



APPLIANCE **SERVICE MANUAL**



A Tactical Guide for Independent Servicing Dealers

Overview

Introducing the Mega Group Appliance Service Manual.

This book was developed by our partners at AVB and has the mission of helping retailers make their service operations efficient and profitable. No matter the size or structure of your organization, in this manual there is a tremendous amount of information for everyone.

This comprehensive tactical guide covers everything from tech retention, training and compensation to parts inventory, fleet management and servicer associations. You'll also find a sample recruitment letter to help attract budding service techs; a checklist for ensuring customer satisfaction; and perhaps most important of all, a step-by-step guide to calculating the cost of your service calls, which is indispensable in setting competitive but profitable billing rates.

The Service Manual is a great tool so make sure to keep it handy and use it well.



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Technicians

Recruitment

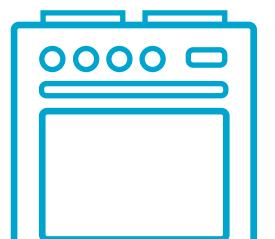
As an independent servicing dealer, you want to ensure your time is well spent throughout the daunting task of recruiting an Appliance Service Technician.

Apprenticeships are a great way to shape an employee's skillsets to carefully meet the demands of your business. They are a clear indicator to employees that you care about training, development, and career progression. By investing in the development of an employee through on-the-job training along with accompanying study, you will gain talented workers, increase productivity, and improve your bottom line.

Before you start recruiting, have a detailed plan:

- Know what your **budget** is
- Determine what **benefits** and **training** you will provide
- Have a **schedule** that includes not only the prospective start date for the new hire but also schedule time for reviewing applicants, communicating with candidates through email, conducting phone screens, interviewing, reference checks and follow-ups or job offers
- **Document everything** as you go along. This will help streamline things as well as provide insight for the next new hire

94%
OF APPRENTICES
CONTINUE EMPLOYMENT
AFTER COMPLETING
AN APPRENTICESHIP



Attract and Seek Talent

Being an Appliance Service Technician means having a lot of freedom, which comes with a lot of responsibility.

That is why hiring the right people for the job is mandatory for ensuring your success and peace of mind. So, what should you look for in a winning service technician and how do you find them?

1. DEVELOP A JOB DESCRIPTION

- State job title, skill level, position summary, essential duties, qualifications and traits or characteristics required
- Know what level of technician you are looking to hire. Apprentice, level I, II, III or senior/lead
- Include training and benefits you will provide

RESOURCE: SEE PAGE 40 FOR SAMPLE OF JOB POSTING

2. SEARCH FOR APPLICANTS

- Advertise on job boards such as ZipRecruiter and LinkedIn or job boards that are local to your city or region
- Partner with local trade and high schools
- And don't forget your own website and social media platforms

3. WHAT TO LOOK FOR

- Technical strengths and/or job-specific skills; a simple mock repair during the in-person interview can show their knowledge and use of tools, how systematic they are with disassembly and reassembly and the care they take
- Communicates well, articulate, easily relays information
- Takes pride in their appearance; customers feel far more comfortable inviting someone in who looks professional. This first impression also reflects on your organization
- Has a strong employment history or good grades in school, if just starting out
- Ensure they have a clean driving record
- Perform a background check on applicants ensuring they have a clean record
- Takes initiative to advance their skills and provide support to colleagues

Technical Training

To run a successful service business, you need to take technicians into account and provide them with the training they need for continued success.

While some employers prefer to hire graduates of technical schools, appliance repair or electronics programs offered at post-secondary technical schools or community colleges help reduce the amount of on-the-job training required for entry-level workers. Apprentices usually receive training from their employer and appliance manufacturers.

MANUFACTURER TRAINING

Most appliances of the same type have several things in common and basic hands-on training can cover a lot of these aspects. Individual brands may have unique features that require manufacturer training. Most, if not all manufacturers, offer factory-certified training online, at the manufacturer facility or even locally. Ongoing training will keep your technicians up to date on an array of repairs and services.

SPECIALIZED SCHOOLS

One of the biggest challenges the independent servicing dealers are having is the lack of qualified technicians. While hands-on training is extremely valuable, providing training and certification from a specialized school has added value.

- Attracts employees looking to learn a new trade
- Provides employees with a greater sense of stability and hope for the future
- Gives customers piece of mind knowing you have certified technicians
- Education offered in a short amount of time to get your tech in the field quickly

And we all know time is money!



72%
OF ALL EMPLOYEES
STATE THEY WILL STAY
WITH A COMPANY THAT
INVESTS IN THEM

Several organizations offer training opportunities that have programs tailored specifically to the industry. Although not based in Canada, these Service Training Centers offer Best-In-Class training that can be leveraged by Canadian retailers.

Fred's Appliance Academy (Ohio) provides hands-on appliance repair training courses that include student housing. Training ranges from two to three weeks, with coursework on the fundamentals of appliance repair and diagnostics to give students the foundation needed to start a new career as an appliance repair technician. They also offer an Advanced Refrigeration course.

Master Samurai Tech Academy is the premier online appliance repair school, training rookies to the trade and experienced technicians alike. As pros of the appliance service industry, they know what it takes to be expert technicians and operate a successful repair business. Their mission is to "Provide cutting-edge training and education to help techs secure a stronger career in appliance repair and become trusted experts, as well as help business owners create more profitable enterprises."

IN-HOUSE AND CONTINUAL TRAINING

By providing in-house training for all employees, you will ensure technicians stay on top of technical skills and have the soft skills necessary to promote the company. This is your most valuable tool for keeping and developing qualified technicians.



In-house training can consist of a combination of formats:

- **Ride and Learn** – New technicians can ride with and assist experienced technicians. This also provides basic fundamentals on what is expected of them, how the company works and customer interaction
- **On site** – Manufacturers come to your site to train on specific products
- **Online** – Manufacturer training portals or self-paced online courses offer cutting-edge appliance repair instruction run by industry experts

With online training, you want to ensure you have a schedule set for completion to each section of the training with an end-date goal in mind. This will help keep your new technician on track and accountable.

SCHEDULE WEEKLY OR MONTHLY TECHNICAL SESSIONS

- Introduce the techs to new product lines, their features and how they work
- Go over callbacks with the team to explain what went wrong and how the job can be performed differently in the future
- Cover best practices, allowing teams to share their own best practices
- Customer service refreshers



Technician Retainment

CONTINUOUS PERFORMANCE MANAGEMENT

Benefits of Continuous Performance Management:

1. Boost engagement
2. Boosts employee retainment
3. Promotes organizational connectedness
4. Nurtures trust
5. Delivers vital data

Continuous Performance Management (CPM) is a modern, human-centered approach to promoting, evaluating, and improving employee performance. It enables your business to create a trusted environment in which employees feel empowered to take control of their own development. In a culture of true continuous performance management, employees support each other with a wide range of real-time performance feedback – celebratory, instructive and constructive.

