

## **PARK FORD OF MAHOPAC - SWOT ANALYSIS**

### STRENGTHS:

- CONSTANT FLOW OF WORK
- EXPERIENCE OF STAFF – OLDER TECHS ARE WILLING

TO HELP AND TEACH YOUNGER TECHS

- LOW TURNOVER
- TEAMWORK MENTALITY AMONGST SERVICE

DEPARTMENT

- ENCOURAGEMENT TO TRAIN AND GROW AS A TECH
- STRONG SERVICE ADVISORS THAT ARE WILLING TO

SELL

- FAMILY OWNED DEALERSHIP WITH GREAT

ATMOSPHERE

- GROWING SALES DEPARTMENT FEEDING THE

SERVICE DEPARTMENT

### WEAKNESSES:

- PARTS STOCK
- CERTAIN WORK CAN ONLY GO TO CERTAIN TECHS
- UNORGANIZED SERVICE LOT SLOWS DOWN TECH

TIME IN GETTING THE CAR IN THE BAY AND BEGIN

WORKING ON IT

- TOO MANY WAITERS
- ONLY ONE GUY AT THE PARTS COUNTER
- TOO MUCH WORK WITH NOT ENOUGH CERTIFIED

TECHS

- WAIT TIME AT THE PARTS COUNTER
- OUT OF WARRANTY JOBS GETTING PAID AT

WARRANTY RATE

- NOT ENOUGH ROOM TO WORK IN OUR SHOP

OPPORTUNITIES:

- CONSIDER GETTING INVOLVED IN SVT TRAINING

- YOUNG EMPLOYEES WILLING TO TRAIN IN FURTHER KNOWLEDGE AND CERTIFICATIONS
- STOCK PARTS BETTER IN ORDER TO SPEED UP TECH TIME ON VEHICLES
- MORE UPSELL FROM SERVICE ADVISORS
- WORK AFTER HOURS TO ALLOW TECHS TO PRODUCE MORE HOURS
- ORGANIZE SHOP AND LOT

#### THREATS:

- OVERPROMISE CUSTOMERS
- THE IDEA THAT "GROSS IS GREENER" BECAUSE PEOPLE FEEL DEFEATED WHEN THEY CAN'T MAKE TIME

- WARRANTY TIME FROM FORD MAKES IT VERY  
DIFFICULT TO MAKE TIME
  - OTHER EMPLOYMENT OPPORTUNITES - UNION  
BENEFITS
  - DISCOUNT MOM AND POP SHOPS
  - EXPERIENCED GUYS LEAVING BECAUSE UNCERTIFIED
- GUYS ARE GETTING GRAVY WORK
- EXPECTATIONS OF THE TECHS

## OBJECTIVES:

- DECREASE THE AMOUNT OF ONE LINE RO'S
- DO A BETTER JOB OF TRACKING LOSS SALES IN  
ORDER TO STOCK THE RIGHT PARTS FOR OUR TECHS
- DECREASE WAIT TIME AT THE PARTS COUNTER
- INCREASE TECH MORALE

- GIVE OPPORTUNITY FOR TECHS TO MAKE TIME AND MAKE MORE MONEY

#### STRATEGIES:

- INCREASE HOURS OF OPERATION FROM 7:30 AM TO 7 PM
- TAKE AFTER HOURS TECHS AND USE TO PRE-PREP NEW CARS FOR THE WEEK RATHER THAN PAYING A HIGH PAID TECH TO PREP CARS
- MONITOR LOST SALES TRACKING WITH PARTS DEPARTMENT WEEKLY

- PERIODICALLY DISCUSS WITH TECHS THROUGHOUT THE WEEK TO REVIEW HOURS PRODUCED AND SEE WHAT WE CAN DO TO INCREASE THEIR PRODUCTIVITY
- DO A PROPER WALK AROUND WITH CUSTOMERS TO INCREASE CHANCE OF UPSELL AND DECREASE ONE LINE RO'S
- STAGE VEHICLES FOR SERVICE
- CLEAN UP THE SHOP AND ORGANIZE SPECIAL TOOLS

#### TACTICS:

- TRAIN OFFICE TO ANSWER SERVICE CALLS FOR APPOINTMENTS AND LITTLE ITEMS TO FREE UP SERVICE ADVISORS TO SELL
- INCREASE COMMUNICATION BETWEEN PARTS MANAGER AND SERVICE MANAGER REGARDING

CURRENT RECALL PARTS, LOST SALES, AND

DISCOUNTING

- DURING EMPLOYEE REVIEW ASK TECHS WHAT WE

CAN DO TO HELP THEM BE MORE PRODUCTIVE.

