

To: All Subaru Retailers  
From: Owner Loyalty Program Team, Retail Operations Training  
Date: December 2, 2022

**Re: Important: 2023 OLP Changes for Purchase & Service Surveys, Incentives Impact – Effective January 1, 2023**



Subaru is committed to ongoing improvement for the Owner Loyalty Program surveys and spent much of 2022 evaluating all aspects of OLP surveys – both the questions asked and how/when surveys are sent to owners.

After nearly 20 focus groups with both retailers / Subaru field team, and in collaboration with your National Retail Advisory Board, we are pleased to announce several changes to the OLP Purchase and Service surveys, **effective January 1, 2023**.

Please see below for key highlights, and the attached OLP Nuts & Bolts for full details on every change.

### **Survey Question Changes – Purchase & Service (Main Shop + Express)**

- **Net Promoter Score® Question** – Moved to top position on both Purchase and Service surveys.
- **Adjustments to Diagnostics & New Yes/No Questions** – The most important aspect of the survey is its diagnostic capabilities. There are a few new diagnostics and tweaks to existing diagnostics on both Purchase and Service surveys. There are also new Yes/No questions on the Service side.
- **Changes to Follow-Up Question & 2<sup>nd</sup> Comment Box Prompts** – Streamlined the follow-up question, and created variable comment box prompts to better identify Love Promise Moments.

### **Survey Methodology Changes – Service ONLY**

- **Trigger Logic** – No more Warranty Pay: Customer Pay ratio to better reflect retailer work-mix. Most importantly, **increase in total volume of surveys sent and returned**.
- **Print Strategy** – Incorporate **QR code postcards** to minimize paper usage.
- **Eliminate Mileage Exclusions** – Receive feedback from more owners, particularly those closer to a trade-in.

Please review the attached OLP Nuts & Bolts documents for all details on these changes.

You are invited to join a **Retailer Broadcast on Monday, December 12 at 2:30 p.m. ET** where all 2023 OLP Survey changes will be reviewed along with the 2023 Subaru Love Promise Customer Commitment Award. [Please join us by clicking on this link on Monday, December 12 at 2:30 p.m. ET.](#)

### **Incentives Impact – Important!**

- Please note that by moving the Net Promoter Score question to the first position on the survey, **NPS is projected to rise nationally**. While Subaru has data projections on the national increase, it will vary by zone and retailer and it will take time for NPS to normalize.
- To ensure that we are setting objectives fairly and accurately, **Subaru will NOT set NPS targets for incentives in Q1 2023 right now**.
- For annual programs that utilize NPS – specifically the Love Promise Customer Commitment Award – Subaru will announce NPS targets in April 2023 after we have sufficient data to fairly and accurately set those targets. **For LPCCA, NPS targets announced in April 2023 will be retro to January 1, 2023**. Please stay tuned for additional detail on the 2023 Subaru Love Promise Commitment Awards coming out next week.
- While NPS will increase, please note that no other KSIs (Key Satisfaction Indicators) or Yes/No Questions are expected increase or decrease due to this change.

If you have additional questions, please contact your District Team. As always, thank you for your continued commitment to delivering exceptional customer experiences and living the Subaru Love Promise.

## OLP Nuts & Bolts

*Interesting Tidbits about the Owner Loyalty Program.*

### 2023 Purchase Experience (PE) Survey Changes

The 2023 Owner Loyalty Program surveys (Purchase Experience (PE), Service Experience (SE) (main shop), and Express Service Experience) have been reviewed and updated to reflect the current customer experience and be more adaptable (allowing for content change based on emerging areas of interest). The following changes will be included in the 2023 OLP **Purchase Experience survey**.

There are four major changes being made to the Purchase Experience Survey:

1. Moving the survey position of the Net Promoter Score® (NPS®) item.
2. Improving Diagnostic items by updating text, adding new items, and removing items.
3. Updating the Follow-up question.
4. Adding prompts based on survey responses to the second comment opportunity.

#### MOVING THE SURVEY POSITION OF THE NET PROMOTER SCORE® ITEM

The Net Promoter Score item placement has been moved from the end to the beginning of the Purchase Experience survey. In addition, the “neutral” anchor has been removed over the “5” in the 0-10 scale. The question text was updated to include “On a scale from 0-10” as a prompt to encourage the use of the entire scale. The text for the follow-up comment opportunity was also updated.

