

SERVICE OPERATIONS ASSIGNMENT – ACTION PLAN

S Specific **M** Measurable **A** Achievable **R** Relevant **T** Time bound

What is your goal? What do you want to achieve? From what metric? To what metric? By what date?
 Example: "I will decrease my 5K run time from 30 minutes to 21 minutes by June 15, 2020."

S M T

In the next 90 days, I would like to increase Shop Hours by 20%.

How does this goal align with or support your dealer's vision?
 What are the BENEFITS of achieving your goal? What are the CONSEQUENCES if you don't?
 Why is this goal important to you?

R How it aligns with our vision:

- ① Enhanced customer experience
 - provides more flexibility + convenience to customers
 - aligns with a vision focused on exceptional customer service + satisfaction.
- ② Increase revenue
 - Drives growth + profitability
- ③ Competitive advantage
 - Being a leader in the automotive industry
- ④ employee satisfaction
 - fostering positive + productive work environment
 - chance to make more \$

Benefits: better customer satisfaction - revenue generation - competitiveness
 operational effectiveness, employee well being overall reputation

Consequences: missed growth opportunity - inefficient resource utilization
 lost revenue opportunity - employee frustration

FIXED OPERATIONS 2 – SERVICE

What specific actions or steps will you take to accomplish your goal? What will you do differently or improve?

For each, be sure to include necessary resources, who is accountable, the measurable result, and dates.



SPECIFIC ACTION/STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECK POINT DATES
Hire Shop Foreman	Develop job description conduct recruitment onboard + Train	Service director	Foreman will drive more hours + dispatch work effectively	3-28 start hire by early mid April
evaluate current work load + Staff avail.	Analyze staff avail - skills - Scheduling preferences to identify gaps	New Foreman	Implementing flexible Scheduling options to accommodate more hours	mid/late April
Implement Operational enhancements	review workflow processes improve efficiency	foreman and Service director	Invest in necessary equipment tools + Tech to enhance capability	early to mid March
monitor progress + adjustments	establish KPI to Track progress	foreman + Service director	monitor shop utilization service bookings revenue trends to evaluate	mid/late May →
Implement NPI videos	Video system to record + share w/ customers	Foreman Techs Service advisors	impact, * sell more hours *	April →
changing Service advisor pay plan	advisors paid heavier on customer pay work	Service director Foreman + Service advisors	Sell more hours b/c advisors are compensated	April →

SERVICE OPERATIONS HOMEWORK – ACTION PLAN

How will you track your progress? Where will you find the information? How often will you check in?

S M A T

Will Track progress Through KPI
 Shop utilization rate - measure % of avail. shop hours
 Service appts - analyze trends to see if there is an increase
 customer feedback - using surveys/reviews
 Revenue from Service department - compare to previous periods

Potential Obstacles?

A

- ① limited avail of equipment - tools - workspace
- ② Techs Not sending NPI videos
- ③ Service advisors not up selling hours

Potential Solutions?

A

Invest in more equipment - optimize workflow + space utilization
 Hiring separate employee to take + send videos, Spiff Techs to take them
 adjusting pay plan

BOTTOM LINE! What is the financial impact (expressed in dollars) of achieving your goal?

S M R T

Based off our New door Rate of 259 + WLR of 339
 if we can get 20% more hours sold we can generate \$101,244

CONGRATULATIONS! You've accomplished your goal! You added or adjusted policies, procedures, and behaviors. Now what? How will you ensure you and your staff do not fall back into the previous habits that produced poor results? Be specific.

S A

Have new foreman manage advisors and techs to ensure works being displaced correctly. Training (on going) for advisors on up selling. Contin. Review pay plans.