



CHANGAN AUTO



CRM

CUSTOMER
RELATIONSHIP
MANAGEMENT

OPERATION GUIDELINES 1.3

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CUSTOMER MANAGEMENT



1.1. Know your customer

1.1.1. According to Vehicle Age

1.1.1.1. New / Under Warranty Customers

Characteristics: Customers with pretty much attention to the vehicle and much reliance on Authorized Dealership, they are the basic target for Aftersales Services.

Handling principles: Guide the consumption habit of the customer and establish harmonious and trustworthy customer relationships.

1.1.1.2.2 to 5 Years Old Customers

Characteristics: Customer with much attention to service quality and service costs and much interest in promotions, they are the major target of Service Marketing.

Handling principles: Actively contact and communicate with them, provide quality service and create customer loyalty.

1.1.1.3. Over 5 Years / Without Warranty

Characteristics: In this category the vehicle enters the elimination period and the customer has extremely low consumption desire. However, if the vehicle has serious fault, they will turn to the authorized dealerships. They are the customers that dealership should not give up easily.

Handling principles: Develop new interests of customers correspondingly and explore the in-depth demand of the customers.

1.1.2. According to Purpose

1.1.2.1. Private / Family Cars

Characteristics: Customer cares about his car and pays much attention to the service experience, they are the prime target for sales and aftersales and demand the most pre-sale attention.

Handling principles: Enhance customer care and establish good customer relationship, guide the consumption habits and establish customer loyalty, effectively manage them in different grades and emphasize on loss analysis.



1.1.2.2. Government and Company Cars

Characteristics: The vehicle is used relatively, frequently. The person delivering the vehicle is usually not the owner. They have the most attention to repair and maintenance. These cars are normally maintained and repaired in fixed service stations.

Handling principles: Build relationship with relevant government departments or companies, carry out VIP management, actively repair and provide service, provide special service if necessary.

1.1.2.3. Commercial Cars

Characteristics: The vehicle is used frequently. They do not care about repair and service, and pay much attention to vehicle repair costs, repair efficiency and fix-it-right rate.

Handling principles: Build corporate relationship with the vehicle owners/drivers or operational organization; offer service packages correspondingly; manage the appointments well and guarantee repair efficiency.

1.1.3. According to Value

1.1.3.1. Grade-A (Loyal Customer)

Characteristics: With much reliance on service station, willing to spend money in our dealership and willing to come to our dealership frequently, high brand loyalty, high credibility and propagation value, high endurance of quality problems, and low sensitiveness to prices, they are the most important customer resources of dealership

Handling Oprinciples: Offer one-on-one service; arrange technicians, workshop appointments and parts as soon as possible and strictly control the repair quality; give priority to the delivery of major information of incentives and service reminders; pay much attention to the complaints and avoid them downgrading to grade-B.

1.1.3.2. Grade-B (Potential Customer)

Characteristics: The dealership is in touch with them just for a short time, their potential is not completely explored, and the loyalty to service brand is not developed. They still have doubts about the dealership and are not willing to return for now. However, this type of customers takes a relatively large proportion of the customer resources.

Handling principles: Provide first-class facilities, neat service environment, and perfect professional competence, and show the professional capacity to the customers; guarantee the repair quality and timely delivery; provide featured service of vehicle maintenance and modification; carefully clean and repair the vehicles and deliver the vehicle to the customers' satisfaction.



1.1.3.3. Grade-C (Marginal Customer)

Characteristics: This type of customers has little contribution to dealerships and is driven by acquiring unilateral interests when receiving the service (for example, only receiving warranty or free services). If the interval of consumption of the customers is more than 6 months or for longer time, they are also called potential lost customers.

Handling principles: Use dealership activities to publicize the featured advantages of special service tools and certified technicians, and show the professional competence; frequently hold featured promotional events, such as free seasonal checking; provide featured services, such as maintenance and modification, etc.; hold customer training camp, explain general knowledge of use and driving skills and promote them to transfer into the upper grade. This type of customers occupies plenty of non-authorized service stations. Therefore, they shall be accurately distinguished so that service station can allocate their resources better.

1.1.3.4. Grade-D (Lost Customer)

Characteristics: They do not come back after the warranty period expires. They have little endurance, are very sensitive to prices, and much likely to be unsatisfied with the key factors influencing CSI in the service process, such as personnel attitude and repair efficiency, and tend to have one-sided assessment of the service.

Handling principles: Collect and sort out relevant information of the customer group, and effectively analyze the reason for loss; hold directional featured service activities according to the reason and features of the lost customer group, such as door-to-door visit, diagnosis, free checking and pickup service, and featured modification and refurbishment; hold friendship and charitable events on the platform of customer club to attract the customers to come back to the station and recover the lost customers.

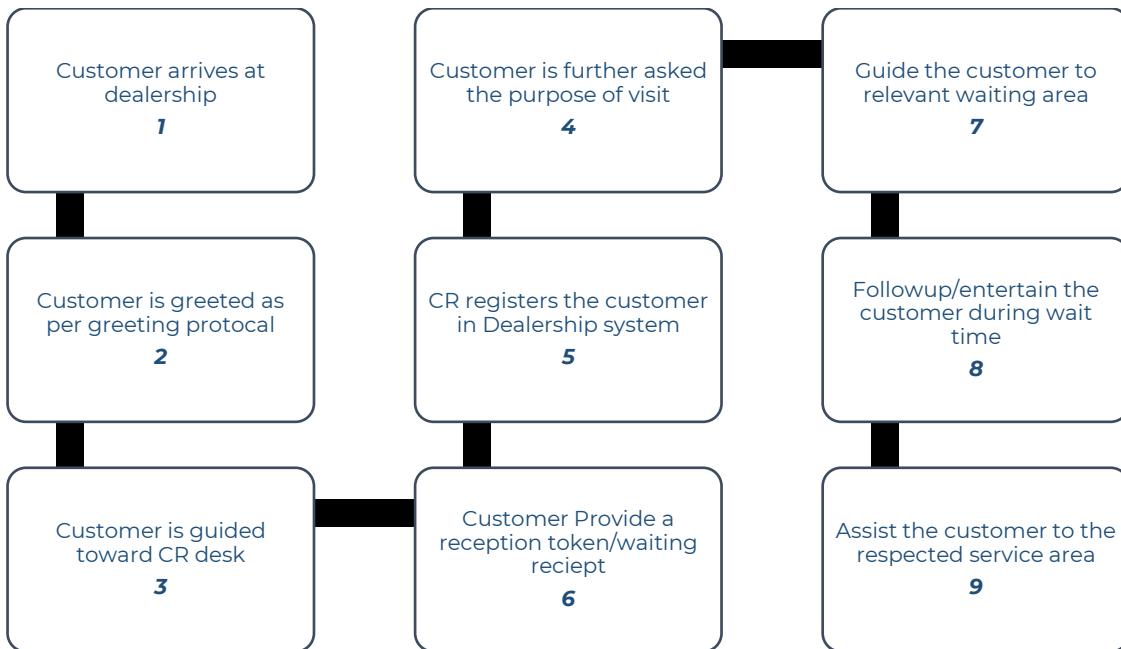
1.2. Value your customer

1.2.1. Greet your customer

- Steps to follow while greeting:
- Make the dealership entry welcoming and obvious for customer
- Make sure Customer reception desk and CR staff is presentable
- Stop what you are doing and heads up to the arriving customer
- Maintain the necessary safety measure
- Greet the customer warmly with a welcoming smile
- Confirm the reason to visit and probe the details
- Assist the customer to the waiting area or to the concerned department



1.2.2. Customer Greeting SOPs



(Refer to [Annex MCML-CRM-09](#) for Customer Entertainment and Comfort during Wait Time (8))

1.2.3. Register your customer

1.2.3.1. Personal Information

Personal information of the customer divides into two:

- **Mandatory Information:** Customer Name, Cash / Finance, Individual / Corporate / Government, Mobile Phone, Email, State / Province, City, Address, Interested Dealership
- **Advanced Information:** Customer Type, Customer Name, Sex, Birthday, Age Group, CNIC, Driving Habits

(Refer to [Annex MCML-CRM-01](#) and [Annex MCML-CRM-02](#) for Customer Information Form for Mandatory Entries and Advanced Entries, respectively)

1.2.3.2. Vehicle Information

Vehicle information includes VIN, Engine no., Chassis no., Model, Plate no., Vehicle Color, Vehicle Application, Date of Purchase, Vehicle Age.

(Refer to [Annex MCML-CRM-03](#) for Customer Information Form for Vehicle Information)

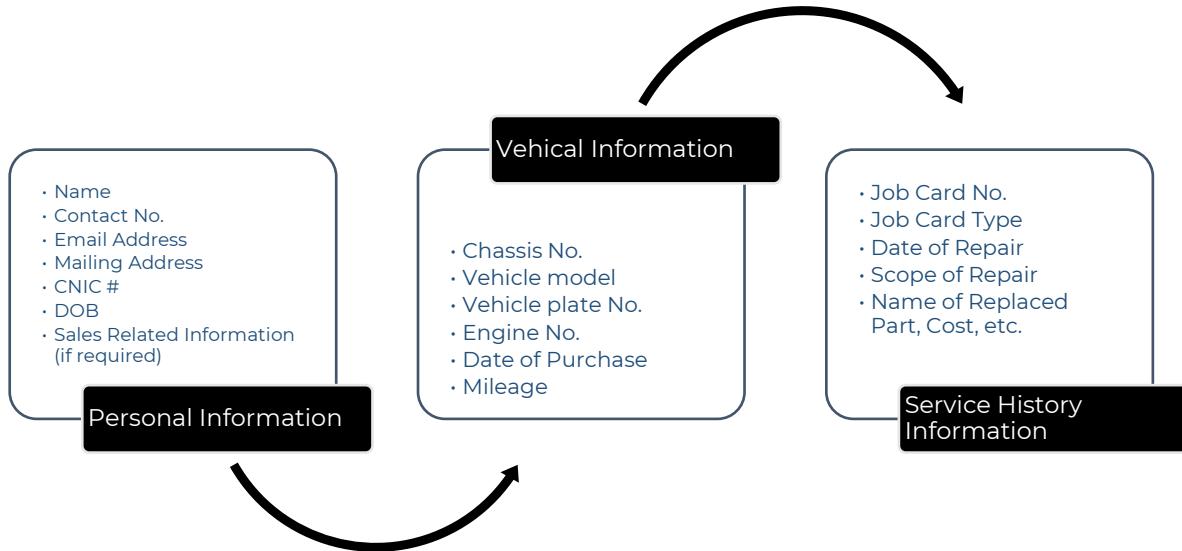
1.2.3.3. Service History Information

Service history information includes Customer Name, Contact Number, Vehicle, Chassis No., Engine No., Reg. No., Current Mileage, RO., Date, RO No., RO Type, Service Type, RO Status, Date Closed, Delivery Date

(Refer to [Annex MCML-CRM-04](#) for Repair & Maintenance Form)



1.2.4. Customer Registration SOPs



1.2.4.1. Scope of customer information gathering

- **For Sales Customer**
 - Personal Information
 - Booking Information
 - Cash / Finance, Individual / Corporate / Government
 - Vehicle Information
- **For After Sales (Service/Parts) Customer**
 - For Complaint Customer
 - Personal Info
 - Complaint Channel / Medium Details
 - Case Info
- **Customer Information**
 - Name, Cellphone no., Email ID, Address, City, Sex, Marital Status, (Occupation, Home Address, and Interests & Hobbies, etc.)
- **Vehicle Information**
 - Chassis no., Vehicle Model, Vehicle Plate no., Engine no., Transmission no., Color of Vehicle Body, Date of Purchase, Date of First Service, and Mileage.



- **Repair Information**

Job Card Number, Date of repair, Scope of repair, Name of replaced part and costs, etc.

- **Observed Information**

Customer diploma, Income, Employer and its address, Interested Services, Intervals of Visits, and Payment Mode, etc.

1.2.5. Archive your customer data

The dealership shall setup the following customer archives in the standard format provided by MCML

- Customer Profile [System DATA] Physical form |Physical Files] *DBMS formatted*
- Job Card (Repair and Maintenance) [System DATA] Physical Files] *DBMS formatted*
- CS Note [System DATA] Physical form |Physical Files] *MCML approved*
- Invoice [System DATA] Physical form |Physical Files] *MCML produced*

1.3. Satisfy your customer

1.3.1. Information Provision

1.3.1.1. Standard general information

- Respond to the customer as per pre-given FAQ and general information by MCML training programs
- Respond to the query if required on phone, email, SMS or social media, always using stranded communication reference of dealership e.g., info@dealership.com.pk or 111-XXX-XXX or # dealership, etc.
- Don't alter, edit or change the information to be provided during linguistic changeover

1.3.1.2. Technical information

- Respond to the customer as per pre-given standard communication guidelines of dealerships for various departments like Sales, Service, Parts, Finance, Marketing, accordingly
- Confirm the information before passing it on if not clear or not communicated well by the department after consulting the concerned staff
- Respond to the query if required on phone, email, SMS or social media, always using stranded communication reference of dealership e.g., info@dealership.com.pk or 111-XXX-XXX or # dealership, etc.
- Don't alter, edit or change the information to be provided during linguistic changeover



1.3.1.3. CIC | MCML classified information

- Respond to the customer as per pre-given standard communication guidelines of CIC | MCML. Avoid the details which can be misleading or confusing for customer
- Avoid answering sensitive unsure details about pre-launch information, pricing, discounts, up-coming dealership location, or international or global news circulating on social media about the brand or MCML
- Refer the query to the top management if customer is not understanding or is too pushy
- Respond to the query if required on phone, email, SMS or social media, always using stranded communication reference of dealership e.g., info@dealership.com.pk or 111-XXX-XXX or # dealership, etc.
- Don't alter, edit or change the information to be provided during linguistic changeover

1.3.2. Advice and delegation

- Go extra miles to understand the problem
- Advise the correct solution after consulting back office
- Delegate to appropriate service / location

1.3.3. Follow-up / Follow through (Internal/External)

1.3.3.1. CR-Back Office communication

- CR received the relevant customer Query/ Concern
- CR initiate call back mechanism for customer
- CR communicate with back office via phone and email both
- Update the status with the back-office confirmation
- Communicate the status to the customer within promised time

1.3.3.2. CR-MCML communication

- CR received the relevant customer Query/ Concern
- CR initiate call back mechanism for customer
- CR communicate with MCML CRM department via phone and email both
- Update the status with the MCML CRM confirmation
- Communicate the status to the customer within promised time

1.3.3.3. CR-Customer communication

- CR received the relevant customer Query/ Concern
- CR acknowledge the query/ concern to customer via email/SMS
- CR register the concern in system as per escalation matrix
- CR calls the customer within promised time and update the status (as if)
- CR calls the customer for relevant concern upon resolution
- CR update the system for future correspondence
- CR send confirmation email/ SMS to the customer



1.3.4.Departing VOC (Signing Off)

- Attend the customer graciously in the end
- Ask about the overall experience
- Note down the Voice of Customer (VOC)
- Ask about the satisfaction note, get it signed (if needed)



CHANGAN AUTO



CUSTOMER
CARE





2.1. Importance of Customer Care

2.1.1. Definition

Care refers to respecting the nature of customers, protecting the customer interests and meeting the customer demands in a customer-oriented manner.

2.1.2. Significance

Customer care management demonstrates the modern business operation concepts of "customer-oriented" and "market-oriented", and is an important part of company CRM.

Customers are the most precious resources for the business. Customer satisfaction and customer preservation is the significant means of improving company CRM efficiency.

If the automobile enterprise makes their customers feel satisfied with the sincere care, it will enhance the customer satisfaction, and thus fulfill the objective of customer accumulation (expansion of basic customers) and customer preservation (stabilization of current customers), maintain the retention rate of after-sales service and repurchase rate of customers, and eventually gain business profits.