On a scale of 0-10, how likely are you to recommend buying/leasing from this dealership to your family or friends?

Not at all likely					Neutral		Extremely likely			
0	1	2	3	4	5	6	7	8	9	10

#### IMPROVING DIAGNOSTIC ITEMS BY UPDATING TEXT, ADDING NEW ITEMS, AND REMOVING ITEMS

To improve the diagnostic items, some text was updated, new items were added, and a few items were removed. In the **Sales Consultant** Key Satisfaction Indicator (KSI) section, two diagnostic items were added: Provided status updates of ordered vehicle and Transparent communication about the sales process.

What **could have improved** your interaction with the **Sales Consultant** at Stellar Subaru? (Mark all that need improvement.)

- ☐ Provided status updated of ordered vehicle
- ☐ Transparent communication about the sales process



In the **Purchase Process** KSI section, explanatory text was added to one diagnostic item: Ease of coming to agreement on price, financing (e.g., extended service contracts, additional products).

In the **Sales Facility** KSI section, one diagnostic item was temporarily removed (Display of inventory) and one item added back on the survey (Complimentary refreshments and snacks). The word “snacks” was added as additional explanation.

#### UPDATING THE FOLLOW-UP QUESTION

The Follow-up question was reworded to “Were you contacted after you took your vehicle home to ensure that everything met your expectations?” The second part of the follow-up item (Level of concern for my satisfaction) was removed. Also, the item number changed from 9 to 8.

#### ADDING PROMPTS BASED ON SURVEY RESPONSES TO THE SECOND COMMENT OPPORTUNITY.

There are three comment prompt versions an owner could receive. This dynamic text is based on their responses to the Purchase Experience survey. The criteria for the first prompt (Love Promise Moment), “Did anyone at [Retailer Name] go above and beyond to make your experience extraordinary? Please use this space to describe this experience:” is

- 1) No mark all items (Diagnostic items) were selected for any of the KSIs
- 2) NPS® value is a Promoter (9 or 10)
- 3) KSIs are 4 (750), 5 (1000) or null/not applicable

The second prompt asks for more information about selected Diagnostic Items. The criteria for the prompt “You selected items for improvement in the following Key Area(s): [areas listed]. If you would like to further explain, please use the space below:” is:

- 1) One or more mark all items (Diagnostic items) selected for any of the KSIs

If none of the above criteria for the comment prompts is met, a neutral comment prompt is shown “Please use this space for any additional comments you may have.”

What **could have improved** your **finance, insurance, and registration** experience at Stellar Subaru? *(Mark all that need improvement.)*

- ☐ Ease of coming to agreement on ~~final~~ price, financing (e.g., extended service contracts, additional products)

What **could have improved** the **sales facility** at Stellar Subaru? *(Mark all that need improvement.)*

- ☐ ~~Display of inventory~~
- ☐ Complimentary refreshments **and snacks**

~~9. Did you receive a follow-up phone call, text or email about your purchase experience?~~

~~9a. Level of concern for your satisfaction~~

8. Were you contacted after you took your vehicle home to ensure that everything met your expectations?

Did anyone at [Retailer Name] **go above and beyond** to make your experience **extraordinary**? Please use this space to describe this experience:

You selected items for improvement in the following Key Area(s): [areas listed]. If you would like to further explain, please use the space below:

Please use this space for any additional comments you may have.

## OLP Nuts & Bolts

*Interesting Tidbits about the Owner Loyalty Program.*

### 2023 Service Experience (Main Shop and Express) Survey Changes

The 2023 Owner Loyalty Program surveys (Purchase Experience (PE), Service Experience (SE) (main shop), and Express Service Experience) have been reviewed and updated to reflect the current customer experience and be more adaptable (allowing for content change based on emerging areas of interest). The following changes will be included in the 2023 OLP **Service Experience survey** and **Express Service Experience survey**.

There are seven major changes being made to the Service surveys:

1. Moving the survey position of the Net Promoter Score® (NPS®) item.
2. Shift toward Consumer-Friendly Language
3. Improving Diagnostic items by updating text, adding new items, and removing items.
4. Adding new questions.
5. Updating the Follow-up question.
6. Adding prompts based on survey responses to the second comment opportunity.
7. EXPRESS SERVICE ONLY – Adding Fixed Right First Time item

#### MOVING THE SURVEY POSITION OF THE NET PROMOTER SCORE® ITEM

The Net Promoter Score item placement has been moved from the end to the beginning of the Service Main Shop and Express surveys. In addition, the “neutral” anchor has been removed over the “5” in the 0-10 scale. The question text was updated to include “On a scale from 0-10” as a prompt to encourage the use of the entire scale. The text for the follow-up comment opportunity was also updated.

