

LOOKING DOWN THE ROAD

# LDR

A Publication Dedicated to Honda Dealers from the Parts, Service & Technical Division





## A MESSAGE FROM OUR SENIOR VICE PRESIDENT

If you attended the October dealer meeting, you heard from every level of our company that Honda is committed to improving our position in the Initial Quality Study (IQS), which measures customer opinions of quality in the first 90 days of ownership. The 2016 IQS survey period began November 1, so our opportunity to improve is already here. And we must improve.

Although Honda ranked below the industry average in this year's IQS study, quality still remains a competitive advantage for the Honda brand, as evidenced by our #3 rank in the latest Vehicle Dependability Study (VDS). The dependability study measures customer satisfaction after three years of ownership. Honda was also rated best value brand by KBB.com, and the Civic was awarded North American Car of the Year for 2016. Although Honda has always been a leader in such recognition, in light of the recent IQS results, we can't take our past success for granted. We also saw a Consumer Reports customer survey reveal concerns about these same issues. Toward that end, Honda has already begun working to address the issues that may have led to a reduced consumer perception of initial quality, which is particularly important as we approach the upcoming IQS period, which runs through February.

In the long term, our R&D team is hard at work on new systems to advance the intuitive nature of future technologies. But for current models, the Parts and Service Division has kicked off a comprehensive effort to address issues that contribute to customer concerns. Our DSMs and DPSMs have been sharing these new activities with you, and I encourage you to welcome and support these initiatives.

One of the reasons for this activity at the dealership level is a change that J.D. Power and Associates made to the IQS methodology several years ago. Unlike previous surveys, today's IQS score places increased emphasis on the ease of use of vehicle systems, like the audio system, rather than actual product problems and their repair. And this is not simply a matter of design.

We need the help of your team in explaining key technologies to our customers, aimed at achieving that "perfect delivery" every time. We ask that you make sure your sales and service teams understand each of these features so they can explain to your customers why and how these features work, and how these technologies enhance their driving experience. This will help ensure that the perception of Honda quality remains strong. As always, if you have new ideas or see new opportunities to address this critical issue, I want to hear them. So, please feel free to contact me directly.

Now, as we work to address this IQS challenge, we cannot ease up on our efforts related to the critical Takata airbag inflator recalls. I know you have seen a big increase in service lane volume due to customers coming to your dealerships for replacements. This reflects the additional 50 million individual customer contact attempts we have initiated, not to mention the advertising, social media messaging and other non-traditional customer outreach efforts we've taken.

Our parts warehouses also have been working overtime to support this effort. Our U.S. dealers have replaced more than 7.7 million inflators – with a repair rate of up to 25,000 per day. We've now resolved backorder issues related to the most recent recalls, assuring the needed parts are available when customers arrive at your dealership.

I thank you for all of your work to increase our inflator replacement rate and the good care you continue to provide to our customers. I believe these efforts to reach out to customers and repair vehicles benefit all of us, but most importantly, these actions help protect the lives of our customers.

On behalf of the entire Honda team, thank you for your support of these two critical issues.

Sincerely yours,

A handwritten signature in black ink that reads "Bruce Smith". The signature is written in a cursive, flowing style.

**Bruce Smith**

Senior Vice President

Parts, Service, Technical, Export & Auto Operations



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# LDR

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Contents of each issue will be at the discretion of the editorial team. Not all contributions can appear in the magazine.

# HONDA

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# The Civic Excitement

by Van Nguyen and John Yoshinaga

The 10th generation Civic is commanding a lot of attention with the release of the Civic Sedan, the Civic Coupe and the highly anticipated Civic Hatch. With all the excitement buzzing around the latest addition, Honda is also introducing exciting Genuine Accessories to complement the fun and sporty Civic Hatch.

## Civic Hatch Accessory Highlights:

**Under Spoilers** – Front, rear, and side under spoilers come in Rallye Red that adds an accent color to the Civic Hatch.

**Tailgate Spoiler** – Color matched to factory specifications. An aggressive design to complement the Civic Hatch styling.

**Drilled Brake Rotors** – Cross-drilled front and rear brake rotors with red painted accents.



American Honda was once again present at the Specialty Equipment Manufacturers Association Show in Las Vegas. Public Relations and the Parts Division used this event to demonstrate American Honda's commitment to the youth market and performance. Among the cars displayed was a 2017 Civic Hatch decked out with Honda Genuine Accessories.

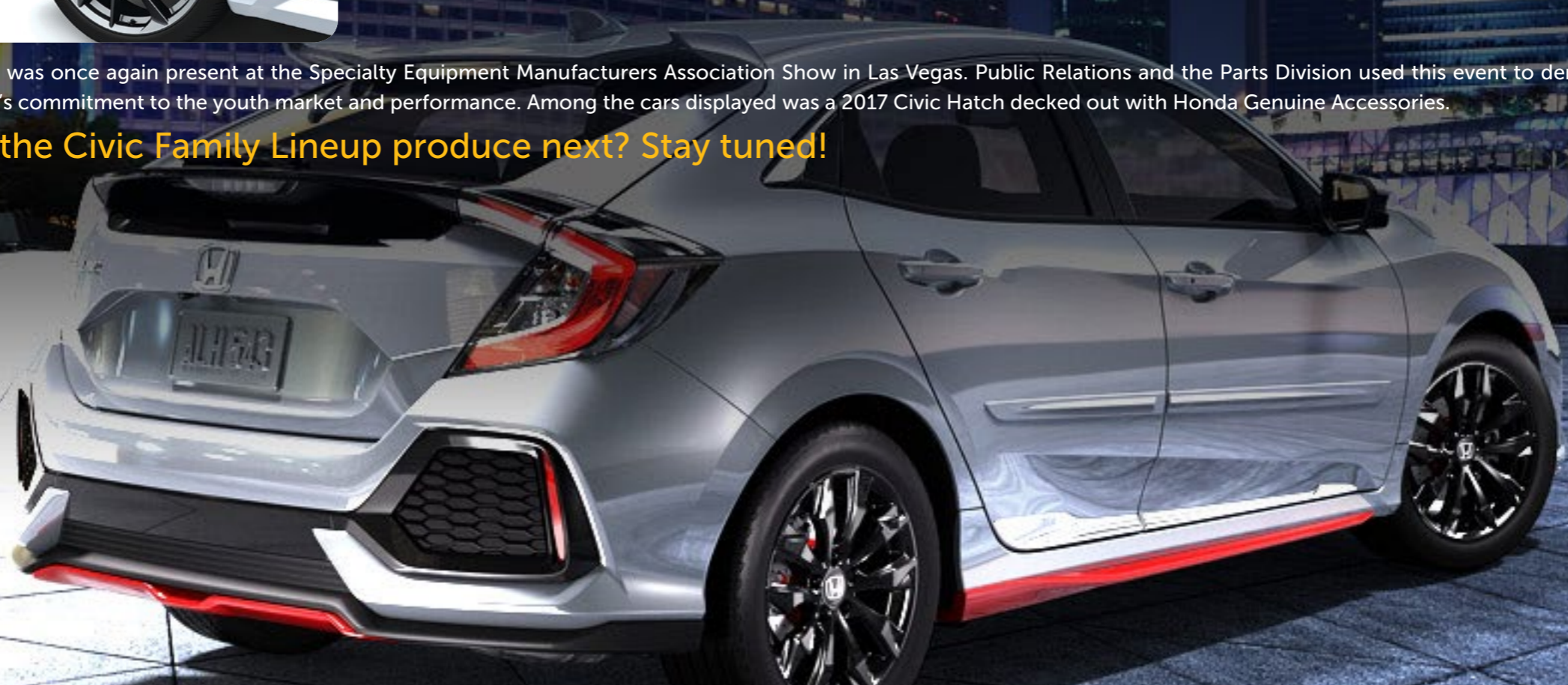
**What will the Civic Family Lineup produce next? Stay tuned!**

