



Fixed Operations 2 Service Homework

Advertising:

- We suffer from a history of large repair issues in the Jaguar Land Rover brand, and often blame the manufacturer for the issues our customers bring to us. I believe we can better prepare for the repair concerns of our customers by seeing them more frequently for competitive and maintenance services
- We have an aggressive approach to advertising frequency, but have not, historically, provided our customers with the most compelling offers
- We will begin to focus on key items for which independents may seem more attractively priced: tires, brakes, wipers, cabin filters, oil changes, batteries

Marketing:

- We have utilized DataClover in the past to focus on “inactives,” “lost souls,” etc. Going forward, I would like to see more focus on our repeat customers to see if we can further increase the frequency with which they visit our drive. Currently, our marketing efforts focus on customers we have not seen for over a year, but I believe a customer we see every 10 months may be more likely to visit us more frequently than someone who hasn’t seen our drive in 2+ years
- While not directly related to marketing, our efforts to improve the Sales-to-Service handoff will improve with an intense focus on integrating Service into the Delivery process

Facility:

- Our utilization issues are more about Tech attitude than facility. That said, the recent DMS change has highlighted some severe shortcomings in the computers we have available for our techs. Given the amount of time they spend on computers, we need to move from our old ratio of 1 machine:3 stalls to a 1:1 ratio
- In the last year, we have installed six new lifts, built a new carwash and added parking. Service has benefited from quite a few facilities enhancements, and we remain open to exploring additional value added investments

Productivity:

- My biggest concern about tech productivity is driven by dispatch and shop structure. Currently we are allowing techs to make too many of the decisions about who gets what work, and the inefficiency of \$30+/hr labor doing oil changes while trainees get electrical jobs has changed since I attended class
- We are revamping the team structure, going to four teams each with a leader who handles some amount of the dispatch on top of the automated process through Reynolds. Right Job/Right Tech appears to be the biggest opportunity

- Parts is expanding by about 30%, and has been encouraged to stock more rather than rely on “we can have it delivered.” I am reluctant to blame parts, given their facility disadvantages, but their opportunity for excuses is gone

Production Method:

- I believe I touched on this above with the team structure. Additionally, we have migrated to a team of dedicated internal techs, which I believe will be helpful to our more senior team members who can focus on customers while we divert used car work to trainee and junior techs

Analyze Cost of Labor:

- The Right Job/Right Tech strategy will likely reduce our cost of labor further, but we have done a relatively good job of recruiting new technicians, and keeping the cost of labor in line. We’ve more than doubled the size of the workforce, and in so doing have reduced our cost of labor by over three dollars at the same time we’ve grown overall production

Changes in Expense Structure:

- This was a painful exercise in class. We are not selling all of our available hours. Aside from team structure, I believe shop loading strategy is the most important item on which to focus our management team. We have not had a smooth line of communication from BDC→Advisor→Tech regarding capacity. Since returning from class, we have moved our customer service reps to within sight and earshot of the lane, though it’s too early to tell if this has made a difference
- We have revised pay plans for advisors and service managers to focus on gross (previously too much focus on Hours per RO, which left competitive and maintenance customers at a disadvantage)
- We have reduced our loaner fleets – a ma\$\$ive expense at this store
- Everyone is aware of the renewed focus on cycle time to further limit expense

Pay Plans:

- Yes! Addressed above. Quite a bit needed revisiting, but most importantly, they needed simplifying toward one big goal, where previously we had many sometimes competing goals

Detailed Performance Programs:

- We hired a new Corporate Fixed Ops Director who has implemented a process of monitoring Service and Parts exceptions daily, is tracking our appointment set hours against total capacity, and aggressively managing our advisors’ use of the phone
- Our advisor and service management teams know they are being held to proficiency and total gross standards which had previously not been targeted



- A smaller point, but one which I'm happy to see implemented is a focus on Email Capture Rate to improve our marketing efforts by putting more customer info into our database

Level of Current Training:

- This is one area where I believe we are above average. Atlanta offers a Regional Training Center for Jaguar Land Rover, which means we have access to more training than any other dealerships in the Southeast. We encourage all technicians and advisors to pursue training all the way to "Guild" status with JLR

Special Tools:

- The manufacturer has an expensive mandate for special tools, which is painful to miss as they withhold significant margin for having insufficient special tools in place. We are well above guideline for special tools

100 RO Analysis:

- Complete, and eye opening. The 25 RO analysis from class was similar in Hrs/RO, Labor Rates and Cost of Labor, but the 100 RO analysis identified a much higher percentage of 1-line repair orders. A great exercise to review moving forward

Qualitative SWOT:

- Included

Jaguar Land Rover Buckhead Qualitative SWOT Analysis:

Strengths:

- Brand, location and customers are all key strengths. We have popular luxury brands in Jaguar and Land Rover, generally wealthy customers in the Buckhead section of Atlanta and a location in the center of the city's most prosperous business district. There is no excuse for anything but success
- Demand exceeds supply

Weaknesses:

- The physical plant is lacking, and that may be kind. The store is 55 years old, and a combination of outdated buildings, and a piecemeal zoning approach by the city which precludes our ability to rationalize some fairly straightforward physical deficiencies for parking, internal logistics, etc.
- We recently made a DMS transition from CDK to Reynolds & Reynolds. In a way, I believe whichever software we switched from would have gotten more popular after the transition, but I think our Fixed Ops teams were not consulted sufficiently prior to making the decision to switch
- Service Management has a lot on its plate, but is not efficient from a time management standpoint

Opportunities:

