

Volkswagen races to detail refit plan

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REUTERS

BERLIN — Volkswagen is under pressure to give details within the next week of its plan to refit up to 11 million diesel vehicles, with its U.S. chief due to testify to lawmakers on Thursday and German regulators also demanding swift action.

The German carmaker needs to fix software that allowed it to cheat emissions tests, the discovery of which has sparked the biggest business crisis in its 78-year history.

The scandal has wiped more than a third off Volkswagen's share price, forced out its long-time chief executive and rocked both global auto markets and the German establishment.

Europe's biggest carmaker said on Thursday it would take several months to get to the bottom of who was responsible for the software, although it promised to "inform the public in regard to solutions found for the problems next week."

But analysts say it could be a challenge to do the refits without leaving owners with vehicles that deliver diminished fuel economy and performance, or require more maintenance — problems that could potentially multiply lawsuits against the company and further sully its reputation.

In a sign of the complexity, Belgian car importer D'Ieteren told Reuters it had not heard any technical details about the refit yet, and that Volkswagen had committed only to having a plan set by the end of this month.

Volkswagen said on Friday it was taking time to come up with solutions because automatic and manual vehicles and models with different engine categories needed different fixes.

In the coming days, the carmaker will launch country-specific websites where customers can enter details of their vehicles to find out if



GUSTAU NACARINO | REUTERS

A worker from the SEAT factory, under the Volkswagen group, works on an engine of a SEAT Leon car, in Martorell, Spain, in 2014. About 700,000 of the 11 million diesel engines involved in the Volkswagen emissions scandal were manufactured by the company's brand Seat, a spokesman for the Spanish unit said recently. Volkswagen is under pressure to give details within the next week of its plan to refit up to 11 million diesel vehicles.

they're affected, it said.

In the meantime, customers and dealers are seething.

"There's been no news whatsoever from Volkswagen, from the dealer, any letter, any phone call, nothing whatsoever," said Giacomo Corrado, who lives outside San Francisco and leases a diesel Golf.

Bradley Hoffman, chairman of the American International Automobile Dealers, said Volkswagen had not communicated well "out of the gate," although he was confident they would ultimately make things right with customers.

"I want them to get off their you-know-whats and handle this thing swiftly and correctly. But I know they will," he said. "This is urgent for them because it's a public relations nightmare ... They're still in assessment mode."

Volkswagen shares, which have

lost more than \$30 billion in value since the crisis began, dipped to a new 4-year low of 91.60 euros on Friday.

Two-speed response

The scandal has thrown the spotlight on problems with the availability and quality of official emissions data that campaigners have complained about for years.

The U.S. Environmental Protection Agency, which announced Volkswagen's cheating in diesel emissions tests on Sept. 18, provides detailed information on vehicle performance in tests. Published data from German counterpart KBA, upon which some other national bodies rely for tests on Volkswagen vehicles, do not break down the test performance of individual vehicle models.

Asked whether there was any way, other than asking the manufacturer, for the public to find out if a specific

What to do about a bad online review

No matter how hard a business tries to please every customer, it's inevitable that at some point a customer will be dissatisfied with the product or service they received.

In today's world of broadcasting our opinions and emotions on social media, it's common for those unhappy customers to post their dissatisfaction for the world to see. If you are the business owner, negative reviews can really hurt your feelings and your business. But there are ways to lessen the damage.

DO take a deep breath and step away from your computer.

It's natural to want to vent your frustration, defend yourself and reach out for affirmation on social media. Vent privately to a friend, family member or trusted customer instead.

DO NOT panic and think that your business is ruined. Consumers are pretty savvy. We're all used to seeing negative comments and generally take them with a grain of salt.

DO contact the customer (in private) to offer an apology and resolution.

DO NOT go online and mention that a customer said negative things about you in an effort to try to explain the situation or to seek support.

It's natural to want to vent your frustration, defend yourself and reach out for affirmation on social media. Vent privately to a friend, family member or trusted customer instead. Otherwise you're only causing more damage by making more people aware of a complaint they likely never saw in the first place.