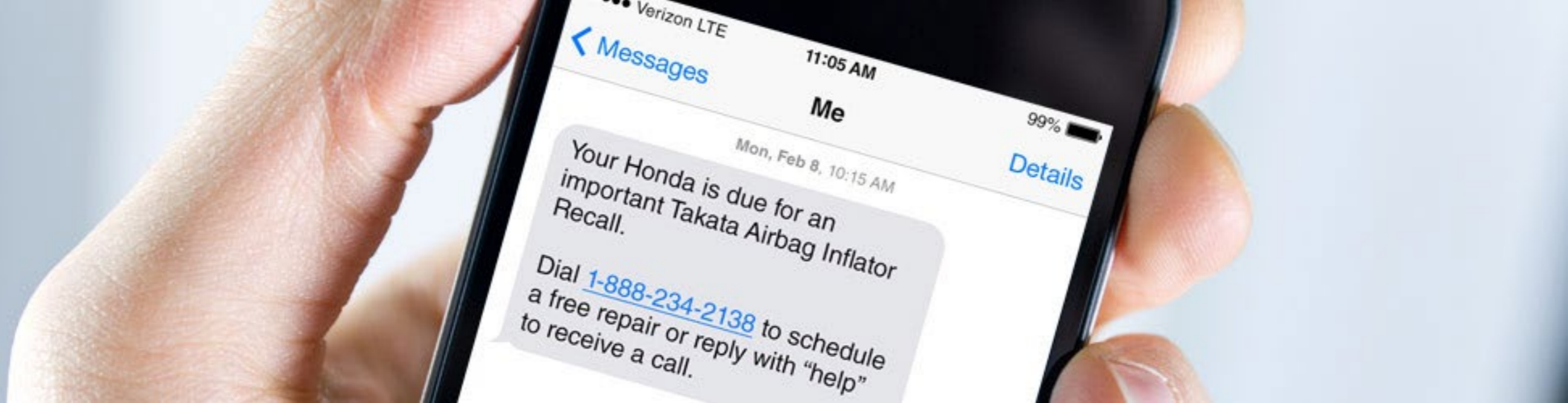
## Civic Coupe and Sedan Accessory Highlights:

**Six Piece Underbody Kits** - This bolt-on kit is color matched to the factory finish. Includes two front, two rear and two sides. Provides a street legal custom low profile look without affecting the handling performance.

**Illumination** – Interior Illumination, Console Illumination, and Door Sill Trim Illumination add LED lighting to complement the upscale interior of the new Civic.

**17" Alloy Wheel Design** – Available in machine finish. This five lug multi-spoke provides an optional sporty look without affecting the factory designed steering and suspension performance.





# Team Honda's Safety Recall Task Force Utilizes All Resources to Improve Driver Safety

by Ashley Humble

American Honda's Safety Recall Task Force—an interdepartmental team dedicated to the safety of Honda customers—is back at it again as they employ new methods to reach customers and repair vehicles with recalled Takata airbag inflators.

Text messaging is just one part of Honda's ongoing efforts, and the Safety Recall Task Force has been hard at work since the idea came to light last November.

"The ideas that come out of this team are very creative and well considered," said **Laura Ahn**, Quality Assurance Analyst and Coordinator for the Safety Recall Task Force. "Even after a year of working with these amazing people, I am still fascinated. Every week is exciting."

In December of last year, Chino Support Center Assistant Manager **Ajay Bajwa** and the team piloted recall-related SMS text messages with 1,000 mobile phone numbers associated with unrepaired vehicles in Florida. They quickly found that a significant number of Honda customers were responding to these messages, some asking for assistance to get their vehicles' recalls repaired and others needing parts. Those text messages were routed to a PCRM Team—Proactive Customer Relations Management—in the Chino Support Center so that our Brand Ambassadors could work with the customer to get the airbag inflator(s) replaced.

After the initial pilot of 1,000 text messages, the team began their goal to send text messages to all owners of unrepaired vehicles (with an available mobile phone number) in the entire state of Texas at 10,000 text messages per day.

After learning from the initial SMS effort, Bajwa and his team launched a nationwide text messaging project in April, and Honda has been sending 10,000 text messages a day to owners of unrepaired vehicles since then. The great thing about this project is that the data is refreshed every day, to increase the likelihood of reaching the vehicle's current owner. There are specific elements of logic that must be met—such as customers who no longer own the vehicle in question—before the system gets approval to send the message. "We've never done anything like this before," said Bajwa. "I'm happy to be a part of it."

As of September 23, 2016, over 700,000 text messages have been sent to Honda owners with a Takata airbag inflator recall.

It's hard to say how many recalled airbag inflators have been replaced as a result of these efforts since the Safety Recall Task Force has numerous outreach programs simultaneously going every day, but, based on the direct responses to these text messages, SMS is an effective way to connect with many owners of affected vehicles, wherever they may be.

# “VINdicators of Safety” Connects with Non-Profit Organizations

by Mike Strauss

How does Honda increase the Takata airbag inflator recall completion percentages? It's a simple enough question. It's the reason the weekly Safety Recall Task Force meeting has been taking place for well over a year now. When a mailer is ignored or a call isn't answered, how can Honda reach that customer and motivate them to complete the recall repair? That became the question for one of the teams at American Honda in Torrance, CA.

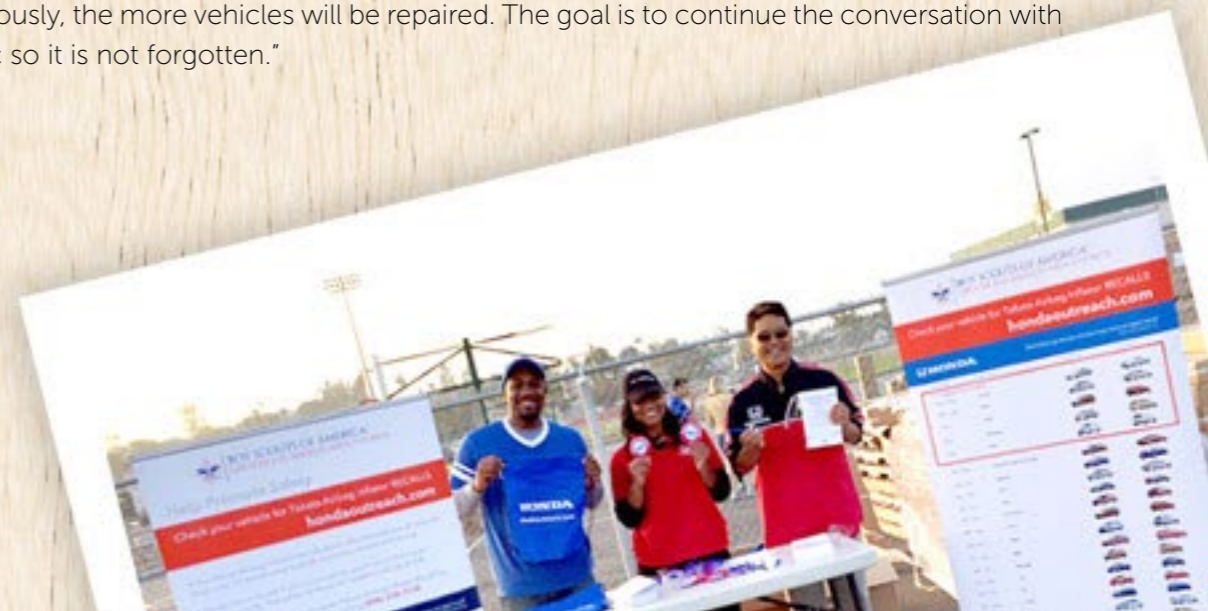
With the many outreach programs Honda had already started, the team named VINdicators of Safety decided to try and help as well. The idea was to create awareness within local communities with the help of local organizations. “The goal of our team is to create a process to incentivize non-profit organizations to encourage friends and family members to not only check their vehicle for a possible inflator recall, but to also have it completed at their local Honda or Acura dealership,” explained team member **Natalie De La Cruz**. “Because of our location in Los Angeles, we focused on this area to pilot the project.” The team began with a partnership with a local elementary school to pilot the program. The team pitched the idea to the PTA Board, offering the school with a \$25 incentive to identify and repair vehicles affected by the Takata airbag inflator recalls. The program has now been running since May of this year and, based on that early experience, has since expanded to the Associated Business Student Organization Council (ABSOC) at California State University, Long Beach.

