

J.D. POWER



Mazda Service Mystery Shop: Evaluation Guidelines

Vehicle Service Evaluation Overview

Hello! Thank you for taking the time to participate in this very important program to help us improve the service experience for all customers at your assigned dealership. In this document you will find the detailed instructions as well as questions to be answered by you for each of the three steps of the process.

Also, at the top of the online evaluation there is an orientation video that details specific items that you should pay particular attention to when performing your evaluation. Be sure to watch this before you perform your Pre-Visit call.

It is very important that you print this document off, and fill in all of your responses for each step AS SOON as you have completed each step. Do not wait until you get home from the dealership because it will be impossible to recall many of the details about your encounter.

Please note that you must drop your vehicle off during regular service hours. You cannot drop it off late at night or use any other alternative method the dealership may offer to customers. This is because we want you to evaluate the drop off experience that you have at the dealership.

Additionally, you must pick your vehicle up during regular service hours. You cannot pick it up late at night or use any other alternative method the dealership may offer to customers. This is because we want you to evaluate the pick-up experience that you have at the dealership.

You must also upload a copy or image of the write-up/invoice from the service you received into the report. If for some reason you are not provided an invoice you must gather some collateral to use as proof of your visit (i.e., business card of service manager, etc.). Please be aware that you must have a service performed for this evaluation; a standard multi-point inspection alone does not qualify for this service.

You must also get the first and last name of the service advisor that you work with at the dealership. If you do not provide this information, we will not be able to use your evaluation.

For this service mystery shop, you may either leave the dealership or stay and wait

Instruction Key



Indicates areas where extra attention should be paid.



Tips & helpful hints to producing a successful shop

Please ensure that all sections of your report are complete – if there are missing sections or the report is incomplete in any way, you will not be considered for future evaluations.

Updated 10-13-2016



Note Taking

Do **not** take any form of these guidelines or the evaluation into the dealership. If you need to take notes, do so **very discreetly** after leaving the service department. Do **not** take notes in the parking lot. At no point can it be evident that you are performing a mystery shop. If you are identified as such, we will not be able to use your evaluation and you will not be paid.



Employee Descriptions

You will be required to provide us with the first and last name of the service advisor that assists you at the dealership.



Submitting Your Invoice

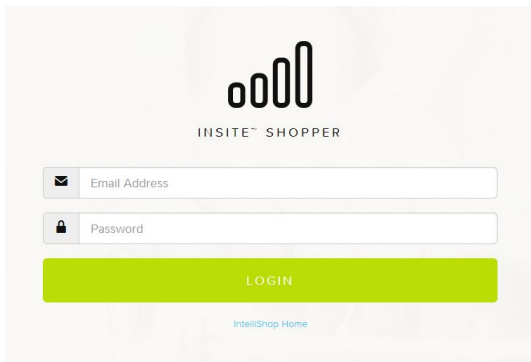
The invoice you received from the dealership is required for this shop, and must be uploaded into the report, emailed to your scheduler, or faxed immediately to 419.872.5104. If we cannot read your invoice because it is blurry or too small, we will incomplete your evaluation and ask you to resubmit. When faxing your invoice, please include your name and the Shop ID number from your shop log so we can correctly match it to your evaluation.

for your vehicle depending on the length of time the service will take. Please note that regardless of the service that you are getting that you must make the Pre-visit call to the dealership.

If you have any difficulties or questions regarding the evaluation, please contact your scheduler for assistance. Remember, we appreciate your help and are therefore here to help!


Completing your Mystery Shop Evaluation

To access the evaluation that you must complete as part of this assignment, you will log into IntelliShop’s website at <http://www.intelli-shop.com/login/shopper> using your email address and password (which has been emailed directly to you). In some cases, you may be sent a direct link to access your evaluation



The image shows the IntelliShop login page. At the top, there is a logo consisting of three stylized vertical bars of increasing height, with the text "INSITE™ SHOPPER" below it. Below the logo, there are two input fields: "Email Address" and "Password". Below these fields is a large green button labeled "LOGIN". At the bottom of the page, there is a link that says "IntelliShop Home".

