

## SWOT SERVICE

### S

- Database
- Brand/product
- Shuttle/valet
- Strong BDC
- Reports
- Pay structure
- Mazda training
- Auto group relationships/resources
- Tire storage
- Internals offsite/large team
- Warranty clerk
- Gross profit is strong

### W

- Advisor Turnover/Staff turnover
- Inexperienced advisors
- CSI scores
- Warranty process/documentation/gathering the information required to get the claims approved
- OPEN RO'S - closing the work orders.
- All Tricare claims (seat/tire/windshield/paint)
- Down YOY Net profit

### O

- Off makes (Let the world know that we service makes/models)
- Helen's spiel for sales customers - even if it's still under warranty we can take it to the dealership for you
- Marketing (Monthly plans for the year)
- Online payment
- Sublet
- Shop hours/Staffing levels
- Processes
- ELR
- Increase the door rate to \$149
- Empower the employees to make the decisions without the service manager
- Consequences to having write offs
- Go to 4 - 10 shifts

### T

- Lack of space/bays
- Technicians
- No alignment rack
- Capacity issues
- Competition
- No Car wash
- Back ordered parts
- Any tires that were not storing

### NOTES

- What is our retention number on off makes for service (what is the marketing plan to attract these clientele)
- Keeping track of accessory percentage by sales person when closing deals
- Winter tire pack retention.

## PARTS

## S

- Parts availability (have up until 5PM to order for next day)
- Inventory of stocking
- Strong online wholesale business
- Process with parts requests (techs)
- Facility

## W

- New staff
- Tires/accessories
- Special order parts processes
- Deposits on order parts
- Outstanding parts to reach out to customers by not getting them out to the sales person.

## O

- Incentives for accessories for sale side
- Cross training between auto-group
- Coaching and training
- Revolution parts
- Pre paying for special order parts

## T

- Back ordered parts
- Body shop returns
- Shop capacity

## ACTION PLAN

### SERVICE

- Down in hours per RO last year - How can we increase RO's?
- See more clients and increase our hours in 2024
- We go back 5 years for New/ 3 years for Used
- Segmentation database analysis
- Active 0-6 months / semi active 7-12/ potentially lost 12-18 months/ lost 19+ months (A bucket in dealer mine) - go through this exercise with Melissa
- Marketing - time and mileage are concerns not just mileage (COVID mentally was to not need to have the vehicles serviced)
- Melissa can make the report to separate the report on off makes or Mazda's
- Reintroduction to service department when they buy out the lease (hold them to the maintenance menu) Keep them in the call list regardless if they buy out the lease.
- Alignments have stayed consistent even utilizing Subaru's machine
- Not on a regular basis do have 100% tech efficiency
- 8 hours over tire season
- 6.9 hours entire season
- Make Rodda more effective
- Need to produce at 120% in order to make up the hoist issue
- Do we have the capacity to hit the numbers we need to hit? (Increase hours/ 4x10's/Increase efficiencies)
- We get back our loss of RO's YOY - increase dollars per with right sells
- We were down 3.5% in 2023 - change % back to 3.5% in 2024
- CP/Internals \$149.99 - Warranty \$119.95
- Long term goal 400 NEW/ 600 USED
- 1.80 hour sold/R.O
- Rally around Melissa's statistics every morning
- Everyone in your fixed team knows the targets for the month (Should be able to tell any manager where they are at in terms of their targets)
- How far behind you are added to the next day (Win the day!) Break down your \$ per day.
- Every month have a marketing prospect plan with Melissa
- Report back of where they finished the month in tech meetings (all the stats/CSI/where they finished individually)
- 10% increase in RO's
- 10% GP increase from internal sublets (add 20% to all GP internals)
- Work on selling tires all year long with the sales team to talk about contest and incentives to move the needle on seasonal tire sales (Sales meeting we discuss the stats of tire sales)
- Check what we are selling \$525/copy on each vehicle sale
- Extra \$29,000 a month for parts and service forecast
- HIT our first \$300,000/Month in parts
- GET MULLY TO SEND ACTION PLAN FROM BOLGER (all department heads fill out action plan and objectives per month)

## **SERVICE EXPENSES**

- We are operating our expense at 120% which is why were operating in the ditch
- Deep dive into the expenses and decrease what we can
- Policy is within the limits \$2000/month target
- Employment expenses in fixed operations (analyze who is there and what is their pay plan for 2023 to see if we can knock that down in our forecast) See how many employees are here right now and what we can expect for the year.
- DATA PROCESSING EXPENSES: What do we use and what can we get rid of (5% of our gross)
- 200,000 SERVICE 400,000 PARTS