2.2. Customer Care Strategy

- To offer the products and service that meet the customer's demand and keeping the industry competition in view
- To seek the customer's opinions, carry out satisfaction survey, find out its own shortcomings, and identify new demand of customers
- To determine the objectives of customer care, and systematically assess the customer's value and contribution to the company
- To set up special customer care department, plan service activities of customer care according to the customer's demand, and assist relevant business department in the events of customer preservation and service feedback, etc.
- In the selection of care service activities, different strategies shall be adopted according to different scales, contributions, levels, and areas. The plan shall be made from the aspects of care frequency, care scope, care means and care mode for the implementation of care
- Good communication skills shall be adopted during customer contact
- In the process of care events, the dealer shall carefully listen to the customer's opinions, pay close attention to the new demand of the customers, solve the difficulties of the customers and fulfill the objective of customer preservation
- In customer care events, the marketing can also be carried out for the target customers to fulfill the objective of customer accumulation
- After the completion of one customer care event, the acceptance, performance evaluation and system assessment shall be carried out for the event
- The customer's feedback and opinions can be gathered in time by means of customer satisfaction survey and others. According to the results, customer care



system shall be adjusted and the customer's feedback shall be processed so as to avoid customer loss

2.3. Customer Engagement Strategy

Customer engagement is a crucial part in automotive business. To take business to the next level and achieve better growth rates, dealership need to work at engaging the customers and delivering a stellar customer experience. Growth comes from returning customers — so dealership can create and inspire a dedicated and loyal audience, the future success is guaranteed. MCML propose the following engagement strategy for the dealership to achieve a higher return rate of Master Changan customer.

2.3.1. Make customer engagement your number one priority

- Your customers are the ones who determine whether your business succeeds or fails, so it's vital you put them first
- Analyze everything from your business model to your company culture, and ensure every aspect is customer-centric customer driven
- Your Customer Relationship Management (CRM) team must reflect MCML values when it comes to customer service. During recruitment, look for employees who go the extra mile. Likewise, ensure your teams get enough training, so they're able to deliver a customer-first service

2.3.2. Guarantee a seamless experience across channels

- You have more ways of communicating with your customers than ever before: email, social media, through your website, over the phone, text, post, chatbots, as well as in person. While this accessibility means you can engage and help more people than ever, it also increases your chances of delivering poor service
- With established CRM and well-executed omni-channel customer engagement strategies dealership can retain many more customers than those with poor CRM and no omni-channel management
- The huge difference is easy to explain: when a customer speaks to your dealership across a selection of different channels, it's likely they'll speak to multiple people. 89% of customers get frustrated as they have to repeat their situation to multiple representatives
- To avoid this, you need a proper customer profile management / strong omni-channel customer service strategy. It'll ensure no matter what channel your customer chooses; you already know everything about their issues and previous communication.

2.3.3. Personalize your communications

- Personalized communications make the automotive buying experience easier for your customers
- From emails to direct promotions, everything dealership does or send to customers must be more relevant, and therefore more likely to convert into walk-



- ins and sales. When a customer knows you're sending them useful information, there's a higher chance they'll read it
- There are plenty of ways to personalize your communications. It could be as simple as sending a one-off discount for their birthday or highlighting recommendations and deals that relate to their interests and previous purchases

2.3.4. Offer great rewards

- Offering reasonable discounts and offers to customers who engage with your dealership is a great way to improve customer engagement
- When you ask customers to leave reviews once they get their job done or to create their own content on your social media pages, you can reward them with discounts and special offers. This doesn't just improve the likelihood of them carrying out the action, but it also increases the chance of making another sale. This positive feedback loop keeps your customers engaged
- It also ensures you have plenty of user-generated content and great testimonials, and it gives your customers an incentive to keep shopping and returning to you

2.3.5. Share stories on social media

- People want to see candid, real-life shots of the vehicles you are selling – and even more so when it involves them. By sharing pictures of your customers, you can show your products in a new light, as well as build rapport
- User-generated content is 50% more trusted than other media; websites and campaigns that contain user-generated content get 29% higher web conversions than those without
- Social media is the best place to collect and share your customers' stories
- You can build trust with potential customers by showing CHANGAN products in real-life and highlighting great testimonials. You can also show your appreciation to existing customers by valuing their experiences

2.3.6. Make your brand human

- Let customers get to know you and your team. People are more likely to interact with people they know and like compared to faceless companies. If they know who you are and have built a relationship with you, they'll come back to shop with you or use your services
- You just need to inspire trust and consider your audience and CRM plays key role into this. Be honest, but also tell them what they'd like to hear if you were in their shoes

2.3.7. Create valuable content

- Give your customers useful content and helpful information, and you'll enhance the customer experience and improve satisfaction
- If people know they can rely on you as somewhere to learn and educate themselves, you'll be at the forefront of their minds when it comes to making a purchase or utilizing a service



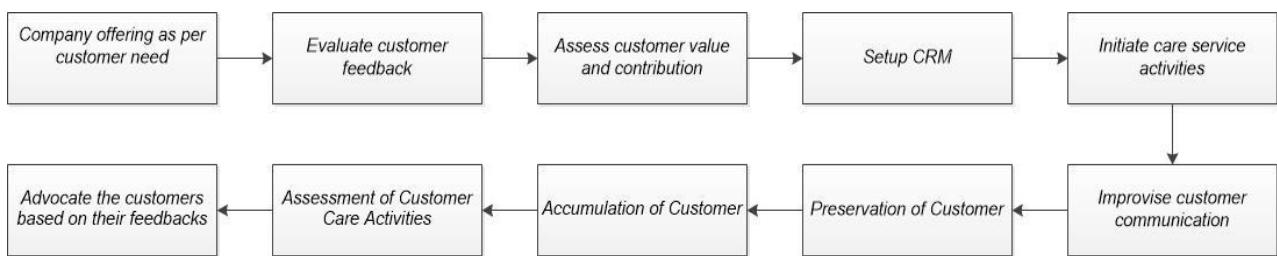
CRM Operation Guidelines

- Use keyword research and data analytics to create your content, as well as listening to what your customers are saying in feedback and on social media. Not only is this useful content great for your customers, but it will also have a profound impact on your SEO

2.3.8. Listen to what your customers say

- You need to listen to what your customers are telling you. Use social media and start using social listening tools to understand your audience. Finding honest yet negative customer feedback is useful. It's a great way to drive change at your dealership and pinpoint exactly where you're letting customers down
- Engaging with your customers is an effective way to drive growth and take your business to the next level. Create a personality and show the people working behind the scenes to create better relationships with your customers. Ensure every interaction they have with you is seamless, regardless of whether they're on Facebook or the phone. And in every strategy, you implement, make sure they come first.

2.4. Customer Care Program



2.4.1. Care of customer with return visit management

2.4.1.1. Objective of Care Management

- To let the customers know our continuous attention and appreciation
- To establish two-level return visit system and form the stereoscopic return visit supervision network of customer care
- To thoroughly know the customer's demands, grasp the terminal customer's satisfaction with after-sales service of Changan brand, help to continuously improve the current service process and relevant details, and meet the possibly ever-changing demands of the customers
- To allow distributors to reasonably grasp return visits of dealers and specify the basis of evaluation



2.4.1.2. Categories of return visits

- **Return visits for repair/maintenance**

Within 3 working days after the service is completed and the customer collects the car, all the dealers must contact the customer actively (in principle, return visit shall be made for all the customers) and send the survey results to distributor at the end of the month or at the beginning of the next month.

Within two weeks after the service is completed and the customer collects the car, Customer Relationship Department of MCML shall pay return visit to all the customers (or random visit according to actual situation), use corresponding talking skills, understand whether the customer is satisfied with the whole service process, and listen to the customer's opinions or advice. Meanwhile, distributor shall comprehensively explore the value of return visit result.

- **Return visits to customers out of contact**

Refer to the customers that have not returned for more than 6 months and less than 8 months after the last visit. Customer Service Department shall sift the name list of customers out of contact, contact them by effective means, such as no less than 3 phone calls and time records, customer care in text messages, and delivery of care card to customer address, etc.* The reason for no customer visit for long time shall be analyzed according to the categories, and submitted to relevant department to take measures so as to avoid customer loss as far as possible. MCML provides Return Visit Form for customers out of contact in standard format

- **Return visits for service satisfaction**

The distributor-based customer satisfaction index (D-CSI) survey will be conducted quarterly by MCML for random assessment and verification of the monthly CSI results and feedback gathered at dealerships as per SOP.

- **Return visits for service activities**

To participate in the customer return visit for various after-sales service activities organized by dealership, the MCML can grasp the customer's opinion/advice for the activities by return visit, understand the performance of the event, and help to work out the scheme for future care activities.

2.4.1.3. Communication mode for return visitors

- Callback (**Major mode**)
- Return visit reminders with text message
- Return visit reminders with email
- Casual invite via return visit



2.4.1.4. Data source for return visit (service reminder)

- The dealer shall make callback for service reminders/return visits from its customer's data base in CRM system
- The dealer shall make SMS/Email broadcast for valid customer from its customer data base in CRM system
- The dealer shall update its data base time to time for update

2.4.2. Scope of return visits (service reminder) survey and requirements

- The design of interview (survey questions) shall be targeted, and correspond to the attention points of the customers and the services he availed at dealer. It is suggested to prepare no more than 5 questions in total
- All the customer feedback information (VOC) shall be recorded accurately according to the original words or meaning
- If Customer Service Specialists cannot immediately deal with the complaint or issue independently, they shall respond after receiving the support of other department and shall not make commitment arbitrarily
- Customer Service Specialists shall make comprehensive statistics and analysis of the return visit information daily/weekly/monthly, understand the customer satisfaction, submit them to relevant departments and management team, and archive them
- In case of customer compliant in the process of return visit, the complaint shall be accepted and the customer shall be consoled. The Compliant Process shall be initiated immediately (refer to complaint management in the Manual)
- Customer Service Department of dealership shall prepare monthly report of return visit every month, analyze the data of monthly report, come up with and take corrective measures for dealer with poor satisfaction, completion rate and timeliness ratio, analyze the customer's advice, and let the dealers to implement
- The dealer shall also carry out necessary supervision, guidance, and evaluation of the return visit (**service reminder**) results

(For a comprehensive analysis of Return Visit (Successful / Unsuccessful) Customer's dealership needs to follow the format as per [Annex MCML-CRM-05](#))

2.4.3. Care of customer with value addition services

2.4.3.1. Scope of care with value addition services

- Birthday wish through text message and benefits for car owners (benefits refer to the parts and labor hour discounts given to the customer service in the workshop on the birthday, incentives including free vehicle checking, or free service, special discounts or other benefits for the customer in the designated dealers of distributor or dealer on the birthday).



CRM Operation Guidelines

- Major Holiday greetings through text message (and greetings on special holidays according to the customer occupation, such as Teachers' Day, Doctors Day).
- Public health & safety text message (and telling the customer to contact service station in case of any problem).
- Information delivery of promotion events and service activities (SMS/phone calls/email, etc.)
- Delivery and query of important traffic rules and road conditions (SMS)
- Information delivery of enterprise brand/periodicals of MCML/CIC (SMS/email)

2.4.3.2. Care of customer with loyalty management (after-sales service activities)

The purpose of customer care with loyalty management is to develop loyal customers, improve the reputation of service brand, and increase production value of the services.

2.4.3.3. How to initiate any customer care process

- Set target group
- Make event objective & theme
- Determine event rules
- Event propagation (subject to event scale)
- Guest invitation & material preparation
- Event implementation
- Gather and analyze feedback information
- Event performance evaluation

2.4.3.4. How to produce customer care contents

- Design and Market special after-sales care program for hot prospects, intended buyers and potential customers of cross selling and offer them in different small group customized as per need after New Model Release
- Discounts and offer for free service within warranty period for new car customer
- Design service packages with value addition as per demand for regular return visits for new car customer
- Promote care of VIP membership promotion for return of new car customer
- Initiate House-Call care for new car customer (special case)
- Promote Regular After-Sales Service Activity Program: year-end safety inspection

2.4.4. Care of customer with dealership engagement activities

2.4.4.1. Purpose of customer care with dealership engagement activities

The customer interactive campaigns are an integral part of customer care which is the medium of interpersonal communication to contact with the customers regularly and offer exclusive incentives and benefits for the owners. The purpose is to establish emotional relation and enhance owner's loyalty with dealership.



2.4.4.2. Care mode

PR activities and interactive campaign at dealership based on customer basic information archives and activities log w.r.t to different categories are physical activities, event and marketing promotion that will require proper event planning and gathering.

2.4.4.3. How to plan PR activities and content designing

- **PR activities and interactive campaign held regularly**
 - Owners Festival (new model launch event, anniversary event, and year-end VIP owner's festival)
 - Owners' self-drive tour
 - Knowledge classes (safe driving class, and DIY repair class)
 - Patrol visits of VIP customers/key accounts/lost customers
 - Charitable event, etc.

- **Preferential services for members**
 - Free haulage service
 - Use of the facilities in exclusive activity space of Owners Club
 - Discounts of repair services
 - Certain free services every year, such as four-wheel alignment, auto beauty and daily carwash service, etc.

**Keeping in view the importance of such PR and fan based activates on dealership MCML will extend its support with SOP in this regard for operational feasibility and will help the dealer to implement the care programs and carry out performance follow-up.*



COMPLAINT MANAGEMENT



3.1. What is a complaint?

The gaps between what business promises in terms of the product or services and what customers get is normally considered as complaints. It is a mismatch between how customers perceive the brand and where they fail to get the desired customer service experience.

A complaint is an opportunity that could turn a conflict or bad experience into improvement that leads to positive change. Customer complaints can tell you how to resolve issues. There could be different types of customer complaints. It could be related to:

- Improper communication
- Internal processes
- Poor quality of service

Learning to value the complaints made by customers is an important step in taking your dealership to the next level. When you understand how to handle them, complaints can be turned into constructive opportunities for your team and your dealership to grow.

We need to shift our thinking about complaints by seeing the real value that comes with it. We at Changan should encourage complaints as there are certain important advantages of them. They have a significant impact on the business. So, by understanding the benefits of the complaints we can not only improve your dealership's brand face value but increase your team productivity as well.

3.1.1. Key advantages of customer complaint

- Complaints highlight key areas where your products or services need improvement
- Customer complaints open opportunities for your team to have honest discussions with your customers
- These conversations can help customers feel like the vital components to your success
- Customer complaints provide valuable insights into how trained your front-line support is and how to improve them
- They can be used as training models for new team members
- Complaints are a reality check for our business on both ends – Production & Dealership
- Complaints help us to understand customers better and more realistically
- Complaints provide us first-hand feedback about our products and services
- Complaints help us to manage our online reputation by interacting the customer live and satisfying them
- Complaints help us to improve our customer support
- Complaints enhance the standard of customer communication improvising each time



- Resolved complaints build customer loyalty

3.2. Know your complaint

3.2.1. 3S Quality Issues

Normally initiated by existing customers of Sales, Service & Parts regarding quality/service/malfunctioning issues. They are considered as top priority and urgent complaints that need to be resolved as per complaint mechanism and resolution time.

3.2.2. Negative Feedback

Normally brought up by prospects or new customers that require immediate action/response from dealership with or without registering a complaint. It follows strict timelines under SOP to avoid converting into any serious issue.

3.2.3. Unpleasant Experience

Normally highlighted by prospects, random visitors, new or old customers and distributors. It needs to be raised to concerned authorities who can compensate the person who encountered it and make sure it never happens again. Not necessarily as a complaint always but it must be registered as VOC (Voice of Customer) to rectify the root cause and seal the reputation of dealership.

3.2.4. Personal Reservation

Normally such kind of complaints are raised by loyal or old customers. It could be a wish list, an improvement idea for dealership, inflated pricing or unhappy about pricing/labor charges, requirement of some drastic addition at the facility and much more. We need to respect these comments and suggestions and take the doable action that lies within approach.