When you log in, you will be directed to your Shop Log, wherein you can see any shop assigned to you. Each assignment will provide you the opportunity to review the shop guidelines, view/submit the evaluation you are required to complete, print the evaluation, or contact the relevant IntelliShop employee. Also provided is the date the shop must be completed, the address of the location you are assigned to shop and the amount you will be paid for successfully completing the assignment.

Status	Actions	Shop / Due Date	Survey Submit Date	Don't Shop Before	Company Survey Location	Shop Fees	Shop Rtg	Reviewer Comments
Any ▾		Shop Due Start 1 ▾ 1 ▾ 11 ▾ End 12 ▾ 31 ▾ 17 ▾			Mazda ▾			 5 of 102 shops found
RECEIVED (HOLD B) # 5175934	* CONFIRM! * Guidelines * View (admin only) * Help/Contact	Due: 10/07/16	10/07/16 Due: 10/07/16	10/07/16	Mazda -Corporate Service Overland Park Mazda (34670) 7801 Metcalf Ave Overland Park, KS Directions	Shop Fee: \$0.00 TOTAL: \$0.00		

After reviewing the guidelines and the evaluation (“View/Submit” next to the assignment in your Shop Log), you may perform the shop on or before your due date. Upon completion of the shop, you will again access your shop log and click “View/Submit” to access the evaluation so you can answer each question.

At any time while filling out your evaluation, you may save your progress by scrolling to the bottom of the screen and clicking “Save Shop For Later.”



The image shows two buttons side-by-side. The first button is labeled "Save Shop For Later" and the second button is labeled "Complete Shop & Submit".

You will see a timer, counting down from 30:00, reminding you to save or submit your evaluation within 30 minutes of opening it. If your evaluation is not saved or submitted within 30 minutes, your work will be lost and you will need to start over.

When finished, you will click “Complete Shop & Submit.” You will then be told if your evaluation successfully submitted or if you missed any question(s) that must be corrected.

When your evaluation has been submitted, an IntelliShop proofreader will review your work and contact you if he or she has any questions. You may be asked to access your evaluation again through your Shop Log to make any requested updates.

Submitting Your Evaluation

Please ensure that you save your work **frequently** when completing your evaluation online. Use the save button at the bottom of the form as you enter in your information. It is recommended that you save your work after each section. It is a long report and you don’t want to have to re-enter information.

All questions must be answered on the survey before you can submit your evaluation. A red ‘oops’ will show when you try to submit your report with any questions that still need answers.

Narrative sections may have a minimum character limit set to ensure that there is enough detail included. If a red ‘oops’ shows up, you do not have enough detail.



Reports are due no later than 72 hours after you complete the shop. Please note that the system will not allow you to submit your report for 48 hours after the shop date to allow time to collect information about any follow-up attempts the dealership might make.

Once your report is complete, watch your email consistently every day until we inform you the shop is complete. If we have questions, they will need to be addressed immediately. If we contact you for additional details and if you do not respond in a timely manner to the questions, we will not use your evaluation or pay/reimburse you for the shop.

Evaluation Payment

For payment questions, please first visit the “[Frequently Asked Questions](#)” section of our website. If you still have questions, please email the Scheduler for this assignment.


Full Service Evaluation

When you access the evaluation on IntelliShop's website, you will be asked to answer a couple of questions about your service experience. Once you answer these questions, the full evaluation will appear on-screen for you to complete. These questions are:

1. Description of the work ultimately performed on customer's vehicle
2. Did customer wait at the dealership until the service work was performed (i.e., waited in the service lounge during the entire visit)?

The next pages contain the full evaluation for you to review before completing your mystery shop. If you have any questions regarding your evaluation, please contact your scheduler at JDPA_Service@intelli-shop.com immediately.

Note: Below is an example of the online evaluation. You must submit your actual evaluation to IntelliShop online. Please see the instructions above on how to submit your actual report.