- From an economic standpoint, we have significant price increase opportunities. Our brands are very price-elastic.
- With better shop-loading, we can take advantage of our capacity. The switch from a multi-store BDC to single store BDCs is likely to help this location focus on its service opportunity, and do a better job of selling its inventory (time)

Threats:

- A new store recently opened in the market, though that does not concern me as much as it does some
- The biggest threat to our team is that success goes to our head. We have grown from a shop of ~15 technicians to over 30, and our backlog has remained 6+ days for most of that time. Just because we have gotten bigger, we haven't necessarily gotten better
- Customers will generally pay whatever you ask them to, as long as the service is both fast and transparent – right now we struggle with speed through the shop, and I'm not certain that our process is as refined as it could be to provide maximum transparency

Objectives:

- I misdiagnosed a key metric, and focused on Hours per RO at the expense of assisting customers with maintenance and competitive issues. The overemphasis on Hrs/RO in Advisor pay plans incentivized Advisors to push smaller jobs away. The new focus is on Gross, and Gross of any kind is accepted. Our ability to effectively "sell green" is much more likely to lead to happy and well-served customers, than only focusing on jobs over 3.0 hours
- My key objectives are all a mix of customer experience and profit-driven: i) reduced loaner fleet size, ii) reduced cycle time (retail and internal), and iii) higher waiter % of total retail tickets (less loaner utilization)

Strategies:

- Limiting discounts, and selling the value of our Service Department is downstream of our Gross efforts. Not only are we trying to maximize Gross per ticket by limiting discounts, but we are trying to take share back from independents by more effectively servicing maintenance customers. We have developed speed teams, and should roll a new shop structure to maximize throughput
- We have moved to a dedicated team of internal techs for Used Cars (PDI work is still dispatched to the full shop)

- Renewed focus on the concept of what our “inventory” is in Service. The BDC must become better aware of what we’re selling. Shop loading impacts everything downstream, and this is one of the top three focuses of our Fixed Ops Director

Tactics:

- Online scheduling of appointments offered on 15 minute increments
- Moved BDC personnel to within sight and earshot of the drive
- Potentially increase advisor capacity to 9 or 10 from 8 (currently only 8 desks on drive)
- Improve our Dispatch process (reliant on team structure, which may need revisiting as well)
- Movement of tire work to dedicated stalls
- Frequent review (daily by managers) of Parts and Service Exception reports

Action Plan:

- Our ten store group has little in the way of corporate “support,” but a smaller four store group over which I have direct oversight recently hired a Fixed Operations Director. Tom Denman comes to that role from a similar role with Gulf States Toyota, and brings a more urgent speed/efficiency mindset to our Service Departments
- Beginning with pay plan modifications at the Advisor level through Service Managers up to Corporate Fixed Ops Director with a focus on Gross per ticket and Gross per hour, we have restructured the key success metrics of our department. Success is no longer measured in Hours per RO, but much more focused on Proficiency and other metrics which would be impacted by better dispatch, shop loading and more comprehensive selling

Synopsis:

- The service department has come a long way growing from \$7.3mm in Fixed Gross in 2016 to \$8.9mm in Fixed Gross in 2017 and \$11.5mm in Fixed Gross in 2018 (58% in two years time). At times it is easy to forget that things have improved, but our 5-year UIO is set to increase dramatically given the increase in our Variable Ops. Success in the future will hinge on the top of the funnel, and properly setting the work up for our shop infrastructure. I believe our existing management talent could get us to the next level, but they will need to significantly improve their efforts, and show a willingness to reconsider how we operate, in particular how they coordinate with other departments in the store

Service Department Evaluation – Jaguar Land Rover Buckhead:

Key concerns:

- The Service Department runs a net loss
- Proficiency is well below benchmark (76.2%)
- We have underutilized capacity in the shop (additional stalls)
- We are at capacity in bodies in the lane (need more advisors, and advisor work spaces)
- Service Management is resistant to new ideas
- We are consistently backed up nearly a week
- Parts may be too focused on remaining lean, instead of stocking appropriately for our current business levels (previous policy of low inventory may present opportunity cost in the form of customers going elsewhere for service when we have to order parts)

I would prefer to grow our way to profitability instead of cutting our way to profitability. I think this is a viable strategy, as we have a large backlog (6+ days), and profitable work. In the last year we have seen the shop grow from ~3,000 hours per month to ~5,000 hours per month, but have hit a ceiling around 5,300 hours. Our inability to push more work through the shop is a result of multiple failures along the way:

- Poor solicitation of customers – our offers are not compelling from a price standpoint
- Poor shop loading – our Customer Service Reps are doing what they're told, and we've told them they have limits on the amount and mix of work which they can schedule
- Teams are poorly structured, and dispatch pushes work to the wrong members of those teams
- Our quality control is poor, and inconsistent
- Our sense of urgency is lacking, and this has multiple negative impacts:
 - o High loaner costs
 - o Extended cycle times
 - o Fewer completed jobs equals more frustrated customers

All of the above problems are on our Corporate Fixed Ops Director's list of priorities. This is a new role, the hiring for which was finalized in December of 2018. I suffer from a weakness of knowing things could be better, more efficient, etc., but not necessarily knowing how to fix our issues. Tom Denman's addition to our team provides a layer of corporate support which can also bring accountability to a tenured manager which I was unable to provide.

The opportunity to increase service is apparent for both volume and price. If we are able to increase price and volume in conjunction with one another in 2019, we could have a truly special year. Much of the volume increase will be dependent upon our ability to successfully complete internal work without doing so at the expense of Customer Pay and Internal. Price increases will be driven by our ability to manage customer expectations, meet promise times, and accelerate the cycle through our service department. We have a \$5mm+ opportunity in Service based on our UIO and internal business (~2,000 incremental hours per month at \$200+ per hour in Total Fixed Gross). Everyone needs to be aligned on reaching our potential.