With the pilot program up and running, the team's attention turned toward The Boy Scouts of America. “It was brought up in one of the weekly Safety Recall Task Force meetings that the Honda Explorer program is connected to the Boy Scouts, and we should start a discussion with them,” sub-leader of the VINdicators of Safety, **Christina Griffin**, explained. The team met with members of The Boy Scouts of America Greater Los Angeles Area Council to discuss possible opportunities. The team decided to initially focus on the Greater Los Angeles district, which contains 316 scout units and over 35,000 members. The initial project would be to utilize the yearly popcorn sales that started September 17th and will run until November 22nd. The scouts are set up at over 70 store fronts, in uniform, and with their parents present. American Honda provided the scouts with banners and flyers during the popcorn pick up on Saturday, September 17th. **Leonard Lewis**, another team member of the VINdicators of Safety, decided to check the parking lot, just in case a recalled vehicle was there. As luck would have it, a mother picking up popcorn in her Honda Pilot had an outstanding Takata Airbag Recall. The mother admitted to receiving several mailers and phone calls, but still no action was taken. When asked why it hadn't been completed, she explained she thought she would

have to take it back to her selling dealership, which she no longer lives near. “She had gotten several mailers, but she still needed to be educated that the repair can be completed at any Honda dealership,” Griffin stated. “The response from the parents and scouts was amazing. The energy and commitment we saw from them reaffirmed that we found a great organization to partner with.”

But the partnership doesn't stop there. American Honda sponsored The Boy Scouts of America Greater Los Angeles Area Council Scout & Youth Expo, which took place at the Rose Bowl in Pasadena on October 29th. The team set up a booth at the event and created a parking lot area for Honda and Acura vehicles. Promotional items were provided, and members of the team were present to explain the recall and how to get it repaired. The team was also able to walk around the parking lot and look up VINs on-site. Lewis is excited to see what is going to come of this project. “Partnering with The Boy Scouts of America Greater Los Angeles Area Council is a really big step,” he said.

When asked why this is such a great project to be working on, Lewis described it as a “win-win-win”. Not only is American Honda getting something from the partnership—more airbag inflators replaced—but so are the scouts, and most importantly, the customers who own vehicles affected by the recall. “Honda's priority is customer safety, and we are willing to go to great lengths to make sure this is accomplished,” De La Cruz explained. “The more the general public takes this recall seriously, the more vehicles will be repaired. The goal is to continue the conversation with the public so it is not forgotten.”



# The Importance of Proactive Battery Testing

by Maribel Hernandez

The moment a customer realizes they need a new battery is probably the moment the car won't start. Therefore, most customers won't replace their battery until it actually fails. Once the battery fails, Honda customers are very unlikely to find their way to a Honda dealer for a battery replacement. It is much quicker and convenient for them to locate aftermarket stores.

**According to a recent study completed by Interstate Battery, a Honda customer will choose a Honda dealer for batteries only 2 out of 10 times compared to 6 out of 10 regarding other repairs.**

That means 80% of the time dealers miss the opportunity to help the customer with their battery replacement.

Taking care of the customer is top priority. Helping them avoid a no-start situation simply takes a battery test. Therefore, we highly recommend testing every Honda customer's battery. Besides a source of revenue, battery testing and replacement is a great way to build trust with your customers. However, many dealerships may be missing out on this opportunity. Based on an Interstate Batteries study, Honda customers will most likely purchase the battery from an auto parts retailer and replace the battery themselves if the battery is not proactively tested and results are presented.

**Since more than 70% of consumers wait until the battery fails to replace, the top reason for purchasing a battery is convenience.**

The top reasons why people choose a Honda dealership, which are trust and services offered, become less important. Convenience becomes the biggest consideration when replacing a battery. Convenience drives Honda customers to Aftermarket outlets.

The good news is that dealerships have an opportunity to impact the current path to purchase a battery and leverage the reasons why customers choose Honda in the first place. The majority of customers are willing to have their batteries tested. Even more important, a majority of customers will replace their battery on the spot if told it will soon fail.

The best opportunity for Honda dealerships to grow battery revenue and increase trust with their customers is to proactively test the batteries on the vehicles they see every day and, when needed, close the sale.



## Lunch and Learn Brings More Value to ProFirst Shops

by Gary Ledoux

American Honda's ProFirst certified body shop program continues to grow. By the time you read this article, the total certified shops across the nation will be about 800.

With the number of shops nearing the planned limit, and the program maturing, it was time to add more value to the program for all participating shops - something that would be fun and interesting, and something the ProFirst shops could use and would be appreciated. An idea was born...the ProFirst Lunch and Learn: a place and time where shop owners, managers and technicians could come together, enjoy a good sandwich, and pick up some information that could help them with their business! And best of all, it was free to ProFirst certified shops.

In March 2015, the very first ProFirst Lunch and Learn was held in conjunction with the 2015 Northeast Automotive Trade Show at the Meadowlands Exposition Center in Secaucus, NJ. It was open to ProFirst shops by invitation only. The room was capable of holding 50 people. Four days after announcing the event, 60 people were enrolled, and the venue was full!

Featured speakers at the first Lunch and Learn included American Honda's own **Chris Tobie** who addressed the latest Honda technologies that affect the collision industry, including placement of high strength steel and new repair procedures.

Also featured was industry veteran **Kristen Felder** of Collision Hub, a widely known training and communications company. With a lifetime of experience in the collision repair and insurance industries, Kristen showed shops why and how to promote themselves through their website and social media. 90 minutes later, it was time to head to the NACE show.

Building on the success of the first Lunch and Learn, American Honda wanted to see if "lightning could strike twice" and opted for a larger venue at the NACE show held in Anaheim, California, in August 2016. The International Autobody Congress and Exposition, together with the Congress of Automotive Repair and Service, more commonly referred to as NACE / CARS, is the largest national collision and auto repair exposition in the country, drawing thousands of attendees from around the nation and around the world.



At noon on August 12 in Anaheim, California, the “thunder rolled” and lighting indeed “struck twice” as a room designed to hold 100 invited people representing 65 shops filled to standing-room only. The featured speaker was well-known industry icon **Mike Anderson** of Collision Advice who addressed some of the basics of marketing and promotion. With the room full of ProFirst shop owners and managers, Mike explained why and how shops could leverage their status as a ProFirst shop. “A ProFirst shop is unique and different,” he explained, “And ProFirst shops should capitalize on that.” Mike was assisted by **Mark Claypool**, President and CEO of Optima Automotive, a leader in web design, social media and search engine optimization for the collision industry. Mark addressed the benefits of a robust and positive web presence and how it can help build business. Mike and Mark were also assisted by **Raymond Chew**, National Account Manager for CCC Information Systems. The event had a definite “wow” factor!

In March 2017, American Honda will be returning to the Northeast Automotive Trade Show in NJ with a show booth and another Lunch and Learn, open exclusively to ProFirst certified shops. It is hoped that the venue can be expanded from 50 to 100 people. Planned speakers include American Honda’s Chris Tobie who will address Honda’s latest technologies and repair procedures that affect the collision industry. Also planned is **Susanna Gotsch** of CCC Information Services. Susanna has authored *The Crash Course*, CCC’s annual publication on trends impacting collision repair and total loss costs since 1995. She will answer the question, “Where are we now, and where are we headed in the collision industry?”

Attention Honda parts managers, if some of your wholesale customers are ProFirst certified shops and wish to attend this event, please contact us at **[profirst@ahm.honda.com](mailto:profirst@ahm.honda.com)**.

# ProFirst Quarterly Debuts

by Gary Ledoux



It's new. It's different. It's a great way for dealers to promote Honda Genuine parts. It's the all-new ProFirst Quarterly magazine.

By the time you receive this issue of *Looking Down the Road*, the first issue of *ProFirst Quarterly* should be ready for launch.

Produced four times a year starting with the fourth quarter of 2016, ProFirst Quarterly is aimed at collision shops in general and ProFirst certified shops in particular.

