

Chapman Ford
SWOT analysis
Donald Hood
N445

Strengths

1. Very good reputation in the area for Quality Service
2. Large Service facilities
3. Convenient location with easy access to the main highway
4. We service Multiple brands, including Ford, Lincoln, and Mazda
5. Reliable Bodyshop onsite
6. Seasoned and extremely well-versed service advisors
7. Highly Qualified shop foreman who's been with the company over 15 years
8. 50 years in business
9. Service Director with over 30 years of Ford experience
10. Recently installed 3 service additional service bays
11. 75% of Department has tenure over 5 years

Weaknesses

1. Large amount of entry level technicians
2. Under producing Senior Technicians
3. Unapplied time
4. Customer satisfaction scores are trending in the wrong direction due to follow-up and comebacks
5. Too many discounts on Maintenance and Light Repair
6. Advisors have the ability to discount
7. Poor work distribution leading to low OELR
8. Tech proficiency
9. Facility utilization
10. Tech count
11. Stocking issues in Parts department
12. Wasted time by Techs (too many smoke breaks)

Opportunities

1. New Mobile Service Van and Pick up Delivery for better conveniency for customers
2. Mentoring program to grow newer techs
3. Aggressively recruit good technicians

4. Better distribution of work.
5. Adjusting pricing structure (update menu pricing)
6. Take away access to discount
7. Shop Foreman monitoring workflow to make techs more proficient

Threats

1. Our Service hours not matching our Sales hours which could limit our availability and growth
2. Theft of techs by other Dealers or Independent repair shops
3. Lack of qualified applicants
4. Negative word of mouth by customers that feel like they weren't valued or weren't treated like we cared.
5. Volatility of the economy

Objective

1. Getting Technician from 84% to 90% within the next 6 months
2. Increase tech count, Goal is 24 technicians, will help with facility utilization
3. Higher gross
4. Increase lines per RO
5. Improve technician productivity, efficiency, and proficiency
6. Reduce unapplied time

Strategy

1. Increase OELR
2. Eliminate Discounts by advisors
3. Look at scheduling system (Chapman customers and visiting owners)
4. Reduce unapplied time

Tactics

1. Pay plans tied to Shop proficiency for Service Director and Shop Foreman
2. Discounts must be approved by the Service Director
3. Utilize Loaners and Mobile service for customer satisfaction

4. The Service Director monitoring customer updates and addressing customer concerns at the time of service for better service experiences
5. Train Advisors that do not consistently present Maintenance menu
6. Meetings once a week to review progress

<u>Action Plan</u>		
Tasks	By Whom	Completion Date
Increase Technician count	Service Director/GM	1/1/2025
Discounts	Service Director	8/1/2024
Customer Sat scores	Advisors/Service Director	1/1/2025
Tech Proficiency	Shop Foreman/Service Director	1/1/2025
Full Facility Utilization	Service Dir/GM/Foreman	1/1/2025

Synopsis

With an increased focus on menu selling and no unauthorized discounts on maintenance and light services should be an immediate impact on our Gross profit.

A hard effort to hire/recruit more technicians will help with our low facility utilization percentage. Our Foreman keeping a better eye on the mix of work going to the correct technician, and better time utilization of techs will help with our low OELR, and efficiency.

The concern of low customer service scores should be addressed by our New Mobile service van, better loaner utilization, follow up, and setting better expectations for the customer at appointment and/or drop off.

The growth of the Service Department is imperative to the growth of the dealership long term. We need to get back to a place where customers feel comfortable coming in and know that they will be taken care of and treated fairly.

