

NADA SWOT HOMEWORK

Strengths

Currently most of our crew agree overall that our large staff with low turnover aids in some of our greatest strengths. We have a large and loyal customer base that keeps our high-volume store busy throughout the year. The knowledgeable service advisors feel that they can lean on and be supported by a tight-knit and well-informed management team. There are set in place processes that are easily accessible and refreshed with new information as our processes grow. We are quick to adapt. The technicians are at all levels of knowledge, which is helpful in our dispatching process as we can grow our technicians and expedite work in the shop faster.

Weaknesses

The struggles our team are currently facing are lack of confidence in selling work on the drive. Digging deeper into why this is a weakness we found the services advisors quoting lack of part availability and approved work not being done quickly to best satisfy our customers. This can especially be seen when work is warranty and not customer pay. We need guidance for some of our service advisor for phone skills and empathetic conversations with customers. The large group we have can be found talking in their bays or at their desks at times and need reminders to stay on task to be using our time more efficiently.

Service advisors report that not having vehicles done on time by technicians is a large weakness. Technicians will not have the vehicle completed on time and the service advisor will promise a certain time that does not allow for a thorough posttest to verify the vehicle is completed and no further issues are present.

Opportunities

The biggest opportunities we currently see for our team is to expand upon our fleet Business Link accounts as we are the only dealership in San Antonio. While we have a large physical store, we need to expand further to truly take advantage of the large customer base we have. We need more technicians, and then we can increase our diagnosis to same day diagnosis to help with customer satisfaction. If we can get an agreement with Enterprise or get more loaners, there will be a higher customer satisfaction rate as they will be inconvenienced less.

Threats

While we believe that we have a good team, we recognize that our team is facing threats. The largest threats to our business are there are several other Chrysler dealerships within 50 miles of our location, and they have a much faster turnaround time for service. Even though customers know that they will get a higher quality service with us they will choose to go to another dealership that they cannot rely on to get their vehicle back faster. The logistics of parts being on back order is something we have been working on alternatives for. Realistically there is a limited number of parts available for certain repairs and this can anger customers as they are told they 'have to wait in line'.

The relationships of employees can at times create unnecessary drama and gossip is a moral killer in our store. While we aim to have a group that gets along, we must stop jokes or sarcasm before they turn into a problem. Service Advisors reports that lack of loaners is a big reason why customers will not drop off their vehicle and will go to another location.

Objectives

- Check in with advisors to catch RO's to ensure they do not fall through the cracks.
- Work with advisors for compassion and phone skills.
- Faster diagnosis time.
- Have technicians work on the highest priority repair order.
- Build our technicians and increase training levels.
- Build team moral.
- Build stock of Parts for upcoming recalls

Strategies

- Create a check-in form for staff to review where they are struggling and excelling.
- Roleplay guidance based on real calls from service advisors.
- Monitor repair orders in queue for diagnosis wait time.
- Track repair orders with each technician to ensure work is being done.
- Meeting to go over training schedules.
- All staff get together outside of work.
- Track notices for upcoming recalls.

Tactics

- Review check-in form with RO review for each service advisor.
- Pull phone calls customer have complained about.
- Put work into shop with check in time and follow up.
- Pull SDL report for each tech each morning and review.
- Tech meeting to do training and spiff technicians that made goal.
- Have three events for employees to sign up for outside of work events.
- Have order pending as soon as recalls release.

Action plan

Task	Owner	Frequency
RO review, Check in Review	Lane Manager	Weekly
Phone call Review	Lane Manager	Bi-Weekly
RO Review with Tech	Dispatch	Daily
RO Review with Tech	Dispatch	Daily
Tech Training	Shop Foreman	Monthly
Build Moral	Director	Bi-Monthly

Recall Parts	Parts Manager/Shop Foreman	Daily
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Summary

Though we are the largest in our group and the most profitable dealer in our group this analysis has helped me understand that we still need to improve. We strive to promote from within and help people have a career they can be proud of. We have many ways to grow that will only improve our employees' work life balance. The largest strength of our dealership is the people in it. They keep us honest, hard-working, and profitable. We will aim to support them more so that they can accomplish their goals and be proud to work here.

The overarching goal for our team will be for our managers to be more hands on to support our service advisors and technicians. By review WIP and SDL daily we aim to have all customers receive daily updates even in their advisor is not present as someone on our management team will know the status of their vehicle.