3.2.5. Know your incoming channels

3.2.5.1. Dealership Front Desk

A primary channel for customer visiting at dealership facility that welcomes your customer and assists accordingly

3.2.5.2. Email & Telephone Lines

An integral channel for remote and not easily accessible customers for financial and technical support

3.2.5.3. Social Media

A modern platform for hassle free contact and communication for today's customer that requires your presence 24/7 without approaching dealership physically. It includes Facebook, YouTube, Instagram, Twitter etc.



3.2.5.4. Direct Mail

A conventional medium for legal and old school customer for approaching dealership

3.2.6. Know the priority

The dealer should report to MCML and seek support for major complaints based on their priority.

3.2.7. Know the significance

3.2.7.1. Normal Complaint

Except for major complaints, all other complaints are Normal Complaints. In principle, distributor shall handle normal complaints on its own.

- **Normal Complaint Channels**

- Email
- Phone Calls
- Walk-ins
- Social Media
- Consumer's Association

3.2.7.2. Major Complaint

The Dealership shall report to MCML and seek support for major complaints. The complaints arising from the following situations shall be deemed as major complaints.

- Complaints caused by batch quality problem or related to vehicle driving safety.
- Complaints with large claim amount and not solved within the prescribed time.
- Complaints caused by serious traffic accident (excluding the man-made situation caused by the customer).
- Complaints that may or have had adverse influence on the company and brand in the media and society.
- Complaints require involvement of legal/ governmental/industrial investigation reports
- Complaints that cause or may cause abnormal operation of dealer or distributor

- **Major Complaint Channel**

- Complaint to distributor/Changan in case of dissatisfaction with the handling of dealer/distributor
- Complaint to relevant governmental department and social group for help in case of dissatisfaction with the handling of dealer/distributor/Changan.
- Complaint to media or legal institutions
- Complaint on social media that got serious hype and following that keeps



3.2.8. Know the Content

3.2.8.1. Services

- Service quality: The service station fails to meet the customer's expectation when serving the customer
- Warranty (After Sales) claim: The conditions of claim are not specified in the communication, etc.
- Product quality: Quality defects caused by designing, manufacturing or improper assembling.
- Repair technology: The problem is not fixed right away because of the poor repair technology of service station

3.2.8.2. Parts

- Part supply: In the process of repair, the parts for the vehicle are not supplied in time
- Part price: Customer dissatisfaction caused by high price
- Part quality: Appearance, quality or endurance problem of parts or auxiliary accessories

3.2.8.3. Sales

- The failed fulfillment of commitment
- Delay of vehicle delivery
- Price adjustment
- Exaggeration of product performance.
- Overstatement of warranty scope

3.3. Complaint Management Establishment

- The dealership Customer Relationship desk must be equipped of all necessary tools and resources required for registering a complaint i.e., the right staff, complaint module, proper touch points, dedicated telephone line, dedicated email address, complaint/feedback forms and customer friendly environment
- The complaint must be registered by the dealership and acknowledged by customer via email, telephone, social media, SMS, receiving (In case of an emergency complaint)
- There must be a reporting mechanism with follow up and follow through updates that should be provided upon request to MCML
- The complaint resolution rate and processing time should be as per given targets in order to achieve dealers' scorecard minimum eligibility
- All above actions must fulfil audit requirement



3.4. Complaint Handling & Upgrading Mechanism

For complaint handling, dealership has to follow MCML approved process flow which helps them to manage complaints and achieve targets.

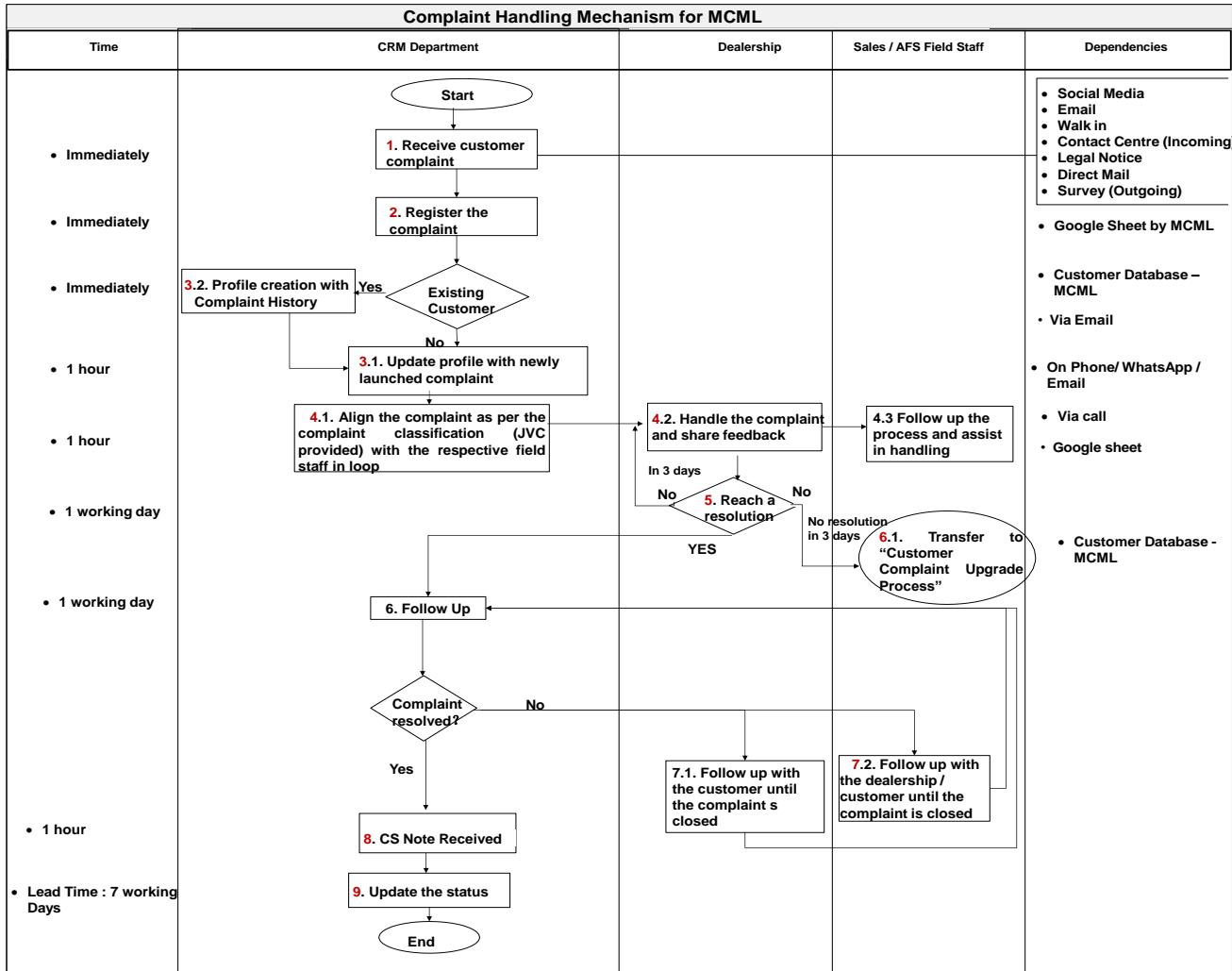
For every complaint dealership will use the MCML approved complaint form for record keeping and archiving.

Complaint Upgrading Mechanism is used when the complaint becomes critical.

(Refer to [Annex MCML-CRM-06](#) for Complaint Handling Form)



3.4.1.Complaint Handling SOP



3.4.1.1. Description

STEP 1: MCML CRM receives complaint via the following channels:

- Incoming Call (021-111-11-6265 / 0304-1116265)
- Outgoing Call (Survey)
- Email (customer.care@changan.com.pk / info@changan.com.pk)
- Social Media (Facebook)
- Top Management / Back Office / Direct Mail
- Legal Notice
- Walk-in

STEP 2: After receiving the complaint, the CRO at MCML CRM registers the complaint in its database ‘Complaint Tracking Sheet’ with the customer’s name, contact number, the type of complaint, and all other relevant customer and vehicle details

STEP 3: (3.1) If the customer comes with a new complaint, the CRO creates his profile in the database with the new complaint



(3.2) If the customer has already contacted us before and exists in our database, the CRO updates his profile with the complaint

STEP 4: (4.1) After the CRO registers the complaint, the Complaint Supervisor aligns the complaint to the dealership via email keeping the respective field staff and their heads in loop within lead time of 1 hour

(4.2) After receiving the complaint from MCML, the CRO at the dealership acknowledges the complaint via email within lead time of 1 hour, handles the complaint and shares feedback with MCML

(4.3) The relevant field staff assists the dealership in investigating and resolving the complaint

STEP 5: If dealership reaches a resolution in 3 working days, MCML CRM follows back with the customer and updates the database with closed status of the complaint. If not, go back to **(4.2)**

STEP 6: If there is no resolution to the complaint in 3 working day, MCML CRM transfers the complaint to "Customer Complaint Upgrading Mechanism" [\[Refer to Complaint Upgrading Mechanism\]](#)

STEP 7: (7.1) Dealership follows up with the customer until the complaint is closed

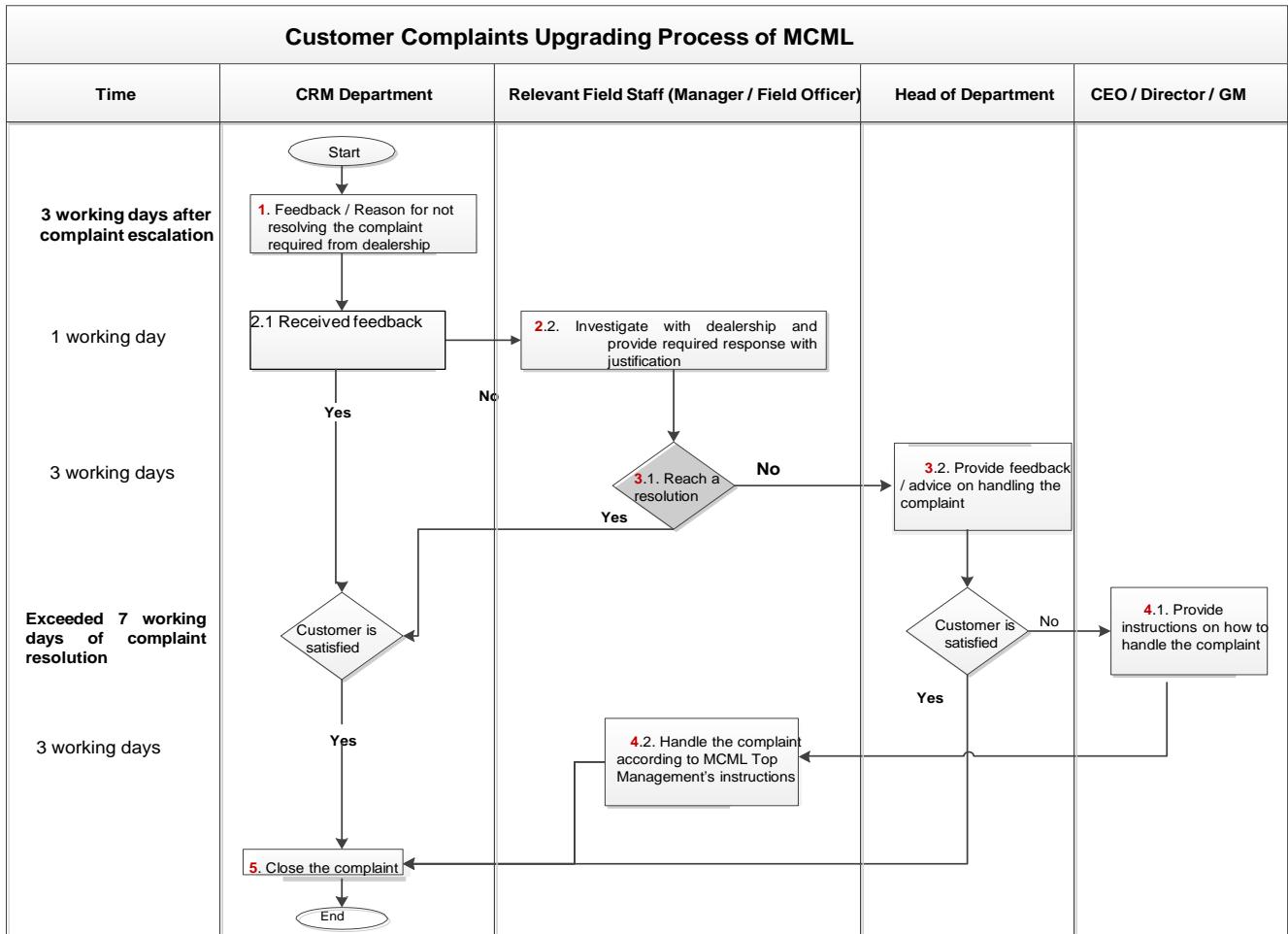
(7.2) Field staff follows up with the dealership and the customer to make sure the customer is satisfied and the complaint is closed

STEP 8: After receiving the feedback from the dealership / field staff, if the complaint is resolved, the CRO at MCML calls the customer for his verbal satisfaction

STEP 9: After receiving the customer's satisfaction on call, MCML CRO updates the Complaint database with 'Closed' status of the complain



3.4.2. Complaint Upgrading SOP



3.4.2.1. Description

STEP 1: After 3 working days of escalating the complaint, MCML expects feedback on the complaint from the respective dealership of the customer. If any feedback or update is not received, the Complaint Supervisor at MCML sends a reminder to the dealership via email keeping field staff in loop

STEP 2: (2.1) MCML CRM expects feedback after follow ups from relevant dealership / field staff in 1 working day.

(2.2) If feedback is still not received, the Manager / Field Officer of the relevant department takes up the case, investigates with the dealership, and provides MCML with the current status of the complaint with justification within the same day

STEP 3: (3.1) The relevant department reaches a resolution after its investigation in 3 working days. If the customer is satisfied, MCML CRM updates its database and closes the complaint.

(3.2) If there is no resolution, the Head of Department intervenes and provides advice on how to handle the complaint within 3 working days



(3.3) After handling the customer as per HOD's advice, if the customer is satisfied, MCML CRM closes the complaint in its database immediately

STEP 4: (4.1) After exceeding lead time of 7 workings days, if the complaint is still not resolved, the complaint is escalated to the CEO/Director/GM and the said person then provides instructions on how to handle the complaint

(4.2) The complaint is handled by Field Staff as per the CEO/Director/GM's advice within 3 working days [*this lead time is conditional since the complaint can take days, weeks, or even months to be resolved depending on the resolution advised by Top Management*]

STEP 5: Feedback on the complaint is received by MCML CRM. The CRO then updates the database 'Annex GM-CRM-11 Complaint Management Sheet' and immediately closes / force closes the complaint based on whether the customer is satisfied or unsatisfied with the resolution

3.4.3. Follow up / Follow through SOPs

STEP 1: Call the concerned department after 1 working day to make sure the complaint is in process

STEP 2: Call the concerned department before TAT for status

STEP 3: If complaint is closed, update the system and inform customer accordingly

STEP 4: If complaint is not closed, find out the root cause and act accordingly along with escalating the complaint to upper management

STEP 5: Call the customer and inform him about the delay with possible root cause to make him feel connected

STEP 6: Follow through pending complaints as per given time from concerned department

STEP 7: Update the system upon closing as per complaint status

STEP 8: Call the customer and inform upon closing and apologize for delay

STEP 9: Archive Satisfactory Note

3.4.4. Complaint Handling Principle

- Deal with the mood first, and then deal with the work
- No evasion. Deal with the issue immediately
- Seek the service scope recognized by both parties
- Do not make overstatement. Adhere to the principles in case of necessity



- Exchange of conditions and seek win-win

3.4.5. Complaint Handling Skills

- Isolate the masses
- Listen carefully and express care
- Recognize the feelings of the customer
- Confirm contents of complaint and apologize
- Pay attention to the repeated words, advice and rhetorical questions of the customer and grasp the true intentions of the customer
- Give no direct response and remind the customer of the responsibility of both parties with rhetorical questions
- Buy time for customer response on-spot/phone by means of asking for the superiors' instructions
- Deny the statement significantly different from the facts and MCML instructions
- Remind the customer when some events are estimated to happen
- Explain the acts to be taken and express thanks to the customer
- Make follow-up to confirm and summarize the problem
- Rapidly identify major complaints, such as complaints of VIP customers, fierce complaints, complaints with claims in large amount, and complaints of special customer group (i.e., news media worker, lawyer, governmental officials and their family/friends, etc.)
- For emotional customers: To control the volume, treat the different genders in different manner, change the service personnel in time and change the situation in time
- For customers with ulterior intentions: To ask the complainant to put forward the solutions, gain the initiative in the process, set process barrier, and communicate with the superiors, if necessary, when dealing with the presumptuous demand of the complainant, etc.

