

# Service Department Analysis

Wright CDJ

Jim Carlisle

Class N450

## **Strengths**

1. Teamwork
2. Customer Service
3. Customer Retention

## **Weaknesses**

1. Tech Proficiency
2. Facility Utilization
3. Scheduling
4. Fixated on limitations
5. Not maximizing what we currently have
6. First time fill rate with parts needs to improve to help with being more efficient.
7. Selling
8. Marketing

# **Opportunities**

- 1.** Increase Tech Proficiency
- 2.** Increase training amongst Techs and Advisors
- 3.** Increase marketing
- 4.** Service Advisors Utilizing a Menu
- 5.** Techs utilizing video multi point inspections
- 6.** Creating processes to increase shop utilization
- 7.** Communication to help with scheduling

## Threats

1. Shop expansion without a change in process to increase Facility Utilization. Currently we are only at 27.24% Facility Utilization, so there is plenty of room for improvement with what we currently have.
2. Lack of accountability to increase Tech Proficiency. Tech Proficiency is currently only 27.25%. There are obstacles that are beyond their control that do not help with that number but with the proper processes and accountability this number should be higher. Once other things fall in line this percentage should grow even more.
3. Inability to attract / find qualified people to work. Having the fear that people are currently irreplaceable makes it impossible to hold current employees accountable.
4. Lack of overall training ultimately affects everyone, starting with Dave. Getting the techs properly trained, will give him the flexibility to Manage the department. Which will help with scheduling. Getting the Advisors more training will help them with selling, so they can be better at selling more jobs, selling more in general to decrease the one-line R.O.s.
5. Parts obsolescence and FTFR. Getting this addressed is necessary to help with Tech proficiency, and shop utilization. Not being able to stock the proper parts, and not tracking which parts we need heavily affects the shop and how efficiently we operate. Techs waiting for even 10 minutes can back track the entire shop for the day.

# Objectives

1. To create and implement processes so we can create expectations and be able to hold people accountable when said expectations are not being met.
2. To increase Shop Utilization and Tech Proficiency, so we can be more efficient as a whole department.
3. To get everyone properly trained. From techs to advisors.
4. To be more efficient, and proficient with what space we currently have. So, when we do add more space we are able to utilize that space to maximize profits and not just add more expenses.
5. Track lost sales to help parts stock the right inventory.

# Strategies

1. Set and implement a training schedule for both technicians and advisors. Have a plan and expectations for how/when to get techs to the next level. Get Advisors and Parts sales training and on a schedule for continuous training.
2. Set processes in place and establish a system of accountability.
3. Focus on utilizing time management for techs so more hours are produced.
4. Getting parts on board with being more efficient so there is less dead time waiting on parts that should be in stock.
5. Setting realistic goals as to when we can expect results from processes being placed
6. Devise a scheduling system so everyone is on the same page.
7. To get employees to buy into the system, get them either 100% in or be okay with moving on and finding someone that is.

# Tactics

1. Write out processes for all employees in the department, go over with and have them sign so they fully understand expectations
2. Set a structured scheduling system in place, make sure everyone in parts and service understands and can access the schedule.
3. Set a training schedule/expectation for everyone, once this has been established write it out and have them sign.
4. Have a weekly meeting with Parts, Advisors, and techs to assure everyone is on the same page and has the same goal in mind.
5. Create a positive mindset for both Parts and Service. Focus on what we can do, instead of what is holding us back.

Objectives / Strategies / Tactics

## Action Plan

| Task   | By Whom             | Date       |
|--|---------------------|------------|
| Create a training schedule and plan with expectations with all service and parts employees.      | SVC MGR             | 12/02/2024 |
| Establish a scheduling system<br>12/02/2024<br>That everyone can use and see                     | SVC MGR             |            |
| Set a weekly/monthly meeting<br>11/18/2024<br>schedule   | All Managers        |            |
| Put processes in place to<br>12/02/2024<br>Increase Facility utilization<br>And tech proficiency | SVC MGR             |            |
| Meet with Parts weekly to go<br>Over first time fill rate and lost<br>sales                      | SVC MGR / Parts MGR | 11/18/2024 |

Create a Marketing plan to  
12/02/2024

All Managers

Generate more business,  
And attract more qualified  
Employees.

Meet w/ all employees, have  
12/16/2024

All Managers

Them go over and sign the written  
Processes and expectations.

# Synopsis

There is a lot of opportunity to grow with what we currently are working with. The biggest numbers that stand out are Tech Proficiency at 27.25% and Facility Utilization at 27.24%. A general lack of training, to go along with no set expectations or processes in place, gives us plenty of opportunity to be far more efficient and to generate more income for all of Fixed Ops and the store as whole.

While more room will be beneficial. Getting everyone as highly trained as possible, setting processes in place, and setting expectations so we can hold everyone accountable will greatly increase structure and profitability in Service and Parts.

Obsolescence in parts has played its part in all department efficiencies, while that is being addressed having good communication between the Service Manager and Parts manager about lost sales and first time fill rate would help ensure the proper items are being stocked.

Between Service and Parts there is so much room to grow, getting the right training in place will greatly improve overall efficiency. Good communication between all departments will also help with overall efficiency. With the proper policies in place across the board Service and Parts can become the backbone of the store and drive profits significantly higher, not just for their department, but also for Sales. Overall increasing the stores over all profits.

While we all have a lot on our plate, I am looking forward to seeing what we accomplish. There is a lot of room for growth, if we all work together getting everyone trained, getting policies set in place, and making sure we hold everyone accountable the skies the limit in what we can achieve.

