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January 19, 2012

Mr. Donald L. Hall  
President  
Virginia Automobile Dealers Association  
P.O. Box 5407  
Richmond, Virginia 23220-0407

Dear Mr. Hall,

Thank you for your letter dated January 9, 2012. My team and I have reviewed your correspondence, and we wanted to provide you with this response as quickly as possible.

Volkswagen of America, Inc. (VWoA) values input from its Virginia dealers and the VADA. Moreover, VWoA desires to work cooperatively with the VADA to find a resolution that addresses your stated concerns and meets the needs of all relevant stakeholders, including our Volkswagen customers.

VWoA takes the experience and satisfaction of its customers very seriously. Customer satisfaction is the foundation of VWoA's long-term growth planning, and we expect that our dealers share this view. Only by consistently satisfying customers and providing an exceptional experience can VWoA, and its dealers, expect long-term sales growth, increased service business and strong, sustainable profitability. VWoA must rely upon its dealers to deliver frontline service to Volkswagen customers, and, therefore, entrusts its dealers to meet and exceed customer expectations and to deliver on the promise of the brand, the Volkswagen VOW. In order for VWoA and its dealers to track their performance with regard to customer experience and satisfaction, the Customer Experience Survey (CES) process and the data it provides is essential.

I hope that we can agree that customer satisfaction is of paramount importance to both Volkswagen dealers and VWoA, and obtaining reliable customer satisfaction data is equally important. With this understanding, and consistent with your previous visit and discussions with Mr. Browning, I would like to invite you to our offices in Herndon to discuss the CES process and the new guidelines. We would value and welcome an opportunity to have a dialogue regarding our mutual concerns, and believe that such a discussion with VADA would be very productive.

Please contact me at your earliest convenience to set up the meeting.

Best regards,

Mark Barnes

cc: Jonathan Browning

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