3.4.6. How to prevent the expansion of complaint cases

- Keep close contact with the complainant
- Observe whether the case is expanding
- Report case to superiors and conduct group meeting
- Take necessary preferential or consolation measures



3.5. Complaint Classification

CPT	SPG	CCC
Spare parts /Accessory	Spare parts / Accessor waiting	Long waiting time for spare parts
Spare parts /Accessory	Spare parts / Accessor waiting	Long waiting time for spare parts
Product Quality	Electrical	A/C Poor Cooling
Product Quality	Electrical	A/C Poor Cooling
Spare parts /Accessory	Spare parts / Accessor waiting	Long waiting time for spare parts
Product Quality	Electrical	A/C Poor Cooling
Spare parts /Accessory	Spare parts / Accessor waiting	Long waiting time for spare parts
Spare parts /Accessory	Spare parts / Accessor waiting	Long waiting time for spare parts
Sales	Service integrity	Defective delivery vehicle
Sales	Service integrity	Defective delivery vehicle
Product Quality	Electrical	A/C Poor Cooling
Sales	Service integrity	Defective delivery vehicle
Spare parts /Accessory	Spare parts / Accessor waiting	Long waiting time for spare parts
Spare parts /Accessory	Spare parts / Accessor waiting	Long waiting time for spare parts
Product Quality	Electrical	A/C Poor Cooling
Product Quality	Electrical	A/C Poor Cooling
Spare parts /Accessory	Spare parts / Accessor waiting	Long waiting time for spare parts
Sales	Service integrity	Defective delivery vehicle
Sales	Service integrity	Defective delivery vehicle

*For reference only

3.6. Calculation Methods

Data category	Calculation formula	Source
Passenger complaint volume of 500 vehicles CC / 500	Sales service complaints / current sales * 500 + (product quality + after-sales service) complaints / current mobilization * 500	<ul style="list-style-type: none"> • Incoming • Outgoing • Email • Dealership • Back Office • Direct Mail • WhatsApp • EDB
7 days closure rate of complaints	7days agreed complaints / total complaints * 100%	
Average complaint closing time	Median value of processing duration closed and in process (agreed)	
Top Customer Complaints	<ul style="list-style-type: none"> • Delay Delivery • Invoice Delay • Product Quality 	



CHANGAN AUTO



**INQUIRY & VOC
MANAGEMENT**



4.1. Classification of Inquiry

4.1.1. Sales Inquiry

4.1.1.1. Product

General information about the vehicle related to its price, test drives, specification, model update, classification, and features is considered as product Inquiry. Ideally, they lead to prospects which convert into sales upon proper follow-up.

4.1.1.2. Delivery

Specific information related to vehicle delivery once the customer has already booked the vehicle and received a Provisional Booking Order form with tracking ID, is registered as Delivery Inquiry which needs to be responded after confirmation from system/back office.

4.1.1.3. Dealership

Related information about dealership location, working hours, contact details, spare parts or dealer promotions is considered as dealership information.

4.1.2. Service Inquiry

4.1.2.1. Preventive maintenance and repair

All inquiries related to aftersales preventive maintenance, schedule and price, details of service, required maintenance time, appointment booking details, future visits and repair status are considered as preventive maintenance and repair inquiry. These inquiries play vital role in aftersales traffic and service revenue generation. This type of inquiry response requires complete information and financial accuracy.

4.1.2.2. Authorized service station

Related information about dealership aftersales service location, working hours, quick service or workshop details, contact details, spare parts or service promotions is considered as authorized service station inquiry.

4.1.2.3. Warranty

Related information of Warranty coverage, with respect to the Warranty Booklet, what is covered and how can the customer claim, what document a customer need to submit and right approach to claim for warranty

4.1.3. Parts Inquiry

4.1.3.1. Price

Related information of spare parts prices, conflict of price in market, taxes, competitor's product pricing, counterfeit parts and their prices, payment process, receipts and price tags.



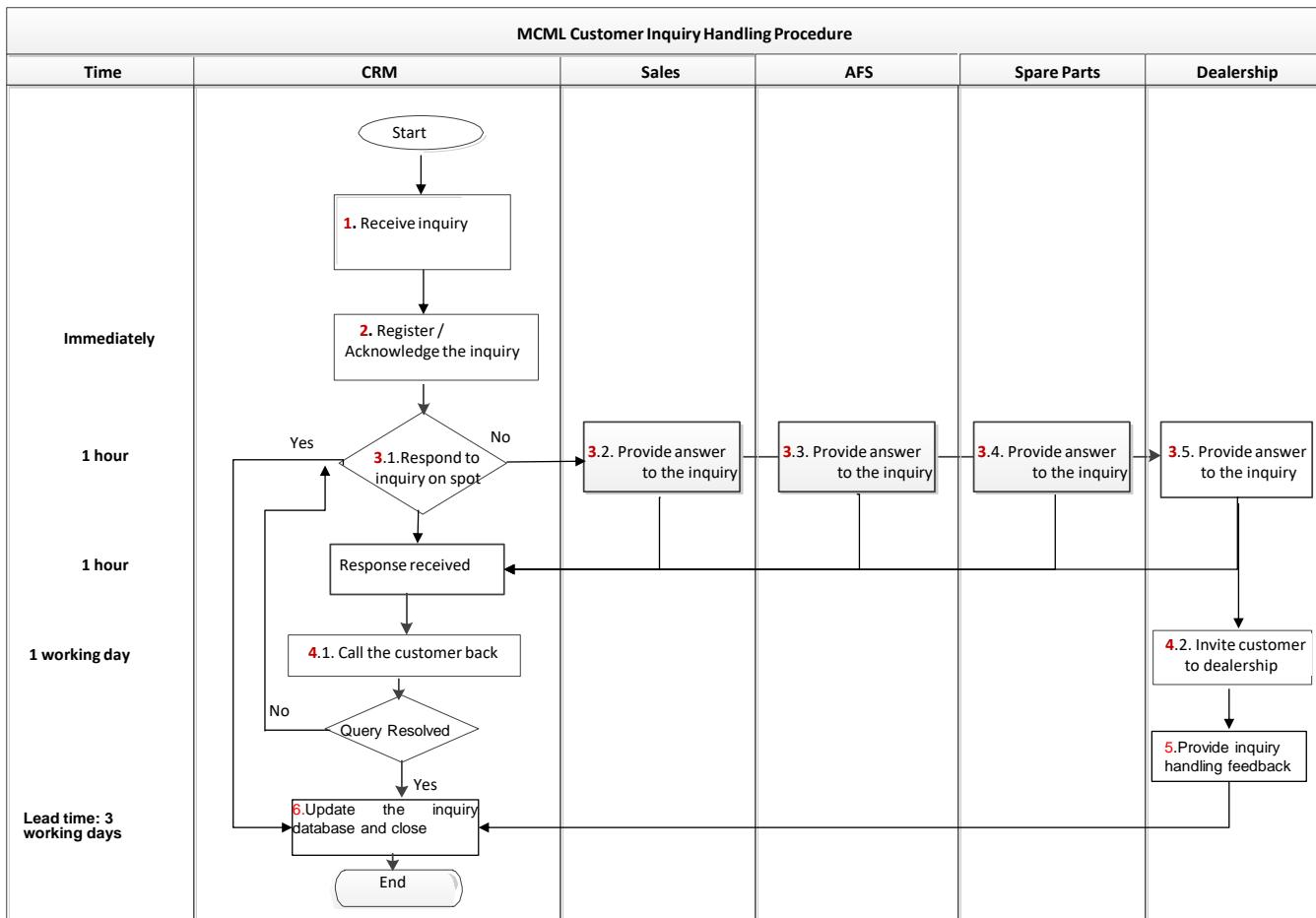
4.1.3.2. Availability

Related information about the availability of parts, logistic delay, possible order placing methods and charges related to transportation to specific location.

4.1.3.3. Dealer Location

Related information about parts counters, showrooms and possible purchase via authorized dealership.

4.2. Inquiry Handling SOPs



4.2.1. Description

STEP 1: MCML CRM receives inquiry via the following channels:

- Incoming Call (021-111-11-6265)
- Email (customer.care@changan.com.pk / info@changan.com.pk)
- Social Media (Facebook)
- Top Management / Back Office



STEP 2: After receiving the inquiry, the CRO at MCML CRM registers the inquiry in its database ‘Annex GM-CRM-10 MCML Inquiry Handling Sheet’ beings with the customer’s name, contact number, and the type of inquiry

STEP 3: (3.1) The CRO answers the inquiry on spot if the customer is on call, and within 1 working day if the customer has come through any other channel

(3.2 – 3.5) In case, MCML CRM does not have standard answer to the query and require detail information from the relevant department, the CRO forwards the query to the relevant department (Sales / AFS / Spare Parts) or the respective dealership of the customer through email to get the answer to the query and expects a reply within an hour

STEP 4: (4.1) The CRO when receives the answer to the inquiry from the relevant department or dealership, calls the customer within 1 working day and resolves his query, if the customer is not satisfied, go back to (3.1).

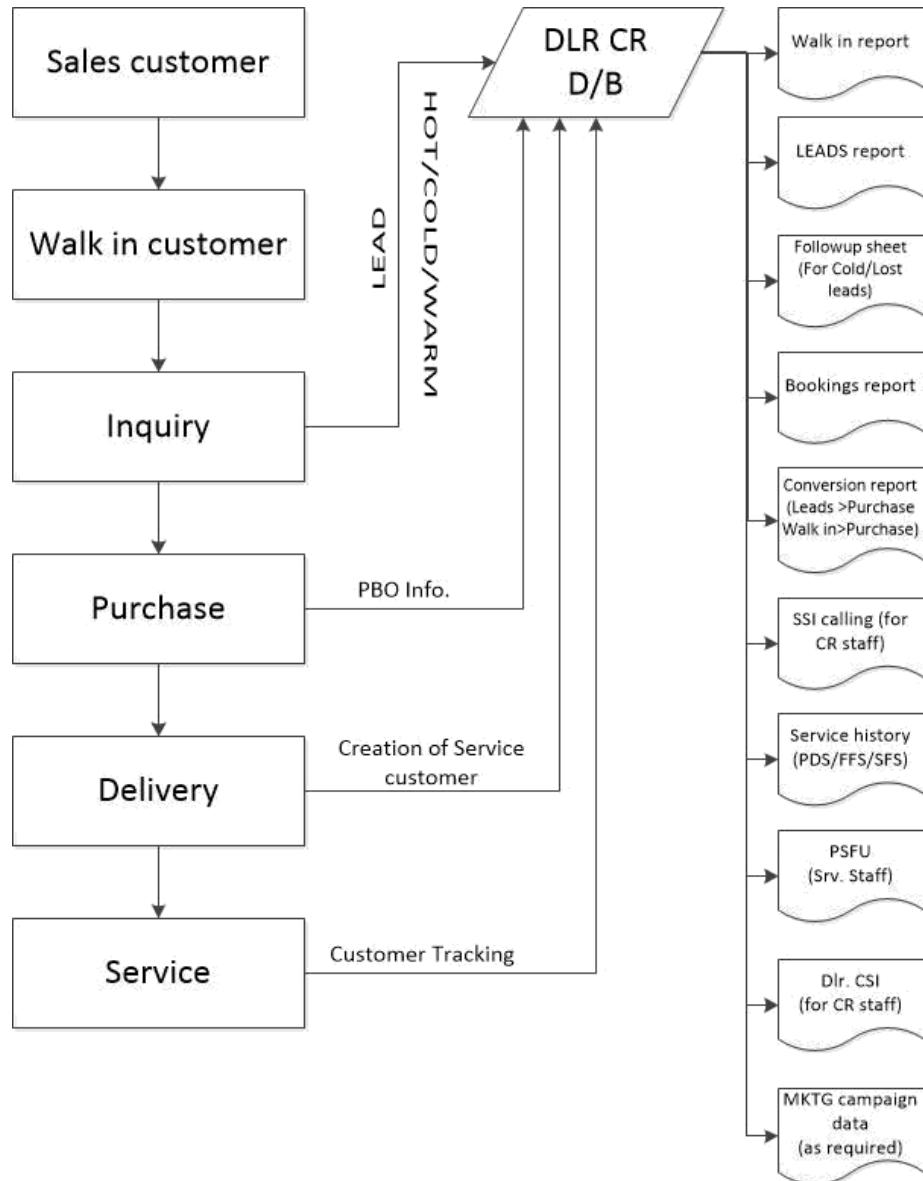
(4.2) Dealership invites customer to the dealership and resolves his query

STEP 5: Dealership provides the inquiry handling feedback to MCML CRM

STEP 6: The CRO then updates the database right after and closes the case



4.3. Report Management



4.4. VOC Management

4.4.1. What is VOC and why is it important?

Voice of the Customer (VOC) is a research method that's used in automotive industry to describe the needs and requirements of their customers. This process captures everything that customers are saying about a business, product, or service and packages. At MCML, we use VOC to visualize the gap between customer expectations and their actual experience with our products. We study VOC by gathering various pieces of customer feedback. After analyzing the feedback for trends in consumer behavior and preferences, MCML records their findings into a document or adds it to their buyer profile. This helps to gather a more complete picture of their target audience.



By adhering to the voice of the customer methodology, companies not only develop a closer bond with their customers but also improve their internal collaboration.

4.4.2. Methods to receive VOC

- Customer Interviews / Calls
- On-Site / Off-Site Customer Surveys
- Live Chat
- Social Media
- Website Behavior
- Recorded Call Data
- Online Customer Reviews
- Focus Groups
- Emails
- Dedicated Feedback Form

4.4.3. How to ask for VOC

4.4.3.1. Fundamental asking that can bring out VOC during a conversation

- What characteristics do you look for in a company/product?
- What comes to mind when you think about company/product?
- How can we improve your customer experience?
- Name a competitor you would prefer over our product or service and explain why you would choose them?
- Would you recommend our company to family & friends and why?

4.4.3.2. Fundamentals of understanding before initiating a VOC program

- The VOC is a highly customer-centric activity which is meant to engage and retain your existing customers but it impacts directly on company policies, operations and mission.
- A successful VOC system will provide you with all the insights that you'll need to understand customer preferences, problems, and complaints but the drill doesn't end here — it's just the tip of the iceberg.
- It's purely human and peoples driven activity but the entire process of capturing VOC should be data-driven and at no point should you make any assumptions.
- Customer's conversation and his point of view is key but in-depth knowledge of your user's journey with company and customer lifecycle is a must.
- It's about the customer's current encounter or experience with company but don't forget to skim through historical data.
- We have to put these insights into action, and then identify and respond to the voice of the customer to improve customer satisfaction and loyalty. Use VOC to increase customer retention.
- Be a pathfinder and hero in your organization by investing in products, feature enhancements, and services that will make your company stand out from the rest.