An effective CPM strategy begins with a foundation of trust and gratitude, generated through a strategic, comprehensive employee recognition program. Positivity is the baseline on which growth happens.

Some things to take into consideration when building your CPM:

- How will you measure and track information related to an employee's performance?
- How do you build a system that's relevant to all positions companywide?
- What's realistic and achievable for experienced techs and new techs alike?
- How frequent should interactions and feedback on their performance be provided?
- Your continuous improvement model should acknowledge that an employee's goals may change throughout the year as they are assigned new priorities or learn new skills

The best way to retain employees is by staying in touch with them:

- Address their concerns
- Foster a forward-looking growth mindset by emphasizing feedback that is in-the-moment, informal and frequent
- Provide genuine appreciation and recognition
- Strengthen relationships by improving communication and coaching between employees, managers, team leaders and mentors

COMPENSATION STRUCTURE

A compensation structure is a foundational piece of your compensation plan. A strong compensation structure helps ensure the pay levels for your jobs are competitive externally and impartial internally and provides an effective way to manage employee pay. Pay grades as a structure is too limiting for today's fiercely competitive and unstable labor markets. Using job-based ranges will improve your ability to hire and retain employees in this job market. Job-based ranges provide downstream benefits, including facilitating open and honest pay conversations between employees and managers, which in turn improves employees' trust in management and engagement.

Creating a range for each job requires an understanding of:

- The talent market in your location
- The size of your company
- The industries you compete with for talent
- Distinctions between job types
- Necessary skills for each role

Getting compensation right is critical to attracting, motivating, and retaining employees today. **Taking a close look at your positions and creating pay ranges based on market data will help you:**

- Bring the right people into your organization
- Mitigate risks of turnover caused by inequitable pay practices
- Manage pay with confidence
- Encourage productivity
- Increase the profitability of your service operation

Either an hourly base rate plus commission or some other commission-based system is recommended.



BONUS PROGRAM

A hybrid pay structure with a base hourly (or salary) compensation along with a monthly or quarterly performance bonus program prevents pay volatility while maintaining an incentive to drive productivity. There are many options when it comes to bonus structures, and some can be combined.

Below are some sample options:



Based on billing:

Joe has a total of \$25,000 billed in service calls and labor in a given month. A 3% bonus of that total would be $\$25,000 \times .03 = \750 bonus for that month.



Based on profit:

(Total profit x percentage)/number of employees. If the service department with five techs has a profit of \$10,000 in a quarter and the percentage is 25%, it would be $\$10,000 \times .25 = \$2,500 / 5 = \$500$ per employee that quarter.



First Call Completes:

A tech would have a goal of first call completes and calls per month. For example, Mike has a goal of 80% of all calls being first call completes along with a goal of 100 calls per month. If Mike hit both his goals, he will get \$100. But if Mike hit his goal of 100 calls for the month but only 60 were completed in the first call, he would get \$75. $100 / 80 = 1.25 \times 80 = 125$, $125 \times .60 = \$75$.



Labor bonus:

Kim is working on a range and asks the customer if they have cleaned the coil on their refrigerator and explains the importance of it. Customer had no clue and asked if Kim could take care of it. It only takes Kim 15 minutes which would be billed at \$30. Kim would get 40% of that billing. $\$30 \times .40 = \12 . Kim is able to do three "maintenance add-ons" a week for 3 months: $(3 \times 4) \times 3 = 36 \times \$30 = 1,080 \times .40 = a \432 labor bonus for the quarter.



Warranty sales:

Henry sells a \$200 extended warranty to a customer while on a service call. He gets 35% commission for each warranty he sells. Henry sells 10 extended warranties in a given month. $(\$200 \times 10) \times .35 = \700 bonus for given month for selling extended warranties.



Add-on sales:

These are items such as stainless-steel cleaner, dishwasher cleaning products, refrigerator condenser coil cleaning brushes, water filters and more. You can provide a bonus based on the number of add-ons, which tech sells the most or whatever creative way you choose.

You also have retention bonuses, spot bonuses, organization-wide bonuses ... the list goes on. Whatever bonus program or combination of bonuses you decide is right for your business, make sure it is obtainable and provides an incentive for your service technicians to do their best work in a timely manner for each service call. Just be sure to base the structure on quantifiable, measurable results. Specify the goals, and how — and how often — progress toward those goals will be measured.

Just as a side note: It is not recommended to include parts sales when determining a bonus for service techs to discourage unnecessary parts installations. Parts profits should be used for parts costs only.

TECHNICIAN KPIs

Defining key performance indicators (KPIs) can be complicated. The operative word in KPI is "key" because every KPI should relate to a specific outcome with a performance measure.

Defining a KPI:

- What is your desired outcome?
- Why does this outcome matter?
- How are you going to measure progress?
- How can you influence the outcome?
- Who is responsible for the outcome?
- How will you know you've achieved your outcome?
- How often will you review progress towards the outcome?

One way to evaluate the relevance of a performance indicator is to use the **SMART** criteria. In other words:



These metrics can define strategic success and act as a gauge for areas that might need improvement. KPIs are an essential tool for developing your team and achieving high-quality results throughout your business.



Operations

Foundations

SETTING SERVICE RATES

When pricing your services, run employee cost calculations to determine your actual cost of doing business (CODB). While figuring out how to calculate direct labour costs can be confounding, it is absolutely necessary to run a profitable service business.

COSTS TO CONSIDER

These costs must be factored into every single service call:

- Technician and support staff hourly wages
- Health care and other employee benefits
- A portion of rent and utilities based on the sq.ft. used for service
- Technology to receive and record customer information
- Service fleet maintenance, gas and insurance
- Technician training and continuing education
- Special tools, manuals, and diagnostic equipment
- Waste removal and recycling

TECHNOLOGY IN THE FIELD

The use of technology improves efficiency and is critical component of being profitable. Many Business Management Systems (BMS) have the ability for technicians to access the system remotely. If your computer does not offer remote access, or you are still printing paperwork invoices, it's time to upgrade your system.

The implementation of a BMS and/or integrated software programs should include features such as:

- Adaptable to field service work
- Usable on a smartphone, laptop or tablet and is cloud based
- Has scheduling and dispatching functions
- Provides route planning, navigating and GPS fleet tracking
- Generates work orders, invoices and payments
- Show parts and inventory
- KPI tracking
- Easy to use



A smart phone allows technicians to take photos of serial numbers and model for warranty claims, document workspace and pre-existing property damage before starting a repair. It also allows technicians to confirm a customer is home, preventing wasted trips. In the field, they will be able to access service manuals, wiring diagrams and download fault code histories.

With remote access, technicians can start their day from the first call and end with the last call without having to go to the shop. The time saved can allow for two or more additional service calls.