In-Person Service Visit	
Evaluation Information	
Please upload your invoice here:	Upload picture
Shopper Name:	<input type="text"/>
Shop date:	<input type="text"/>  Clear Answer
<p><i>Which of the following best describes the type of service you initially planned to have performed on your vehicle when you first called for an appointment? If the dealer found additional work that needed to be performed, only list the work you originally planned to have performed.</i></p> <p><i>Routine scheduled maintenance would include regular oil changes, air filter changes, tire rotations, etc.</i></p>	
Type of service customer initially planned to have performed when making appointment?	<div><input checked="" type="radio"/> Routine scheduled maintenance</div> <div><input type="radio"/> Repair, or fix a problem</div> <div><input type="radio"/> Combination of both routine scheduled maintenance and a repair</div>

Customer age:	<input type="text"/>
Customer sex:	<input type="radio"/> Male <input type="radio"/> Female
Type of vehicle serviced:	
Year:	<input type="text"/>
Model:	<input type="text"/>
<p><i>When entering your vehicle's mileage, please use numbers only (e.g., you should write "1000" instead of "1,000"). If you use non-numbers in this field, you will get an error from the system.</i></p>	
Vehicle mileage:	<input type="text"/>
Has customer ever used this dealership for service before?	<input type="radio"/> Yes <input type="radio"/> No
<p align="center">Service Appointment</p>	
<p><i>First, you must contact your assigned dealership to make an appointment. You may make your appointment by calling the dealership or using the dealership's online appointment request system.</i></p> <p><i>If you wish to call the dealership, be sure to make your pre-visit call on a weekday (Monday-Friday) between 10 AM and 4 PM. In some rare cases you may not be able to speak to someone from the service department the first time you call (such as no one was available, you were disconnected while the call was being transferred, etc.). If this happens, you should not leave a voicemail message and instead try calling again. Please answer all questions based only upon your experience during the call where you were able to speak with someone able to help you.</i></p> <p><i>If you wish to schedule your appointment on the internet, please visit your dealer's website and attempt to schedule a service appointment online by using the online scheduling tool or by sending an email to the service department.</i></p>	

How did customer schedule this service visit?	<input type="radio"/> Called for an appointment <input type="radio"/> Scheduled appointment over the internet <input type="radio"/> Did not make an appointment, just dropped by
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Service Appointment Confirmation

Vehicle Drop-Off

Please answer the following questions about the vehicle drop-off portion of your vehicle service visit. Fill this out immediately after you leave the dealership. Do not wait until you are at your computer to fill out this section, otherwise you may forget details we need to validate your mystery shop.

Be sure to base your responses only on your vehicle drop-off experience. For example, if you had a problem during pick-up, do not let it influence responses on vehicle drop-off questions.

Remember that you must drop your vehicle off at the service department during regular business hours (this is typically Monday-Friday between 8 AM and 5 PM). The person who speaks with you at the dealership about your service needs is referred to throughout this report as your service advisor.

Vehicle drop-off date:



[Clear Answer](#)

You must carefully look at the clock the moment you arrive at the dealership. Begin timing when you arrive and end when you are free to leave after completing all necessary paperwork.

If you do require alternative transportation, do not include the time it takes to acquire it in your total drop-off time. Only note the time between when you are first assisted and when the service write-up is complete.

This time frame is easy to determine if someone other than your service advisor handles your alternative transportation request. However, if your service advisor also handles your alternative transportation needs (such as filling out the paperwork for a loan or rental vehicle), estimate the point at which your advisor was done with the service write-up and began managing your alternative transportation.

Time vehicle drop-off began:

12

▼

:

▼

●

AM

●

PM


Time vehicle drop-off ended:	<div> <div>12</div> <div>▼</div> </div> : <div> <div></div> <div>▼</div> </div> <div> <input checked="" type="radio"/> AM <input type="radio"/> PM </div>
Total drop-off time from beginning to end:	<div> <div></div> min <div></div> sec </div>
Was the drop-off over 20 minutes?	<div> <input type="radio"/> Yes <input checked="" type="radio"/> No </div>
<p>We now need you to break this total time in two parts.</p> <ul style="list-style-type: none"> Time from the moment you drive onto the dealership until you are assisted by someone who is able to begin the drop-off process Time from the moment you are assisted until you complete the paperwork required to drop your vehicle off and are free to leave (exclude alternative transportation, if applicable) <p>When you arrive at the dealership, immediately drive to the place it appears customers are supposed to go for service. Once you stop your vehicle at that place you may exit your vehicle and actively try to find someone to help you. Do not just passively wait inside your vehicle for someone to offer assistance (unless it clearly appears that you are supposed to wait inside your vehicle).</p> <p>We need to know how much time elapsed between the moment you arrived at the dealership and the moment you were assisted by an employee who was available to help you begin the drop-off process. Do not stop timing until you are actually assisted. Being greeted by an employee who was not available, or waiting for your service advisor to finish with another customer does not count.</p>	
Upon arrival at the facility, time required for customer to be assisted by a service advisor at drop-off:	<div> <div></div> min <div></div> sec </div>
Time required to complete service paperwork (not including alternative transportation, if applicable):	<div> <div></div> min <div></div> sec </div>
Was customer greeted at their vehicle?	<div> <input type="radio"/> Yes <input type="radio"/> No </div>

First name of drop-off service advisor:	<input type="text"/>
Last name of drop-off service advisor:	<input type="text"/>
Gender of drop-off service advisor:	<input type="radio"/> Male <input type="radio"/> Female
<p><i>Since you made an appointment for your service visit, we want to know how prepared the dealership was for your visit when you arrived at the dealership. Consider the following: did the person you spoke with know you were coming, or did they seem surprised? Did they know what service work you requested without you having to remind them?</i></p> <p><i>Do not mark the dealership down for being unprepared only because you had to wait for another customer to finish before someone helped you. Your wait may have been out of the control of the dealership. However, if it is clear that the dealership was understaffed to handle regular service business, do note their deficiency.</i></p>	
Did service advisor seem prepared for the appointment (e.g., demonstrated understanding of the visit, had a pre-written repair order, etc.)?	<input type="radio"/> Did not seem prepared <input type="radio"/> Reasonably well prepared <input type="radio"/> Extremely well prepared <input type="radio"/> N/A - I did not schedule an appointment
<p><i>Did not seem prepared: Did not appear to be aware that I was coming in.</i></p> <p><i>Reasonably well prepared: Was aware that I was coming in, but not prepared to the point that their awareness improved the process.</i></p> <p><i>Extremely well prepared: Aware of all the details covered during the appointment call so that I did not need to cover everything from the beginning.</i></p>	
Did service advisor know the customer's vehicle service history?	<input type="radio"/> Yes <input type="radio"/> No

Did the service advisor recognize customer as a loyal and/or regular customer?	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Not a regular customer at this dealership
<p><i>At some dealerships, the service advisor will inspect the vehicle in the customer's presence at vehicle drop-off. Sometimes this inspection includes reviewing a vehicle health report or a brief walk around the vehicle (sometimes only looking for body damage for liability purposes). Other times, the advisor spends considerable time inspecting the vehicle to see if there are any other parts that require attention. This type of examination could involve opening the hood or checking the tires for wear. We want to understand how much time your service advisor spent going over your vehicle before moving on to the scheduled service.</i></p>	
Did service advisor check to see if there were any open recalls or service campaigns on his/her vehicle that would be covered under warranty?	<input type="radio"/> Yes <input type="radio"/> No
Were adequate materials placed inside vehicle in customer's presence?	<input type="radio"/> Yes <input type="radio"/> No
Did service advisor suggest that any additional maintenance or repairs be performed beyond what was requested prior to drop off?	<input type="radio"/> Yes <input type="radio"/> No
<p><i>Do not include any additional services that were added as a result of your scheduled appointment.</i></p>	
<p><i>You must ask your advisor to provide you with an estimate for your service visit. Even if you were provided an estimate over the phone we need you to ask for an estimate when you drop your vehicle off. If you are given a range, tell us the midpoint of that range (for example, you would input \$225 as an estimate if you were given a range of \$200 to \$250).</i></p>	
Was customer provided an estimated cost of service at drop off?	<input type="radio"/> Yes <input type="radio"/> No