The purpose of the magazine is three-fold:

- Promote Honda Genuine parts
- Promote the ProFirst brand
- Promote the complete and proper collision repair of Honda vehicles

Planned for the first issue is:

- Honda's position on electronic diagnostic scanning before and after each collision repair
- Profile on the very first shop to be ProFirst certified in the U.S.
- A guide for ProFirst shops on how to leverage their ProFirst status to build business
- Articles from both VeriFacts and I-CAR, American Honda's partners in the ProFirst program
- A look into the past at what the collision industry was like in the early 1960's
- And so much more...

The total circulation will be 10,000 copies per run. One magazine per issue will be mailed to each ProFirst shop. The rest will be available to Honda dealers on a subscription basis with a minimum of 50 copies with more available in quantities of 25. These will make great hand-outs for Honda dealer personnel calling on collision shops as wholesale accounts. Dealers are always looking for something of value to leave at a shop, and this is it because each copy will have the dealer's name imprinted right on it. ("This magazine compliments of XYZ Honda")

Dealers will be able to subscribe on a two-year, one-year or no-commitment, on-going basis, the best available price, of course, being the two-year subscription. Regardless of the subscription, dealers will be billed on their Balance Forward Statement.

Ordering will be accomplished via e-Mall on iN. Dealers can receive the entire subscription shipped to them in bulk, with all copies received at the dealership. Or they can have a copy shipped to the body shops of their choice at no additional cost, or any combination of bulk and individual shipping. At this writing, details are being worked out to do this.

## ProFirst Update

by Gary Ledoux

As of this writing, the ProFirst program has certified 705 collision shops and 202 have celebrated their first anniversary as a ProFirst shop and been re-certified. Meanwhile, another 368 shops are in the queue, hoping to "make the grade" and be certified soon.





## American Honda's NACE Presence – Under a Different Light

**HONDA**  
*Service Express*

by Gary Ledoux

The International Autobody Congress and Exposition, together with the Congress of Automotive Repair and Service, more commonly referred to as NACE / CARS, is the largest national collision and auto repair exposition in the country. This year's show was held in Anaheim, CA, on August 11 and 12 at the Anaheim Convention Center. American Honda was there in full force with a brand new show booth, all ten Collision Select Market Managers, various national Collision Marketing staff along with several members of the Parts, Service and Technical Publications team to promote their Service Express website.

One of the unique features of this year's booth is a 2015 Accord sedan with a twist. From ten feet away, it looks like any other dark gray 2015 Accord. The paint is shiny, the metal straight, and it looks like a car you could sit in and just drive away. But underneath that shiny, straight sheet metal is a sinister story.

A Baltimore couple purchased the car new, drove it for a couple of hours, put about 100 miles on it, and was then involved in a terrible crash. The car went to a local body shop that was not ProFirst certified where the car was repaired. A few days later, the couple retrieved their car from the shop and brought it home. But something did not feel right – the steering was off. Long story short, the couple had a post-repair inspector look at the car along with a representative from their insurance company. The car was repaired incorrectly. The shop did not follow Honda's repair procedures, and the car was out of spec and could not be brought back to spec at a reasonable cost. So although the car looked fine, it became a financial total loss.

Fast forward a few months. American Honda was able to acquire the car for use in the collision industry trade booth as an example of how not to repair a car. All the imperfections from the repair process were identified on the car in "disappearing ink", visible only with a black light. People entering the Honda booth on the show floor were presented with a small black-light flash light and invited to walk around the car to identify all the repair errors, hence the display's theme – Under A Different Light. To enhance the process, visitors were invited to text a code

into their smart phone and receive additional information about each repair error. One side of the car was actually a half inch higher than the other side, a condition not obvious to the untrained eye, but certainly enough to make the car perform poorly.

Of course, it wouldn't be a NACE show without breakout and training sessions. American Honda was front and center with two such training sessions, one held on each day of the show. American Honda's **Chris Tobie** spoke at each, updating attendees on the latest Honda technologies and some information they needed to know before repairing late model Hondas. And American Honda's Collision Group Assistant National Manager, **Gary Ledoux**, provided an overview of the ProFirst program.

One of the highlights of the show was a panel discussion about the industry's latest hot topic – diagnostic electronic scanning of cars before and after collision repair to ensure that all diagnostic trouble codes are resolved, and the vehicle can be returned to the customer in a safe condition. American Honda's Chris Tobie was joined on the stage set up in the middle of the show floor by several other OE representatives as well as representatives from the insurance industry. The event was scheduled for two hours. Interest was such that the show virtually stopped, and most show attendees gathered in standing-room-only fashion to watch as the discussions went on for almost two and a half hours.

By the time you read this, we will likely just be returning from exhibiting at the SEMA Show and preparing for the Northeast Automotive Trade Show in March, representing American Honda, promoting the ProFirst program and Service Express, and the use of Honda Genuine parts.

# IQS: Initial Quality Survey = First Impression

by Rossana Alvarez

“First Impressions are the most lasting,” as the proverb says. Quite opposite from the long-lasting influence on our point of view, most first impressions form very quickly in the first few moments, if not in an instant. This means that a negative first impression of quality will linger just as much as a positive first impression.

This first impression of quality could very well be the impression that is carried by customers into the Initial Quality Survey (IQS) when they think back and answer questions about their vehicle ownership experience in the form of quality.

“Quality” as defined within the automotive industry, has evolved over recent years to encompass much more than tangible issues such as physical build or defects. A problem related to physical build or features which are broken, not working, or have poor fit and finish are quality issues which can be readily identified. Many of these types of issues can be fixed at some point along the vehicle’s life before a customer first sets eyes on the vehicle. Good physical build of the vehicle and its features have become a cost of entry and is no longer a differentiating factor.

As the competition has improved their build quality, our quality of build and physical delivery must be maintained, if not improved, to edge out the competition in this aspect.

However, quality now includes the quality of a customer experience heavily influenced by the necessary interaction with advanced technological features, all while driving. This means that while quality used to be primarily determined by features breaking or not working, now a large part of quality is also determined by a customer’s experience and their perception of features’ ease of use. This aspect can also be referred to as “usability”. In terms of quality, ease of use has two basic components: a physical ease of use and an ease of use derived from a customer-expected intuitiveness of the features. Fortunately, usability related to intuitiveness is a perception and can be, to some degree, influenced through education, awareness, and managed expectation.

Let’s imagine that you are about to learn geometry for the very first time. Consider how that makes you feel. Are you excited, apprehensive, perhaps even nervous? Now imagine that before you open your geometry materials, you have an excellent tutor by your side. This tutor has ensured confidence in you by their welcome nature, confidence in the subject matter, and has committed to helping you learn all about geometry during your time with them. Now, geometry is not so tough in the long run, and your first impression is that much more positive thanks to the genuine effort of the tutor.

We, as Honda, are the tutor to our customers. We have the power to help our customers have confidence in their vehicles and in their ability to operate the features in their vehicles without feeling lost or confused. Through education and awareness, we can help them manage their expectations by transparently explaining what the features do, the benefits, and the expected outcome of using a feature.

By now many of you have most undoubtedly heard Bruce Smith’s comments from the Honda Dealer Meeting in October. Together, we must rise to the challenge of bringing Honda back to the top of the quality ranks for this ongoing IQS period and beyond.

**What Can You Do to Help Quality (IQS) Impressions?**

- ✔ Repair all physical damage before the customer sees it
- ✔ Establish rapport and trust
- ✔ Establish awareness of and confidence in vehicle features through explanation and demonstration
- ✔ Before the customer leaves, ask if they need help understanding any part of their vehicle



Currently, there is a lot of activity taking place to be that amazing tutor to our customers on all fronts. At the forefront of the customer experience are the dealerships: both in the initial encounter during purchase to help with that first impression of quality, but also at subsequent encounters during service, where a positive first impression can be reinforced or a negative first impression can be softened or eliminated. The renewed focus on Perfect Delivery, from receipt of the vehicles to vehicle delivery, conveys a confusion-free and defect-free experience, which is crucial to customer-perceived quality and to the success of Honda.

With so much activity and focused attention on quality and IQS, the future of quality at Honda looks quite bright. Results for '17 model year vehicles will be released in June. Until then, we're able to gain insights through an early warning system to be able to address concerns year round instead of waiting for the annual IQS results.

Undoubtedly, the biggest differentiator in quality now comes in the form of perceived ease of use. As one Honda, we must do everything we can to make sure each of our customers has a positive first impression of their vehicle's quality. As the saying goes, "You never get a second chance to make a first impression."