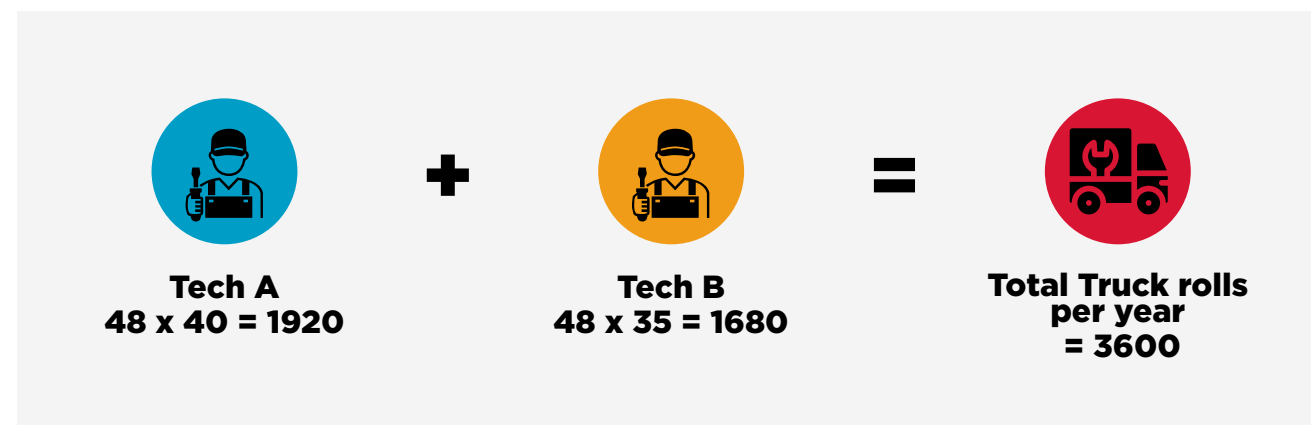
COST PER TRUCK ROLL

Before financial decisions can be made regarding technician pay, marketing growth decisions and more, you must know your cost of doing business in regard to service.

How to estimate your cost per truck roll:

First determine how many truck rolls you can do in a year.

Let's say your company has two service techs. Tech A averages eight truck rolls per day while Tech B averages seven truck rolls per day. They work five days a week, 52 weeks per year less vacation time, holidays, sick days, trainings, etc., leaving approximately 48 weeks per year.



Next, determine your total cost if running the service department, including all labour costs (tech+management+administrative) and expenses. To be accurate, you must look at every expense in your company and allocate the relevant amount to service. Don't forget things like rent, insurance, payroll taxes, property taxes interest expense, gas, depreciation, etc. If you don't track these expenses separately, estimate a percentage of these expenses to allocate to service based on percent of sales, floor space or employees.

It doesn't have to be perfect, just close. Another way to look at it is, what expenses wouldn't you have, and how would you change your business if you didn't have service? Don't forget to include the percentage of people who wear multiple hats and how much of their time is spent supporting service. Once you have added all your expenses for the service department, divide by total possible service calls to give you your cost to roll a truck.

(Total annual cost to run a service department / truck rolls per year = cost per truck roll)

If it cost you \$378,346 to run your department per year and using our truck rolls per year from above

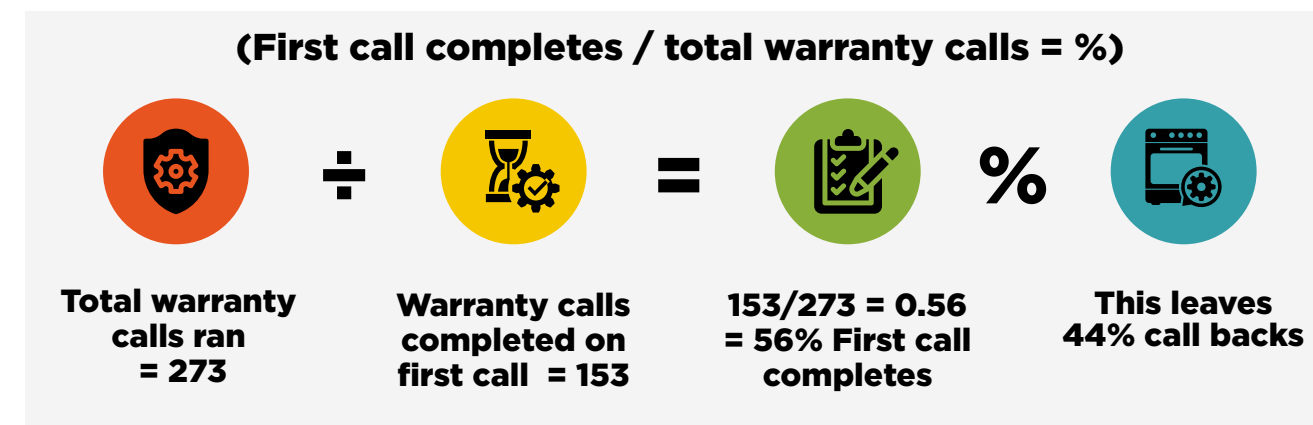
$$\frac{\$378,346}{3600} = \$105.10 \text{ cost per truck roll}$$



Remember this is your cost, not what you must charge to be profitable.

This will help you understand what your warranty reimbursement rates need to be just to cover your costs. Remember, you make no money on the parts. In some cases you don't get reimbursed and have to pay for shipping too.

You can determine what your warranty reimbursement rate must be if you know the percentage of first calls completes on your warranty calls.



As above, costs per truck roll is \$105.10 x 1.44 equals \$151.34

(one for the first trip and 44% or 0.44 for the repair that takes more than one trip).

In this example, your warranty service reimbursement would need to be

\$151.34 just to cover your costs.

Anecdotally, most people report \$100-120 cost per truck roll and 50-60% first call completes for servicing dealers.



KPIs

Maintain a dashboard with Key Performance Indicators tracked monthly and keep all historical data. Use this to measure performance. If you don't measure it, you can't improve it.

TECHNICIAN ADD-ON SELLING

Technicians are often in the best position to increase revenue by **suggestive maintenance selling**. For example, if a technician is already in the home working on the range, the technician can ask the customer if they have cleaned the condenser coils on their refrigerator lately, and if not, offer to do so while in the home. Each appliance category has routine maintenance items that are often overlooked by consumers. These provide a great opportunity for technicians in the field to increase the amount of labor billed at each home without adding any drive time and customers appreciate it.

Only a small percentage of new customers purchase extended warranties at the time of the initial sale. When a technician is in a home repairing an appliance, especially when that appliance is still under warranty, **it offers an excellent opportunity for the sale of an extended warranty**. Many extended warranty companies allow the sale of an extended warranty up to or even after the end of the manufacturer warranty period.