4.4.4. Objectives to achieve from VOC

4.4.4.1. Cutting costs due to the VOC program

If your company is using multiple surveying and feedback tools, having one VOC solution in place will reduce tool and associated maintenance expenses. A successful VOC program can also help reduce the cost of customer retention programs.

4.4.4.2. Improving resource allocation decisions

Over time a VOC program will highlight key drivers of customer engagement and loyalty as well as less important ones. This will allow you to make smarter decisions on where to allocate your resources.

4.4.4.3. Reducing risks (which often also means reducing costs)

By collecting and analyzing customer feedback, you'll be able to catch a problem early and correct it. This often saves companies a lot of time and money. For instance, reducing the likelihood of a product failing in the marketplace because it doesn't meet customers' expectations will reduce significant costs and time.

4.4.4.4. Acquiring new customers through referrals

Loyal customers can become brand advocates. And brand advocates are four times more likely to refer your product or service to friends and family. This means that increasing customer referrals will reduce the effort and cost for marketing and sales to acquire new customers. In other words, a great CX program can lower acquisition costs.

4.4.4.5. Faster or more formalized closed-loop process

Despite having the technology to help employees close the loop on customer feedback, most companies don't have a formal process. A VOC program will help establish a process that will ensure customers feel they are being heard and therefore lead to customer retention.

4.4.5. Registration of VOC

4.4.5.1. Gather your champions

The best organizations have ownership of VOC program the ground up. These are the leaders who understand that customer feedback is the top driver of successful customer experience strategies. Dealership need to understand the worth of VOC program and need to come up with the answers of following based on their dealership customer inflow.

- Communicate how you will measure success.
- Will VOC feedback help you live up to your customer's experience?
- How will you act on your VOC feedback on an ongoing basis?
- How will increased happiness from customers drive bottom-line results?



Prepare a team for this program who can understand your Voice of the Customer program and their role in it. Help them see themselves as the important parts of this process that they are.

4.4.5.2. Communicate clearly the value of a VOC program

Dealership need to see how these efforts of VOC program will help dealership to grow. Dealers need to explain their VOC team that how these programs help the dealership issues before they become widespread company challenges. They help you hear what customers are seeking before they go to your competitors. Customers have a chance to really tell you what will keep them loyal and where there are gaps to close in their experience.

4.4.5.3. Understand the customer' s journey

Your customers are following their own customer journeys, not necessarily the processes you created for them. To know what to measure, it's important to understand the actual customer. This means knowing where there may be friction in the journey, and how to ask about that to get the best results for customer success. Can you start a VOC program without a customer journey map? Yes, but it will be a lot better with one.

4.4.5.4. Create your VOC feedback mosaic

There is no perfect formula for what to measure in a VOC program. There are key ingredients to consider when gathering both structured and unstructured customer feedback on an ongoing basis. And a bonus is that customers want you to ask them for feedback.

4.4.6. Types of Feedback

4.4.6.1. Structured Customer Feedback

- We may select a mechanism that helps capturing how customers are feeling about working with us.
- These mechanisms can be in a survey format and they're referred to as structured feedback because you're proactively using them to retrieve customer data.
- Surveys may be collected in several ways, and they may measure different things. There is a place for a regular, relationship-based survey, as well as transaction-specific surveys, based on your usual practice and attitude of business.

4.4.6.2. Unstructured Customer Feedback

While surveys are key to any VOC program, they shouldn't be your only source of truth. You need to also create listening paths that tap into unstructured feedback.

- Where do your customers talk about you? What do they really want to tell you?
- These are the questions to answer when gathering unstructured feedback.



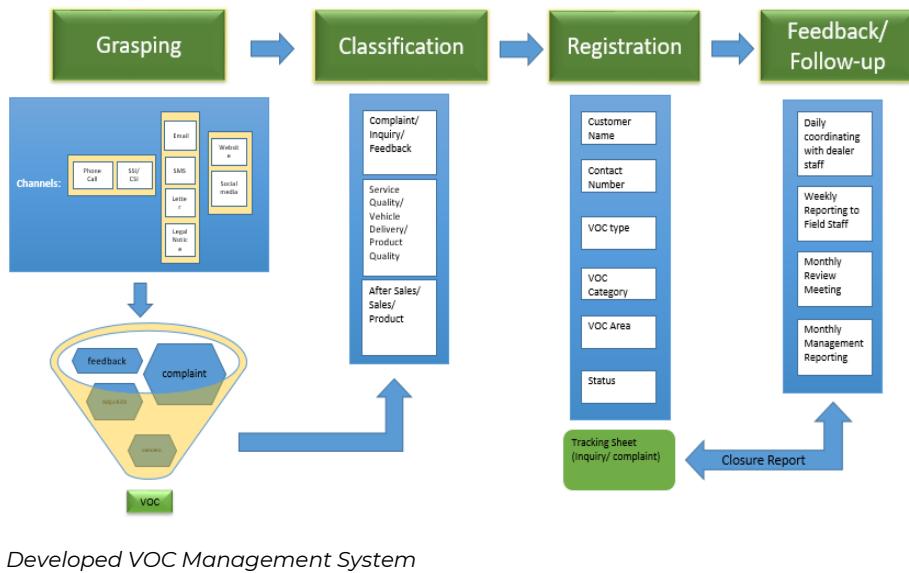
CRM Operation Guidelines

- There are ways we ask customers within our structured surveys, like asking the follow-up question “Why or Why Not” on Net Promoter Score (NPS) surveys. Within that open-text field, customers give you amazing gifts.
- Be sure you are leveraging text analytics and tools available to you to look for patterns, stay updated on critical complaints and find those wonderful examples of your customer’s voice to share with others in your organization.
- But there are other places where your customers provide unstructured feedback that you need to leverage.
- If you are just setting up a VOC program, another powerful tool is often overlooked: conversation. Pick up the phone and call your customers. Ask for a chat about what’s important to them. Listen for tone and implied disappointments so you can set up your key listening posts around moments that matter to them.
- VOC is not just about where and how you ask customers how they feel, it’s also about how they act. Operational data like First Call Resolution (FCR) in your contact centers and customer churn and retention rates help you understand the big picture results in your VOC strategy.
- Including customer behavioral analytics like service call frequency, purchase data, and last payment helps us see how to connect the dots between what they tell us and how they actually behave.
- Your customers are talking about you on social media, in user groups, and at events. Your salespeople and customer service agents are talking to customers every day. Is there a place to gather that feedback in a centralized location? Encourage your employees to capture what customers are saying.

4.4.7. How to implement VOC program

There are basically 3 steps that you have to successfully fulfil in order to make your VOC program work for you:

- Collection of customer feedback: Using methods like surveys, etc. to gather information from your customers.
- Analysis: Analyzing responses to uncover trends, themes and customer expectations.
- Implementation: Acting on the insights to improve the areas of the business that will drive the biggest change.



4.5. Types of VOC

4.5.1. Direct Feedback

Feedback given directly to the company, when the customer knows that the organization is listening and is expecting a response from their efforts. This can be via surveys, complaint forms, market research or focus groups.

4.5.2. Indirect Feedback

When customers talk about the company but not necessarily to it. This can be social media messages, online reviews and text analytics used for customer care interactions.

4.5.3. Inferred Feedback

Operational, behavioral, and transactional data that is associated with a customer experience, which can include website data, purchase history or contact center data.



CHANGAN AUTO



**CSI
MANAGEMENT**



5.1. What is CSI?

Customer Satisfaction Index is mainly about the investigation on the service experience and feeling about workshop of customers after their daily repair and maintenance. It is the degree of customer satisfaction, abbreviated as "CSI".

Dealerships conduct this survey every month based on their existing job cards of customers as per the target given by MCML.

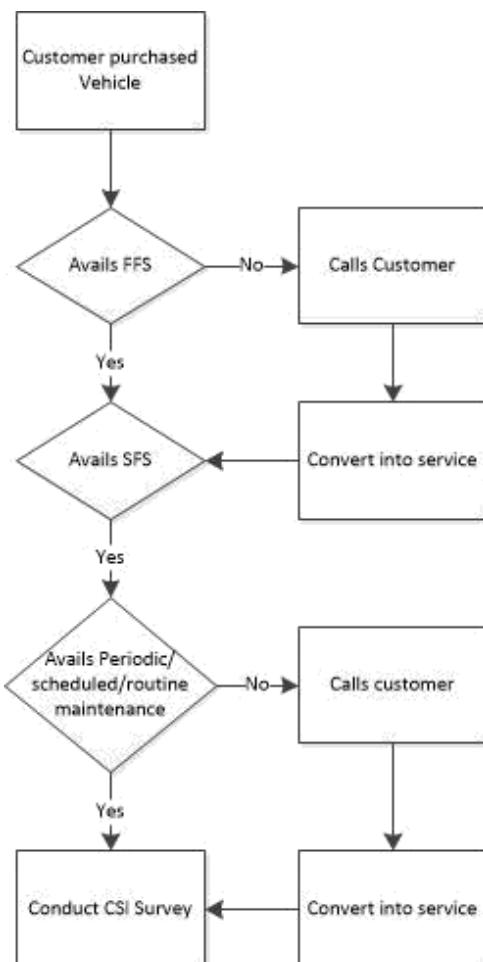
Dealerships evaluate and prepare the survey report with improvement plan.

Dealerships submit the survey report to MCML at the end of every month as per given deadline.

MCML further conducts a D-CSI quarterly survey to verify the monthly results and feedback by dealerships.

5.2. Customer Satisfaction Survey Methods

According to the requirements of CIC, the dealership should return call to the customer 3 days after the maintenance and make a satisfaction survey.



Process Flow: Customer Satisfaction Survey Methods



CRM Operation Guidelines

- The design of interview (survey questions) shall be targeted, and correspond to the attention points of the customers and the services he availed at dealer. All the customer feedback information (VOC) shall be recorded accurately according to the original words or meaning
- If Customer Service Specialists cannot immediately deal with the complaint or issue independently, they shall respond after receiving the support of other department and shall not make commitment arbitrarily
- Customer Service Specialists shall make comprehensive statistics and analysis of the return visit information daily/weekly/monthly, understand the customer satisfaction, submit them to relevant departments and management team, and archive them
- In case of customer compliant in the process of return visit, the complaint shall be accepted and the customer shall be consoled. The Compliant Process shall be initiated immediately (refer to complaint management in the Manual)
- Customer Service Department of dealership shall prepare monthly report of return visit every month, analyze the data of monthly report, come up with and take corrective measures for dealer with poor satisfaction, completion rate and timeliness ratio, analyze the customer's advice, and let the dealers to implement
- The dealer shall also carry out necessary supervision, guidance, and evaluation of the return visit (**service reminder**) results

5.3. Questionnaire

The questionnaire is formulated and provided by MCML and then reviewed and identified by Service Department of Changan. The content of the questionnaire is based on customer needs, including service startup, service consultant, dealer facilities, vehicle delivery, service quality and other related factors.

Calculation formula for SSI satisfaction = (index 1 score + index 2 score +..... + index N score) / Total score set by current

(Refer to [Annex MCML-CRM-07](#) for CSI Questionnaire)

5.3.1. Rating Scale

The rating scale used to elicit data received from CSI Survey is provided by MCML

Question no. 1-11	
5	Excellent
4	Satisfied
3	General
2	Unsatisfied
1	Unacceptable



Question no. 12 & 13

5	Certainly
4	Probably
3	Maybe
2	Not Likely
1	Never

5.4. Investigation Requirements

- When (initiate): After 3 working days of job completion at dealership
- Who: The CRO / dedicated person
- To Whom: Customer with valid, authentic and closed job cards
- How: Call within regional appropriate timing with dedicated telephone line
- Where: Dealership CRM
- What: Analyze and produce report with improvement plan
- What if: The customer is unreachable give it 3 tries in various timings. If all attempts are unsuccessful, skip the customer and move to the next one
- When (finish): Within deadline for further necessary action by MCML

5.5. Sample Requirements

- Provide paper-based original documents or digital documents scanned by original documents (mainly signed by dealers or customers to prove their authenticity)
- If it is the converted sample, the sorted digital document can be provided, but the document must be attached to explain the sampling method, investigation method and information collection method, etc., and the original survey document shall be attached to fully prove the authenticity and reliability of the information
- All items of the sample (including the converted sample) must be evaluated completely, otherwise it will be regarded as invalid and the sample will not be counted

5.6. Responsibility Description

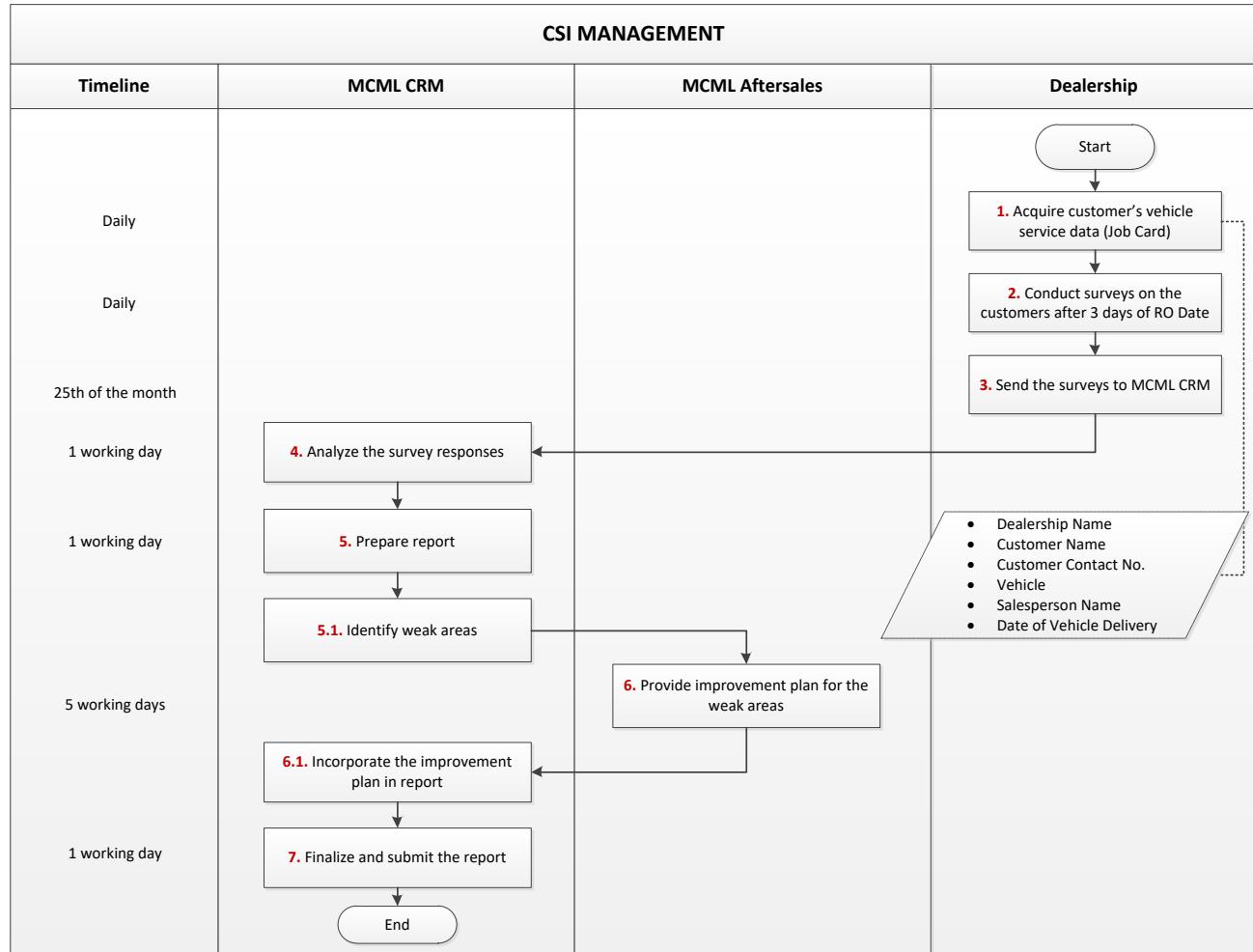
- Dealer is responsible for establishing customer files, confirming the survey plan with the CRM of MCML, and at the same time carry out the survey according to the requirements of MCML, or cooperate with the third-party company to carry out the investigation work according to MCML requirements
- The MCML should formulate management measures to ensure the authenticity of satisfaction survey data
- MCML is responsible for determining the statistics standard of CSI survey and making the survey questionnaire, issuing the satisfaction survey scheme and announcement, analyzing the CSI survey results and proposing the improvement implementation scheme on quarterly basis
- MCML publishes the customer satisfaction survey and distributor satisfaction



survey every year

- The MCML CRM will assist and supervises the Dealership to complete the investigation, and can directly investigate customers of Changan during the visit to the dealerships
- MCML CRM has the right to supervise and inspect the method, process and effect of satisfaction survey, and put forward improvement opinions or suggestions, which shall be implemented by dealer after reaching an agreement with the Service Manager of the dealership