**Long-lasting relationships with our customers begin with positive first impressions of their entire dealership and vehicle experience.**

This includes knowledgeable and friendly interactions, thorough explanations of feature operability and benefits, and usability demonstrations. As the current IQS period continues on through the end of February, let's work together to finish the IQS season and create habits for year-round success to instill trust in our customers and leave each one with a positive first impression of initial quality and, therefore, a positive first impression from which to build loyal, long term relationships.

*You never get a second chance to make a first impression.*

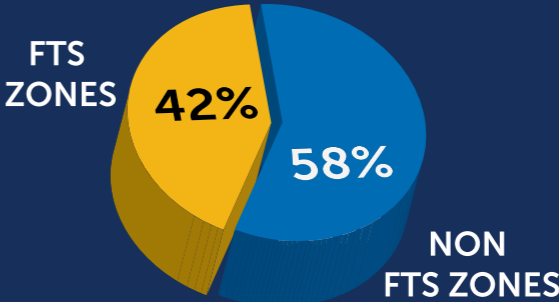
# Field Technical Specialist Update

by Rob Craig

For an average consumer, buying a new vehicle is one of the largest investments they will make besides purchasing a home and can be one of the most rewarding purchases of their lifetime. Ensuring that purchase is a rewarding one begins with delivering a quality product that meets customer expectations. Honda is well known for our quality products which have contributed to much of our success. To sustain this success, we must constantly focus our efforts on improving our quality processes to ensure the future of the Honda brand and repurchase intent.

AHM has been working diligently to improve the overall quality of our vehicles, working closely with our factories in quality evaluations as well as improving our collection and analysis of customer information to help resolve issues early in the R&D development process. There are many activities we are doing to support overall initial quality; however, we realize that no matter how much effort is put into the R&D and manufacturing processes, we have to put that same effort into the after sale processes in the event a customer may experience a problem with their vehicle during the warranty period.

## 2015 – 2016 Cumulative Buyback %



Honda Dealers are the first line of defense for a customer who may experience a warranty issue on their vehicle after ownership. However, there are times when extra support is needed above and beyond Tech Line to resolve a difficult-to-repair situation, especially if the dealer has had difficulty after repeated repair attempts. As technology advances and our vehicles get more complex we have to be ready to support our dealer body just as we expect them to support us with trained technicians and necessary Tools & Equipment to service our customers' vehicles.

As mentioned earlier, it's important to our success to constantly focus our efforts on improving our quality processes. AHM realizes how important this is to our overall Lifetime Owner Loyalty and repurchase intent, which supported our decision to introduce Field Technical Specialists (FTS's) in the fall of 2015.

FTS's undergo an intense 2-month training program before they are introduced to a zone. This training program includes time spent in the training centers, Engineering, Tech Line, and Mediation departments to better equip them for the field.

In the fall of 2015, AHM had faced an unprecedented amount of vehicle buybacks. We knew this was not sustainable for the long term success of Honda and first introduced FTS's to three Zones (Z1, Z5 & Z7) with the highest number of buybacks in Sept 2015. Since then, we have added FTS support to 3 more Zones (Z4, Z8 & Z9) and plan to introduce additional FTS's to the remaining Zones in the next fiscal year.

Field Operations is reviewing the number of vehicles that have been successfully repaired, along with the reduction in buybacks, on a monthly basis. When the FTS's aren't working on vehicles, they are meeting with Honda dealers with low Fixed Right First Visit scores and/or a higher-than-average number of buybacks.

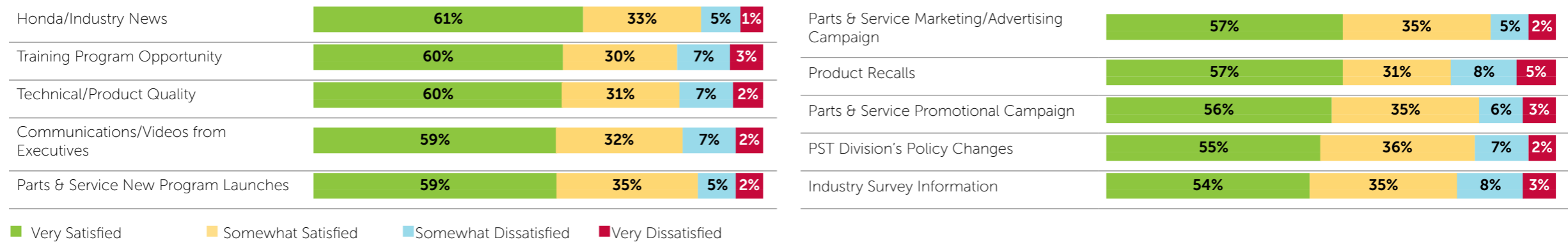
Finally, we are making progress with reducing the number of buybacks since the introduction of FTS's in the fall of 2015. Since then we have successfully repaired 730 Acura and Honda vehicles. The first 3 Zones who received FTS support have seen a 60% reduction in Buybacks. This has provided significant cost savings to AHM but most importantly it's kept customers in their Honda vehicle which is critical to the future of the Honda Brand and repurchase intent. AHM feels this initiative will help improve customer satisfaction, while reducing the number of customers with problem vehicles and help increase Lifetime Owner Loyalty.

# Dealer Communication Survey Results

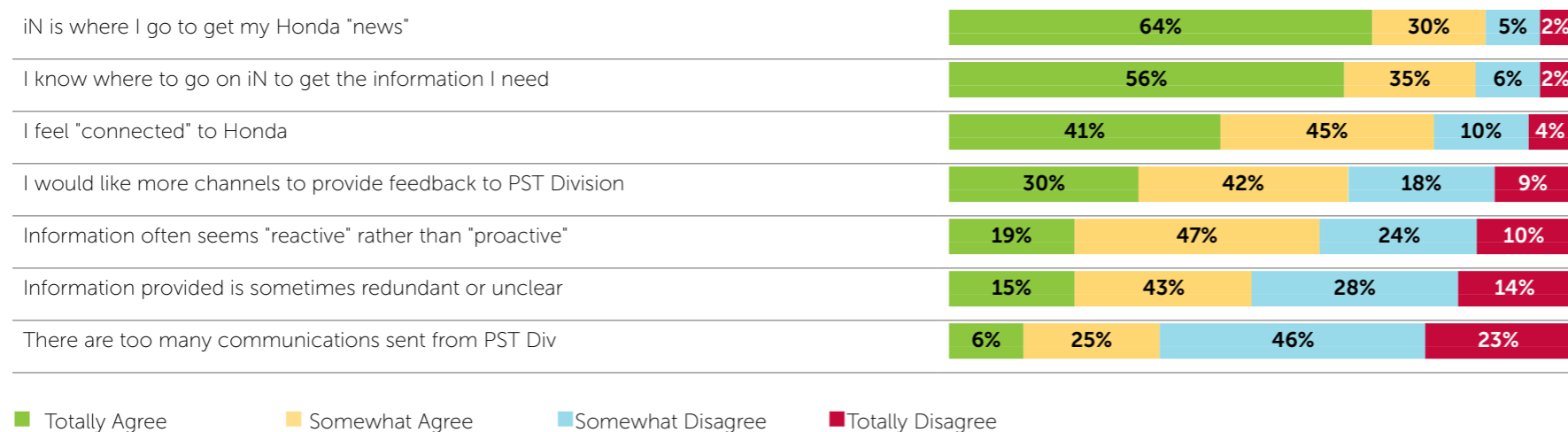
Earlier this year, dealers were sent a survey to help the Parts, Service & Technical division better understand dealers' satisfaction and thoughts on communication effectiveness, delivery method and frequency—in order to ultimately work towards a centralized communication system that is both engaging and informative to all dealer personnel.