Cleaning and maintenance supplies are also a great opportunity for technicians to sell in the field. Items such as stainless-steel cleaner, dishwasher cleaning products, refrigerator condenser coil cleaning brushes, water filters, etc., are good add-on sale opportunities for the technician while in a customer's home.

Tracking add-on sales by technician allows for healthy competition and accountability. Bonus programs can also be devised to assist with this. Tracking and measuring is important for consistency. Each technician should be tracked based on dollar sales.

PRE-DIAGNOSIS

In order to optimize and enhance the customer experience you will need to pre-diagnose the problem before paying the customer the visit.

This will require:

- An accurate and complete model number
- Technical document
- Manufacturer bulletins
- Detailed symptoms or complaint

By efficiently troubleshooting before you go on the service call, you will be able to enter the customer's home with not only an idea of what the problem is but have parts to fix those problems. **This gives the customer confidence in your technicians and helps with first call completes.**

FIRST CALL COMPLETES

Every time multiple trips are taken, profitability decreases.

To reduce return trips:

- Review your intake and pre-diagnosis process
- Manage and monitor parts inventory
- Have the technology to access service manuals, schematics, manufacturer bulletins and parts inventory in the field
- Investigate call-backs to see if there is an issue with a tech and stop it before it continues
- Provide proper training and tools

RESOURCE: SEE PAGE 39 FOR THE SERVICE CALL BLUEPRINT

PARTS INVENTORY

It is important to monitor and control your parts inventory. Parts are becoming obsolete quicker than ever before and allowing your inventory to grow with obsolete parts will eventually cost you dearly.

- Check all parts monthly for those that have not sold in the last 6-12 months and work to return them to the distributor within the allowable time frame
- Parts that are special ordered and not needed should be returned to the distributor within the allowable time frame
- Any parts not intentionally ordered for stock should not be allowed to be placed back into inventory
- Adjust your minimums and maximums on your parts level monthly
- Consult with your technicians to determine what parts should be added to stock levels to increase first call completes. These are often first seen by technicians in the field and can be explored by asking what part failures have been seen and are expected to continue, or what failures have been seen more than once

Parts inventory levels should be managed to maximize first call completes without expanding your total inventory cost beyond a number which can be turned at least four times a year.

RESOURCE: SEE PAGE 32 FOR PARTS DISTRIBUTOR PROGRAM PARTNERS

TOOL INVENTORY

A technician will need a variety of tools in order to perform the job properly. Technicians will need to have a set of tools they carry with them, industry-specific tools that should be in every truck, as well as commercial coin-op keys from manufacturers.

RESOURCE: SEE PAGE 35 FOR A TOOL SUPPLY LIST

FLEET MANAGEMENT

Preventive maintenance (PM) consists of scheduled servicing, inspections and vehicle repairs to prevent potential problems and maximize vehicle availability. It is used in fleet management to proactively avoid or reduce vehicle breakdowns and is based on time, mileage, engine hours or gallons of fuel used. PM actions include vehicle inspection, lubrication, adjustment, cleaning, testing, repair and/or worn parts replacement.

The driver is the first line of defense against unexpected breakdowns and repairs. It is important that the driver communicate vehicle problems immediately to fleet management. This allows the driver to participate in the PM program, proactively reducing breakdowns.

Your Integrated Software Program should include:

- Asset management
- A request portal to send complaints and symptoms
- Preventive maintenance schedules and work orders
- Cost tracking
- Licensing, registration and insurance management



The Key to Successful Fleet Maintenance Begins with the Driver!

Daily driver inspection:

- **Safety Items**
Tires, wipers, horn, brakes, steering...
- **Drivability items**
Misfire, rough idle....
- **Body**
Glass, body damage, cleanliness...
- **Miscellaneous repair items**
Heater, radio...

The driver must be held accountable for inspecting these items. If a driver fails to inspect the vehicle prior to, during and after a trip, a potential problem may go unnoticed causing a breakdown or unsafe condition.

Efficiency

WARRANTY CONTRACTS

Know your cost of running a truck roll. Take your total expenses for the service department and divide by the number of truck rolls you ran in that period. This is your cost per trip. Next, compute how many first call completes you had and how many return trips you had. This helps you understand what warranty reimbursement rates are necessary. If your cost to run a trip is \$100, and warranty calls take an average of 1.5 trips, you need to be reimbursed \$150 per warranty call. Create a warranty loss spreadsheet, by brand, to be used for negotiating better reimbursement rates and additional sales support from each brand. Use BrandSource programs where available. You also need to manage your Postal code list or radius of warranty calls. **If you can't negotiate a good price, it is not worth the travel.**

RESOURCE: SEE PAGE 34 WARRANTY PROGRAM PARTNERS

WARRANTY RATE INCREASE

Most vendors are authorized to increase your warranty rate each year by up to a set percentage if and when you ask for an increase. This onus is on you to ask for it so **add it to your calendar every year so you don't forget.**

The increase that they award is on merit, meaning they must think that the rate increase is justified. Do not be afraid to ask for an increase but be sure that you have your data to back up your cost of a truck roll and why you deserve the rate increase. There are five key KPI's that the vendors are rating you on (see the chart below). We recommend that you incorporate your online reviews (average star rating for instance) while negotiating warranty rates.

Manufacturer's KPIs considered in warranty rate increase negotiation

	Your Numbers	OEM
Calls dispatched per day per tech		
First Call Completes (FCC)		
Repair Turn Around Time (RTAT)		
Average parts per repair		
Net Promoter Score (NPS)		

LEVERAGE VENDOR SALES PROGRAMS WITH INTEGRATED SERVICE PLANNING

Understand actual cost versus warranty rate. Consider the cost of servicing that brand along with profitability. Factor in margin that is made, ease of doing business, shipping and freight, co-op and back-end funds, rebates, return policies, etc. Leverage better front end and better back end, but warranty needs to come up to be more profitable. **Service rates can't always come up, so the extra in merchant funds is needed to make up for it.**

STANDARDIZE PRICING

Make sure that technicians are pricing consistently, whether flat-rate or hourly, so all possible income is billed out. You should set your rate at the national standard. Feel free to discount that rate based on your location, the service or whatever it may be, but show the customer that **your standard rate is the national average**. If you don't have a professional service rate, you will have a hard time going up in rate and you won't have a saleable commodity. Set boundaries and zones. Your home zone would be a base rate. Let's say your home zone is within 15 kilometers of your shop. For every 10 kilometers radius beyond that, increase your rate by a set amount.

Customers are looking for value in your service, and they are willing to pay for that added value. There are plenty of customers out there and they are yours for the taking — you just have to show them they called the right place for service.

Professionalism

UNIFORMS

Technicians are the face of the company and the primary point of contact for the customer. When technicians all wear the same uniform, it creates a consistent professional appearance and helps create a sense of unity among staff.

