

*Service Department Analysis for  
Audi Victoria*

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N337

## *Qualitative Analysis*

### *Strengths*

- 1) Many members of the staff are long time employees, and have been able to build relationships with many of our customers to develop loyalty and trust.
- 2) In general we have a good reputation for caring for our customers and being honest and fair.
- 3) The only Audi dealership on the island.
- 4) Staff that is genuinely product enthusiasts as well as customer service orientated.
- 5) Continue to update training and become certified each year.
- 6) Up to date tools and service equipment for correct diagnosis and repairs.
- 7) Strong teamwork
- 8) Shop Foreman is a master technician

## *Weaknesses*

- 1) Communication between departments.
- 2) Lack of training for some parts people, resulting in wrong parts ordering.
- 3) Service hours are not the same as sales hours. Not open on Saturdays
- 4) Number of current recalls makes for a negative attitude from customers, and result in poor CSI scores.
- 5) Processes not being followed consistently.
- 6) Lack of customer parking
- 7) No express service.

## *Opportunities*

- 1) Moving into new facility with more bays and parking to make appointments easier for customers.
- 2) Alignment rack in new shop, less running cars around to sublets.
- 3) Full time onsite warranty administrator
- 4) More staff so easier to send people for training.
- 5) Growing brand with new models coming out
- 6) Drive through lane for quick turn around and customer ease.

*Threats*

- 1) Independent repair shops with lower door rates , longer hours and open weekends
- 2) Lack of people to employee , technicians , advisors, wash staff
- 3) New Electric vehicles coming and not all technicians are trained yet .
- 4) Social media
- 5) 12 month service intervals of newer vehicles
- 6) Losing customers once warranty period is over.

### *Objectives*

- 1) Improve ELR

- 2) Eliminate 1 line work orders
- 3) Improve technician productivity and proficiency
- 4) Maximize and utilize shop capacity
- 5) Be in the top 10 for CSI for the country
- 6) Improve appointment information
- 7) Increase dollars per ro
- 8) Increase gross profit on labor and part sales
- 9) Improve communication between departments

Use health checks to better sell required work while customers are in shop, without coming back

### *Strategies*

- 1) Increase hours of operation
- 2) Add an express lane
- 3) Increase training for technicians and advisors

- 4) Post “ Why Service here “ in drive through and online
- 5) Maximize social media
- 6) Meetings with advisors and technicians daily
- 7) Advertise discounted price for older vehicles
- 8) Monthly specials

### *Tactics*

- 1) No discounts other than what is approved by Service Manager
- 2) Adjust Service hours to accommodate customers time and needs
- 3) Do a daily RO analysis to show advisor's where there is room for improvement
- 4) Daily meeting with parts manager

- 5) Daily meeting with Advsiors
- 6) Weekly meeting with technicians
- 7) Weekly meeting with all managers
- 8) Appointments to be made for customers before they leave when they have SOR parts

### **Action Plan**

<b><u>TASK</u></b>	<b><u>BY WHOM</u></b>	
<b><u>COMPLETION DATE</u></b>		
Install Express Service March 1 2019	Service Manager	
Extend Service Hours March 1 2019	Service Manager	
Advertise 6+ Discount	Marketing	ongoing

Weekly Technician meetings Weekly	Service Manager	
Daily Advisor meetings	Service Manager	Daily
Monitor SOR parts	Parts & Service	Weekly
Book training	Service Manager	Monthly
Display competitor price board 15 2019	Marketing	January
Monitor Ro's for ELR and \$ sold	Service Manager	Daily
Tech bonuses for proficiency January 1 2019	Service Manager	

## *Synopsis*

It is very apparent that having outgrown this dealership is having an effect on customer service and profitability. When customers can't drive in and find a parking spot, or get an appointment for weeks, they are more likely to go to other facilities to have their work done.

When we move into the dealership we will extend out hours to include Saturday Service from 9 am – 5 PM. With the addition of an Express Service Lane this should help accommodate customers' time and needs.

By displaying competitor's rates and the Why Service Here board, we should be able to show our customers the advantages of servicing with us and increase profitability.

Keeping the staff up to date with training will provide the confidence and the expertise only a dealership can provide.

Tracking the work orders daily will show the advisor's how they are doing and as a matter of pride will want to improve. ...Along with the odd gift card for impressive improvement.

The new facility will hopefully attract more people to want to work within the dealership.

With the recent addition of another Service Advisor, the addition of 2 more technicians when we move into the new building and increased Service hours I see great potential for improving Gross profit, as well as customer satisfaction.