5.7. CSI Survey SOPs



5.7.1. Description

STEP 1: Dealership CRO collects Job Card data

STEP 2: Dealership CRO conducts surveys on predefined sample size (maximum number of Job Cards for the month) using the CIC approved questionnaire

STEP 3: Dealership CRO sends the survey to MCML CRM via email on 20th of each month



STEP 4: MCML CRM analyzes the survey responses using the five-point rating scale: Excellent, Satisfied, General, Unsatisfied, Unacceptable; within 1 working day

STEP 5: MCML CRM prepares the report within 1 working day

(5.1) CRM identifies weak areas from the report and shares it with MCML AFS for improvement plan

STEP 6: AFS Department shares the improvement plan with CRM Department within 5 working days

(6.1) CRM then incorporates the improvement plan in the report

STEP 7: MCML CRM finalizes and submits the report to CIC

5.8. Medium of CSI

- CSI is advised to be conducted over phone at dealership for a better understanding of customer's experienced and his level of satisfaction gaged from his voice
- It consists of standard questionnaire with variety of questions for highlighting possible issues at the dealership a customer could have encountered
- Every question has answers with level of satisfaction for ease of judgment of a customer
- It is supposed to be done with dedicated recorded lines for customer's trust
- Ideally these surveys should be recorded for future reference

5.9. Decorum of Survey

5.9.1. Do' s and Do Not' s

5.9.1.1. Do' s

- Use the language the customer is comfortable with
- Be patient while the customer talks
- Stay focused
- Enunciate each word slowly
- Be specific
- Judge the customer's tone before evaluating his answer

5.9.1.2. Do Not' s

- Do not rush
- Do not interrupt
- Do not excite the customer for any false promises (gifts, rewards, etc.)
- Do not give any justification / explanation
- Do not be vague



5.9.2. Things to Remember

- Do not call during private / personal hours (e.g., 9pm which is usually family time for many)
- Do not push the customer to give the survey
- Maintain sincerity and unbiasedness



CHANGAN AUTO



SSI MANAGEMENT



6.1. What is SSI?

It is mainly about the investigation from the customer on the sales service experience and feeling at the dealership after buying new Changan vehicle, reflecting by calculated data and result level with the degree of customer satisfaction, abbreviated as "SSI" in English. The benchmark score for SSI is 90%.

Respondents: New buyers of Changan vehicle

6.2. Survey Conditions

- Customers qualify for SSI upon receiving of vehicle, and experienced the vehicle till 7 days before SSI response
- The specialized and professional CRM team in MCML calls the customer after 7 days for SSI feedback

6.3. Questionnaire Principle

The questionnaire is formulated through mutual discussion between Changan and MCML, any relevant amendment shall be determined after mutual discussion between Changan and MCML. The question to be asked in the questionnaire should be set by sequence, starts with the scenario logic from the customer's arrival at the dealership to buy Changan vehicle. The content of the questions is based on customer feeling in somewhat sectors of principle, including Reception at the store, In store car viewing, Test drive service, Transaction process, Delivery process, Profession of the salesman, Dealership facilities and other related factors, but the exact content of the questions should be built up in terms of the practical status in Pakistan with considering the local condition, most requirement at the period, and its development stage.

Refers to [Annex MCML-CRM-08](#) for SSI Questionnaire

6.4. Questionnaire Requirements

- MCML will carry out the survey by using the questionnaire mutually formulated by Changan and MCML, and through analyze to form the SSI survey report once a month
- The satisfaction evaluation (rating scale) by customer with scoring is divided into FIVE LEVELS from low to high, which are "Extremely Dissatisfied", "Somewhat Dissatisfied", "Neither Satisfied Nor Dissatisfied", "Somewhat Satisfied" and "Extremely Satisfied", the scores are arranged accordingly from 1-5 points. The higher the score, the more satisfied
- In case of the score ≤ 2 (in the range of "Somewhat Dissatisfied" and "Extremely Dissatisfied") for each question, the root reason must be asked and recorded
- Calculation formula for SSI satisfaction = (index 1 score + index 2 score +..... + index



N score) / Total score set by current

6.4.1.Rating Scale

The rating scale used to elicit data received from SSI Survey is provided by MCML

Question no. 1-10	
5	Extremely Satisfied
4	Somewhat Satisfied
3	Neither Satisfied Nor Dissatisfied
2	Somewhat Dissatisfied
1	Extremely Dissatisfied

6.5. Sample Requirements

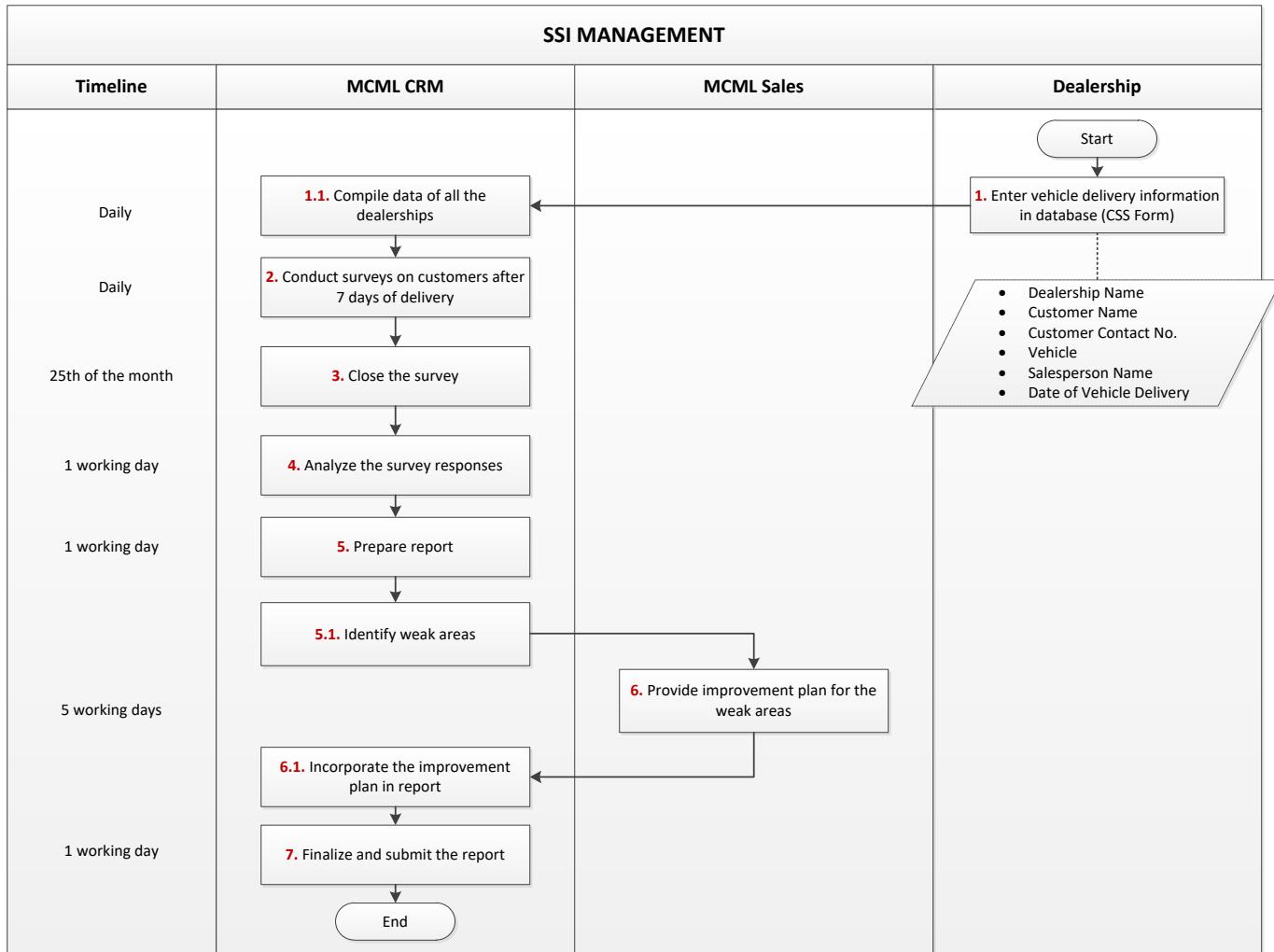
- Sample size definition. In order to ensure the effectiveness of the survey, the sample size should be ≥ 35 respondents per dealership, means the total is "the number of the dealership $\times 25$ ". For example, there are 21 dealerships on Nov. of 2021, the total sample size will be ≥ 735
- In the practical application, the size of the sample should be carefully considered according to the condition and requirement at that time. For example, there are few dealerships that are given a smaller number of the vehicle to deliver each month as compared to other dealerships on Nov. of 2021, therefore, for those dealerships MCML will conduct SSI survey as considering the actual situation and take other appropriate measures.

6.6. Responsibility Description

- MCML CRM is responsible for determining the statistics standard of SSI survey and making the survey questionnaire under the mutual discussion with CIC as per the requests in the chapter of Questionnaire requirements
- Dealership is responsible for establishing customer files, cooperate with MCML or the third-party company to carry out surveys according to MCML requirements
- MCML CRM is responsible for conducting surveys
- MCML CRM is responsible for analyzing the SSI survey results and preparing the report
- MCML Sales is responsible for proposing the improvement plan and sharing it with CRM
- MCML CRM has the right to supervise and inspect the method, process and effect of satisfaction survey, and put forward improvement opinions or suggestions



6.7. SSI Survey SOPs



6.7.1. Description

STEP 1: Dealership CRO uploads vehicle delivery data in database (CSS Form)

(1.1) MCML CRO compiles data of all the dealerships

STEP 2: MCML CRO conducts survey on the predefined sample size from each dealership with delivery date of 7 days prior and records the responses every day till the 30th of the month

STEP 3: MCML CRO closes the survey on 30th of the month

STEP 4: MCML CRO analyzes the survey responses using the five-point rating scale: Extremely Dissatisfied, Somewhat Dissatisfied, Neither Satisfied Nor Dissatisfied, Somewhat Satisfied and Extremely Satisfied, within 1 working day

STEP 5: MCML CRO prepares the report within 1 working day

(5.1) Identifies weak areas from the report and shares it with MCML Sales for improvement plan



STEP 6: Sales Department shares the improvement plan with CRM Department within 5 working days

STEP 7: CRM then incorporates the improvement plan in the report

(7.1) MCML CRM finalizes and submits the report to CIC

6.8. Improvement for top issue in SSI survey

- The SSI analysis report also will be shared with the sales/product department etc. of MCML for improvement
- To handle the TOP issues in the SSI survey, the improvement mechanism established for Complaint could be considered and used, the detailed rules and requirements please check the chapter of Complaint handling



**EMAIL
MANAGEMENT**



7.1. What is Email Management?

Email management is a specific field of communications management for managing high volumes of inbound electronic mail received by organizations. It is an essential component of Customer Service Management.

7.2. Why is Email Management important in Customer Service?

With email, customers feel confident knowing there is a written record of all interactions that they can trace themselves. Email also remains a private form of communication that can be used to share confidential customer data. Here is how it facilitates your customers:

7.2.1. Easily Accessible

Customers appreciate service on the go. Many people access their email through apps which ensure that content displays clearly. Some customers also avoid being placed on hold or waiting for agents to initiate a discussion as they would through messaging apps, SMS, or live chat.

7.2.2. Customers Communicate Confidently

With email, customers feel confident knowing there is a written record of all interactions that they can trace. Agents can summarize cases thoroughly and maintain a dialogue with customers without risking privacy.

7.2.3. Important documents and multimedia may be shared

Customers may share photos of defective products to help agents understand problems. Email therefore allows an easy exchange of information that can lead to a faster resolution.

7.2.4. Surveys may be sent easily

While the survey should be sent on the customer's preferred channel, it is much easier when that channel happens to be email. Surveys can be sent and filled out effortlessly through email, whereas they are more difficult to access on other channels.

7.2.5. It is cost-efficient

Email is less expensive than the voice channel. If your agent is committed to providing in-depth communication and is trained to use contact center solutions efficiently, your customers will consider this channel a trustworthy means of communication.



7.3. What is Email Domain and why is it important to have your dealership's official domain?

A professional email domain not only lends itself to a solid branding strategy but builds trust and protects your company from getting caught up in email scams. A professional email or a branded email address is mainly used to handle your business-related contacts. It's a way for your colleagues, associates, or clients to connect with you professionally, but an email address only becomes professional if it includes your domain. When the email is based on your domain, it makes it evident that you're conducting serious business.

There are two major ways how your official domain benefits you:

7.3.1. It brings credibility

An email with your dealership's official domain gives your customer trust and confidence. It removes doubt about whether your business is legitimate or not.

7.3.2. It improves brand image

A custom email address has your business domain name in it — not Gmail's, Yahoo's or Hotmail's business name. Therefore, every time you send an email from that email account, you promote your business.