Uniforms should:

- Clearly display company and technician name
- Include a scratch-free leather belt
- Include a plain white undershirt
- Be buttoned to second-from-top button

Uniforms provide an attractive business image and branding in your marketplace. Consider adding tool mats (often yoga mats), branded with company logo, as part of the uniform to use as protection in the home to rest tool bag and tools on during service.

VEHICLES

Service vehicles are a visible component of your company and should provide a professional image to your customers.

At the very least they should:

- Have clear company branding – vinyl wrap or professional signage
- Be clean and organized (incentivize for keeping clean)
- Be stocked (using inventory management system) with parts used most often

Unless otherwise necessary, company vehicles should be parked on the street to protect the customer's property from possible oil leaks and to avoid blocking driveways or any liability.

ACCREDITATION

Customers want to know that you take your business seriously. By joining industry organizations; showing certifications from higher educational institutions, programs and accredited firms; and displaying your quality assurance affiliations, you will provide proof and reassurance of maintaining a high standard. Plus, these organizations can provide discounts, further education, peer-to-peer networking and more.

RESOURCE: SEE PAGE 31 FOR INDUSTRY LEADING ORGANIZATIONS

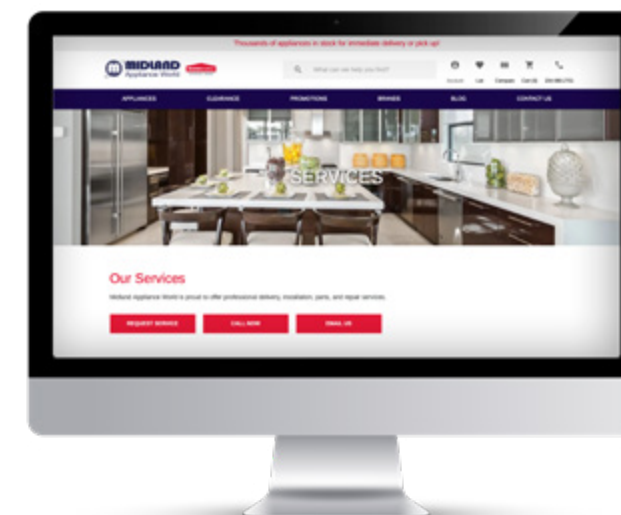
Website and Marketing Strategy

WEBSITES

Whether you are heavily pushing to grow the service side of your business or just want to promote that you “Service What We Sell,” it's imperative to not only have a dedicated page on your website to provide details, but to also have a strong presence on your homepage for this side of your business as well.

Some key best practices we see with appliance service pages on websites include:

- **Content:** Go beyond a single image and just a few sentences telling consumers you provide service. Have real images of your service team and your trucks. Define and exploit your Service Value Proposition – what separates you from your competition
- **Service Request Form:** Have a dynamic service request form that not only takes the customer's information, but also has fields for brand, type of appliance, model number, place of purchase, age of product and any additional information that provides your service team the information they need to be prepared before contacting their customer
- **Strong SEO:** Having your page formatted correctly and utilizing relevant keywords will ensure your website shows up in search results under the organic listings



60%
OF CONSUMERS WILL
SEARCH ONLINE TO
FIND REPAIR SUPPORT
BEFORE PLACING A
PHONE CALL

DIGITAL STRATEGY

Based on your business goals with appliance service there are various strategies and marketing channels you can utilize to promote your business. The first place to start is to determine your budget. When building a digital budget and strategy, you will need to decide if you would like to dedicate a specific budget toward appliance service exclusively or if marketing the service side of your business will be a part of your overall marketing budget.

Depending on the budget allocation, the channels and tactics will vary but a comprehensive marketing strategy is always built on the foundation of search ads on Google. These are text ads built to display your business information when a potential customer searches for a phrase like “appliance service open now.” Once you’ve captured a strong share of voice in the marketplace using search ads, your marketing strategy can expand to include lead generation ads on other platforms like Facebook. As with any category, marketing must yield a return on investment, so by channel and by tactic, always determine your goals and measures of success before kicking off a campaign. Setting benchmarks and expectations will be a key factor in determining what levers to pull throughout a campaign to drive the results you want to see for your business.

Customer Experience

ONLINE REVIEWS

Today, virtually every business, including appliance sales and service, relies on online reviews to drive new sales and reinforce customer loyalty. Online reviews allow consumers to determine immediately whether they should engage with your business.

- Online reviews are part of doing business making online reputation management critical
- Online reviews affect a company’s search engine optimization (SEO). Negative reviews will make it more difficult for customers to find you at the top of searches
- Small business have the advantage over national chains when they consistently get new and authentic reviews increasing SEO, making it easier for customers to find your store at the top of searches

How do you get more positive reviews?

Most positive online reviews you read focus less on the technical knowledge of a customer service representative or technician and more on attitude and manner. Quick, courteous, clean, pleasant and patient are adjectives used frequently to review the highest-rated business.

- Sales, delivery and service staff should ask for a review within 60 minutes or less after service is complete to increase your chances of getting a positive review
- Make it automated!

How to respond to negative reviews?

You are bound to get negative reviews and it’s important that you respond to both positive and the negative. Be sure to keep an even tone online and in person. Be sure to resist the urge to defend the point or you will come off as argumentative rather than empathetic.

- Address the reviewer
- Apologize and sympathize
- Offer to resolve the issue offline in person or by phone
- Responding to negative reviews is part of maintaining your integrity as a business. Taking this approach tells the negative reviewer that you are humble and caring but tells thousands of others who will see your response that you are willing to resolve all issues

RESOURCE: SEE PAGE 35 FOR PODIUM - REVIEW MANAGEMENT PARTNER

CUSTOMER SATISFACTION SURVEYS

Online reviews are meant to tell potential customers what to expect when dealing with your company. Satisfaction surveys on the other hand are intended to help you improve your policies and processes.

Satisfaction surveys are:

- Generally short in length
- No more than ten questions
- Emailed to customers requesting feedback on your service

By asking your customer to rate their experiences in dealing with your company, it allows them to provide effective feedback that will help you identify the weak parts of your service that need improvement. It is then up to you to correct these issues in your business as soon as possible.