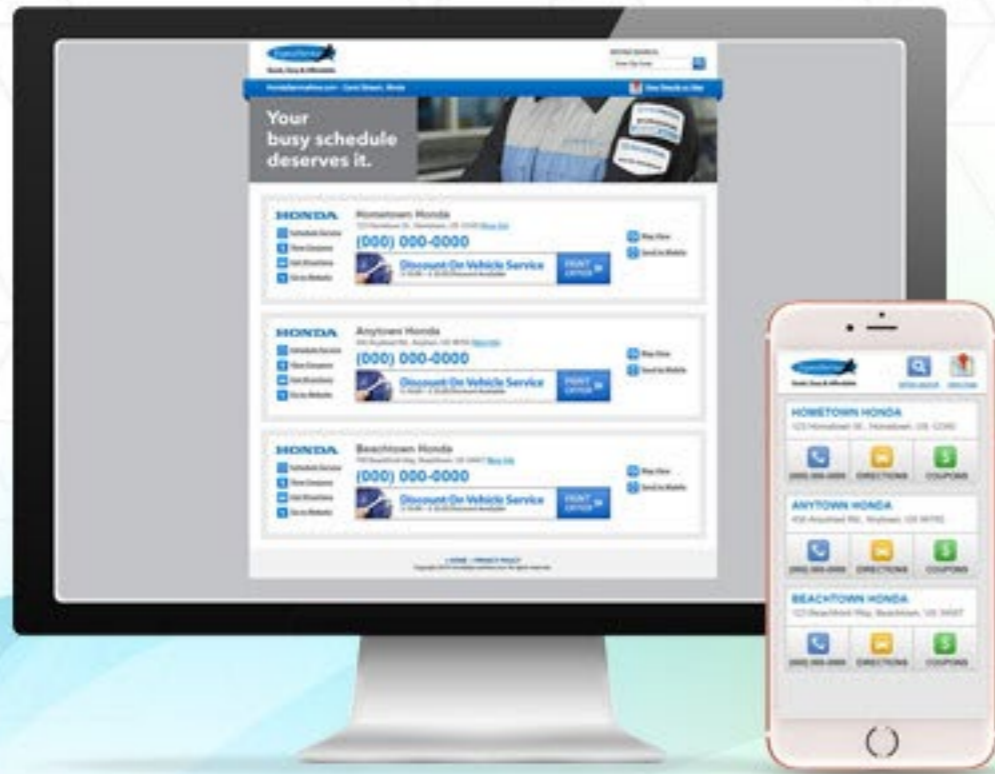
We are pleased to share some of the survey results below. With over 90% indicating they were either somewhat or very satisfied with nearly all/most types of the division's communication content, we're encouraged by the positive results, and we will continue to strive to meet the dealers' communication needs even more effectively. This feedback has been instrumental in implementing new procedures for tracking communications while also playing a role in enhancing communications internally. Thank you for taking the survey and providing your valuable feedback!

## Honda Dealer Satisfaction with Parts, Service & Technical Communication Content



## Honda Dealer Attitudes Towards Parts, Service & Technical Communication





# Service Marketing Digital Pilot

by Lynda Sakamaki-Shepard

“Don’t email me; send me a text,” said – um texted – Madison, a 20-year-old babysitter, a.k.a. Millennial. This sentiment is shared by most Millennials when it comes to communication preferences.

We’ve all been shopping at a department store, contemplating a purchase and have whipped out our smartphone to check the price of said item online at some convenient website. And while you can’t comparison shop an oil change on all e-commerce sites, don’t think for a minute that Millennials – even GenXers – don’t comparison shop services for their vehicles. They do. And guess what, while that Millennial gave you an email address for service communications, they often don’t read it. That’s why Honda’s Service Marketing Department is piloting a Search Engine Optimization (SEO) and Search Engine Marketing (SEM) program, with select dealer metros nationwide.

“The Digital Pilot will allow existing customers as well as Honda owners we don’t know to find their closest Honda dealer with just a few keystrokes,” said **Jim Lee**, manager of Honda’s Service Marketing department. “We’ll purchase certain key words that are used when people search oil changes, tire rotations and even tire purchases so that Honda will be at the top of the search listings.”

Once a customer clicks on the landing page, the five closest Honda dealers within a 20-mile radius of the searcher will be presented. Naturally, the search results could be different from the customer’s home versus at work or college campus.

“The paid searches will apply to the big three search engines: Google, Bing and Yahoo,” said **Donald Logan**, DPSM for District 9G. “Once on the landing page, the customer can then visit a dealer’s website, click to call if they’re searching on their phone or even make a service appointment.”

As of press time, the most common action by a searching consumer in the six-month-long pilot is to view Express Service offers, but calling a dealer is the second most popular response. Another feature of the pilot is Listing Management services, which pulls dealership listings from search engines, review sites, directories and social pages to verify dealership name, address, phone numbers and website URL.

“Accurate information across the web is crucial to a dealer’s organic search ranking,” said Lee. “And the dealer will be notified if a listing is found to be inaccurate.”

A Social Monitoring ‘listening tool’ will be utilized during the pilot as well, allowing participating dealers to quickly respond to negative commentary or chatter across the web. Dealers will be able to post content to Facebook, Twitter, Foursquare and LinkedIn accounts from one central place, rather than having to login at each of those sites.

“We’re confident this pilot will bring in customers who are 2nd or 3rd owners or aren’t responding to traditional service mailers,” concluded Lee.





## Does Your Dealership Qualify for the **Council of Parts & Service Professionals?**

Following the successful launch of the new Council of Parts & Service Professionals (CPSP) program, standings are now available on the CPSP website via iN to allow dealers to track their progress in this important initiative.

"Dealers must first meet qualifiers which include training for managers and staff, participation in **HondaService Connect and Lifetime Customer Care (LCC)** before they're eligible to start earning points toward the program criteria," said **Jim Lee**, manager of Honda's Service Marketing department.

Once the qualifiers are met, dealerships then earn points toward their CPSP standing. Points for Customer Service Experience (CSE) and Customer Retention (same measurements as the President's Award) plus points for performance on Accessory PNVR and Express Service may earn them membership onto the Council. Also, bonus points can be earned for capturing emails and conducting Honda Owner Workshops (HOW).

"We expect dealers who really strive to earn a spot on the Council will realize long-term customer loyalty and will have optimal levels of customer satisfaction," adds Lee.

Parts and Service Managers at dealerships achieving Council membership will receive distinctive awards – including points to share with team members, which can be redeemed for merchandise for a job well done.

Dealers that rise to the top 150 in 2016 will receive an impressive CPSP trophy and carpet mat, and recognition in Automotive News.

The current Council of Parts & Service Professionals program ends December 31. Progress reports and rankings will be updated several times each month.

Parts & Service Managers can track dealership progress by selecting Performance Reports from the Service and/or Parts landing pages on iN and then choosing the Council of Parts & Service (CPSP) option. Dealer Principals and General Managers can track progress by selecting Performance Reports – Parts & Service from the Executive Management landing page.

"Having a recognition program for the Service & Parts folks is something we've needed for a while," said **Dan Enderle**, Assistant Zone Manager for Zone 6. "It's gratifying to be recognized for a job well done."

## Service Marketing: The Essentials Pilot

by Lynda Sakamaki-Shepard

Service Marketing continues to explore a variety of marketing opportunities including offering one price for the most common vehicle service – oil and filter change with tire rotation and a multi-point inspection plus replacement wiper inserts – and is piloting it in two large test markets on both the west and east coasts.

"The Essentials pilot will explore advertising Honda service similar to some of our competitors," said **Jim Lee**, manager of Honda's Service Marketing department. "In addition, it'll explore display advertising on Google as well as remarketing and geo-fencing mobile ads."

In addition to Search Engine Marketing (SEM) on Google, marketing through geo-fencing allows an ad to be pushed to a customer within a certain mileage range of a dealership. Smartphone apps provide this service for a variety of retailers, and when an app user enters the pre-determined virtual fence, an ad will be immediately sent to the user's mobile device.

"This pilot also allows Honda to show display ads in our existing customers' newsfeed on Facebook," added Lee. "We'll be utilizing Facebook's custom audience capability, which serves up ads on both mobile devices and desktops."

A pre-roll video is also expected to be released on Google for this pilot and hosted on a private YouTube channel. When customers or potential customers search specific key words, the pre-roll video will precede the viewer's video.

"If we don't explore additional advertising and marketing opportunities, we won't know what works and what doesn't," said Lee. "You can't keep doing the same old thing and expect better results!"