Service Department Sales And Gross (Labor Only)

| Category | Sales | Gross | Gross as % of Sales | %Sales Contribution |
|--------------------|-------------------|-------------------|---------------------|---------------------|
| Customer Car | \$ 331,653 | \$ 268,132 | 80.85% | 48.47% |
| Customer Truck | | | 0% | 0.00% |
| Customer Other | | | 0% | 0% |
| Warranty | \$ 159,298 | \$ 132,819 | 83.38% | 23.28% |
| Warranty Other | | | 0% | 0.00% |
| Internal | \$ 193,290 | \$ 164,440 | 85.07% | 28.25% |
| NVI / Road Ready | | | 0% | 0% |
| Adj. Cost Of Labor | | \$ (28,119) | 0% | 0.00% |
| Total | \$ 684,241 | \$ 537,272 | 78.52% | 100.00% |

Service Department Profit Centering

| Expense Category | Dollar Amount | % of Gross | Profile |
|---------------------|---------------|------------|---------|
| Department Gross | \$ 558,131 | | |
| Variable Expense | | 0.00% | |
| Selling Expense | \$ 10,904 | 1.95% | |
| Personnel Expense | \$ 247,436 | 44.33% | |
| Semi-Fixed Expense | \$ 277,419 | 49.70% | |
| Fixed Expense | \$ 133,065 | 23.84% | |
| Unallocated Expense | | 0.00% | |
| Dealer's Salary | | 0.00% | |
| Total Expenses | \$ 668,824 | 119.83% | |
| Net Profit | \$ (110,693) | -19.83% | |

NADA ACTUAL SERVICE ANALYSIS

Performance

| | Labor Sales / Month | | Hourly Labor Rate | | Hours Billed |
|------------------|---------------------|---|-------------------|---|---------------|
| Customer Car* | \$ 331,653 | ÷ | 127.98 | = | 2591.4 |
| Customer Truck* | \$ - | ÷ | | = | 0.00 |
| Customer Other* | | ÷ | | = | 0.00 |
| Warranty | \$ 159,298 | ÷ | 125.41 | = | 1270.2 |
| Internal | \$ 193,290 | ÷ | 191.85 | = | 1007.5 |
| New Vehicle Prep | | ÷ | | = | 0.00 |
| Total | \$ 684,241 | | | | 4869.1 |

POTENTIAL

$$\frac{\$ 684,241}{4869.08} = \$ 140.53$$

Total labor sales for month Total hours billed Effective Labor Rate

$$34.00 \times 8 \times 24 = 6,392.0$$

Service mechanical technicians # Hours/Day Working Days/Month Clock Hour Avail

$$6,392.0 \times \$ 140.53 = \$ 898,254$$

Clock Hours Available Effective Labor Rate Labor sales potential

How proficient are your technicians ?

$$\frac{4,869.1}{6,392.00} = 76.17\%$$

Hours Produced Hours Available Tech Proficiency

Customer labor divide by the Customer Effective Labor rate from the R. O. Analysis

FACILITY POTENTIAL

| | | |
|----------------------|----|---------------|
| Number of Bays | | 48 |
| | x | |
| Number of Days | | 23.5 |
| | x | |
| Number of Hours | | 8 |
| | x | |
| Effective Labor Rate | \$ | 140.53 |
| | | <i>equals</i> |
| FACILITY POTENTIAL | \$ | 1,268,123 |

FACILITY UTILIZATION

| | | |
|----------------------|----|---------------|
| Total Labor Sales | \$ | 684,241 |
| | ÷ | |
| Facility Potential | \$ | 1,268,123 |
| | | <i>equals</i> |
| FACILITY UTILIZATION | | 53.96% |