It's sort of like when you scratch a mosquito bite because you think it will make the itch go away and you'll feel better. Instead, it just spreads the poison and makes it worse. Don't scratch it! Take the high road and let it be.

DO NOT delete the comment unless it is completely inappropriate or offensive. If you delete the comment, you only will fuel the fire and make it appear that you are not professional or "owning it."

Customers want to be heard. If you delete a comment they likely will take to social media to complain even more about you, further damaging your reputation.

DO NOT get defensive or try to blame the customer. Even if the customer is fully or partially to blame, you only will make the situation worse if you begin a "he said/she said" campaign.

DO comment on the negative review. Thank the customer for their feedback and offer a genuine apology. Ask the customer to contact you so that you can make it right.

DO build your online reputation. Ask your loyal and happy customers to post positive reviews about your business. This will help to offset any negative comments.

DO ask the customer who posted the negative to remove it themselves or add a comment when and if you resolve the problem with them privately.

DO learn from this. Step back once the dust and emotion has settled and view this as a learning opportunity. What could you have done better and what can you do in the future to reduce the chances of this happening again?

DO remember, this too shall pass, and then let it go, thank positive thoughts and get back to business.

Read Deb Neuman's Back to Business blog at backtobusiness.bangordailynews.com.



DEB NEUMAN

BACK TO BUSINESS

Marketreview

Consolidated listings						
Company	Close	Chg	Div	Company	Close	Chg
AFAC	58.47	+5.1	1.56	Kraft	88.19	0.2
AK Steel	2.56	+19	-	LillyEli	87.52	+2.34
AT&T Inc	32.64	+1.1	1.88	Loewis	35.55	+18
AtlLab	41.38	+62	.96	Lowes	70.23	+4.4
Aerospoti	.55	-.03	-	McDnids	99.79	+1.01
Aetra	113.11	+3.17	1.00	Merck	50.14	+7.7
Allergan	288.00	+5.65	.20	MeLife	46.97	-.47
Allstate	59.15	+1.18	1.20	Microsoft	45.57	+9.6
Altria	54.86	+6.4	2.26	Mondelez	43.56	+1.35
AMovill	16.90	+1.0	.33	Monsanto	87.01	+1.23
AEP	56.32	+1.8	2.12	MorgStan	31.43	-.07
Anadarko	64.11	+3.16	1.08	NewellRub	40.61	+3.2
Apache	42.61	+2.89	1.00	NextEraE	98.54	+1.99
Apple	110.38	+8.0	2.08	NokiaCap	6.91	+2.3
ApplMall	14.94	-.27	.40	Novartis	51.00	0.2
Archtch	7.79	-.01	-	NorthropG	167.53	+1.81
BP PLC	32.52	+1.56	2.40	OneokPtrs	31.13	+8.4
BKWMel	39.17	-.19	.68	Oracle	36.89	+6.5
BestBuy	37.78	+62	.92	PPL	33.04	+4.4
Boeing	132.56	+1.95	3.64	Panasonic	33.03	-.4
BrkMySq	62.23	+2.18	1.48	Penn Gmg	17.49	+2.0
BkfrldAs	31.99	+39	.48	Penney	9.92	+6.5
CBS B	40.30	+83	.60	PepcoHold	24.79	+4.0
Caterpillar	65.70	+1.31	3.08	PepsiCo	94.16	+3.1
CenterPnt	18.03	+26	.99	Pfizer	33.08	+1.24
Chevron	81.55	+3.21	4.28	PhilipMor	79.95	+4.9
Citigroup	49.88	-.01	.20	PhilipsEl	24.12	+4.6
CocaCola	40.39	+5.9	1.32	Praxair	103.15	+1.74
Comcast	17.05	+22	.48	ProctGam	72.42	+4.7
Corning	106.00	0	-	Prudentl	75.40	-.90
Deere	73.57	+68	2.40	QstDiag	62.81	+1.23
Dell	0	0	-	Rayonier	22.66	+4.5
DirectTV	93.55	0	-	Raytheon	107.77	-.94
Disney	103.00	+3.3	1.32	ReynAmer	44.01	+3.8
DowChm	44.45	+1.47	1.68	RylCarb	91.25	+1.35
DuPont	49.26	+9.1	1.52	Schwab	27.60	-.97
DukeEnrg	71.96	+1.29	3.30	SeersHdgs	24.80	-.85
ExxonMbl	75.88	+1.82	2.92	Shenwin	237.00	+5.08
FedExCp	145.52	+8.1	1.00	Siemens	52.00	0.6
FidInfin	36.46	+4.7	.84	SonyCp	25.76	+1.04
FidNatInfo	68.35	+7.7	1.04	SwsArtI	38.38	-.03
FMCSLab	0	0	-	Starbucks	58.08	+6.0
FMCG	10.62	+80	.20	Symantec	19.65	+3.2
FrontierCm	4.88	+16	-	Target	79.53	+0.2
GlaxoSkin	39.50	+76	2.37	Tectron	38.43	+3.4
GoldmanS	177.01	+9.9	2.60	GM Co	143.20	+2.40
Google	626.91	+15.62	-	TW Cable	185.19	+3.34
Hershey	94.31	+2.26	2.33	TimeWarn	70.59	+1.29
HewlettP	26.07	+7.2	.70	Toyota	120.73	+2.39
Hitchc	52.11	+3.1	-	Travelers	100.03	+1.69
HomeDp	117.81	+7.8	2.36	UBS AG	19.23	+5.3
Honda	30.52	+5.1	.73	UPS B	99.38	+8.0
Intel	30.51	+5.1	.96	ValeroE	63.10	+8.6
InttBosh	24.92	-.22	.58	WalterEn	.16	0
IBM	144.58	+9.9	5.20	WellsFargo	51.26	-.18
JPMorgCh	60.81	-.61	1.76	Yahoo	30.71	+1.80
Kohls	45.40	+3.4	1.80	Zimmer	113.56	0