## PACT Success Story: Chris Freiwald, Parts & Service Director at Right Honda

by Brian Moore

As a high school graduate in 2005, **Chris Freiwald** never anticipated a career in the automobile industry. Today, however, Freiwald is the Parts and Service Director at Right Honda in Scottsdale, Arizona. Freiwald's journey from high school student to dealership management was undeniably rapid and contains a few twists. Yet two factors loom large in his success: his desire to excel and PACT, American Honda's Professional Automotive Career Training program.

Coming out of high school, Freiwald knew he wanted to go to college, but he had no clear goals. He thought he might go for an engineering degree, perhaps something IT related. "I didn't know anything about cars," he said. "I was more of a computer nerd."

With no income and no plan, fate stepped into Freiwald's life. His girlfriend's father, a technician at Right Honda, suggested he apply for a lot attendant job.

Coincidentally, that same year, Gateway Community College in Phoenix launched their new PACT two-year associate's degree program. Right Honda's service manager at the time was a big supporter of PACT. "He was pushing the PACT program," said Freiwald. "I came aboard with the assumption that after getting my feet wet and learning the dealer processes I'd go into the PACT program at Gateway."

Learning Honda technology at school and working part time at Right Honda, Freiwald soon became an Express Service technician. PACT training and express service work proved the effectiveness of a good school-to-work program. "I went on the line working flat rate when I graduated from Gateway in 2007," Freiwald said.

After his PACT graduation, and by now working full time at the dealership, Freiwald was given opportunities to attend additional training at American Honda's training centers in Denver and Torrance. With some 60 percent of Honda's technical training already credited through PACT, Freiwald made good use of his factory training time, quickly knocking out the remaining 40 percent of the technician training. "In 2008, I became a Honda Master Tech," he said, "and I continued to work on the line until 2011."

Freiwald's need to excel caused him some restlessness, however, and he frankly admits that by 2011 he felt he had "maxxed out" as a technician. He began a conversation with Right Honda-Toyota vice president **Jay Francis** about other opportunities. "I gave him an outside-the-box job," said Francis. "I made him the store's IT guy."

Freiwald did well. Soon he was given the added responsibility of handling IT for sister store Right Toyota. "He learned the IT business and kept asking for more," said Francis, "so I put him into management." Francis needed a parts manager for the Toyota store, and he offered it to Freiwald. That lasted two years until the Parts & Service Director position opened up at Right Honda. Again, Francis offered Freiwald the job. Freiwald was just 27 at the time.

Francis attributes Freiwald's success to his eagerness to learn. "Most guys just want to settle in but Chris kept wanting to learn," he said. "The guy has embraced every challenge."

For a young man who never anticipated a career in the automobile industry, his automobile industry career is clearly on a fast track to continued success. However, he stays involved with Gateway's PACT program, attending graduations and speaking about his career and dealership opportunities. He also makes sure Right Honda maintains a presence on the PACT advisory board at Gateway.

Right Honda-Toyota vice president Jay Francis also sees the value of PACT. "Technicians are hard to find, especially good ones," he said. "With the training PACT offers and the culture they provide, it makes for an easy transition into what we're doing. The program has been awesome for us."

American Honda currently supports 26 PACT programs in colleges all over the country. Every Honda zone has at least two PACT programs and several have three.

**To find the PACT program nearest you, visit <http://www.hondapact.net/locations>, or speak with your DPSM about PACT.**



## Noise Vibration and Harshness (NVH) Training Course

by Randy Bridgewater and Scott James

An immense amount of research and development goes into each new Honda and Acura vehicle. Noise and vibration issues continue to be a big concern for vehicle designers, technicians and customers.

As fuel economy targets continue to drive vehicle design, lighter rigid materials are used, which offer less dampening than the heavier materials used in the past. Compounding this, strut suspension and modern steering systems tend to provide a direct transfer path for vibration and noise back to the driver. Warranty data indicates that NVH concerns are currently some of the highest repair expenses.

Using this data, American Honda has developed a one-day training course for technicians to develop a strategy that utilizes a New Rattle and Squeak Resource Guide, Job Aids, Service Bulletins and Service News resources to identify and repair NVH concerns. This newly developed course has been divided into two sessions. The morning session will address the 5-step strategy of Diagnosis, Terminology, use of the Chassis Ear, Engine Ear and Marksman Ultrasonic Leak Detector to locate noises. The afternoon session will address tire vibration diagnosis, understanding Road Force Measurements and utilization of the Hunter GPS9700 Road Force Variation balancer.

This new course will be piloted in two training centers during 4th Quarter 2016 and rolled out to other training centers in 2017.



# First Export Market TOPTECH 2016 Contest

by Oscar Morgana

You may be wondering what the “Export” market is. American Honda Motor Co., Inc., (AHM) sells automobiles and other products in countries outside the U.S., and those countries are referred to as Export market; these countries include: Central America, the Caribbean, and Mexico.

On the Automotive side, most countries that sell Honda and Acura products are called distributors because they have their own dealer networks in their respective country.

American Honda Technical Training Operations Department hosted the very first Export TOPTECH competition during the week of October 10, 2016. The competition took place at AHM’s South Florida Training Center. Over 50 master technicians qualified to take a one-hour online test which challenged the master technician’s knowledge. The top 16 best scores were selected, and those 16 competed at the hands-on TOPTECH competition. The hands-on competition entailed rotating through stations that contained either on-car or bench type troubleshooting. Each contestant was handed a repair order which required the competitor to provide the judge with a diagnosis and repair solution to the given issue.

## Below are the countries and their respective Export 2016 TOPTECH finalist(s):

GUATEMALA	CARLOS	LOPEZ	BAHAMAS	LACARVIN	JONES
GUATEMALA	EDGAR	GUTIERREZ	BAHAMAS	ELROY	COLLIE
GUATEMALA	JONATAN	RIVERA	JAMAICA	COURTNEY	HEDGE
COSTA RICA	MARLON	PORRAS	St. MAARTEN	IVMARAL	CARRILHO
COSTA RICA	EDWIN	MORALES	ANTIGUA	STEVE	BENTA
COSTA RICA	JEANCARLOS	RAMIREZ	HONDURAS	RICARDO	RIVERA
PUERTO RICO	ORVIL	RIVERA	PANAMA	EFRAIN	HERNANDEZ
PUERTO RICO	HERIBERTO	SEDA	St. KITTS	DAMION	WILLIAMS

AHM’s Technical Training Department is very proud of the achievements of all the Export technicians and congratulates these finalists for their accomplishments.



# Looking at NDAB

## American Honda's Response to the Recommendations of the Parts and Service Subcommittee

The National Dealer Advisory Board Summer Meeting was held on July 14, 2016, in San Diego, California. Listed below are selected recommendations and American Honda's responses that we wanted to share with everyone in this issue of **Looking Down the Road**. Please refer to Dealer Direct for a complete list of recommendations and responses.

### **Recommendation:**

Dealers request that Honda improve both the initial quality process and speed for countermeasures for product concerns. Examples include: CR-V vibration, 2016 Pilot blue tooth, navigation lockout and suspension, 2016 Civic audio, fit and finish concerns on Pilot, HR-V, and Fit door handles, 2015 and 2016 Pilot and Odyssey brake pulsation, rear camber adjustment (MY 2011 and older Element, Civic & Pilot).

### **Response:**

Honda has a robust process for evaluating market data to identify and remedy safety concerns. With regard to initial quality, Honda has made changes to enhance the development flow to improve initial quality, and we continue to adjust these to bring the best quality product to market. Changes in development will take some time to be realized in the market and until then, we've improved the ability to capture the problems sooner and to speed up the countermeasure process. Our ONEpack process is one example that dealers are involved with. We assure you that your message about quality is heard and understood. Every area of our company is working to put into place plans for quality improvement.

### **Recommendation:**

Dealers recommend Honda continue to focus on improving TPMS, as the system causes customer confusion and dissatisfaction. In addition, the indicator should display tire pressure, identifying which tire is low.