RESOURCE: SEE PAGE 38 FOR A CUSTOMER SATISFACTION SURVEY SAMPLE



SERVICE VALUE PROPOSITIONS

The service value proposition is the defining feature and services that differentiates you from your competition. Once defined, it needs to be exploited in as many places as possible such as:

1. Your website service page
2. All service advertising including social media posts
3. On service vehicles
4. Over the telephone by CSRs

Your message needs to go beyond the boilerplate of offering 'quality service'

For instance, you can highlight things like below:



Emphasize that you **provide services** that big box stores simply can't, as big box stores outsource their service



You offer a **frictionless experience** with open communication through every step of the process and properly vet and **certify your technicians**



Over 10/15/20/25/30+ years of **repair experience**



Satisfaction guaranteed or your money back



One year warranty on parts & **30-day warranty** on repairs (consider increasing to differentiate)



Store credit when unit is not repairable (Big Box stores cannot do this)



Feel free to illustrate what you do with plenty of images. Don't just go for stock images, use your actual service team images assessing or fixing the product in real homes



Point out the **area that you service**, which **products your team can repair** and what **certifications your team possesses**



Feature the **warranty partners** your team works with and describe how you work with them on the customer's behalf



Plug-in reviews and rating from Google, Facebook, Yelp, etc. to show that you provide a trusted service that people can count on



Outline the **different services you provide**, such as installation and haul away services



Highlight any extras you do, like recycling products, or if you offer any protection plans



Additionally, **showcasing your technicians** is also beneficial as big companies often outsource their services and can't guarantee who is coming to the consumer's home



If your team has won **awards for their quality service** and cumulative expertise, showcase that on your webpage

With so many ways different places for consumers to shop, making your services stand out from the crowd is critical. As an independent business, you can stand behind your work and be accountable for future issues that consumers won't find from other big box competitors. Be bold in your claims (against competitors) and back them with action by giving your customers the 'WOW' experience.





Resources

Vendor Information

SAMSUNG

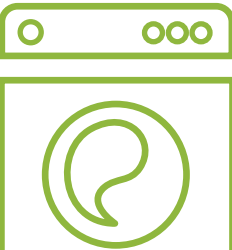
Samsung		
Partner care	Not available for service	
Store Support	1-800-510-0217	
Warranty Claims Support		online support with your login
Service Support		online support with your login
New Agreement/Rate		Sascha Muller - s.muller@samsung.com
Profile update (Postal Codes)		online upload
Parts Availability/Research		via Part Distributor or online with your login
Technical Support	1-844-678-3964	FSM or online with your login
Customer Service Support	1-800-726-7864	

Whirlpool®

Whirlpool		
Customer Service Support	1-800-807-6777	
Store Support	Not available for service	
Warranty Claims Support		online support with your login
New Agreement/Rate		through your field manager
Profile update (Postal Codes)		online upload
Parts Availability/Research	1-800-807-6777	via Parts Distributor or online with your login
Technical Support	1-800-488-4791	FSM or online with your login

Electrolux

Electrolux		
Customer Service Support	1-800-265-8352	
Store Support	Not available for service	
Warranty Claims Support		online support with your login
New Agreement/Rate		through your field service manager
Profile update (Postal Codes)		online upload
Parts Availability/Research		online support with your login
Technical Support	1-888-842-3660	





GE		
Customer Service Support	1-800-561-3344	cservice@mabe.ca
Customer Relations	1-877-994-5366	Monrelations.requests@mabe.ca
Warranty Claims Support		authservadmin@mabe.ca
New Agreement/Rate		depot.manager@mabe.ca
Profile update (Postal Codes)		depot.manager@mabe.ca
Parts Availability/Research	1-800-661-1616	parts.publication@mabe.ca
Technical Support		appliances.techsupport@mabe.ca



LG		
Customer Service Support	1-888-542-2623	
Store Support	not available to service	
Warranty Claims Support		online support with your login through your field service manager - Joshua Klebanskyj
New Agreement/Rate		joshua.klebanskyj@lge.com
Profile update (Postal Codes)		online upload
Parts Availability/Research		online support with your login
Technical Support	1-866-543-8324	



BOSCH		
Customer Service Support	1-800-944-2904	
Store Support	not available to service	
Warranty Claims Support		through your field service manager
New Agreement/Rate		through Service Bench
Profile update (Postal Codes)		online support with your login
Parts Availability/Research	1-877-403-3185	
Technical Support	1-800-735-4328	

Organizational Memberships



PROFESSIONAL SERVICE ASSOCIATION (PSA)

PSA is an independent trade association dedicated to promoting the highest standards of quality service in the appliance service industry. Its purpose is to be the voice of the independent service provider and to assess and identify industry-related problems and to provide solutions.

PSA is dedicated to providing educational training, certification, business management training, support and fairness to the independent appliance service industry. It encourages professionalism and honesty and publicly identifies those technicians and service companies that provide a level of service professionalism that meets the criteria established by the service industry, with industry-approved certification credentials.

PSA Member Benefits

- **Communications** – Information on industry news, events and happenings in the industry that have an effect on members’ businesses
- **Education** – Certification programs and trainings to help members keep up with the latest technology
- **Member Tools** – Software and guides to help members manage their cost of doing business

www.psaworld.org | 888.777.8851



UNITED APPLIANCE SERVICERS ASSOCIATION (UASA)

UASA is a nonprofit trade association for servicers by servicers. It promotes growth and trade development in the appliance service profession by mentoring and supporting businesses through management and technical training, industry relationships and networking, strengthening standards for all servicers to be professional, ethical and profitable.

Services include but are not limited to:

- Educational programs
- Manufacturer relations
- Management, marketing and operational programs
- Peer group formation and facilitation

UASA Member Benefits

Membership in the United Appliance Servicers Association provides access to the resources, support and strategies that are needed to run a more efficient, profitable business, as well as to ensure the very best professional training to stay ahead of your field.

www.unitedservicers.com | 800.683.2558 | Administration@UnitedServicers.com

Education and Training



MASTER SAMURAI TECH (MST)

MST is an online appliance repair training school. Run by 20+ year veterans of the appliance repair trade.

MST was founded to fill two main needs in the industry:

1. **Increase profitability** of appliance service calls by improving technical knowledge and troubleshooting skills of technicians
2. Give companies a cost-effective way to turn new, inexperienced hires into **independent, profitable repair techs**

www.mastersamuraitech.com | 603.290.5516



AVB UNIVERSITY

Whether you're a salesperson, sales manager, entrepreneur or business owner, **AVB University is your on-demand educational program** with the most comprehensive independent retail business training available to members to effectively sell yourself, your products and your ideas to anyone.

memberrelations@brandsource.com | 888.254.9586



Parts and Inventory



DUPAGE INDUSTRIES

We are proud to still be family owned and operated, going on the third generation of Kuhlmanns. We are one of the nation's largest full-line suppliers of appliance installation materials, including stainless steel gas range and dryer connectors, range and dryer electrical cords, washing machine and dishwasher hoses and everything in between. Since the beginning, our mission has been to offer great customer service and competitive prices to our customers. We take pride in helping customers have access to quality installation parts at great prices so that their own businesses can thrive.

www.dupageindustries.com | 800-634-8843



MARCONE

Marcone Supply is the Largest Authorized Appliance Parts Distributor in the World.

