

Strengths

1. The closest Mercedes Benz dealership to our facilities is 60 miles away. Our AOI (area of influence) covers a large territory.
2. We are one dealership with two campuses. We have two fully functioning service and parts departments.
3. Many of our Techs and Advisors have very long tenure with the dealership and are highly trained and experienced.
4. Culture is key to our success. Relationships over transactions philosophy.
5. Consistent high CSI scores. Customer service is the responsibility of every employee.
6. Organized shop with climate control.
7. We have a loaner fleet consisting of 125 vehicles. We keep the shop loaded and appointments are normally available one day out.
8. Recently added Mobile service will provide more options for customers and can create more appointment capacity for the shop.
9. Very loyal customer bases, many of which continue to service with us long after their warranty expires.

Qualitative Analysis

Weaknesses

1. Poor communication amongst the (Sales, Service, and Parts) different departments.
2. Employees not taking ownership within their duties.
3. Outgrown new facility at the Irondale Campus
4. Recruiting of New Tech and Support Staff
5. Maximizing Hoover (OLD) Campus location without access to Passenger Car Internal Work such as PDI's, UCI/CPO, and Detail.

Opportunities

1. There are seven thousand vehicles in our AOI that we are not servicing. We need to find them and make them our customers.
2. Implement a night shift. This can benefit employees who would rather work nights and our commercial vehicle (Sprinter) owners that cannot afford to have a vehicle down during the day.
3. Expand pickup and delivery capacity for one day services.

Qualitative Analysis

Threats

1. There are several independents in the area that are getting our customer's business when factory warranty expires.
2. Ever increasing cost of vehicles and service can drive clients away from the brand.
3. The complexity and technology of the newer vehicles is causing a shortage of technicians. Where will find our future technicians?
4. Declines in brand quality and reputation.
5. Increasing push towards Electric Vehicles



Objectives / Strategies /

Objectives

1. Increase Hoover campus appointments by 5 per day.
2. Improve part ordering process.
3. Eliminate the constant under performers and the ones who do not live our culture.
4. Improve appointment setting and shop loading process.
5. Ensure facility potential is at a high percentage.
6. Close 9000 hours 6 out of 12 months in 2024.

Objectives / Strategies / Tactics

Strategies

1. Push sales when setting the appointment. Present service sheets to BDC agents and train them to sell manufacture recommended services by year and or mileage.
2. Incentivize (Bonus) the BDC to maximize shop capacity.
3. Introduce monthly competitions for the service lane and the shop. Use the competition to improve production and create an additional GP\$.
4. Meet with consistent under performers and "draw a line in the sand" regarding standards.
5. Research best practices and procedures for presenting declined services. Develop a process that is consistently completed. (Video MPI)
6. Shop meeting with all technicians to discuss new service bulletins and LI documents.

Objectives / Strategies /

Tactics

1. Drive business to which location (campus) will move work more efficiently. For example, if Irondale campus has several vehicles that have not been assigned, use proper communication that will direct customers to other locations. Example: We can get you an appointment in Irondale in 4 days or you can go to Hoover today. This gives customers options and will help keep them from shopping independently.
2. Review MPI randomly while the vehicle is still in our possession. Print the MPI and pull vehicle back into the shop. Have shop foreman and technician review for accuracy and training purposes. This will help improve our team and make sure they are quoting all work that needs to be presented to the customer.
3. Have weekly meetings with Service Manager, Parts Manager, Shop Foreman and Team Leaders. Discuss aged ROs and what we can do to move them through the process. Discuss back ordered parts and options on getting the part sooner via D2D.
4. Mystery shops the service and parts departments. Periodically have someone call the BDC and ask a list of questions and see if expectations are being met. Review phone calls between advisors and customers and give them a grade. Make it fun.
5. Implement the use of Video MPIS with all techs across both campuses. This should lead to an increase in the approval rate for recommended additional services.
6. Daily Morning Huddles with ASM 's and support staff to go over appointments as well as needs for shuttles, valets, loaners, and pickup and delivery services to meet client expectations and commitments.

Objectives / Strategies / Tactics

Action Plan

Task	By Whom	Completion Date
Develop capacity and shop loading process is established and followed.	BDC Manager	April 1 st , 2024
Video MPI Process	Service and IT Managers	July 1 st , 2024.
MPI Audit Process	Service Manager	April 1 st , 2024
Service Drive Daily Huddles	Lane Manager	April 1 st , 2024
Mystery Shops	BDC Manager	April 1 st , 2024
Weekly Fixed-Ops Meeting	Fixed-Ops Director	April 1 st , 2024

Synopsis

Our Service Department has made a tremendous contribution to our store's successes, including 8 Best of The Best Awards. We are very fortunate to have two fully functioning service and parts departments, both of which have clean, modern, and climate-controlled shops. In the 6 years since we opened our Irondale Campus, our shop's performance has grown exceptionally. Our monthly goals have almost doubled with 9,000 Hours now being the new measuring stick.

We do have some additional shop capacity if we can direct the work to the right location. Increasing the workload and throughput of the Hoover Campus will be a key part of our success in 2024 and years to come.

After Reviewing the RO Analysis Summary Report, it seems we and opportunity in the maintenance category. We do a lot of competitive service and repair work, even on cars that have been out of warranty for quite some time thank to a very loyal customer base, but I believe that Video MPI's directly from the Tech will increase the approval of many recommended additional services.

Customer Satisfaction is a very large part of what our dealership and brand represent. I believe the addition of the daily service land huddles will help our service support staff be better prepared for the day and ensure that our clients' needs and expectations are met.

Mystery shops and MPI Audits will help in continuously reviewing and reinforcing our processes and expectations.

In closing, our fixed team does a great job taking care of our clients and maintaining a high level of efficiency and profitability each month, but there are always opportunities be more efficient with out people and facilities while continuing to keep smiles on the faces our of loyal clients.