Mostactive						
Company	Close	Chg	Div	Company	Close	Chg
BAC	15.38	-.17	.20	CHX	81.55	+3.21
S	4.22	-.12	.24	ESV	14.57	+1.04
PBR	4.64	+47	-	CBS	30.30	+8.3
GE	25.47	+28	.92	SLB	70.32	+2.67
SUNE	8.27	+1.07	-	MDT	71.13	+2.73
PFE	33.08	+1.48	1.12	COG	21.92	+7.0
VALE	44.24	+2.2	.39	COP	51.19	+3.03
FCX	10.62	+80	.20	BP	32.52	+1.56
HLT	23.58	+1.0	.28	GG	12.99	+8.5
SCWH	27.60	-.95	.24	BSX	16.92	+2.3
F	13.99	+32	.60	CX	7.13	+1.1
AA	9.52	-.26	.12	ABEV	5.09	+1.6
C	49.88	-.01	.20	O	46.00	+1.35
TD	32.64	+1.1	1.88	RIG	13.56	+1.06
S	.36	+0.5	-	VIPS	18.15	+1.24
MRK	50.14	+7.7	1.80	SDRL	6.15	+2.6
TWTR	26.31	+1.63	-	MRO	16.66	+1.35
MS	31.43	-.07	.60	ECA	7.18	+5.5
BABA	63.20	+4.33	-	HTZ	17.50	+6.5
KMD	6.26	+0.8	-	KEY	12.98	-.11
RAM	29.63	+1.50	1.96	MHR	.49	+1.3
RF	9.81	-.12	.24	ESV	14.57	+1.04
TUB	7.04	+3.5	.05	HST	16.25	+1.18
WFC	51.26	+18	1.50	DAL	44.87	-.54
VZ	42.84	-.12	2.26	MGM	19.79	+1.12
JCP	9.92	+65	-	IBN	8.80	+2.3
JPM	60.81	-.17	1.76	GLW	17.05	+2.2
ABX	6.57	+38	.08	ANH	4.82	-.12
EMC	24.69	+48	.46	MT	5.45	+4.1
CHK	7.89	+68	-	NEM	17.07	+1.23
ORCL	36.89	+65	.60	BBT	35.75	+1.2
US	40.87	+3.89	2.60	HRB	36.57	+2.0
XOM	75.88	+1.82	2.92	JNPR	27.17	+1.13
PBRA	3.94	+42	-	XRX	9.85	+2.1
DOW	44.45	+1.47	1.68	HL	2.04	+1.4
GM	31.73	+1.06	1.44	WMB	41.02	+2.04
HTO	22.99	+9.5	1.06	OLN	17.46	+5.2
EPE	26.07	+7.2	.70	PG	72.42	+4.7
NOK	6.91	+2.3	.16	DNR	2.83	+3.3
USB	40.75	+3.8	1.02	TKX	5.10	+5.0
X	40.39	+5.9	1.32	CAT	65.70	+1.31
TSM	20.76	-.10	-	MOS	30.99	+8.5
WFT	9.06	+7.0	.05	GPS	27.96	0.32
Y	10.55	+9.4	.20	DIG	103.00	+3.3
NRG	14.87	+13	.58	EGO	3.39	+3.4
ALY	1.84	+20	.06	ABT	41.38	+6.2
SWN	12.81	+4.3	-	JNU	93.93	+7.6
HAL	36.80	+1.89	.72	NBR	9.71	+4.4
BMJ	62.23	+218	1.48	SFIN	7.24	+6.4
OAS	10.73	+1.54	-	VER	7.77	+0.4

