

ROYAL

AUTO GROUP
of San Francisco

THE ROYAL WAY

Technician & Service Advisor Team

World-class service — every guest, every time.

TRAINING SESSION

Royal Auto Group of San Francisco

Audi San Francisco • VW San Francisco • Volvo San Francisco • Mazda San Francisco
Est. 1947 • San Francisco, California

The Royal Way — Technician & Service Advisor Team

Welcome to the Service department at Royal Automotive Group. This guide distills the core concepts, processes, word tracks, and metrics every Technician and Service Advisor must master to deliver world-class, loyalty-earning experiences. Founded in 1947 (Volvo joined the family in 1956), Royal exists to work as a cohesive team, be the best in every area, and exceed expectations at every guest touchpoint. Our 7 Core Values guide everything: Integrity; Teamwork; Attention to Detail & Accountability; Continuous Improvement; Commitment to Customer Enthusiasm & Urgency; Personal Growth; and Fun — because "Later is too late."

Module 1 — The Royal Way: Mission, Values & the 10-Foot Rule

Every world-class experience starts before a single wheel is pulled. This module grounds the team in Royal's mission, the 7 Core Values, and the first-impression standards that tell every guest they matter.

LEARNING OBJECTIVES

- State Royal's mission and recite the 7 Core Values plus the phrase "Later is too late."
- Execute the 10-Foot Rule consistently for every guest.
- Deliver the arrival greeting and status-update promise to standard.

Mission & Values

Our mission is to work as a cohesive team, be the best in every area, earn loyalty by exceeding expectations, and deliver world-class experiences. Royal was founded in 1947; Volvo joined in 1956.

The 7 Core Values

- Integrity
- Teamwork
- Attention to Detail & Accountability
- Continuous Improvement
- Commitment to Customer Enthusiasm & Urgency
- Personal Growth
- Fun — "Later is too late."

The 10-Foot Rule

Greet every guest within 10 feet with a cheerful hello, eye contact, and a nod. This is a shared responsibility of Valets and Advisors alike — no guest passes through our space unacknowledged.

5 seconds — greet every guest within 5 seconds of arrival.

WORD TRACK

"Good morning, welcome to Royal! I'll have you checked in right away, and I'll get you a status update no later than 2pm today."

✦ The advisor's promise of a status update "no later than 2pm today" is a commitment, not a courtesy. Set it, then beat it.

ON THE FLOOR

A guest steps out of their vehicle in the drive lane. Before they reach the door, the nearest valet makes eye contact, nods, and says "Good morning — welcome to Royal!" within 5 seconds. The advisor picks it up, confirms the appointment, and locks in the promise: a status update no later than 2pm.

MY NOTES

Module 2 — MPI & ASR: Inspection-Based Selling

The Multi-Point Inspection is the trust-building backbone of the service visit, and the Additional Service Request is how the team turns findings into value for the guest. When one is strong, both are strong.

LEARNING OBJECTIVES

- Define MPI and ASR and explain how they depend on each other.
- Present 100% of findings and distinguish Primary vs Secondary selling situations.
- Connect the MPI to the dealership's revenue and the technician's pay.

MPI / ASR

- **MPI = Multi-Point Inspection** — a trust-building document of current and future needs. Customers EXPECT it.
- **ASR = Additional Service Request** — the services the technician's MPI identifies, presented to the guest by the advisor.
- "MPI and ASR must be strong and consistent — when one fails, both fail."
- Present 100% of findings — text, email, call, or in the lounge.
- Brand-specific MPI forms are used (Audi/Mazda/Volvo/VW).

Two Selling Situations

- **Primary:** scheduled maintenance presented at write-up.
- **Secondary:** needed repairs presented after the inspection.

What's In It For You

Inspection-based selling adds .3–.5 flag hours (FRH) per RO. It also grows customer-pay directly — and customer-pay drives your paycheck.

+\$180 — every \$1,000 in customer-pay is worth roughly \$180 more to you ($\text{pay} \approx \text{CP} \times 118\%$, an ~18% raise).

~65% of customer-paid maintenance/repair lines originate from an effective MPI.

✦ **Feature vs Benefit:** don't just name the finding — translate it into what it means for the guest's safety, reliability, and wallet.

ON THE FLOOR

During a routine oil change, the technician's MPI flags a worn control arm. The advisor presents it as an ASR, EDUCATES the guest on the safety and handling benefit, and documents the finding. The RO grows by .4 flag hours, the guest leaves safer, and both MPI and ASR did their job together.

MY NOTES

Module 3 — The ¼ Time Inspection Rule & Sell the GREEN

Timing is the difference between a sale and a lost opportunity. The ¼ Time Inspection Rule tells us exactly when to present, and "Sell the GREEN" reminds us that passing items still build value.