7.4. Examples of domain-based Email IDs

7.4.1. For coordination within your dealership & with MCM

- cr@changanxyz.com
- service@changanxyz.com
- sales@changanxyz.com
- youname@changanxyz.com

7.4.2. For coordination with customers

- customer.care@changanxyz.com

7.5. Email Marketing Service

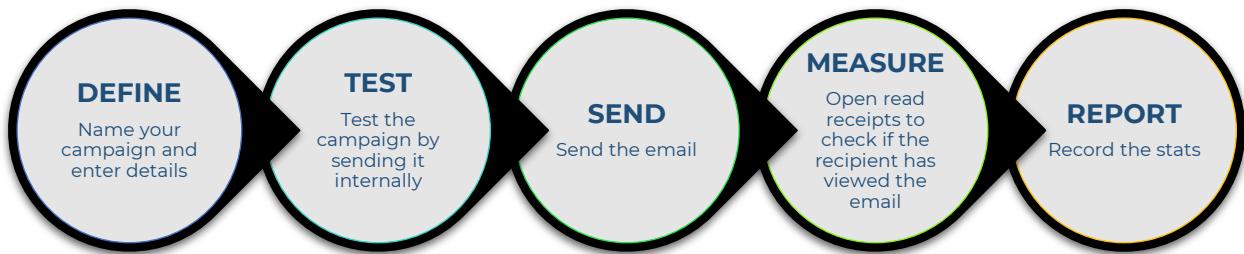
Email marketing is a digital marketing strategy used by thousands of businesses to create brand recognition, drive sales and build client relationships. Email marketing is used to send out automated, personalized marketing emails that contain brand promotions and announcements. Anything from weekly email newsletters, sales offers & service alerts to customer survey forms and event invitations can be considered a form of email marketing. With effective email marketing services, a dealership can avail following benefits:



CRM Operation Guidelines

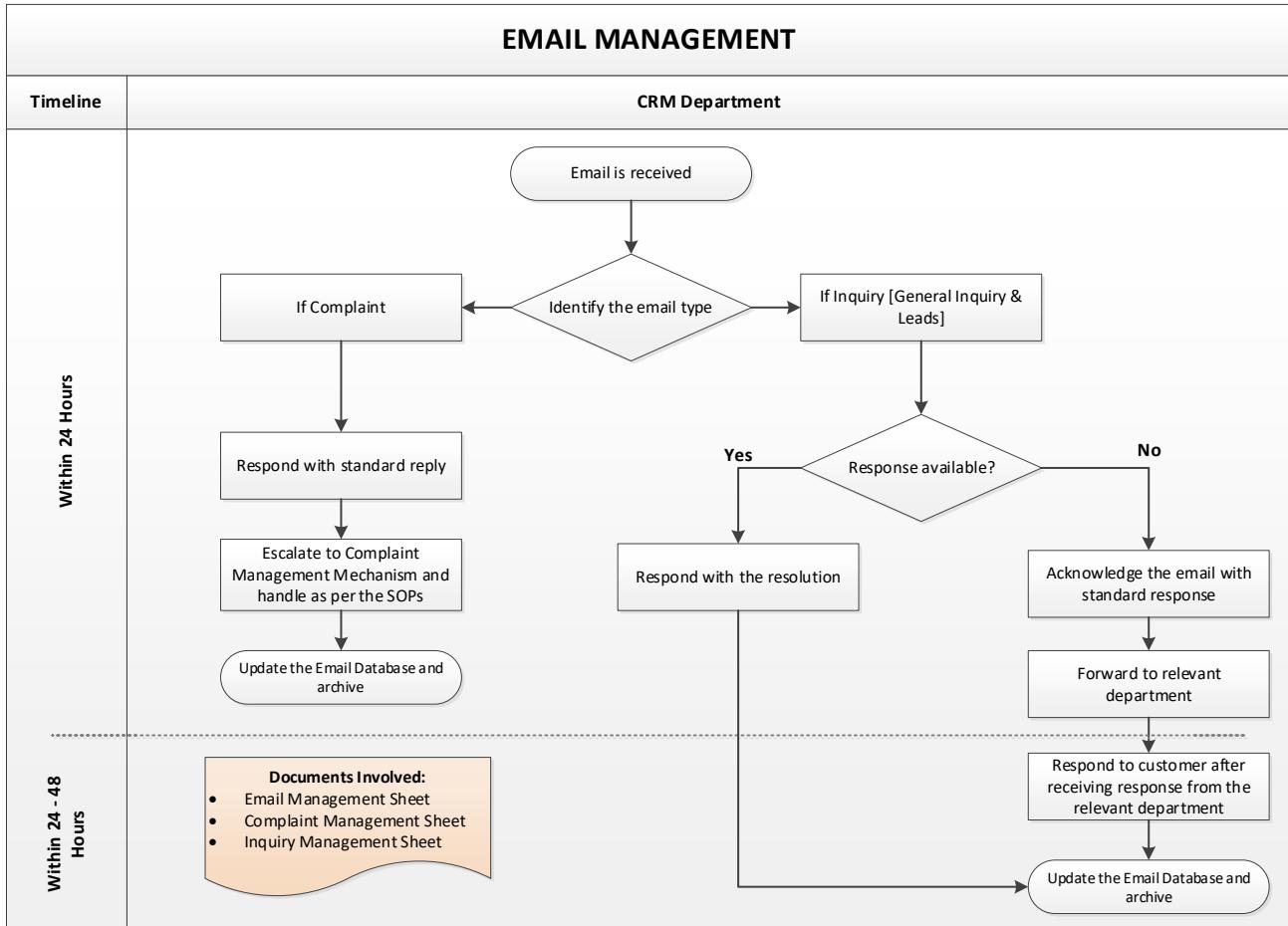
- Reach customers in real-time
- Communicate in-depth information
- Build credibility
- Optimize your time and budget
- Connect with more customers
- Gain better recognition
- Increase website traffic

7.5.1. Email Marketing Process





7.6. Email Handling SOP



*Email Management [[Annex MCML-CRM-10](#)], Complaint Management & Inquiry Management Sheets should be maintained and presented during Audit upon asking

7.6.1. Description

STEP 1: Email is received on dealerships official domain-based email ID (customer.care@dealershipdomain.com.pk)

STEP 2: Email Handler acknowledges the email within 24 hours

STEP 3: Email Handler responds to the email depending on whether it is a Complaint or Inquiry

- (3.1) In case of a complaint, respond to the email with standard reply
- (3.2) Forward the complaint to [Complaint Management Mechanism](#) and handle it as per the SOPs
- (3.3) In case of an inquiry (general, leads), respond with the resolution. If the resolution is not available at hand, acknowledge the email with standard response and forward the inquiry to relevant department / person



- (3.4) Respond to customer's query within 1 hour of receiving response from the relevant department

STEP 4: Update the Email the database and archive

7.7. Acknowledgement Protocols

Acknowledgement Protocols		
	Type of emails that require immediate response:	Type of emails that may not require immediate response:
Response Time	24 Hours	48 Hours
Email Type	Complaints	Miscellaneous
	Inquiry - Sales - Service - Spare Parts	- You receive an ambiguous query (unclear questions) - Customer asks you to make a commitment / promise (e.g., Delivery time of a booked vehicle) - Irrelevant queries (e.g., price or booking information of any vehicle that we don't deal in)
	Feedback / Documents	

*Standards response should be prepared and available for the Email Handler at all times



LITIGATION



8.1. Introduction

A legal notice or Litigation is not different than the general complaint but with more gravity and adversity. If not handled properly and promptly, it may cause the huge financial loss for the business but also harm the brand identity severely.

It is not unlikely that a dealership can face legal proceedings along with the company as the Dealerships serve as direct agents of the sales for the Company. The first interactions of the customer for sales or after-sales matters are with the Dealership and in many cases the customer arises the dispute at the premises of the Dealership. The company would ensure that no adverse repercussion shall be borne by the dealership on the matters that directly pertains to the company or company's policy, however the dealership shall mutually support the company in resolution of these complaints.

8.2. Why Legal Complaints shall be dealt with promptness?

A customer usually serves a legal notice or case to the business as a last resort for resolution of his/her grievance, though some customer may take a direct route of serving the legal notice for registering the complaint or grievance. In either case, these types of complaints are time-bound and shall be addressed promptly.

A legal notice is a pre-requisite of the Legal Consumer Complaint; when a customer serves your business with a legal notice, there is a plausible chance that the customer will file a consumer complaint before the consumer court if his grievance is not resolved properly. When a governmental regulatory body is involved in the grievance resolution mechanism, the penalties it sanctions the defaulting party are adverse and damaging to the business. Moreover, it creates a negative image for the brand, even before the disposal of the complaint, when a customer takes a legal course of action.

8.3. Principles for Handling a Legal Complaint

The main objective of any business should be to resolve the complaint before it converts into a legal case. Following principles shall be kept in mind whenever you are dealing with a legal notice or a legal complaint.

8.3.1. Responsibility

The consumer always expects the business to take the responsibility of the grievance and expect to be provided with a desirable solution. When handling a legal complaint, it is the responsibility of the business to not only safeguard its own interest but also to focus on the interest of the customer as well. It preserves the relationship with the current customer and creates a win-win situation for both parties.



8.3.2. Responsiveness

The key to handling any legal complaint is responsiveness. Legal notices and complaints are time-bound, hence any delay in handling the complaint may cause the business great financial, reputational, and legal risk. Moreover, many a time the legal complaints get resolved without litigation and amicably if dealt with responsibility and responsiveness.

8.3.3. Resolution

Resolution of the complaint should always be a key goal for the business when they are facing any legal complaint. Any dispute taken to any legal forum just prolongs the dispute and creates a hostile environment for future settlements. In cases where the values of the business are not in dispute, and the issue can be resolved at some stage of the legal proceeding, it shall be resolved in mutual interest of both parties.

8.4. Guidelines

8.4.1. Point of Communication

- The POC for managing the legal complaints from the Company will be
- Primary POC: firasat.rizwana@changan.com.pk; vijdan.tahir@changan.com.pk
- Secondary POC: hasan.imam@changan.com.pk
- The dealership shall nominate one POC from their staff of correspond and coordinate with the Company's Legal department.

8.4.2. SOP for Handling Legal Notice

STEP 1: A legal notice can be served by the customer directly or through his counsel and is received via post or email to the dealership

STEP 2: Ideally there should be one POC nominated from the dealership to receive the legal notices and correspond with MCML

STEP 3: A scanned copy of the legal notice along with documents annexed to the legal notice and the note of the background of the case to the legal department within 24-hours

STEP 4: Legal Department at MCML will get back to the dealership with the draft reply of the legal notice

STEP 5: Fact check the draft reply and inform the legal department for any discrepancy or error

STEP 6: Once finalized, print the draft reply on the dealership letterhead, sign and stamp it

STEP 7: Scan the signed reply letter and share it with the legal department for their record



STEP 8: Courier the original reply letter to the customer or its counsel



AL-NOOR LAW ASSOCIATES

LAW-FIRM

Ref: LN/029-22
Dated: 08.02.2022

To,

1. Master Changan Motors (Manufacturer/Principal)

Address: MASTER HOUSE, 2nd Floor, 54 Dar-ul-Aman Cooperative Housing Society Main Shahrah-e-Faisal, Karachi. P- 021-111-116-265

2. Changan City Sales (Pvt.) Ltd. (Dealership/Service Provider/Maintenance/Claimer)

Address: 75-B: – Kasur Rd, Block L Block E 2 Gulberg III, Lahore, Punjab 54000 C- 0311 1115500

Subject: Legal Notice (Under section 80 of CPC)

Dear Sir/Ms/Officer..

I, _____ as a council of Mr. _____
MUHAMMAD do hereby serve you with the following legal notice:

As a consumer that Mr. _____ purchased/using a following detail vehicle

Vehicle: Changan Model: Karvaan Plus 1.0L-2021 Chassis No. NKMAAB3D1M1008411
Engine No. JL466Q9M69U504379, Registration No. AGJ-689 By Paying An amount of
Rs.PKR1554000/-

**Your firm is failing to fulfill the obligation which comes under
Warranty/after sales. On the following maters that face by my client.**

That the: on vehicle 1st inspection **23.10.2021** with an Engine Check light appears on (150Km) with a problem of Catalytic Converter, also on 2nd inspection on **28-12-2021**

Dealership: **Changan City Sales (Pvt.) Ltd.**, Lahore informed that this part missing/damage/not working properly is claimable under warranty and they send claim for this part to head office as free of charge because the vehicle is under warranty for 03 years and 1Hundred Thousand KM also the part claim will be entertain within 2-weeks , Continue to Page...02 (01/02)

Phone# 03216304302 - 061-4506498 – 061-4543672- 03041404832
Offices Address: Office1: Zia Lodge Jinnah Town District Jail Road, MULTAN.
Office2: S-40, Bahadur-Ali-Khan, Near Accounts Office, District Courts MULTAN.
Office3: Plaza No.9, Northern Commercial Area, Bahria Orchard Raiwind Road, LAHORE

Sample: Legal Notice



8.4.3. SOP for Handling Court Summons

STEP 1: A court summon is received via post most of the time, other times the counsel or the customer may also send you the copy of the summon

STEP 2: Once the summon is received, a copy of the summon shall be shared with the legal team within 24-hours of the receipt

STEP 3: The legal team of MCML will review the summon for defending parties

STEP 4: If MCML is party in the case, it will hire its own legal counsel. In case, the dealership wants the representation from MCML's lawyer, they will have to intimate the legal team within 5-days of the receipt of the summon, otherwise, the dealership shall hire a legal counsel for their representation in the court

STEP 5: A copy of the complaint shall be obtained either by dealership if they are the sole party in the matter, otherwise by MCML if they are also party in the matter

STEP 6: MCML legal team will review the complaint along with the dealership. In case the complaint can be resolved at the summon stage, a settlement discussion

STEP 7: with the complainant shall be conducted before the next date of the hearing

STEP 8: In case the settlement is reached between the complainant and the defending parties, the dealership shall pursue the complainant for withdrawing the complaint from the court

STEP 9: In case, the matter is not settled between the parties, or MCML recommended to proceed with the litigation, dealership shall share all the relevant documents and the case facts with the Legal department

STEP 10: Dealership POC shall attend the court hearings or take the follow up from its counsel regarding the case on regular basis

STEP 11: When a case is disposed off in favor of the dealership/MCML, the customer may file an appeal before the high court. The dealership/MCML will have to defend the appeal in the higher court

STEP 12: When a case is disposed off against the dealership/MCML, a proper case file shall be maintained at the dealership for each case from the start of the case and it shall be updated time to time with all the papers of court proceedings

STEP 13: Dealership POC shall share a monthly status of all the pending litigation with MCML legal team for future course of action



ڈسٹرکٹ کنزیومر کورٹ لاہور

Muhammad Wasim Afzal Mian
Additional District & Sessions Judge
District Consumer Court Lahore

نہکانہ، شینخوپورہ، قصور۔

نوت

بعدالت جناب محمد وسیم افضل میاں صاحب ایڈیشنل ڈسٹرکٹ اینڈ سیشن نج
صارف / کنزیومر کورٹ، 360 ریواز گارڈن، لاہور۔

نام _____
نام _____
نام _____
نام _____
نام _____
نام _____

بہتمد مہ غنو ان بالا میں آپ کے خلاف دعویٰ بابت ناقص پروڈکٹ اسروس دائر کیا گیا ہے۔ جس کی نقل لف ہے۔ لہذا آپ کے نام
لوگوں جاری کیا جاتا ہے کہ آپ موجود ہیں۔ ۲۰۱۷ء۔ ۰۹:۰۰ بجے صبح کو اصلًا حاضر ہو کر جواب دعویٰ بحق تمام دستاویزی
بھوت جو کہ آپ کے حق میں اور قبضہ میں ہیں۔ عدالت میں پیش ہو کر دائر کریں۔ بصورت دیگر آپ کے خلاف مطابط اخلاق کے
مطابق کارروائی میں لائی جائیگی۔

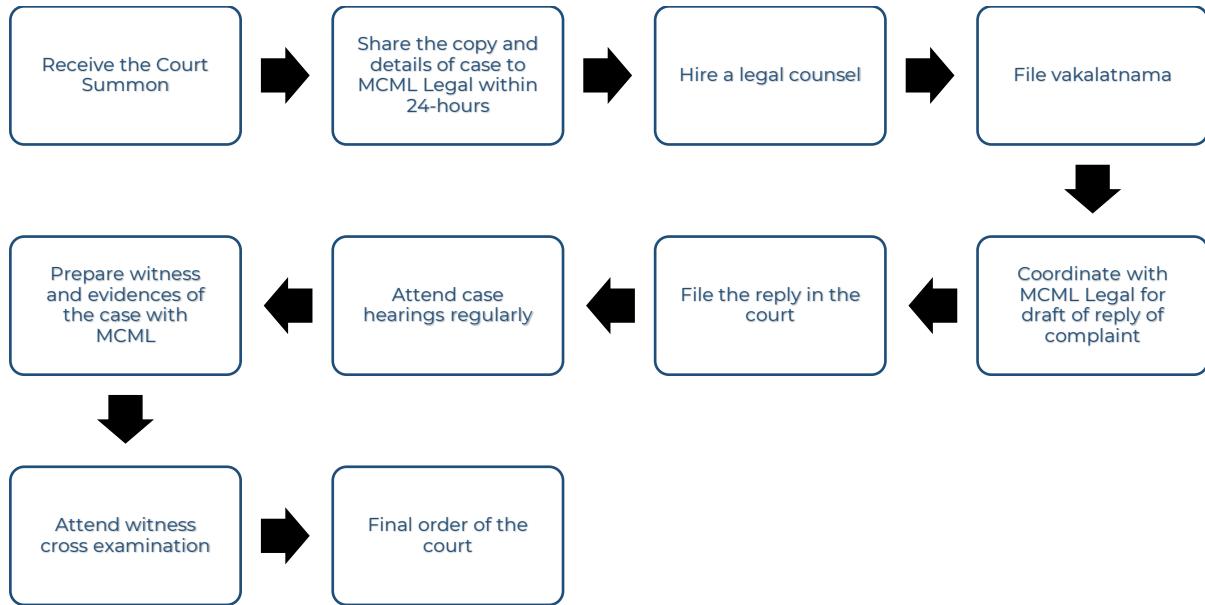
نوت:

- 1. زیر دفعہ (2) آف 2005 PCPA کے تحت عدالت کے حکم پر عمل نہ کرنے کی صورت میں یک طرفہ کارروائی
ازصلہ اسزاوج رہانہ اور گرفتار کرنے کا حکم بھی دیا جاسکتا ہے۔
- 2. ہر فریقین کو جھوٹی شہادت یا جھاسازی پرمنی دستاویز یا ہیان حلقوی داخل کرنے پر 7 سال قید اور جرمانہ ہو سکتا ہے۔



Registrar
District Consumer Court
Lahore

Sample: Court Summon



Process Flow: Legal Case

8.4.4. Amicable Settlement

In cases, where a legal notice or a Legal case can reach to a settlement or can be resolved amicably, the dealership may recommend the same to the MCML's legal and the sales team. MCML, after the evaluation of the case facts, business and brand risks, financial cost, and other relevant factors; would either decide to settle the matter or proceed with it at legal forum. The dealership shall never make any commitments to the complainant in the pretext of the resolution or settlement without taking written approvals from the court.



