

Qualitative SWOT Analysis
Objectives / Strategies/ Tactics
Synopsis

Burlington Subaru
Steve Kelson
Class: 336

Strengths -

1. Good product to sell
2. Hard working people making this a good place to come to work
3. Benefits
4. Location
5. Lots of units in operation
6. Strong sales department keep the UIO up.
7. Allowed to work late to finish cars if needed
8. Customer loyalty
9. Several factory trained technician's
10. Overall a nice place to work.
11. Getting time off when requested
12. Dealer is strong with community outreach.

Weaknesses-

1. Lack of communication
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2. Micro Management
3. CSI scores
4. Not working together as a team
5. Whiners
6. Parking on the lot is tight/space
7. Service management
8. High turnover with employees
9. Pay
10. Feels a lot like a corporate company
11. Scheduling
12. Parts availability
13. Used cars not available to shop techs (have a designated tech)
14. MPI's (pay .2 want more)
15. Expected to work through lunch and also stay late.
16. Morale
17. No payment for warranty diagnosis
18. More warranty than customer pay
19. Parts slow in getting parts to techs
20. Delayed annual reviews
21. No advancement opportunities
22. Stagnant salary growth
23. Poor scheduling
24. Prices on parts
25. Not enough work at times but scheduling two weeks out.
26. Not enough work on Saturdays
27. Work dispatched unfairly

Opportunities-

1. Get all techs fully trained
2. Complete ASE
3. Departments working closely together
4. Have employee suggestions to help with process flow
5. Find extra real estate so we can grow
6. Health care

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Threats -

1. Other dealers
2. Smaller shops
3. Not working as a team
4. Losing techs to other employers
5. Parking limitations
6. Less people going into the auto trade
7. Prices from competitors
8. Hire more tech than needed
9. Increasing warranty work
10. Service and parts managers would benefit from improved leadership classes
11. Type of work that is now coming through shop (less timing belts, head gaskets, ect)
12. Warranty

Objectives-

1. Reduce one line repair orders
2. Getting the team working together
3. Reduce employee turnover
4. Implement timely and structured employee reviews
5. Come up with a fair way to dispatch work
6. Look into our scheduling process
7. Better line of communication
8. Define a declined work process.

Strategies-

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1. Make sure we are doing walk arounds in the drive. Looking into getting tablets for advisors for an easier process to upsell.
2. Implement shop meetings daily to improve communication and get the team working together.
3. Immediate implementation of a review process to complete quarterly
4. Have service manager call declined work and find out why we did not sell job.
5. Devise a better scheduling system so we are not running out of work on certain days
6. Look into electronic dispatch to improve efficiency.

Tactics –

1. Service Manager needs to be in the drive inspect we are doing walk arounds on every customer.
2. Have some team building activities so we can improve teamwork
3. Service manager in the shop more interacting with techs to reduce employee turnover and address concerns with GM after reviews
4. Shop foreman to go over tech productivity to so we can make sure work his being distributed fairly.
5. Service manager to spot check schedule to make sure we are scheduling enough appointment's
6. Service manager to give a recovered decline service report to GM weekly

Synopsis

It is evident at sixty percent one line repair orders; we are not getting in the drive, doing walk arounds, and completing MPI's on every car. This means less work for the shop which in return creates employee turnover and looks like we are not scheduling enough work. In fact we are scheduling a week out.

Also, we need to look at our decline service to make sure the advisors are able to sell the work presented to customers. Having the Service Manager meet with GM weekly to see what declined services were recovered and sold.

With having the shop foreman and service manager holding daily shop meetings, we can reduce the lack of communication. The service manager will get a schedule

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posted on the service board with a day/ time for everyone's review so everyone will have feedback to management and eliminate employee turnover.

Tweaking these daily issues we will have a motivated staff and will create fewer turnovers. Eliminating one item repair orders we will be more profitable and have happier staff while having excellent CSI.

We are excited to see where the changes bring us!