We are an Authorized Distributor for major brands such as Whirlpool, Electrolux, General Electric, Maytag, Bosch, Samsung, LG and many more. Through our vast Distribution Center network, you will find the largest inventory of Original Replacement Parts in the country for household appliances such as Refrigerators, Ranges, Dishwashers, Microwaves, Washers and Dryers.

www.marcone.com | 800.482.6022



RELIABLE PARTS

Reliable Parts was established in 1933 and has evolved into one of the largest and most respected appliance parts and BBQ parts distributors in North America. **Reliable Parts has 30 locations in Canada to serve its customers' parts needs.**

www.reliableparts.ca | 800.941.9217

Warranty Programs



PHOENIX A.M.D.

Phoenix AMD is one of North America’s leading value added home furnishings protection and service specialists. One of North America’s leading value-added home furnishings protection and service specialists, with an unparalleled reputation for customer service and support. Since its’ inception in 1991, Phoenix has been providing customers with the highest quality home furnishing warranty programs with the greatest perceived value and realistic expectations. They also provide fully bilingual customer service, using the most advanced computer technology. As one of North America’s leading providers of lifestyle protection programs and services, supported by our exceptional vendor partners, such as Teflon™, Phoenix A.M.D. International consistently and passionately innovates the future and sets the trend for all other suppliers and companies to follow.

www.phoenixamd.com/ | +1 800 661 7313



COMERCO

Comerco Services Inc. is the Canadian leader in Protection Plan management. We are constantly evolving in order to always meet the needs of the market and offer a quality of service that exceeds our customers’ expectations. We also offer our clients a full range of cleaning and maintenance products that are environmentally friendly and highly efficient as well as an assortment of hypoallergenic mattress protectors that provide an effective barrier against bed bugs.

www.comerco.com | 1-800-290-9029



ZUCORA HOME

Zucora Home is Canada’s Smarter Living Company. With almost two million plan holders, ZucoraHome has been helping Canadians for more than 40 years by safeguarding their household budgets with product protection plans and Smarter Living repair and replacement home service programs. Our services include coverage for furnishings, major appliances, and home systems. We work in collaboration with our national network of leading home furnishing and appliance retailers, technicians and service professionals. Our team of multilingual customer solutions agents provide 24/7 support for customers needing service. We administer thousands of service requests monthly. From our logistics centre in London, Ontario, we manufacture and distribute an assortment of health and wellness products including our PureCare premium bedding essentials and furniture care products.

www.zucorahome.com/ | 1.800.388.2640

Tool Supply List

Tool Bag (in home)	In Truck
Soft sided tool bag that allows for full organization	K-type thermocouple to be used in meter (minimum qty 2)
Digital multimeter with K type temperature probe, milliamps, AC/DC, Auto ranging, LowZ function	Set of security torx bits
Auto reset 20amp microwave test fuse on alligator clips	3/8” drive socket set with 3/8” drive socket set with deep well sockets standard and metric with extensions
“Hot stick” for testing live outlets	Extension cord
Amp clamp meter	Hair dryer
Long 5/16” nut driver	Handheld steamer
Long 1/4” nut driver	Small step ladder
1/4” socket set in standard and metric with extensions	Small sledgehammer with short handle
Long flat blade	Small ball peen hammer
Short/larger flat blade	Full set of standard and metric open end/box wrenches
Small pocket screwdriver	Commercial coin op keys
Off set screwdriver that uses 1/4” bits	Electrical connectors
Philips head screwdriver	Butt connectors
Stiff putty knife	Wire connectors
Needle nose pliers	Alumilastic
Channel lock pliers large	Specialty tools
Channel lock pliers small	Tool mat
Hose clamp pliers	Bootie
Two large crescent wrenches	
Small crescent wrench	
Hose clamp off pliers	
Medium sized vice grips	
Wire strippers	
Diagonal cutting pliers	
Electrical crimping pliers	
Very bright flashlight with extra batteries	
Drill with drill bit set	
Magnetic pickup tool with inspection mirror	
1/4” bit driver screwdriver	
Set of normal assorted bits	
Full Set of normal torx bits	
Full set of security torx bits	
Off set ratcheting screwdriver	
High quality electrical tape	
Commercial coin op keys	
Plastic separator box for terminals etc	



Troubleshooting Profit Leaks

Appliances aren't the only thing that may leak, so could your profits. There are many different situations in every business where a misuse of resources may be detected, resulting in leaking profits. You may not even realize that something isn't being managed efficiently or effectively. Either way, you want to stop that leak as soon as possible.

Here are some things to watch for:

1. UNBILLABLE TECHNICIAN TIME

- Make sure all techs are signed up and familiar with each manufacturer's technical website
- Track utilization rate (hours paid compared to hour billed out) for each tech. Determine what is taking their time that can be minimized such as meetings
- Start techs at job sites as much as possible

2. AMBIGUOUS SERVICE REQUEST INFORMATION FOR TECHNICIAN

- Pre-screen all calls
- Review warranty service requests for legitimacy
- Proactive, independent audit of service tickets 1-2 days ahead
- Add anticipated parts based on complaint – use MPH diagnostics

3. INEFFICIENT TECHNICIAN SCHEDULING/ROUTING

- Independent audit of service tickets 1-2 days ahead. Utilize routing software
- Provide 2-3 hour time frames the day before the call
- Customer must respond to confirm call prior to truck roll

4. ADMINISTRATIVE OVERHEAD

- Keep a watch on your percentage of administrative wages to labor billed and keep as low as possible
- 1 admin for every 2 techs is a good goal

5. LOW PAYING WARRANTY RATES

- Negotiate at least annually
- Know & present your cost of a truck roll
- Leverage sales leader in your company and BrandSource to increase warranty reimbursement
- Negotiate early and often, never less than annually

6. % OF WARRANTY CALLS TOO HIGH

- Solicit more cash calls. Provide COD services if not purchased at your store
- Consider pushing some warranty calls to the manufacturer
- Push cosmetic warranty out to leave room for COD calls – always have part on first trip
- Aim for a goal of 30% warranty calls and 70% COD calls

7. PROCESS REQUIRED FOR WARRANTY REIMBURSEMENT OF PARTS & LABOUR

- Always submit claims as soon as possible after completion
- Manage all rejections ASAP
- Join the movement with BrandSource to ask for simplified and universal processes from manufacturers

8. SEALED SYSTEM REPLACEMENT PARTS FAILURES (WITHOUT LABOUR REIMBURSEMENT)

- Consider charging higher rates for any sealed system jobs to cover this variable

9. PARTS OBSOLESCENCE

- Track stocked parts that are not moving. Change stock level to 0 and send parts back while you still can
- List old non-returnable inventory on MPH search and/or eBay to try and move

10. "PARTS IN" WAITING TO BE SCHEDULED BEYOND 30 DAYS CAN'T BE RETURNED

- If return trip cannot be scheduled within 30 days of receiving part, send part back with a vendor that offers a longer return window
- When possible, charge customer immediately for special order parts stating that they are not eligible for return