	High	Low	Close	Chg	% Chg	52-wk hi	52-wk lo
DOW	16,472.77	16,013.66	16,472.37	+200.36	+1.23%	18,351	15,370
NYSE Composite	9973.5586	9697.2744	9973.5586	+152.6133	+1.5540%	11254.8711	9509.5947
S&P 500	1951.36	1893.70	1951.36	+27.54	+1.43%	2134.72	1820.66
S&P 400	1386.08	1347.14	1386.08	+19.64	+1.44%	1551.28	1269.45

Regionalstocks						
Stock	52-wk hi	52-wk lo	close	chg	% chg	52-wk hi
Block	18.48	14.60	15.38	-0.17	-1.09%	181786408
BkfAm	37.98	28.00	31.26	+0.36	+1.17%	-17.69%
BarHarb	41.83	34.92	39.20	-0.89	-2.22%	-6.29%
CamdnN	30.31	22.49	25.76	+0.03	+0.12%	-15.01%
Cisco	24.960016	16.5300	17.6017	-0.1583	-0.8913%	-29.4804%
CenEurRus	25.00	15.58	22.67	+0.54	+2.44%	-9.32%
Delhaize	48.30	33.04	36.10	+0.11	+0.31%	-25.26%
DomtarS	20.84	12.01	13.86	+0.40	+2.97%	-33.49%
Fairchild	20.80	16.20	18.91	+0.06	+0.32%	-5.45%
FstBcpME	153.76	114.73	139.13	+0.95	+0.69%	-9.51%
GenDynam	28.68	19.37	25.47	+0.28	+1.11%	-11.19%
GenElec	84.25	57.56	75.56	+1.88	+2.55%	-10.32%
ImdexLabs	11.40	3.96	6.13	+0.07	+1.16%	-46.23%
IdmCh	57.90	37.11	38.92	+0.57	+1.49%	-32.78%
IntPap	15.70	11.55	12.98	-0.11	-0.84%	-17.32%
Keycorp	119.01	99.60	109.14	+0.40	+0.37%	-8.29%
KimbClk	55.15	37.28	48.30	+0.00	+0.00%	-12.42%
FstBwvco	11.0200	8.5900	10.3999	+0.3399	+3.2066%	-0.7269%
NorestB	100.52	76.69	88.16	-0.90	-1.01%	-12.30%
PNC	16.95	13.61	15.41	-0.17	-1.09%	-9.09%
PeoplUtdF	45.26	36.95	39.99	+0.47	+1.19%	-11.64%
PlumCrk	34.60	4.08	10.87	-0.13	-1.18%	-68.58%
Sappi	67.12	63.97	67.12	+0.01	+0.01%	+0.00%
StateStr	41.87	35.45	39.40	+0.79	+2.05%	-5.90%
Sysco	124.45	85.50	89.77	+1.41	+1.60%	-2