Was competitor's pricing professionally displayed?	<input type="radio"/> Yes <input type="radio"/> No
Did service advisor perform vehicle walk around?	<input type="radio"/> Yes <input type="radio"/> No
Did service advisor ask if customer had any additional questions or concerns?	<input type="radio"/> Yes <input type="radio"/> No
Did the service advisor set the customer's expectations on how they would be provided updates on their vehicle?	<input type="radio"/> Yes <input type="radio"/> No
Did dealership attempt to verify customer's contact information (e.g., address, phone number, email, etc.)?	<input type="radio"/> Yes <input type="radio"/> No
Did dealership ask how customer preferred to be contacted about his/her vehicle's status?	<input type="radio"/> Yes <input type="radio"/> No
Did dealership offer to text customer about his/her vehicle's status?	<input type="radio"/> Yes <input type="radio"/> No
Did service advisor use a tablet device (e.g., iPad, Android tablet, etc.) during the drop-off process?	<input type="radio"/> Yes <input type="radio"/> No

Was service advisor completely focused on the customer and his or her needs?	<input type="radio"/> Yes <input type="radio"/> No
Was an estimate of time to complete service provided?	<input type="radio"/> Yes <input type="radio"/> No
Description of alternative transportation customer used to leave dealership after vehicle drop-off:	<input type="radio"/> Shuttle service provided by dealership <input type="radio"/> Rental vehicle provided by dealership <input type="radio"/> Rental vehicle provided by a third party (not dealership) <input type="radio"/> Free loaner vehicle provided by dealership <input type="radio"/> Other <input type="radio"/> Customer did not leave dealership (waited in service lounge)
Did the Service Advisor take any of the following actions to personalize your visit? (Select all that apply)	<input type="checkbox"/> Warm welcome <input type="checkbox"/> Compliment my vehicle <input type="checkbox"/> Comment on something unique about me (i.e. family, stickers on vehicle, car seat) <input type="checkbox"/> No attempt to personalize
Alternative Transportation/Service Lounge	
Vehicle Service Update	

Did service advisor keep customer informed of the status of his/her vehicle?	<input type="radio"/> Yes <input type="radio"/> No
<i>At any point in time after you completed the drop-off, but before your vehicle is ready, did anyone from the dealership contact you to suggest additional services be performed?</i>	
Did dealership contact customer to suggest any additional maintenance or repairs after vehicle drop off?	<input type="radio"/> Yes <input type="radio"/> No
Did service advisors review results of multi-point inspection, with good and bad findings?	<input type="radio"/> Yes <input type="radio"/> No
Review Paperwork and Delivery	
<i>Please answer the following questions about picking up your vehicle up from service. Base your responses only on your pick-up experience. For example, if you had a problem dropping off your vehicle, do not let it influence your responses on the pick-up questions. As soon as you have completed your pick-up, immediately fill out the answers below while they are fresh in your mind.</i>	
Was customer's vehicle ready when originally promised?	<input type="radio"/> Yes, ready when (or before) promised <input type="radio"/> No, took more time than promised <input type="radio"/> Dealership did not promise when vehicle would be ready
Vehicle pick-up date:	<div> <input type="text"/>  Clear Answer </div>
Did customer wait at the dealership until the service work was performed (i.e., waited in the service lounge during the entire visit)?	<input type="radio"/> Yes <input checked="" type="radio"/> No

<p>If you left the dealership, you must carefully look at the clock the moment you arrive for pick-up and the moment you complete the process and are free to leave.</p> <p>If you waited at the dealership, you must carefully look at the clock at the moment you are notified that your vehicle is ready and the moment you complete the process and are free to leave.</p>	
Time vehicle pick-up began:	<div> <div>12</div> <div></div> <div>:</div> <div></div> <div></div> <div>AM</div> </div> <div>PM</div>
Time vehicle pick-up ended:	<div> <div>12</div> <div></div> <div>:</div> <div></div> <div></div> <div>AM</div> </div> <div>PM</div>
Total time required to complete the pick-up process:	<div> <div></div> min <div></div> sec </div>
Did the pick-up process take longer than 15 minutes?	<div> <input type="radio"/> Yes <input checked="" type="radio"/> No </div>
<p>Please note that the next question relates to the time that it took for you to be assisted when you arrived at the dealership. It should not equal the total time required to complete the pick-up process.</p>	
Time required for customer to be assisted at vehicle pick-up:	<div> <div></div> min <div></div> sec </div>
Once assisted, time required to finish paperwork and pick up your vehicle:	<div> <div></div> min <div></div> sec </div>
Did dealership explain the service work performed in a way that was easy to understand?	<div> <input type="radio"/> Fully explained <input type="radio"/> Briefly explained <input type="radio"/> Did not discuss work performed </div>