LEARNING OBJECTIVES

- Apply the ¼ Time Inspection Rule to hit the "sweet spot."
- Recognize the "dying zone" and "dead zone" and why they kill the sale.
- Use "Sell the GREEN" to build value and earn credit on passing items.

The ¼ Time Inspection Rule

- A Service Mark of MSX International.
- Convey inspection results at roughly the first quarter of the promised time — the "sweet spot."
- Waiting pushes you into the "dying zone," then the "dead zone," which kills the sale.

Sell the GREEN

Passing (green) items still build value and earn credit. Document everything — the guest sees the whole picture of what you inspected, not just what failed. Green items today are trust deposits and future appointments tomorrow.

- ♦ If the promised time is 4 hours, the sweet spot is roughly the 1-hour mark. Present early, present everything.

ON THE FLOOR

A vehicle is promised by 12:00 (dropped at 8:00 — a 4-hour window). At about 9:00 (the first quarter), the advisor conveys results: two green items building value and one yellow tire finding. Because the guest hears it in the sweet spot, there's time to approve, order parts, and still deliver on time — instead of a rushed "dead zone" pitch at 11:45.

MY NOTES

Module 4 — The Technician Video: Transparency That Sells

The Standard Video Inspection Process turns the technician into the trusted expert on camera. Transparency drives retention, higher RO value, and higher guest satisfaction.

LEARNING OBJECTIVES

- Execute the Standard Video Inspection Process and its inspection items.
- Use green/yellow/red gauges and technician credentials to build trust.
- Deliver clean video word tracks for each service.

7 Inspection Items

- Bulbs
- Wipers
- Battery
- Air Filters
- Belts
- Fluids
- Tires
- Brakes

Why It Matters — Transparency

95% more likely to return when a quality technician video is delivered.

+\$27 higher \$/RO and roughly **+6 NPS** with quality video.

Use green/yellow/red gauges and show your technician credentials on camera. The video is your handshake with a guest you may never meet in person.

WORD TRACK

"Hi, I'm your technician here at Royal. I just finished the brakes on your Subaru — as you can see on the gauge, your front pads are in the yellow, and here on the video I'll show you exactly why I'm recommending service to keep your AWD Subaru safe on the road."

✦ The video word track templates reference "Subaru" brakes and AWD verbatim — keep the wording as trained.

ON THE FLOOR

A technician records a 90-second video walking the guest through all inspection items — bulbs and wipers green, battery yellow — showing the gauge and stating credentials. The advisor forwards it. The guest, seeing exactly what the tech saw, approves the battery and books a return visit for tires.

MY NOTES

Module 5 — Road to a Sale: 9 Stops, CINA & FORD

The Road to a Sale (NCM "Service Management I") maps the guest's journey across 9 stops. CINA gathers the right information; FORD builds the relationship that earns a "Customer for Life."

LEARNING OBJECTIVES

- List the 9 stops of the Road to a Sale in order.
- Use CINA at the reservation and FORD to build rapport.
- Run proactive status updates on the "10-2-4" cadence.

Road to a Sale — 9 Stops

- Reservation
- Pre-Write
- Meet & Greet
- Walk-Around
- Menu Presentation
- ASR
- Status Update
- Active Delivery
- Next Appointment

CINA (Reservation Info-Gathering)

- Complaint
- Information
- Needs
- Availability

FORD (Rapport)

- Family
- Occupation
- Recreation
- Dreams

♦ Proactive status updates run on a "10-2-4" cadence. If the customer calls first, you failed.

Active Delivery + Next Appointment = "Customer for Life."

ON THE FLOOR

At the Reservation stop, the advisor uses CINA to capture the complaint, information, needs, and availability. At Meet & Greet, a quick FORD conversation ("How's the family? Big trip coming up?") builds rapport. Throughout the day the advisor pushes updates on the 10-2-4 cadence — so the guest never has to call — then closes with Active Delivery and books the Next Appointment.

MY NOTES

Module 6 — Minimum Standards & Team Metrics

World-class results come from non-negotiable minimum standards. This module locks in the technician and advisor requirements and the targets that keep the team accountable.

LEARNING OBJECTIVES

- Recall the key Royal Technician and Service Advisor minimum standards.
- State the advisor target table and the ideal team ratios.
- Tie daily habits to the World-Class Service Management Checklist.

Royal Technician Standards

- 19 minimum requirements; 100% productivity.
- Complete the MPI (pull wheels for brake measurements + battery test) within the first 20 minutes.
- Advise management before any warranty repair \$500+.

Royal Service Advisor Standards — Targets

- 85% email capture.
- 3 five-star Google reviews per month.
- 90% MPI completion.