11. INCORRECT/DAMAGED PARTS

- Technicians should have laptop with internet access on the road to select proper parts. Inspect parts before making return trip
- Send same technician back whenever possible

12. CYCLICAL DEMAND

- Institute & promote an appliance maintenance program that can be scheduled when you have a slowdown. Such as refrigerator condenser cleanings, vent & dryer cleanings and washer & dishwasher cleanings

13. CHARGE BELOW YOUR COST

- Set service rates based on your cost
- Calculate the hourly cost to run the service department, add profit and multiply by department efficiency (technician wage + overhead + profit x efficiency = Average Service Ticket)
- Review rates annually or as costs change (i.e. gasoline rates fluctuate)

14. CHARGING TOO LITTLE FOR EXPERIENCED & EFFICIENT TECHS

- Charging time and material is unfair to customer, tech and business. For example, an experienced tech should charge more than a junior tech because the repair takes less time, and a refrigerator condenser fan repair should cost more than a dryer blower motor as there is a higher liability risk
- Charge flat rates using the original Blue Book National Flat Rate Repair Guide. Flat rates should cover unpredictable issues such as rust sealed parts
- Base every repair on complexity and exposure to liability risk

Customer Satisfaction Survey Sample

SERVICE SURVEY

PLEASE RATE YOUR EXPERIENCE
WE VALUE YOUR INPUT!

Please take a few minutes to answer the questions below. Select 1 for poor and 10 for excellent.

SERVICE TECHNICIAN

How would you rate the professionalism of your service technician?

Poor 1 2 3 4 5 6 7 8 9 10 Excellent

How would you rate their product knowledge?

Poor 1 2 3 4 5 6 7 8 9 10 Excellent

Was the repair completed to your satisfaction?

Poor 1 2 3 4 5 6 7 8 9 10 Excellent

CUSTOMER SERVICE

How would you rate the professionalism of your customer service rep?

Poor 1 2 3 4 5 6 7 8 9 10 Excellent

Please rate the customer service rep's attentiveness to your needs/requests?

Poor 1 2 3 4 5 6 7 8 9 10 Excellent

OVERALL

How likely is it that you would recommend us to friends and family?

Not Likely 1 2 3 4 5 6 7 8 9 10 Extremely Likely

How were you referred to our company?

Please select...

To be entered in our monthly drawing, please leave your email.

Comments / Suggestions

SEND

The Service Call Blueprint

Six steps toward creating a great customer experience.



Call Ahead

- First impressions count!
- Introduce yourself and your company
- State what you are coming to repair and when will you arrive
- Ask if it's OK to park in the driveway and use the front door
- End the call with a pleasantry, such as "Thank you, I'll see you shortly"



Greet the Customer

- Remember, you are an invited guest
- Arrive on time and well groomed, with a clean uniform and truck
- Greet the customer by name and introduce yourself again
- Respect the customer's home by wearing shoe covers and laying down floor mats



Express Empathy

- Be pleasant, self-confident and sympathetic to the customer's concerns
- Review the reported concern and allow the customer to provide additional information
- Explain the repair process



Review Diagnosis

- Be positive
- Explain your findings in a calm, clear and supportive manner, so as not to agitate the customer
- Discuss why the problem occurred and whether it could have been prevented



Repair Options

- Can we fix it? Yes, we can!
- Again, be positive and show empathy
- If an additional visit is needed schedule the appointment before leaving the home
- Always build the customer's confidence in the brand



Close The Call

- Provide an invoice of the repair and review the warranty
- If the appliance is under warranty, inform the customer that they will be receiving a survey via email or text and that it would mean a lot to you and your company if they would complete it
- Thank the customer for using your company for their appliance service needs. Leave a thank you card
- Follow up with the customer within two days of providing service to ensure they are completely satisfied with the repairs

Sample of Job Description Posting

WE'RE HIRING! SERVICE TECHNICIAN

Do you love the thrill of a challenge? Enjoy working with not just your hands, but your mind too? Interested in technology? Want a job that is essentially recession proof? While everyone else is out of work we are busier than ever!

We'd be excited to have you on our team as an Appliance Repair Specialist. "...(**name of business**)..." is a locally owned company, but we are NOT your average small business. We pride ourselves in providing highly skilled repairs and customer service that is rivaled by none. And our customer satisfaction proves it. (Check out our Google and Facebook reviews!) The appliance service industry is very stable and is not going to decline anytime in the foreseeable future. Because of this ongoing need for service professionals, we're looking to hand select 1-2 Service Techs to join our team.



Here's what we provide:

- ✓ Training under a highly accomplished repair specialist with years of experience
- ✓ Teaming up with a growing company and having the potential for advancement in to a lead repair specialist position
- ✓ Receiving months of PAID, on the job training, and when you are on your own, you will still have access to tech support ANYTIME you need it
- ✓ Working with easy to use and efficient software in our up-to-date, paperless system
- ✓ Driving a company vehicle to and from home and job to job
- ✓ Working full-time hours with flexible scheduling to suit your needs available. NO weekend or holiday work!
- ✓ Having a great work environment and professional co-workers that value you as a teammate



Requirements:

Must have a very strong mechanical aptitude. Must be able to think independently and solve complex problems. Must be clean, have excellent customer skills and be well spoken! Please be prepared to demonstrate these skills to be considered for the position, if you cannot please do not apply.

So what are you waiting for? APPLY NOW!

10 Steps for Customer Satisfaction

- 1 BE ON TIME**
Technicians should strive to arrive at the beginning of the appointment window and call ahead
- 2 KEEP A NEAT AND TIDY APPEARANCE**
Technicians can make a good first impression through their appearance and build trust in the professionalism of your business
- 3 BE EXTREMELY POLITE**
Ask permission to enter someone's home, use please and thank you, and smile
- 4 EXPLAIN THE REASON FOR FAILURE AND HOW TO USE THE PRODUCT PROPERLY**
Make sure any explanation is based off of accurate information and is given before requested
- 5 INFORM THE CUSTOMER OF EXPECTED COST OF REPAIR AND TIME IN THE HOME**
Be upfront about the repair so the customer can decide whether or not to receive service
- 6 CHECK PRODUCT OPERATION AFTER REPAIR**
Demonstrate or let the customer check the product to build trust
- 7 EXPLAIN COST DETAILS AND REPAIR SUMMARY**
Ensure the results meet or exceed customers' expectations by explaining what repairs were done
- 8 OFFER A DETAILED RECEIPT**
Reassure to the customer that the price is accurate and competitive for the industry
- 9 CLEAN UP**
Leave the work area as clean as or cleaner than it was found to show respect
- 10 GIVE A LITTLE MORE THAN IS EXPECTED**
Provide maintenance or usage tips on appliances



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