ALLOW THEM TO LET US KNOW WHAT THEY WANT TO

TRAIN IN.

- MAKE COMPETITION PRICING BOARD SHOWING

CUSTOMERS THAT WE ARE NOT HIGHER PRICED -

SELL VALUE WHEN WE CAN

- USE MULTIPOINT INSPECTION TO VISUALLY SHOW

CUSTOMERS WHAT THEY NEED

- HAVE GREETERS READY AND WAITING FOR SERVICE

CUSTOMERS TO WALK THROUGH THE DOOR.

ESPECIALLY DURING MORNING HOURS, KEEPING

SERVICE ADVISORS IN A POSITION TO TALK TO TECHS

AND FIGURE OUT WHAT TO SELL

ACTION PLAN:

<b><u>TASK</u></b>	<b><u>BY WHO</u></b>	<b><u>DATE OF</u></b>
TRAIN OFFICE ON SERVICE PHONES	SERVICE ADVISORS	<b><u>COMPLETION</u></b> 8/1/2018

INCREASE SERVICE HOURS IMPLEMENT	ALL SERVICE ADVISORS	7/1/2018 7/1/2018
PROPER WALK AROUND WITH CUSTOMER		
REVIEW TECH TIME WITH TECHS PRE PREP	SERVICE MANAGER TECHS	7/1/2018 8/1/2018
VEHICLES ORGANIZE SHOP AND LOT ONCE A MONTH	ALL	FIRST SATURDAY OF EVERY MONTH
TRACK MULTIPOINTS	SERVICE MANAGER	7/1/2018

SYNOPSIS:

AFTER TAKING A STEP BACK AND LOOKING AT THE WHOLE PICTURE OF THE SERVICE DEPARTMENT IT IS CLEAR TO SEE THAT WE HAVE SEVERAL HOLES AND DEFICIENCIES THAT WE CAN IMPROVE ON. IT IS

ESSENTIAL TO BEGIN TO DISPATCH THE RIGHT WORK TO THE RIGHT TECHS. WE NEED TO MAKE EFFICIENT USE OF OUR EXPERIENCED AND HIGH PAID TECHS AND NOT WASTE THAT MONEY ON SMALL JOBS.

OUR TECHS SEEM TO LIKE WORKING HERE BUT THEIR FEEDBACK PROVIDES US WITH INFORMATION THAT WE CAN CERTAINLY IMPROVE ON. AN IMPROVEMENT IN TECH PROFICIENCY CAN ONLY HELP THEM AS WELL AS THE SHOP SO IF WE WORK TOGETHER AS A TEAM WE CAN MAKE SOME GREAT STRIDES. COMMUNICATION GOING FORWARD BETWEEN OUR SERVICE MANAGER, GENERAL MANGER, AND THE TECHS WILL BE VITAL. WITH THAT WILL COME NEW OPPORTUNITY FOR TECHS TO MAKE MORE MONEY BY EXTENDING HOURS OF OPERATION AND ALLOWING SOME TECHS TO MAKE MORE TIME.

WITH AN INCREASE IN TECH PROFICIENCY WE SHOULD SEE ALL TECHS MAKING TIME THROUGHOUT THE WEEK AND PRODUCING 40+ HOURS. WE CURRENTLY GIVE OUR TECHS A GUARANTEE WHICH IS AN OUTDATED PAY PLAN. TECHS NOT MAKING THEIR GUARANTEE NOW HAVE TO BE REVIEWED AND THE SERVICE MANAGER NEEDS TO FIND WAYS TO INCREASE THAT PRODUCTIVITY. EVENTUALLY ELIMINATING THE GUARANTEE WOULD BE THE GOAL.

WE HAVE A STRONG FOUNDATION AND WITH A FEW LITTLE TWEAKS WE WILL MAKE THIS SERVICE DEPARTMENT MUCH MORE PROFITABLE WHILE MAKING THE TECHS MORE PROFITABLE AS WELL. IF WE DON'T HAVE A WIN-WIN MENTALITY THAN WE WILL BE WORKING AGAINST EACH OTHER. THE IDEA HERE IS FOR EVERYONE TO SUCCEED AND THE HOUSE BECOMES MORE PROFITABLE.