyze Needs
Efficiency Problems

- Poor Diagnosis
  - Utilize Diagnostic System
  - Improve Write-Up Methods

- Unskilled Technicians
  - Train

- Not Clocking Out When Work Done
  - Control by Dispatcher
Excessive Efficiency Problems

- Favoritism in Assignments
  - Correct With Dispatcher

- Shortcuts
  - Increase Quality Control Intensity
  - Inspect Completed Jobs

- High Degree of Skills
  - Any More Like Them?
Scheduling Is A Time Control Function

- It Concentrates on the Effective Use of the Tech’s Time
- It Focuses on Planning the Technician’s Workday for a Maximum Department Income
- It Divides the Tech’s Time into Blocks for Best Use
- It is a Planning Activity
- It is also Called a Scheduling and Loading System
Other Ways To Improve Profit:

Add Technicians

Add Service Stalls

Add Operating Hours
Determining the Number of Technicians Needed

1. Actual Hours per R.O.  
2. Average Number of R.O.’s per Day  
3. Total Actual Hours per Day (1 x 2)  
4. Efficiency %  
5. Total Available Hours per Day (3 ÷ 4)  
6. Productivity %  
7. Total Required Technician Hours per Day  
8. Number of Available Technician Hours per Day  
9. Number of Technicians Needed (7 ÷ 8)
### Determining the Number of Technicians Needed

1. Actual Hours per R.O. $7$
2. Average Number of R.O.’s per Day $15$
3. Total Actual Hours per Day ($1 \times 2$) $105$
4. Efficiency % $110\%$
5. Total Available Hours per Day ($3 \div 4$) $95$
6. Productivity % $66\%$
7. Total Required Technician Hours per Day ($5 \div 6$) $144$
8. Number of Available Technician Hours per Day $8$
9. Number of Technicians Needed ($7 \div 8$) $18$
# Determining the Number of Technicians Needed

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Actual Hours per R.O.</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>Average Number of R.O.’s per Day</td>
<td>15</td>
</tr>
<tr>
<td>3</td>
<td>Total Actual Actual Hours per Day (1 x 2)</td>
<td>120</td>
</tr>
<tr>
<td>4</td>
<td>Efficiency %</td>
<td>110%</td>
</tr>
<tr>
<td>5</td>
<td>Total Available Hours per Day (3 ÷ 4)</td>
<td>109</td>
</tr>
<tr>
<td>6</td>
<td>Productivity %</td>
<td>66%</td>
</tr>
<tr>
<td>7</td>
<td>Total Required Technician Hours per Day (5 ÷ 6)</td>
<td>165</td>
</tr>
<tr>
<td>8</td>
<td>Number of Available Technician Hours per Day</td>
<td>8</td>
</tr>
<tr>
<td>9</td>
<td>Number of Technicians Needed (7 ÷ 8)</td>
<td>21</td>
</tr>
</tbody>
</table>
# Determining the Number of Technicians Needed

1) Actual Hours per R.O.  & 8  
2) Average Number of R.O.’s per Day  & 15  
3) Total Actual Actual Hours per Day (1 x 2)  & 120  
4) Efficiency %  & 120%  
5) Total Available Hours per Day (3 ÷ 4)  & 100  
6) Productivity %  & 75%  
7) Total Required Technician Hours per Day (5 ÷ 6)  & 133  
8) Number of Available Technician Hours per Day  & 8  
9) Number of Technicians Needed (7 ÷ 8)  & 17
Determining the Number of Technicians Needed

1) Actual Hours per R.O.  8
2) Average Number of R.O.’s per Day  15
3) Total Actual Actual Hours per Day (1 x 2)  120
4) **Efficiency %**  120%
5) Total Available Hours per Day (3 ÷ 4)  100
6) **Productivity %**  75%
7) Total Required Technician Hours per Day (5 ÷ 6)  133
8) Number of Available Technician Hours per Day  8
9) Number of Technicians Needed (7 ÷ 8)  17
The Guide for the Number of Stalls per Technician in the Shop is

1 to 1
# Facility Utilization

1. **Number of Stalls**
   
2. **x Annual Hours per Stall**
   
   (__________ Clock Hours per Week x 50 Weeks)
3. **x Effective Hourly Labor Rate**
   
4. = **Potential Labor Sales**
5. **Actual Service Sales (Annualized)**
6. ÷ **Potential Labor Sales**
7. = **Facility Utilization**

Indicate on Line 1 the Number of Stalls the Service Department Currently Has. On Line 2, Enter the Number of Annual Clock Hours Available per Stall (if 40 Hours per Week, enter 2,000)
## Facility Utilization

### Example

<table>
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<tr>
<th>Step</th>
<th>Calculation</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Number of Stalls</td>
<td>30</td>
</tr>
<tr>
<td>2.</td>
<td>Annual Hours per Stall</td>
<td>2000</td>
</tr>
<tr>
<td></td>
<td>(Clock Hours per Week x 50 Weeks)</td>
<td>40</td>
</tr>
<tr>
<td>3.</td>
<td>Effective Hourly Labor Rate</td>
<td>$85.00</td>
</tr>
<tr>
<td>4.</td>
<td>Potential Labor Sales</td>
<td>$5,100,000</td>
</tr>
<tr>
<td>5.</td>
<td>Actual Service Sales (Annualized)</td>
<td>$3,200,000</td>
</tr>
<tr>
<td>6.</td>
<td>Potential Labor Sales</td>
<td>$5,100,000</td>
</tr>
<tr>
<td>7.</td>
<td>Facility Utilization</td>
<td>62.7%</td>
</tr>
</tbody>
</table>