On a scale of 0-10, how likely are you to recommend this dealership for service to your family or friends?

Not at all likely					Neutral	Extremely likely				
0	1	2	3	4	5	6	7	8	9	10

#### SHIFT TOWARD CONSUMER-FRIENDLY LANGUAGE

There were two survey changes made to create a more consumer-friendly language on the surveys. First, additional explanatory text was added to the Reason for service visit item on the Serviced Main Shop survey. The example, “e.g., oil change, tire rotation”, was added to the Routine/scheduled maintenance option and “collision repair” was added as an example to the Body shop repairs option.

Also, on both Service surveys, Service Representative was changed to Service Advisor. This change effects multiple items.

Please indicate the reason for your service visit. (Mark all that apply.)

- ☐ Routine/scheduled maintenance (e.g., oil change, tire rotation)
- ☐ Warranty or mechanical repairs
- ☐ Body shop repairs (e.g., collision repair, insurance claim work)



## IMPROVING DIAGNOSTIC ITEMS BY UPDATING TEXT, ADDING NEW ITEMS, AND REMOVING ITEMS

To improve the diagnostic items, some text was updated, new items were added, and a few items were removed. In the **Service Advisor** Key Satisfaction Indicator (KSI) section, one diagnostic item was added (Valued my business), one item reworded to “Notified me when my car was ready or of any delays”, and one item was removed due to redundancy (Reviewed work done on my vehicle).

In the **Service Facility** KSI section, one diagnostic item was item added back on the survey (Complimentary refreshments and snacks). This item was removed temporarily due to Covid. Service Facility items are numbered with 7 instead of 6.

One diagnostic item was removed and one added in the In the **Vehicle Pick-up Process** KSI section. The new item is “Walked to my car” and the one removed was “Notification if repair would be delayed”. Vehicle Pick-up Process items are numbered with 8 instead of 7.

There are no changes in the **Service Quality** KSI section except instead of 9, items are numbered as 10.

## NEW QUESTIONS ON THE SERVICE SURVEYS

A follow-up question was added after the question “As part of any Subaru service, the technician should perform an inspection of maintenance and potential repair needs. Did your Service Advisor review the results of this multipoint inspection with you?” The follow-up item asks “Were you provided with a picture or video detailing the multipoint inspection results or recommended work for your vehicle?” In instances where a picture or video is not feasible, customers can choose the “N/A” (not applicable) response.

In addition, a follow-up question was added after the question “During the time your vehicle was in for service, did your Service Advisor keep you informed of the repair and completion status?” on the web versions of both Service surveys. The follow-up item asks “How were you kept informed on the progress of your service work?”

Also, due to the addition of items, question numbers have been updated.

What **could have improved** your interaction with the **Service Representative Advisor** at Stellar Subaru? *(Mark all that apply.)*

4h. Notified me when my car was ready or of any delays

~~4i. Reviewed work done on my vehicle~~

4i. Valued my business

What **could have improved** your interaction with the **Service Facility** at Stellar Subaru? *(Mark all that apply.)*

~~6i. 7i. Complimentary refreshments and snacks~~

What **could have improved** your vehicle **pick-up process** at Stellar Subaru? *(Mark all that apply.)*

~~7f. Notification if repair would be delayed~~

8f. Walked to my car

5a. As part of any Subaru service, the technician should perform an inspection of maintenance and potential repair needs. Did your Service **Representative Advisor** review the results of this multipoint inspection with you? *(if yes, go to 5b)*

5b. Were you provided with a picture or video detailing the multipoint inspection results or recommended work for your vehicle?

~~5b.~~ 6a. During the time your vehicle was in for service, did your Service **Representative Advisor** keep you informed of the repair and completion status? *(if yes, go to 6b)*

6b. How were you kept informed on the progress of your service work? *(Mark all that apply.)*

6b\_1. Phone call

6b\_2. In-person

6b\_3. Text message

6b\_4. Email



### UPDATING THE FOLLOW-UP QUESTION

The Follow-up question was reworded to “Were you contacted after you took your vehicle home to ensure that everything met your expectations?”