Repair Order Analysis *and Summary*

1/23/2019

Hennessy JLR Buckhead
Dealership

Robert Hennessy
Student

N340 - 331239763
Class and ID Number

Repair Order Analysis Input Sheet

| | RO Number | Year | Model | Mileage | Competitive Labor | | | | | Maintenance Labor | | | | | Repair Labor | | | | | Total Cost of Labor | One Item Repair Order |
|----|-----------|------|-------|---------|-------------------|-----------------|-------------------|-------------|------------|-------------------|-----------------|-------------------|-------------|------------|--------------|-----------------|-------------------|-------------|------------|---------------------|-----------------------|
| | | | | | Labor Sales | Flat Rate Hours | Technician Number | Pay Per FRH | Labor Cost | Labor Sales | Flat Rate Hours | Technician Number | Pay Per FRH | Labor Cost | Labor Sales | Flat Rate Hours | Technician Number | Pay Per FRH | Labor Cost | | |
| 1 | 105442 | 2009 | RRS | 82,755 | 89.95 | 1.00 | 426 | 20.00 | 20.00 | 657.90 | 5.10 | 426 | 20.00 | 102.00 | 2,358.10 | 14.00 | 426 | 20.00 | 280.00 | 402.00 | 6 |
| 2 | 105457 | 2015 | LR4 | 61,103 | 159.95 | 2.00 | 421 | 31.00 | 62.00 | | | | | | 159.00 | 1.00 | 421 | 31.00 | 31.00 | 93.00 | 2 |
| 3 | 105509 | 2007 | RR | 138,538 | 249.90 | 3.00 | 438 | 24.00 | 72.00 | 1,425.45 | 11.05 | 438 | 24.00 | 265.20 | 878.80 | 5.20 | 438 | 24.00 | 124.80 | 462.00 | 6 |
| 4 | 105510 | 2017 | LRDS | 22,865 | | | | | | 290.25 | 2.25 | 457 | 19.00 | 42.75 | | | | | | 42.75 | 1 |
| 5 | 105515 | 2018 | LRDS | 17,534 | 249.90 | | | | | 258.00 | 2.00 | 478 | 20.00 | 40.00 | | | | | | 40.00 | 3 |
| 6 | 105516 | 2012 | RR | 58,831 | | | | | | | | | | | 33.80 | 0.20 | 340 | 32.50 | 6.50 | 6.50 | 1 |
| 7 | 105521 | 2006 | RR | 198,114 | | | | | | | | | | | 169.00 | 1.00 | 402 | 32.50 | 32.50 | 32.50 | 1 |
| 8 | 105523 | 2008 | LR3 | 141,730 | | | | | | 290.25 | 2.25 | 438 | 24.00 | 54.00 | | | | | | 54.00 | 1 |
| 9 | 105527 | 2009 | XK | 91,267 | 219.95 | 3.00 | 369 | 31.00 | 93.00 | 299.00 | 1.50 | 369 | 31.00 | 46.50 | | | | | | 139.50 | 3 |
| 10 | 105530 | 2017 | RR | 25,840 | 52.00 | 1.00 | 130 | 14.50 | 14.50 | | | | | | | | | | | 14.50 | 2 |
| 11 | 105531 | 2018 | RRV | 1,506 | | | | | | 299.00 | 2.00 | 498 | 19.00 | 38.00 | | | | | | 38.00 | 1 |
| 12 | 105533 | 2017 | FPAGE | 27,511 | 279.95 | 4.00 | 467 | 32.50 | 130.00 | | | | | | | | | | | 130.00 | 2 |
| 13 | 105535 | 2012 | XF | 34,777 | | | | | | | | | | | 169.00 | 1.00 | 467 | 32.50 | 32.50 | 32.50 | 1 |
| 14 | 105536 | 2013 | RRS | 96,938 | 159.95 | 2.00 | 128 | 32.50 | 65.00 | 322.50 | 2.50 | 128 | 32.50 | 81.25 | 1,183.00 | 7.00 | 128 | 32.50 | 227.50 | 373.75 | 4 |
| 15 | 105539 | 2013 | XF | 43,781 | | | | | | 77.40 | 0.60 | 130 | 14.50 | 8.70 | | | | | | 8.70 | 1 |
| 16 | 105544 | 2008 | RR | 118,912 | 90.00 | 1.00 | 467 | 32.50 | 32.50 | | | | | | | | | | | 32.50 | 1 |
| 17 | 105547 | 2017 | LRD | 10,613 | 249.90 | 3.00 | 421 | 31.00 | 93.00 | 245.10 | 1.90 | 421 | 31.00 | 58.90 | | | | | | 151.90 | 3 |
| 18 | 105567 | 2013 | RRS | 71,022 | | | | | | | | | | | 4,732.00 | 28.00 | 369 | 31.00 | 868.00 | 868.00 | 1 |
| 19 | 105568 | 2015 | RR | 30,101 | | | | | | 477.30 | 3.70 | 340 | 32.50 | 120.25 | | | | | | 120.25 | 1 |
| 20 | 105581 | 2016 | RRS | 21,218 | 249.90 | 3.00 | 1372 | 17.50 | 52.50 | 322.50 | 4.75 | 612.75 | 17.50 | 83.13 | 507.00 | 3.00 | 1372 | 17.50 | 52.50 | 188.13 | 5 |
| 21 | 105596 | 2008 | RRS | 107,170 | | | | | | 799.80 | 6.20 | 1229 | 17.50 | 108.50 | | | | | | 108.50 | 5 |
| 22 | 105625 | 2018 | RRV | 8,560 | 159.95 | 2.00 | 128 | 32.50 | 65.00 | | | | | | | | | | | 65.00 | 1 |
| 23 | 105634 | 2011 | RRS | 123,653 | 159.95 | 2.00 | 487 | 22.00 | 44.00 | 348.30 | 2.70 | 487 | 22.00 | 59.40 | 633.75 | 3.75 | 487 | 22.00 | 82.50 | 185.90 | 4 |