Indicate on Line 1 the Number of Stalls the Service Department Currently Has. On Line 2, Enter the Number of Annual Clock Hours Available per Stall (if 40 Hours per Week, enter 2,000)
More Hours Are Needed When:

1. Techs/Stalls Fully Utilized
2. No Room for Additional Stalls
3. Excess Business Could Be Supported
4. Competitors Have Busy Additional Hours
5. Internal Work Could Be Done to Free Up Shop Time
6. The Parts Department Could Function With Additional Hours
7. Extra Hours Can Be Priced Competitively
8. Management Will Support It
Technician Compensation Plans

☐ Straight Time
☐ Split Fee Setup
☐ Flat Rate Hour
☐ Productive Pay Plan or Guarantee Plus Incentive
## Technician Roster

<table>
<thead>
<tr>
<th>Technician Name</th>
<th>Training Level</th>
<th>Pay Rate</th>
<th>Type of Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Smith</td>
<td>1</td>
<td>$18.00</td>
<td>FR</td>
</tr>
<tr>
<td>Charles Young</td>
<td>2</td>
<td>$15.00</td>
<td>FR</td>
</tr>
<tr>
<td>Bob French</td>
<td>3</td>
<td>$13.00</td>
<td>FR</td>
</tr>
<tr>
<td>Gary Jones</td>
<td>4</td>
<td>$8.00</td>
<td>FR</td>
</tr>
<tr>
<td>Jim Baxter</td>
<td>1</td>
<td>$20.00</td>
<td>FR</td>
</tr>
<tr>
<td>Jerry Jackson</td>
<td>2</td>
<td>$14.50</td>
<td>FR</td>
</tr>
<tr>
<td>Bob Cooper</td>
<td>4</td>
<td>$7.50</td>
<td>FR</td>
</tr>
<tr>
<td>Ken Clifton</td>
<td>3</td>
<td>$12.50</td>
<td>FR</td>
</tr>
<tr>
<td>John Paul</td>
<td>2</td>
<td>$16.00</td>
<td>FR</td>
</tr>
</tbody>
</table>
## Technician Pay and Labor Rates

<table>
<thead>
<tr>
<th>Average Cost</th>
<th>Selling Price</th>
<th>Cost Percent of Sales</th>
<th>Percent of Gross Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>$21.50</td>
<td>$80.00</td>
<td>26.9%</td>
<td>or 73.1%</td>
</tr>
</tbody>
</table>

Do you have the ABILITY to make 70% Gross Profit?
After Work Is Completed:

- Telephone Survey
- Follow-Up Customer Survey
- Quality Control and Inspection Report

**Best Practice:**

Perform a “Final Inspection” on Every Vehicle.
After Work Is Completed:

- Quality Control Card
- Service Inspection Log

*Best Practice:*

Ensure “Repeat Repair” and “No Problem Found” Vehicles Have Been Corrected, and the Results Verified by the Service Manager or Shop Foreman.
COMEBACKS

...PRESENT OPPORTUNITIES!
- FOR A SECOND CHANCE
- TO EVALUATE SERVICE CONTROLS
Relationship Between Quality Service and Reputation*

1. Only One in 27 Customers Dissatisfied With Product or Service Voices Complaint to Offending Firm

2. A Person With an Unpleasant Experience Tells 9-10 People About It

3. 13% of Those With Complaints Tell More Than 20 People About the Problem

4. People With Good Experiences Tell Only Five People About It

*A Survey by Behavior Today Magazine
Quality Service

1. Produces Satisfied Customers and Fewer Comebacks
2. Increases Service and Customer Loyalty
3. Encourages Customer Recommendation of Your Service Department
4. Increases Service Department Profits
5. Builds Reputation of Service Department and Entire Dealership
6. Increases Repurchase Loyalty to Your Dealership

The Roadway to Service Retention and Future Sales
Keys To A Quality Control Program

1. You Need Someone Who Can Write Up an Accurate and Complete Repair Order
2. Your Technicians Must Be Properly Trained, and You Must Match the Technician’s Skill Level to the Job’s Level of Difficulty
3. They Must Have the Proper Tools and Equipment, Which Must Be Accessible and in Good Working Condition
4. Someone Must Schedule and Assign Jobs Properly to Be Sure There Is Time to Do Them Right and to Get Them Done When Promised
5. Someone Must Make Sure That Work Is Inspected Before Any Vehicle Leaves the Shop
Don't Let Customers Leave Dissatisfied

96% Won't Return
Good Days...

Bad Days...

Break the Cycle and
Make Every Day a Good Day
REMEMBER TO SERVICE YOUR CUSTOMERS THROUGH YOUR PROCESS ….

NOT PROCESS THE CUSTOMER THROUGH YOUR SERVICE
Questions

?? ?? ?? ?? ?? ??
THANK YOU FOR ATTENDING

The Keys to Improvement of
Sales, Profits, and Productivity

Presented By

Richard Owen
Fixed Operations Specialist

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