<p>Did you receive an explanation of the multi-point inspection results?</p> <p><u>Fully explained:</u> The color rating results were discussed (e.g., everything is green and does not need attention at this time, etc.)</p> <p><u>Briefly explained:</u> The color ratings results were only partially discussed or mentioned</p> <p><u>Did not discuss:</u> The color rating results were not mentioned</p>	
<p>How did the dealership explain multi-point inspection results? (Select all that apply)</p>	<p><input type="checkbox"/> Items needing repair immediately (Red items)</p> <p><input type="checkbox"/> Items near needing repair (Yellow items)</p> <p><input type="checkbox"/> Items in good condition (Green items)</p> <p><input type="checkbox"/> Overall condition of vehicle</p> <p><input type="checkbox"/> Did not explain multi-point inspection</p>
<p>Did dealership explain charges for the service work performed in a way that was easy to understand?</p>	<p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
<p>Was customer charged for service work performed?</p>	<p><input type="radio"/> Yes, customer was charged</p> <p><input type="radio"/> No, customer was not charged (service covered under warranty)</p> <p><input type="radio"/> No, customer was not charged (service not covered under warranty)</p>
<p>Was customer verbally thanked at the end of the interaction?</p>	<p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
<p>Did dealership attempt to schedule customer's next service appointment?</p>	<p><input type="radio"/> Yes</p>

	<input type="radio"/> No
Description of how dealership reunited customer with his/her vehicle:	<input type="radio"/> Vehicle was pulled up and customer was escorted to his/her vehicle <input type="radio"/> Vehicle was retrieved and ready without waiting <input type="radio"/> Customer waited while his/her vehicle was retrieved <input type="radio"/> Customer retrieved vehicle on his/her own
Description of vehicle's exterior at delivery:	<input type="radio"/> Dirtier than when dropped off <input type="radio"/> Same condition as when dropped off <input type="radio"/> Cleaner than when dropped off (washed) <input type="radio"/> Instructed dealer not to wash vehicle
Description of vehicle's interior at delivery:	<input type="radio"/> Dirtier than when dropped off (e.g., grease spots, footprints, etc.) <input type="radio"/> Same condition as when dropped off <input type="radio"/> Cleaner than when dropped off (washed) <input type="radio"/> Instructed dealer not to wash vehicle
Summary	
Did customer receive a follow-up contact within 48 hours after service visit to ensure customer's satisfaction?	<input type="radio"/> Yes

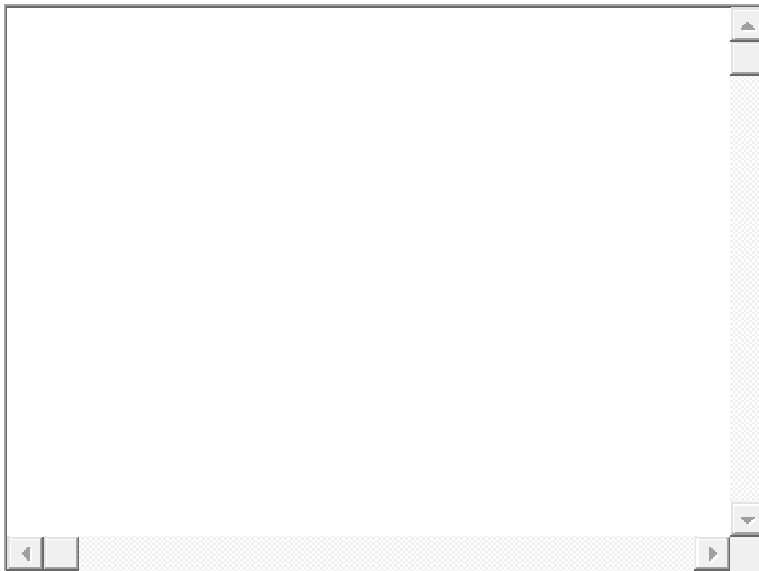
☐ No

Which of the following best describes the work that was ultimately performed on your vehicle (include any extra work the dealership performed in addition to the service(s) you initially planned to have completed when you brought your vehicle in)?