3:1 ideal technician-to-advisor ratio; 12–14 customers per advisor per day.

The NCM World-Class Service Management Checklist is a 35-item self-audit. Use it to keep habits sharp and the whole team pulling in the same direction. Remember the 5-step Due Bill Process and the everyday Benefits of Royal vs Independents when you set expectations with guests.

ON THE FLOOR

A technician pulls all four wheels, takes brake measurements, and runs the battery test — MPI complete inside 20 minutes. Spotting a warranty repair estimated at \$650, they stop and advise management before proceeding. Meanwhile the advisor, carrying 13 customers today, captures every email and asks two happy guests for a five-star Google review.

MY NOTES

Apply It

Practice the concepts from this session.

Exercise 1: Live the Values

List all 7 Core Values from memory, then next to each write one specific action you will take this week to demonstrate it in the service drive.

Exercise 2: The 10-Foot Rule in Action

Describe exactly what the 10-Foot Rule requires, then write the greeting word track you will use — including the status-update promise the advisor makes to every guest.

Exercise 3: MPI & ASR — Why Both Matter

Define MPI and ASR in your own words. Then explain the statement "when one fails, both fail" and note what percentage of customer-paid lines originate from an effective MPI.

Exercise 4: What's In It For You (Pay Math)

A technician grows customer-pay by \$2,000 this month through inspection-based selling. Using the profile's pay math ($\text{pay} \approx \text{CP} \times 118\%$), calculate the approximate extra pay earned. Show your work, and note how many flag hours per RO inspection-based selling adds.

Exercise 5: Hit the Sweet Spot

A vehicle is dropped at 8:00 AM with a promised time of 4:00 PM. Using the $\frac{1}{4}$ Time Inspection Rule, calculate the "sweet spot" time to convey inspection results. Then explain what happens if you wait into the "dying zone" and "dead zone."

Exercise 6: Road to a Sale & the Acronyms

List the 9 stops of the Road to a Sale in order. Then spell out CINA and FORD and note at which stop you would use each.

Role-Play: The Control-Arm ASR (EDUCATE)

Setup: During an oil change, the technician's MPI identifies a worn control arm. It is the first quarter of the promised time. The advisor must present the finding as an ASR, sell the green items too, and EDUCATE the guest on the benefit — not just the feature. Run it twice, then switch roles.

- Role A (Service Advisor): Present the control-arm ASR in the sweet spot. Translate the finding from feature to benefit, present 100% of findings including green items, and secure approval.
- Role B (Guest): Ask "Do I really need this?" Respond to how well the advisor educates you and builds value before deciding.

Knowledge Check — 10 Questions

Answer all ten questions below. These are the same questions you will complete on the online quiz.

Q1. In what year was Royal founded?

- A. 1929
- B. 1947
- C. 1956
- D. 1960
- E. 1972

Q2. A guest steps out of their vehicle and walks within 10 feet of you. Per the 10-Foot Rule, what must you do?

- A. Offer them a loaner vehicle
- B. Immediately present the ASR
- C. Complete the MPI first
- D. Greet them with a cheerful hello, eye contact, and a nod
- E. Wait for them to speak first

Q3. What does MPI stand for?

- A. Multi-Point Inspection
- B. Maintenance Priority Index
- C. Mandatory Parts Invoice
- D. Multi-Package Incentive
- E. Manufacturer Point Inspection

Q4. What does ASR stand for?

- A. Advisor Sales Report
- B. Automated Service Reminder
- C. Additional Service Request
- D. Approved Service Repair
- E. Advisor Status Review

Q5. How many stops are on the Road to a Sale?

- A. 3
- B. 5
- C. 7
- D. 11
- E. 9

Q6. According to "What's In It For You," every \$1,000 in customer-pay is worth approximately how much more in your pay?

- A. +\$118
- B. +\$180
- C. +\$80
- D. +\$1,180
- E. +\$100

Q7. The ¼ Time Inspection Rule is a Service Mark of which organization?

- A. NCM
- B. Fixed Ops Magazine
- C. NADA
- D. MSX International
- E. Royal Automotive Group

Q8. A quality technician video makes customers approximately how much more likely to return?

- A. 95%
- B. 65%
- C. 27%
- D. 85%
- E. 6%

Q9. Royal Technician Standards require completing the MPI within the first how many minutes?

- A. 10
- B. 15
- C. 20
- D. 30
- E. 45

Q10. A customer calls the advisor to check on their vehicle before any status update has been given. According to the Road to a Sale, this means:

- A. The customer is simply impatient
- B. You have earned the sale
- C. The MPI must be complete
- D. It is the technician's responsibility
- E. You failed — proactive updates ("10-2-4") mean if the customer calls first, you failed