Annexures

- 9.1. Annex MCML-CRM-01 Customer Information Form (Mandatory)
- 9.2. Annex MCML-CRM-02 Customer Information Form (Advanced)
- 9.3. Annex MCML-CRM-03 Customer Information Form (Vehicle)
- 9.4. Annex MCML-CRM-04 Repair & Maintenance Form
- 9.5. Annex MCML-CRM-05 Return Visit Form
- 9.6. Annex MCML-CRM-06 Complaint Handling Form
- 9.7. Annex MCML-CRM-07 CSI Questionnaire
- 9.8. Annex MCML-CRM-08 SSI Questionnaire
- 9.9. Annex MCML-CRM-09 Customer Lounge Must-Haves
- 9.10. Annex MCML-CRM-10 Email Management Sheet



9.1. Annex MCML-CRM-01 Customer Information Form (Mandatory)

Dealership:

Customer Information (Mandatory)

CONTACT INFORMATION



9.2. Annex MCML-CRM-02 Customer Information Form (Advanced)



9.3. Annex MCML-CRM-03 Customer Information Form (Vehicle)



9.4. Annex MCML-CRM-04 Repair & Maintenance Form



9.5. Annex MCML-CRM-05 Return Visit Form

Return Visit Form for Customers out of Contact				
Number of customers for successful return visit		Number of customers for failed return visit		
Categorization and summarization of reason for out-of-contact	Quantity			
	Reason 1.	Reason 2.	Reason 3.	Reason 4.
Summarization of customer whereabouts	Where about 1	Where about 2	Where about 3	Where about 4



9.6. Annex MCML-CRM-06 Complaint Handling Form

Complaint Handling Form				
 CHANGAN				 MASTER MOTOR
Complaint Registration Date		Complaint No.	CRM-CC-YEAR-SERIAL NUMBER	
BASIC INFORMATION				
Customer Name				
Customer Contact				
Dealership				
City				
Date of Purchase				
PBO				
Vehicle				
Color				
Engine no.				
Chassis no.				
Registration no.				
Model				
Mileage				
COMPLAINT REGISTRATION CHANNEL				
Incoming Call <input type="checkbox"/>	Email <input type="checkbox"/>	Social Media <input type="checkbox"/>	Dealership <input type="checkbox"/>	
MCML Top Management / Back Office <input type="checkbox"/>	Survey <input type="checkbox"/>	Legal Notice <input type="checkbox"/>	Letter <input type="checkbox"/>	
AREA OF COMPLAINT				
Sales / Product	Service / Warranty	Parts / Dealership	Others	
Dealer Premises <input type="checkbox"/>	Service Staff <input type="checkbox"/>	Workshop <input type="checkbox"/>	Dealership CR <input type="checkbox"/>	
Booking / PBO <input type="checkbox"/>	Quality of Service Job <input type="checkbox"/>	Delivery date <input type="checkbox"/>	MCML CRM <input type="checkbox"/>	
Sales Staff <input type="checkbox"/>	Delayed Delivery <input type="checkbox"/>	Price <input type="checkbox"/>	Incorrect Information (Public) <input type="checkbox"/>	
Test Drive <input type="checkbox"/>	Price of Service Job <input type="checkbox"/>	Quality <input type="checkbox"/>	Inaccessibility <input type="checkbox"/>	
Finance Process <input type="checkbox"/>	Warranty Mishandling <input type="checkbox"/>	Availability <input type="checkbox"/>	Others <input type="checkbox"/>	
Delayed Delivery <input type="checkbox"/>	Recall <input type="checkbox"/>	Installation Process <input type="checkbox"/>		
PDI <input type="checkbox"/>	Repaired but problem unsolved <input type="checkbox"/>	Warranty <input type="checkbox"/>		
Product Quality <input type="checkbox"/>	Body Paint / Accident <input type="checkbox"/>			
VOC				
<p> </p> <p> </p>				
Problems Identified/Investigation				
<p> </p> <p> </p>				
Person Incharge		Date		
Action Taken				
<p> </p> <p> </p>				
Closed By		Sales/ Service/ Parts Manager / GM Signature		
Closure Date		Forced Close <input type="checkbox"/>	Close <input type="checkbox"/>	



9.7. Annex MCML-CRM-07 CSI Questionnaire

Dealer Name		Service Date			VIN			
Customer Name		Telephone No.			Reg. No.			
No.	Survey items		Excellent	Satisfied	General	Unsatisfied	Unacceptable	Remarks
1	Is the dealership easy to get in contact with?		5	4	3	2	1	
			<input type="checkbox"/>					
2	How would you rate the time the staff took to attend you after reaching the dealership?		5	4	3	2	1	
			<input type="checkbox"/>					
3	How would you rate the estimated service delivery time?		5	4	3	2	1	
			<input type="checkbox"/>					
4	How would you rate customer lounge cleanliness/comfort?		5	4	3	2	1	
			<input type="checkbox"/>					
5	How would you rate the helpfulness / attitude of service staff?		5	4	3	2	1	
			<input type="checkbox"/>					
6	How would you rate overall dealership staff helpfulness?		5	4	3	2	1	
			<input type="checkbox"/>					
7	How satisfied are you with the explanation of performed jobs and break-up of total bill?		5	4	3	2	1	
			<input type="checkbox"/>					
8	How satisfied are you with the Price of Changan Spare Parts?		5	4	3	2	1	
			<input type="checkbox"/>					
9	How satisfied are you with the Price of dealership's labor?		5	4	3	2	1	
			<input type="checkbox"/>					
10	How would you rate the availability of parts?		5	4	3	2	1	
			<input type="checkbox"/>					
11	How would you rate overall Aftersales experience of dealership?		5	4	3	2	1	
			<input type="checkbox"/>					
Others								
No.	Survey items		Certainly	Probably	Maybe	Not Likely	Never	
12	If given a choice, would you still come back here for service next time?		5	4	3	2	1	
			<input type="checkbox"/>					
13	Are you willing to recommend your friends or families to purchase or repair vehicles here?		5	4	3	2	1	
			<input type="checkbox"/>					
14	Please provide additional feedback/ suggestion for improvement in our services.							
Thanks for your trust for CHANGAN brand								



9.8. Annex MCML-CRM-08 SSI Questionnaire

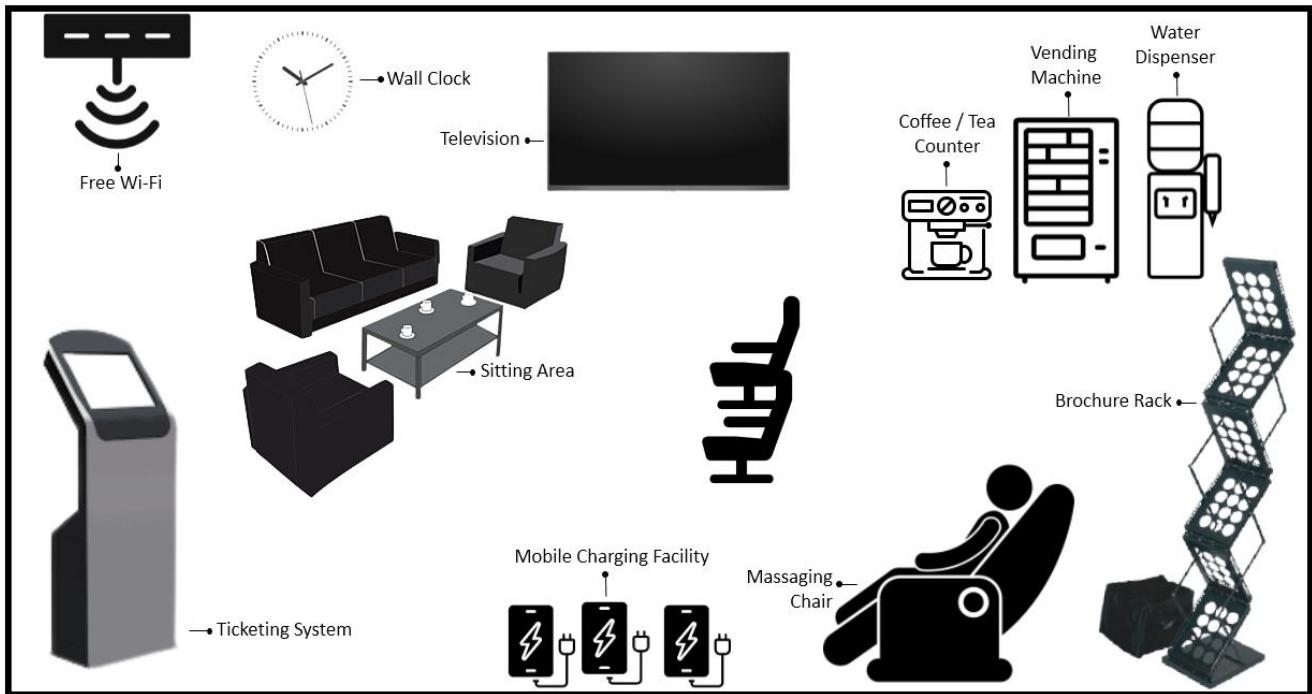
长安汽车 CHANGAN		SSI SURVEY QUESTIONNAIRE OF MCML					
<p>Improving customer satisfaction is always our target and your comments are really important to us. We sincerely invite you to participate in our service survey and frankly give your honest evaluation. According to the survey result, Changan sales division will optimize its work and provide better service. We are very appreciative of your participation.</p>							
Dealer Name		Customer Name		Telephone No.			
Vehicle Delivery Date		Survey Date					
No.	Survey items	SSI scoring					
		Extremely Dissatisfied	Somewhat Dissatisfied	Neither Satisfied Nor Dissatisfied	Somewhat Satisfied	Extremely Satisfied	
1	Please rate how well you were received and greeted when you entered the dealership?	1	2	3	4	5	
Reason record (when the score ≤2):							
2	Please rate how detailed was the sales person briefing to you about the features of the product and its functionalities?	1	2	3	4	5	
Reason record (when the score ≤2):							
3	Please rate how well the staff explained to you the booking process and delivery procedure?	1	2	3	4	5	
Reason record (when the score ≤2):							
4	Please rate the cleanliness of office area, display area and washroom at the dealership?	1	2	3	4	5	
Reason record (when the score ≤2):							
5	Please rate the test drive experience you had at the dealership.	1	2	3	4	5	
Reason record (when the score ≤2):							
6	Was the vehicle delivered to you on the promised time?	1	2	3	4	5	
Reason record (when the score ≤2):							
7	Thinking about the time the vehicle was handed over to you, please tell us how well the vehicle delivery ceremony was?	1	2	3	4	5	
Reason record (when the score ≤2):							
8	Keeping in consideration your expectation of the car, please rate your first impression of the car delivered to you and its features?	1	2	3	4	5	
Reason record (when the score ≤2):							
9	Please rate the documentation process of	1	2	3	4	5	

**CRM Operation Guidelines**

	the vehicle (Sales Invoice & Certificate).					
Reason record (when the score ≤2):						
10	On an overall level, please rate the experience you had at the dealership during your last visit?	1	2	3	4	5
Reason record (when the score ≤2):						
11	How likely are you to refer this dealership to your friends and family?	1	2	3	4	5
Reason record (when the score ≤2):						



9.9. Annex MCML-CRM-09 Customer Lounge Must-Haves





9.10. Annex MCML-CRM-10 Email Management Sheet

DEALERSHIP LIST

We are present across the nation!

Changan has a rapidly growing network of dealerships across the country.
Visit your nearest Changan Auto Outlet for Quality Sales, Service or Genuine Parts.

FAISALABAD	CHANGAN LYALLPUR MOTORS	(+92) 0342 3888 887
	CHANGAN AL-NOOR MOTORS	(+92) 03003371919
HYDERABAD	CHANGAN SINDH MOTORS	(+92) 0334 2426 426
ISLAMABAD	CHANGAN ISLAMABAD MOTORS	(+92) 051 8731 895
	CHANGAN CAPITAL MOTORS	(+92) 051 5402 731
JHELUM	CHANGAN JHELUM MOTORS	(+92) 054 4649 270
	CHANGAN GUL MOTORS	(+92) 021 34551521
	CHANGAN KARACHI MOTORS	(+92) 0313 2333 955 (+92) 0332 0312 345
KARACHI	CHANGAN SOUTH MOTORS	(+92) 021 32711 556
	CHANGAN YAZDANI HIGHWAY MOTORS	(+92) 0304 111 0094
	CHANGAN YAZDANI MOTORS	(+92) 021 35077190 (+92) 0300 0609 380
	CHANGAN ALPINE MOTORS	(+92) 0311-1666667
	CHANGAN ADIL ASHRAF MOTORS	(+92) 0304 2426 426 (+92) 0321 4486 111
LAHORE	CHANGAN BILAL AUTOMOBILES	(+92) 0311 1222 665
	CHANGAN CITY SALES	(+92) 0311 1115 500
	CHANGAN LAHORE MOTORS	(+92) 0304 4795 569
MANSEHRA	CHANGAN HAZARA MOTORS	(+92) 0321 4001 562 (+92) 0343 8866 026
MULTAN	CHANGAN MULTAN MOTORS	(+92) 061 111-222-388 (+92) 0309 6662 341-43-48
PESHAWAR	CHANGAN KHYBER MOTORS	(+92) 0317 7976 667
QUETTA	CHANGAN NIAZ MOTORS	(+92) 081 2672 433
RAWALPINDI	CHANGAN JAN MOTORS	(+92) 051-5567861
SAHIWAL	CHANGAN SAHIWAL MOTORS	(+92) 0300 9690 069
SIALKOT	CHANGAN AUTO STALLION	(+92) 0311 1007 777
SUKKUR	CHANGAN MEHRAN MOTORS	(+92) 0300 2263 754
OKARA	CHANGAN OKARA MOTORS	(+92) 044 2700505-10
BAHAWALPUR	CHANGAN BAHAWALPUR MOTORS	(+92) 03030503875
SARGODHA	CHANGAN SARGODHA MOTORS	(+92) 048-3226622