The second part of the follow-up item (Level of concern for my satisfaction) was removed.

~~14. Did you receive a follow-up phone call, text or email about your serviced experience?~~

~~14a. Level of concern for your satisfaction~~

14. Were you contacted after you took your vehicle home to ensure that everything met your expectations?

### ADDING PROMPTS BASED ON SURVEY RESPONSES TO THE SECOND COMMENT OPPORTUNITY.

There are three comment prompt versions an owner could receive. This dynamic text is based on their responses to the Service surveys. The criteria for the first prompt (Love Promise Moment), “Did anyone at [Retailer Name] go above and beyond to make your experience extraordinary? Please use this space to describe this experience:” is

- 1) No mark all items (Diagnostic items) were selected for any of the KSIs
- 2) NPS® value is a Promoter (9 or 10)
- 3) KSIs are 4 (750), 5 (1000) or null/not applicable

Did anyone at [Retailer Name] **go above and beyond** to make your experience **extraordinary**? Please use this space to describe this experience:

The second prompt asks for more information about selected Diagnostic Items. The criteria for the prompt “You selected items for improvement in the following Key Area(s): [areas listed]. If you would like to further explain, please use the space below:” is:

- 1) One or more mark all items (Diagnostic items) selected for any of the KSIs

You selected items for improvement in the following Key Area(s): [areas listed]. If you would like to further explain, please use the space below:

If none of the above criteria for the comment prompts is met, a neutral comment prompt is shown “Please use this space for any additional comments you may have.”

Please use this space for any additional comments you may have.

### ADDING FIXED RIGHT FIRST TIME ITEM

The Fixed Right First Time question is being added to the Express Service survey. Now Fixed Right First Time will be available on the Main Shop and Express Service surveys. The FRFT item number on the main shop is 11 and it is number 10 on the Express survey.

10. Were all service/repairs completed correctly the first time?

## OLP Nuts & Bolts

*Interesting Tidbits about the Owner Loyalty Program.*

### 2023 Service (Main Shop and Express) Survey Delivery Methodology

The 2023 Owner Loyalty Program (OLP) survey delivery methodology for the two Service surveys (Service Experience (SE) (main shop), and Express Service Experience) has been updated, effective January 1, 2023. The three changes implemented are:

1. Selection Process Logic
2. Print Strategy
3. Mileage Exclusions

#### SELECTION PROCESS LOGIC

The owner selection logic (i.e., who receives a survey invitation) has been reviewed and changed to better reflect Retailer work-mix ratio. Each week a random sample of closed customer ROs (RO with Customer Pay or Warranty Pay lines) will be selected to receive a survey (Main Shop or Express). Because the sample is random, the overall mix of surveys will better reflect the Retailer work-mix ratio instead of the historic practice of sending surveys based on Warranty / Customer Pay ratio. Every week, Subaru will send surveys to 36% of the previous four-week average of total closed customer ROs. For example, if the previous 4 weeks had 100, 90, 110, and 100 closed ROs, the average is 100 ROs per week. If this week you have 95 ROs, we will send 36% of the 100 RO 4-week average which is 36 survey invitations. This change will increase the total number of service surveys sent to customers and better reflect your store's work mix.

#### PRINT STRATEGY

There are two approaches for utilizing direct mail for service surveys.

1. **Customer Email Address Received** - If Subaru receives an email address with the RO or Warranty Claim and that transaction is randomly selected for survey, there will be three attempts to contact the owner via email and then a postcard invitation will be sent via mail. The postcard contains a QR code with a direct link to the owner's personalized Service (Main Shop or Express) survey. This methodology allows for quicker response time than returned paper survey and less paper printed.
2. **No Customer Email Address Received** - If Subaru does not receive an email address with the RO or Warranty Claim and that transaction is randomly selected for a survey, the customer will be sent the full paper survey via mail.

#### MILEAGE EXCLUSIONS

In previous years, Subaru owners who had repair work performed on vehicles with between 36,000 to 40,000 miles were excluded from receiving a survey invitation. Also, owners whose vehicles are in excess of 100,000 miles were not eligible to receive a service survey. These two rules have been eliminated and these owners are now eligible to receive survey invitations.