| 24 | 105642 | 2016 | LR4 | 45,142 | | | | | | 296.70 | 2.30 | 383 | 32.50 | 74.75 | | | | | | 74.75 | 1 |
| 25 | 105659 | 2007 | RRS | 112,581 | | | | | | | | | | | 442.50 | 2.50 | 1372 | 17.50 | 43.75 | 43.75 | 1 |
| 26 | 105674 | 2011 | RR | 117,541 | 159.95 | 2.00 | 444 | 32.50 | 65.00 | | | | | 845.00 | 5.00 | 444 | 32.50 | 162.50 | 227.50 | 3 | |
| 27 | 105679 | 2012 | RR | 96,746 | | | | | | | | | | 174.90 | 1.10 | 1533 | 28.00 | 30.80 | 30.80 | 1 | |
| 28 | 105690 | 2017 | RRE | 15,419 | | | | | | 296.70 | 2.30 | 1533 | 28.00 | 64.40 | 507.00 | 3.00 | 1533 | 28.00 | 84.00 | 148.40 | 3 |
| 29 | 105711 | 2017 | RRS | 17,812 | 30.00 | 0.50 | 130 | 14.50 | 7.25 | | | | | | | | | | | 7.25 | 1 |
| 30 | 105712 | 2006 | RR | 184,814 | | | | | | | | | | | 462.00 | 2.80 | 483 | 19.00 | 53.20 | 53.20 | 1 |
| 31 | 105716 | 2018 | RRV | 10,448 | | | | | | | | | | | 169.00 | 1.00 | 402 | 32.50 | 32.50 | 32.50 | 1 |
| 32 | 105719 | 2017 | LRDS | 24,485 | | | | | | 322.50 | 2.50 | 498 | 19.00 | 47.50 | | | | | | 47.50 | 2 |
| 33 | 105723 | 2015 | LR4 | 53,992 | 249.90 | 3.00 | 421 | 31.00 | 93.00 | 677.25 | 5.25 | 421 | 31.00 | 162.75 | | | | | | 255.75 | 4 |
| 34 | 105728 | 2019 | RRS | 182 | | | | | | | | | | | 169.00 | 1.00 | 474 | 32.50 | 32.50 | 32.50 | 1 |
| 35 | 105746 | 2017 | RRE | 5,957 | | | | | | | | | | | 338.00 | 2.00 | 498 | 19.00 | 38.00 | 38.00 | 1 |
| 36 | 105751 | 2016 | RR | 44,440 | 89.98 | 1.00 | 128 | 32.50 | 32.50 | 322.50 | 2.50 | 128 | 32.50 | 81.25 | | | | | | 113.75 | 2 |
| 37 | 105755 | 2008 | RR | 58,443 | 249.90 | 3.00 | 483 | 19.00 | 57.00 | 915.90 | 7.10 | 483 | 19.00 | 134.90 | 338.00 | 2.00 | 483 | 19.00 | 38.00 | 229.90 | 5 |
| 38 | 105757 | 2014 | RR | 33,844 | | | | | | | | | | | 169.00 | 1.00 | 1372 | 17.50 | 17.50 | 17.50 | 1 |
| 39 | 105759 | 2008 | LR3 | 46,860 | 249.90 | 3.00 | 383 | 32.50 | 97.50 | 380.55 | 2.95 | 383 | 32.50 | 95.88 | 169.00 | 1.00 | 383 | 32.50 | 32.50 | 225.88 | 5 |
| 40 | 105775 | 2012 | LR4 | 138,911 | | | | | | | | | | | 169.00 | 1.00 | 457 | 19.00 | 19.00 | 19.00 | 1 |
| 41 | 105777 | 2016 | RRS | 29,445 | 159.95 | 2.00 | 421 | 31.00 | 62.00 | 322.50 | 2.50 | 421 | 31.00 | 77.50 | | | | | | 139.50 | 2 |
| 42 | 105781 | 2010 | LR4 | 201,001 | 249.90 | 3.00 | 421 | 31.00 | 93.00 | 683.70 | 5.30 | 421 | 31.00 | 164.30 | | | | | | 257.30 | 4 |
| 43 | 105782 | 2011 | RRS | 78,816 | | | | | | | | | | | 84.50 | 0.50 | 421 | 31.00 | 15.50 | 15.50 | 1 |
| 44 | 105783 | 2016 | YUKON | 43,598 | 30.00 | 0.50 | 130 | 14.50 | 7.25 | | | | | | | | | | | 7.25 | 1 |
| 45 | 105803 | 2017 | LRDS | 41,395 | | | | | | 141.90 | 1.10 | 421 | 31.00 | 34.10 | | | | | | 34.10 | 2 |
| 46 | 105805 | 2016 | RRS | 50,813 | 159.95 | 2.00 | 467 | 32.50 | 65.00 | 322.50 | 2.50 | 467 | 32.50 | 81.25 | | | | | | 146.25 | 2 |
| 47 | 105807 | 2017 | RR | 25,675 | | | | | | 483.75 | 3.75 | 1337 | 20.00 | 75.00 | | | | | | 75.00 | 1 |
| 48 | 105808 | 2016 | LR4 | 21,654 | 249.90 | 3.00 | 487 | 22.00 | 66.00 | 322.50 | 2.50 | 487 | 22.00 | 55.00 | | | | | | 121.00 | 4 |
| 49 | 105811 | 2014 | LR4 | 72,269 | | | | | | | | | | | 169.00 | 1.00 | 1337 | 20.00 | 20.00 | 20.00 | 1 |
| 50 | 105814 | 2005 | LR3 | 201,615 | 249.90 | 3.00 | 421 | 31.00 | 93.00 | 464.40 | 3.60 | 421 | 31.00 | 111.60 | | | | | | 204.60 | 4 |
| 51 | 105819 | 2006 | LR3 | 86,682 | | | | | | 132.55 | 0.95 | 340 | 32.50 | 30.88 | | | | | | 30.88 | 2 |
| 52 | 105830 | 2015 | RR | 57,339 | 89.95 | 1.00 | 498 | 19.00 | 19.00 | 1,070.70 | 8.30 | 498 | 19.00 | 157.70 | | | | | | 176.70 | 4 |
| 53 | 105834 | 2012 | RR | 94,298 | | | | | | 334.16 | 2.20 | 474 | 32.50 | 71.50 | | | | | | 71.50 | 2 |
| 54 | 105836 | 2016 | LRDS | 26,309 | | | | | | 206.40 | 1.60 | 369 | 31.00 | 49.60 | | | | | | 49.60 | 1 |
| 55 | 105840 | 2014 | RRS | 37,326 | 249.90 | 3.00 | 421 | 31.00 | 93.00 | 451.50 | 3.50 | 421 | 31.00 | 108.50 | | | | | | 201.50 | 4 |

