

Strengths

- 1. Service team members are experienced, all members have been with the group for 5+ years**
- 2. Loyal customer base; customers are mostly from the surrounding neighborhoods and they continue to service, and buy their cars from us**
- 3. CDK upgraded the inspection process where everything is electronic saving parts, techs, and advisors less time walking around and more time effective on the computer**
- 4. New PDC location within 20 miles allows for same day and faster delivery on parts**

Weaknesses

- 1. Lack of communication between techs, advisors, and customers**
- 2. Senior techs and advisors are not always open to change**
- 3. No parts display in the lobby or drive**
- 4. Outgrown the dealer - not enough space for cars and parking**

Opportunities

- 1. More lot space, bays**
- 2. Add parts display to drive and lounge**
- 3. Make marketing a bit more aggressive to get more people in the door**
- 4. Implement spiff programs to motivate the service staff**

Threats

- 1. Competitor dealer expanded their lot allowing for more parts and service flow**
- 2. 6 Independent repair shops within a 10 mile radius with competitive pricing**
- 3. New facility opened within a 20 mile radius**

Objectives

- 1. Improve on CP labor sales and gross**
- 2. Hold weekly meetings discussing goals and pace**
- 3. Change advisor pay plan to focus more on CP labor sales and gross**
- 4. Increase number of daily appointments for main shop**
- 5. Track lost sale opportunities and bring customer back**

Strategies

- 1. Confirm cashiers are the only ones that have access to discount ro's**
- 2. Post competitive prices of independent shops near by .**
- 3. Discuss lost sales with management and advisors**
- 4. Conduct weekly shop meetings**
- 5. Open ad for additional techs**

Tactics

- 1. Continue weekly meetings with parts and service manager to track lost sales**
- 2. Conduct discounts audits weekly (make sure coupons are attached to ro's where discounts are applied)**
- 3. Market lost sale customers more aggressively**
- 4. Make parts mark up competitive**
- 5. Weekly meetings to discuss forecast pace vs actual**

Action Plan

Task	Whom	Completion Date
Run discount report	Service Manager	Weekly
Track daily lost sales	Parts & Service Manager	Daily
Adjust advisor pay plan 2024	Service Manager	Jan 1st,
Create spiff program for techs 2024	Service Manager	Jan 1st,
Weekly Manager meeting	Parts & Service Manager	Weekly

Synopsis

Making the focus on cp labor sales growth as well as improving the technician proficiency will positively impact the overall production of fixed operations. The service and parts managers will focus on lost sales daily and send aggressive marketing to bring those customers back on declined repairs. This will show the customers that we care about the overall health of their vehicle and maintaining it is our top priority. The communication between the advisors and the technicians must dramatically improve. This will only benefit the customer and our CSI in the long run. Keeping track of the controllables such as discounts, labor sales will help grow the profitability of the department. I will make sure all pay plans are based off the department net to drive the advisors and techs to reach new limits. Implementing a new spiff program will keep the technicians motivated to properly complete MPI's designed to upsell. Secret shopping our surrounding aftermarket shops will keep us competitive and in the market. Additional training will be provided in areas with opportunities for growth. Due to the limit of lot space, we will review hours of operation to accommodate opening more appointment times.

I am optimistic that following this action plan and working directly with my fixed ops management team we will make the years to come more profitable than the last.