

STRENGTHS:

1. Our Service Department is staffed to meet the demands of our customers. For that reason, we are able to maintain a great customer retention base.
2. We have hired an outside company to train our advisors to become more aware of the service sales experience.
3. Our shop just added 14 new bays and an automatic car wash to better handle the increase flow of service traffic.
4. The General Manager of the store just increased our Door and is currently working on the warranty rate to ensure stronger profitability.
5. Great news for us, we have a shop foreman that is our best A Mechanic --all while he manages other techs to ensure the best job is being performed through all levels.

WEAKNESS:

1. Need to better market the service department customer maintenance pricings.
2. Getting the advisors to sell more jobs.
3. Create more add campaigns to attract new service customers.

THREATS:

1. Independent service shops are squeezing us a little because of their extended hours.
2. Service staff does not follow up on service calls like the need to.
3. Lack of up selling service items.
4. Too many 1-line RO's.

OBJECTIVES:

1. Increase customer pay door rate.
2. Make sure we have our level techs performing the right skill jobs.
3. Ensure techs are making good use of hours
4. Increase Daily RO's written
5. Improve techs efficiency and proficiency rate

STRATEGIES

1. Utilize the matrix system.
2. Implement better training
3. Provide menu base pricing
4. Implement phone training

TACTICS

1. Have weekly meetings with the service manager and advisors.
2. Create departmental goal forecast.
3. Implement a sales training process for advisors in order to better handle phone calls.
4. Advertise special discounts to attract potential customers.
5. Use a video display system to show customer potential service- related issues.

ACTION PLAN

TASK	BY	Completion Date
* Minimize the ability for advisors to discount tickets	Service Manager	1/01/24
* Increase Door Labor Rate	GM/Service Manager	12/31/23
* Increase Warranty Rate	GM	1/15/24
* Add a New UVI camera system to video and take Pictures of all components of the incoming vehicle	GM	2/15/24
* Install New Pricing Monitors in all Advisors offices	Service Manager	12/01/23
* Add 1 new advisor	Service Manager	11/30/23
* Hire a Service Trainer	GM	12/01/23
* Install a 3 new Quick Lube bays	GM	1/01/24
* Change advisors pay plans to gross base	GM	1/01/24
* Adjust parts mark up factors using a matrix	Parts Manager	11/30/23
* Advertise competitive pricing and discounts	Service Manager	11/30/23

Synopsis

After reviewing the processes for service, it is apparent a lot of opportunities are being missed handled as a result of our poor habits in handling phone calls. With the new phone system and service trainers we have employed, we are expecting an increase in new customers on the service drive and the advisors can better capture those who are on the phones.

By us adding 14 new service bays and an automatic car wash, we have the tools to handle the increased traffic flow. In addition, we changed all advisors pay plans to a gross incentive, rather than a number of RO's being written plan. This measure helps insure they are maximizing every measure to sell service, rather than to just write it.

In every advisor's station, we have posted digital pricing boards for customers to see which helps to make up-selling a lot easier in the service lane. Although we have been experiencing a lot of parts delays, with the proper communication and tools we have in place, the new training measures have helped improve CSI and customer retention.