Description of the work ultimately performed on customer's vehicle:

- ☐ Routine scheduled maintenance
- ☐ Repair, or fix a problem
- ☐ Combination of both routine scheduled maintenance and a repair
- ☐ Other

Description of service customer had performed:

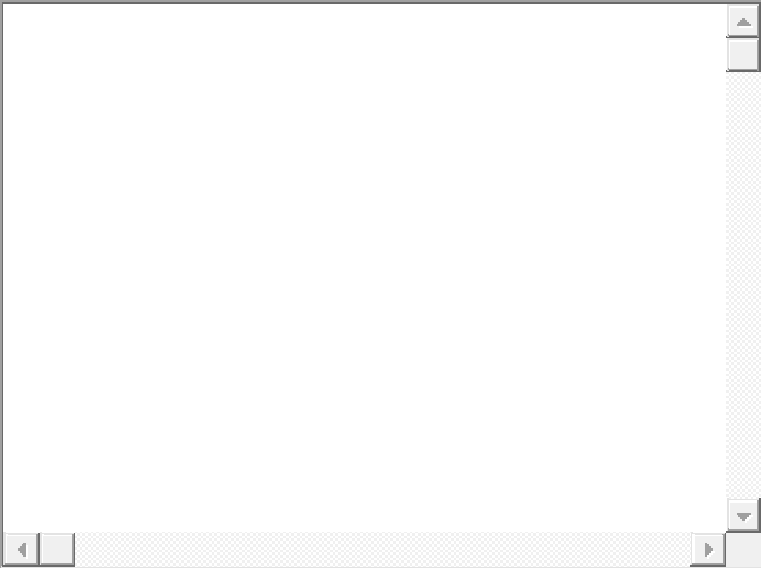


Was all work completed to customer's complete satisfaction?

- ☐ Yes
- ☐ No

Was vehicle fixed correctly the first time?	<input type="radio"/> Yes <input type="radio"/> No
Was all work not completed to customer's complete satisfaction and/or not fixed correctly the first time?	<input type="radio"/> Yes <input type="radio"/> No
Total time to have work performed (drop-off end to pick-up start):	<input type="text"/> Day(s) and hour(s)
Did it take more than 1 day to complete service work?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Rate service advisor's friendliness (courtesy, politeness, etc.)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
Rate service advisor's communication skills (articulate, confidence, etc.)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5

Rate overall service experience as a customer:	<div><input type="radio"/> 1</div> <div><input type="radio"/> 2</div> <div><input type="radio"/> 3</div> <div><input type="radio"/> 4</div> <div><input type="radio"/> 5</div>
Description of what the dealership could do to improve the service process: <div data-bbox="287 682 1047 1249"></div>	
Overall rating of the cleanliness of the service facility:	<div><input type="radio"/> Improvement needed</div> <div><input type="radio"/> Acceptable</div> <div><input type="radio"/> Very good</div> <div><input type="radio"/> Extraordinary</div>
Were you able to see the service bay (the area where your car was worked on)?	<div><input type="radio"/> Yes</div>

	<input type="radio"/> No
How likely is customer to return to the same dealership for future service?	<input type="radio"/> Definitely will <input type="radio"/> Probably will <input type="radio"/> Probably will not <input type="radio"/> Definitely will not
Please use this space to write any additional comments about your service experience. <div></div>	
<i>Please use this space to write any additional comments that you want to communicate to IntelliShop (e.g., I am not sure if I answered Q10 correctly, etc.).</i>	
Additional customer comments to IntelliShop: <div></div>	