### **Response:**

Honda currently uses two types of TPMS systems for the product lineup. Direct TPMS is found on the light truck models and utilizes individual wheel sensors to monitor pressure; most have the ability to register those values in a dash display. All remaining models (car) use Indirect TPMS

logic. This is a more advanced system that does not utilize individual wheel air pressure sensors, but rather monitors road resonance frequency combined with tire diameter from wheel speed sensors to calculate and monitor inflation values. To prevent inadvertent dash light illumination, Indirect TPMS requires calibration manually when changes in air pressure or tire location are made, as the logic cannot detect the difference between adjustments to pressure vs. pressure change due to a leak or tire position on the vehicle. Indirect technology is becoming more mainstream across the industry. However, we will continue to develop materials to help customers and dealers understand these systems.

### **Recommendation:**

Dealers request a shorter CSE survey and it be designed for mobile devices.

### **Response:**

Honda has pilot tested a shorter CSE survey that is mobile friendly and is planning to launch it January 3, 2017.

### **Recommendation:**

Dealers appreciate Honda's recent efforts and advancements in regards to telematics and in car connectivity. Dealers recommend that future initiatives such as XTime's service scheduling to be vetted through the Dealers prior to implementation. Dealers also request alternate vendor options and the ability to certify existing dealer vendors to offer such services. Having multiple vendors who offer the same product allows the dealers to independently negotiate and select a vendor that can offer them the best level of service for the customers and the dealers.

**Response:**

We have selected an alternative vendor and are in the procurement process. We will advise the NDAB when the second vendor is approved.

**Recommendation:**

Dealers request a national ad campaign (TV & Radio) from Honda, similar to Ford Works and GM's Everyday Special, focusing on a maintenance offer.

**Response:**

The Ford Works & the GM Everyday Special Program are package based service offers based on manufacturer rebates direct to customers. These offers are on the respective Owners Pages and require the customers to apply for the rebate.

<https://owner.ford.com/maintenance/service-coupons-and-offers.html?couponId=SR200>

Honda Service Marketing currently has 2 package based programs which are similar minus the customer rebates: Express Service Metro Mailer and Seasonal Mailer. Service Marketing has also been working to implement the "Essentials" program offering "packaged" based services with a set price. One of the obstacles we are encountering are many of the rules written into the existing Honda CMA agreements which do not allow a set price offer.

The Honda Service "Lift" commercial was unfortunately developed just prior to the onset of the inflator recalls. Service Marketing has found other uses for the asset, such as playing during the Honda Classic golf tournament and at the Barclay's Center arena scoreboard during every hockey and basketball game (tagged with Tri-Honda Dealers website information). 15 second edits have also been downloaded by many dealers and DAAs to use on their websites.

**Recommendation:**

Dealers request that Honda increase the local training of service advisors, technicians and warranty administrators, leveraging local training facilities.

**Response:**

Fixed Operations Training would like to better understand how the dealers would like Honda to leverage the PACT schools – e.g., the space, the curriculum, etc. Fixed Operations Training currently leverages space at the schools, whenever possible, to conduct non-technical training workshops.

For Technical Training, PACT schools are limited in what they are able to teach. Their focus is on entry level maintenance and repair modules, no diagnostics modules are taught and they have fewer tools and equipment for student use than at a training center. In addition, during the school year, it would be virtually impossible to get into/set up a technician class.

**Recommendation:**

Dealers request more aggressive service advertising on the different Social Media platforms.

**Response:**

We currently advertise on Facebook and will be piloting a full digital marketing suite in Fall 2016. A digital marketing program will be available for dealers to enroll in Spring 2017.

**Recommendation:**

Dealers request that Honda continue to produce informational customer videos to host on Honda.com and YouTube. Dealers ask that notification be sent to dealers via the daily communications page and to the DPSM.

**Response:**

We agree. We have a complete series of these videos in production.

**Recommendation:**

Dealers recommend Honda improve the accuracy of the e-Responsibility report, i.e. align with VIN status to ensure in stock units are repaired, remove recalls without a VIN (Accord Nose Mask) and enable the dealer to notify Honda via iN if the vehicle should be removed from the list.

**Response:**

We are currently working to improve the accuracy of the e-Responsibility report. To assist dealers in managing the report, we have suppressed all VINs affected by an accessory recall and those VINs affected by a recall where parts are not available. These recalls will continue to display through iN during an individual VIN inquiry, and dealers remain responsible for completing the required repairs on affected vehicles.

**Recommendation:**

Dealers request Honda capitalize on the opportunity to offer a larger selection of accessories, tires and wheels, and a lift kit for the 2017 Ridgeline. Addition of these options will enable a more rugged customization option of the Ridgeline in order to appeal to truck buyers who are looking for alternatives to Toyota's TRD package and other trucks that offer a more rugged appearance.

**Response:**

Historically, Ridgeline has always been our top PNVR vehicle. We have a great lineup of accessories for this generation as well. As we move forward through its lifecycle, we will look to enhance our accessory lineup to keep the vehicle fresh, drawing inspiration from our race vehicle, the Baja Ridgeline.

**Recommendation:**

Dealers request Honda offer competitive parts pricing for older models. Example: maintenance parts, brake rotors.

**Response:**

We are investigating a mechanical market fund program that would provide dealers with compensation for sales of highly competitive parts sold to older model vehicles, either in the Service Drive or that are presently targeted in the aftermarket by IRF's.

**Recommendation:**

Dealers request the option to select "Core Type" before the entire core list is displayed on the iN.

**Response:**

In March we modified the iN functionality to allow "Core Type" to be selected. However, we would like to further investigate this request to make sure that our modification has fully addressed this issue. We will report our findings at the next sub-committee meeting.

**Recommendation:**

Dealers request Honda expand the eligible parts list in Collision Select. Examples include: fog lamps, fender liners, front grille trim, bumper clips and fender clips.

**Response:**

Regarding the request to expand eligible parts to the Collision Select program, Collision Marketing has added selected Grills and Trunk lids to the program, and they are active as of July 25th. Selected Fender Liners have been on the program.

**Recommendation:**

Dealers believe Tire Rack is competitive in many markets but not as competitive in other markets. Dealers believe there is an opportunity to improve tire price competitiveness versus National Tire and/or discount chains.

**Response:**

Parts Marketing compares our tire pricing versus other National tire programs using our Top 20 selling tires every month. On average, tires through the Honda tire program are \$6 lower than other competitive programs.

In the last 18 months, Parts Marketing has provided updated tire inserts to dealers at no cost, dial tire tread depth gauges at no cost, and service advisor tread depth sales aids. All these materials are currently available for dealer order through eMall > Archway or through Program Headquarters. Should there be specific tire quotes available, please forward these to Parts Marketing.

**Recommendation:**

Dealers recommend Honda provide earlier notification of promotions such as tires, batteries, and wipers, enabling dealers to manage inventory in advance.

**Response:**

Parts Marketing will strive to provide advanced notification to all dealers for upcoming tire promotions.

**Recommendation:**

Dealers request that the Honda Tire website integrate with the dealer's DMS, iN and dealer's website so that advisors can check inventory when building a price quote.

**Response:**

Parts Marketing is currently investigating this request and is planning on providing integration between a dealership's tire inventory and the Honda tire website by the end of 2016.

**Recommendation:**

Dealers request Honda update on the status of matching parts catalog verbiage with service manual verbiage when labeling parts.

**Response:**

We currently have a project team evaluating and working on this request. Japan is working on an initiative to connect the parts catalog to the service repair information. We plan to study the

feasibility to incorporate this request with Japan's initiative. We should be able to confirm direction and set timelines over the next few months.

**Recommendation:**

Dealers recommend Honda offer in-dealer tire training for managers, advisors, and parts counter people.

**Response:**

Parts Marketing is developing webinar tire training that can be used on demand and as needed by the dealership. Target release for tire webinar is 1st quarter 2017.

**Recommendation:**

iN access for several job codes is insufficient and inappropriate for dealer personnel to perform their required duties. Dealers request iN access be modified to allow access to support the associate who typically performs a specific task at the dealership level.

**Response:**

As part of the iN redesign project, we plan to restructure iN access by job code. Our direction will be to simplify the job code table, and set standards for iN access by job code that are intuitive, logical and address the needs of dealer personnel.

As we work to address this concern on the next generation of iN, we will consult dealers to be sure we understand dealers' perspectives on how best to structure iN access by job code.



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