Repair Order Analysis Input Sheet

| | RO Number | Year | Model | Mileage | Competitive Labor | | | | | Maintenance Labor | | | | | Repair Labor | | | | | Total Cost of Labor | One Item Repair Order | |
|--------------------------|-----------------|------------------|-------------|---------------|-------------------|-----------------|------------------|-------------|------------|-------------------|-----------------|------------------|-------------|------------|--------------|-----------------|------------------|-------------|------------|---------------------|-----------------------|----|
| | | | | | Labor Sales | Flat Rate Hours | Technican Number | Pay Per FRH | Labor Cost | Labor Sales | Flat Rate Hours | Technican Number | Pay Per FRH | Labor Cost | Labor Sales | Flat Rate Hours | Technican Number | Pay Per FRH | Labor Cost | | | |
| 56 | 105842 | 2013 | RRS | 39,565 | | | | | | 290.25 | 2.25 | 369 | 31.00 | 69.75 | | | | | | | 69.75 | 1 |
| 57 | 105848 | 2016 | RR | 29,841 | 30.00 | 0.50 | 130 | 14.50 | 7.25 | | | | | | | | | | | | 7.25 | 1 |
| 58 | 105850 | 2008 | RR | 121,930 | | | | | | 619.20 | 4.80 | 1533 | 28.00 | 134.40 | 169.00 | 1.00 | 1533 | 28.00 | 28.00 | | 162.40 | 2 |
| 59 | 105875 | 2007 | RR | 169,674 | | | | | | | | | | | 169.00 | 1.00 | 438 | 24.00 | 24.00 | | 24.00 | 1 |
| 60 | 105878 | 2015 | RRS | 57,554 | | | | | | 338.00 | 2.00 | 369 | 31.00 | 62.00 | 169.00 | 1.00 | 369 | 31.00 | 31.00 | | 93.00 | 2 |
| 61 | 105879 | 2018 | LRD | 11,008 | 159.95 | 2.00 | 467 | 32.50 | 65.00 | 335.40 | 2.60 | 467 | 32.50 | 84.50 | | | | | | | 149.50 | 2 |
| 62 | 105880 | 2017 | LRD | 17,209 | | | | | | 77.40 | 0.60 | 474 | 32.50 | 19.50 | | | | | | | 19.50 | 1 |
| 63 | 105887 | 2009 | RRS | 118,123 | | | | | | | | | | | 169.00 | 1.00 | 426 | 20.00 | 20.00 | | 20.00 | 1 |
| 64 | 105889 | 2012 | LR4 | 97,184 | | | | | | 690.15 | 5.35 | 478 | 20.00 | 107.00 | 84.50 | 0.50 | 478 | 20.00 | 10.00 | | 117.00 | 3 |
| 65 | 105896 | 2014 | LR4 | 79,264 | | | | | | 928.80 | 7.20 | 438 | 24.00 | 172.80 | | | | | | | 172.80 | 1 |
| 66 | 105897 | 2010 | LR4 | 72,843 | 249.90 | 3.00 | 438 | 24.00 | 72.00 | 625.65 | 4.85 | 438 | 24.00 | 116.40 | 338.00 | 2.00 | 438 | 24.00 | 48.00 | | 236.40 | 6 |
| 67 | 105899 | 2014 | RR | 83,376 | 159.95 | 2.00 | 128 | 32.50 | 65.00 | | | | | | 1,098.50 | 6.50 | 128 | 32.50 | 211.25 | | 276.25 | 3 |
| 68 | 105901 | 2013 | LR4 | 66,107 | | | | | | | | | | | 929.50 | 5.50 | 413 | 22.00 | 121.00 | | 121.00 | 1 |
| 69 | 105904 | 2011 | RR | 70,333 | | | | | | 1,161.00 | 9.00 | 467 | 32.50 | 292.50 | | | | | | | 292.50 | 3 |
| 70 | 105910 | 2015 | RR | 31,172 | 249.90 | 3.00 | 128 | 32.50 | 97.50 | | | | | | 715.95 | 5.55 | 128 | 32.50 | 180.38 | | 277.88 | 3 |
| 71 | 105915 | 2010 | RR | 105,911 | | | | | | | | | | | 169.00 | 1.00 | 1327 | 27.00 | 27.00 | | 27.00 | 1 |
| 72 | 105923 | 2013 | LR4 | 42,834 | | | | | | | | | | | 845.00 | 5.00 | 498 | 19.00 | 95.00 | | 95.00 | 1 |
| 73 | 105924 | 2016 | RRS | 32,293 | 249.90 | 3.00 | 1327 | 27.00 | 81.00 | 451.50 | 3.50 | 1327 | 27.00 | 94.50 | | | | | | | 175.50 | 4 |
| 74 | 105926 | 2016 | RRS | 19,116 | 249.90 | 3.00 | 487 | 22.00 | 66.00 | 322.50 | 2.50 | 487 | 22.00 | 55.00 | | | | | | | 121.00 | 3 |
| 75 | 105927 | 2018 | RRE | 2,337 | 30.00 | 0.50 | 436 | 20.00 | 10.00 | | | | | | 135.20 | 0.80 | 436 | 20.00 | 16.00 | | 26.00 | 2 |
| 76 | 105930 | 2016 | LR4 | 32,138 | | | | | | 121.51 | 0.80 | 128 | 32.50 | 26.00 | | | | | | | 26.00 | 1 |
| 77 | 105933 | 2008 | RRS | 73,000 | | | | | | 90.30 | 0.70 | 421 | 31.00 | 21.70 | | | | | | | 21.70 | 1 |
| 78 | 105939 | 2014 | RRS | 55,927 | 30.00 | 0.50 | 130 | 14.50 | 7.25 | | | | | | | | | | | | 7.25 | 1 |
| 79 | 105945 | 2018 | LRDS | 7,341 | | | | | | | | | | | 167.08 | 1.10 | 340 | 32.50 | 35.75 | | 35.75 | 1 |
| 80 | 105951 | 2016 | RR | 40,377 | | | | | | 438.60 | 3.40 | 467 | 32.50 | 110.50 | | | | | | | 110.50 | 1 |
| 81 | 105952 | 2018 | RRS | 5,169 | 30.00 | 0.50 | 130 | 14.50 | 7.25 | | | | | | | | | | | | 7.25 | 1 |
| 82 | 105977 | 2006 | RR | 139,958 | | | | | | | | | | | 338.00 | 2.00 | 1327 | 27.00 | 54.00 | | 54.00 | 2 |
| 83 | 105986 | 2016 | RR | 91,624 | 159.95 | 2.00 | 383 | 32.50 | 65.00 | 844.95 | 6.55 | 383 | 32.50 | 212.88 | | | | | | | 277.88 | 3 |
| 84 | 105997 | 2018 | RR | 7,105 | | | | | | | | | | | 338.00 | 2.00 | 402 | 32.50 | 65.00 | | 65.00 | 1 |
| 85 | 106000 | 2016 | RR | 11,276 | 279.95 | 4.00 | 369 | 31.00 | 124.00 | | | | | | | | | | | | 124.00 | 2 |
| 86 | 106002 | 2016 | RR | 47,697 | 89.95 | 1.00 | 421 | 31.00 | 31.00 | 1,212.60 | 9.40 | 421 | 31.00 | 291.40 | | | | | | | 322.40 | 5 |
| 87 | 106014 | 2018 | RRV | 15,430 | 159.95 | 2.00 | 477 | 20.00 | 40.00 | 64.50 | 0.50 | 477 | 20.00 | 10.00 | | | | | | | 50.00 | 2 |
| 88 | 106015 | 2018 | RRE | 1,884 | 209.95 | 2.50 | 1337 | 20.00 | 50.00 | 258.00 | 2.00 | 1337 | 20.00 | 40.00 | | | | | | | 90.00 | 3 |
| 89 | 106019 | 2014 | RR | 68,766 | 30.00 | 0.50 | 130 | 14.50 | 7.25 | | | | | | | | | | | | 7.25 | 1 |
| 90 | 106040 | 2005 | LR3 | 159,821 | | | | | | | | | | | 169.00 | 1.00 | 498 | 19.00 | 19.00 | | 19.00 | 1 |
| 91 | 106042 | 2012 | RR | 90,497 | | | | | | | | | | | 169.00 | 1.00 | 1327 | 27.00 | 27.00 | | 27.00 | 1 |
| 92 | 106045 | 2013 | RRE | 61,219 | 249.90 | 3.00 | 498 | 19.00 | 57.00 | 283.80 | 2.20 | 498 | 19.00 | 41.80 | | | | | | | 98.80 | 3 |
| 93 | 106047 | 2014 | RR | 54,238 | | | | | | | | | | | 169.00 | 1.00 | 474 | 32.50 | 32.50 | | 32.50 | 1 |
| 94 | 106051 | 2008 | RR | 81,329 | | | | | | | | | | | 507.00 | 3.00 | 340 | 32.50 | 97.50 | | 97.50 | 2 |
| 95 | 106055 | 2006 | RR | 120,528 | | | | | | 77.40 | 0.60 | 477 | 20.00 | 12.00 | | | | | | | 12.00 | 1 |
| 96 | 106058 | 2012 | RRE | 72,166 | | | | | | 103.20 | 0.80 | 457 | 19.00 | 15.20 | | | | | | | 15.20 | 2 |
| 97 | 106064 | 2015 | RRS | 40,411 | | | | | | | | | | | 169.00 | 1.00 | 413 | 22.00 | 22.00 | | 22.00 | 1 |
| 98 | 106081 | 2016 | LRDS | 19,977 | | | | | | 232.20 | 1.80 | 477 | 20.00 | 36.00 | | | | | | | 36.00 | 1 |
| 99 | 106083 | 2010 | RR | 91,591 | | | | | | 387.00 | 3.00 | 483 | 19.00 | 57.00 | 169.00 | 1.00 | 483 | 19.00 | 19.00 | | 76.00 | 2 |
| 100 | 106088 | 2013 | RRS | 60,863 | | | | | | 77.40 | 0.60 | 130 | 14.50 | 8.70 | | | | | | | 8.70 | 1 |
| Totals | | | | Totals | 7,459.48 | 90.00 | | | 2446.50 | 24,292.72 | 188.20 | | | 4878.45 | 22,216.08 | 133.00 | | | | 3540.93 | 10865.88 | 50 |
| Number of RO's in Sample | | | | | Competative Labor | | | | | Maintenance Labor | | | | | Repair Labor | | | | | Total Cost of Labor | One Item Repair Order | |
| Labor Sales | Flat Rate Hours | Technican Number | Pay Per FRH | Labor Cost | Labor Sales | Flat Rate Hours | Technican Number | Pay Per FRH | Labor Cost | Labor Sales | Flat Rate Hours | Technican Number | Pay Per FRH | Labor Cost | Labor Sales | Flat Rate Hours | Technican Number | Pay Per FRH | Labor Cost | Total Cost of Labor | One Item Repair Order | |

Repair Order Analysis

| Dealership | | | | Competitive Labor | | Maintenance Labor | | Repair Labor | | Total Cost of Labor | One Item Repair Order |
|------------------------|------|--------|---------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|----------------------------|------------------------------|
| RO Number | Year | Model | Mileage | Labor Sales | Flat Rate Hours | Labor Sales | Flat Rate Hours | Labor Sales | Flat Rate Hours | | |
| 105442 | 2009 | RRS | 82,755 | 89.95 | 1.00 | 657.90 | 5.10 | 2,358.10 | 14.00 | 402.00 | 6 |
| 105457 | 2015 | LR4 | 61,103 | 159.95 | 2.00 | 0.00 | 0.00 | 159.00 | 1.00 | 93.00 | 2 |
| 105509 | 2007 | RR | 138,538 | 249.90 | 3.00 | 1,425.45 | 11.05 | 878.80 | 5.20 | 462.00 | 6 |
| 105510 | 2017 | LRDS | 22,865 | 0.00 | 0.00 | 290.25 | 2.25 | 0.00 | 0.00 | 42.75 | 1 |
| 105515 | 2018 | LRDS | 17,534 | 249.90 | 0.00 | 258.00 | 2.00 | 0.00 | 0.00 | 40.00 | 3 |
| 105516 | 2012 | RR | 58,831 | 0.00 | 0.00 | 0.00 | 0.00 | 33.80 | 0.20 | 6.50 | 1 |
| 105521 | 2006 | RR | 198,114 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 32.50 | 1 |
| 105523 | 2008 | LR3 | 141,730 | 0.00 | 0.00 | 290.25 | 2.25 | 0.00 | 0.00 | 54.00 | 1 |
| 105527 | 2009 | XK | 91,267 | 219.95 | 3.00 | 299.00 | 1.50 | 0.00 | 0.00 | 139.50 | 3 |
| 105530 | 2017 | RR | 25,840 | 52.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 14.50 | 2 |
| 105531 | 2018 | RRV | 1,506 | 0.00 | 0.00 | 299.00 | 2.00 | 0.00 | 0.00 | 38.00 | 1 |
| 105533 | 2017 | FSPACE | 27,511 | 279.95 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 130.00 | 2 |
| 105535 | 2012 | XF | 34,777 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 32.50 | 1 |
| 105536 | 2013 | RRS | 96,938 | 159.95 | 2.00 | 322.50 | 2.50 | 1,183.00 | 7.00 | 373.75 | 4 |
| 105539 | 2013 | XF | 43,781 | 0.00 | 0.00 | 77.40 | 0.60 | 0.00 | 0.00 | 8.70 | 1 |
| 105544 | 2008 | RR | 118,912 | 90.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 32.50 | 1 |
| 105547 | 2017 | LRD | 10,613 | 249.90 | 3.00 | 245.10 | 1.90 | 0.00 | 0.00 | 151.90 | 3 |
| 105567 | 2013 | RRS | 71,022 | 0.00 | 0.00 | 0.00 | 0.00 | 4,732.00 | 28.00 | 868.00 | 1 |
| 105568 | 2015 | RR | 30,101 | 0.00 | 0.00 | 477.30 | 3.70 | 0.00 | 0.00 | 120.25 | 1 |
| 105581 | 2016 | RRS | 21,218 | 249.90 | 3.00 | 322.50 | 4.75 | 507.00 | 3.00 | 188.13 | 5 |
| 105596 | 2008 | RRS | 107,170 | 0.00 | 0.00 | 799.80 | 6.20 | 0.00 | 0.00 | 108.50 | 5 |
| 105625 | 2018 | RRV | 8,560 | 159.95 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 65.00 | 1 |
| 105634 | 2011 | RRS | 123,653 | 159.95 | 2.00 | 348.30 | 2.70 | 633.75 | 3.75 | 185.90 | 4 |
| 105642 | 2016 | LR4 | 45,142 | 0.00 | 0.00 | 296.70 | 2.30 | 0.00 | 0.00 | 74.75 | 1 |
| 105659 | 2007 | RRS | 112,581 | 0.00 | 0.00 | 0.00 | 0.00 | 442.50 | 2.50 | 43.75 | 1 |
| 105674 | 2011 | RR | 117,541 | 159.95 | 2.00 | 0.00 | 0.00 | 845.00 | 5.00 | 227.50 | 3 |
| 105679 | 2012 | RR | 96,746 | 0.00 | 0.00 | 0.00 | 0.00 | 174.90 | 1.10 | 30.80 | 1 |
| 105690 | 2017 | RRE | 15,419 | 0.00 | 0.00 | 296.70 | 2.30 | 507.00 | 3.00 | 148.40 | 3 |
| 105711 | 2017 | RRS | 17,812 | 30.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 | 7.25 | 1 |
| 105712 | 2006 | RR | 184,814 | 0.00 | 0.00 | 0.00 | 0.00 | 462.00 | 2.80 | 53.20 | 1 |
| 105716 | 2018 | RRV | 10,448 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 32.50 | 1 |
| 105719 | 2017 | LRDS | 24,485 | 0.00 | 0.00 | 322.50 | 2.50 | 0.00 | 0.00 | 47.50 | 2 |
| 105723 | 2015 | LR4 | 53,992 | 249.90 | 3.00 | 677.25 | 5.25 | 0.00 | 0.00 | 255.75 | 4 |
| 105728 | 2019 | RRS | 182 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 32.50 | 1 |
| 105746 | 2017 | RRE | 5,957 | 0.00 | 0.00 | 0.00 | 0.00 | 338.00 | 2.00 | 38.00 | 1 |
| 105751 | 2016 | RR | 44,440 | 89.98 | 1.00 | 322.50 | 2.50 | 0.00 | 0.00 | 113.75 | 2 |
| 105755 | 2008 | RR | 58,443 | 249.90 | 3.00 | 915.90 | 7.10 | 338.00 | 2.00 | 229.90 | 5 |
| 105757 | 2014 | RR | 33,844 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 17.50 | 1 |
| 105759 | 2008 | LR3 | 46,860 | 249.90 | 3.00 | 380.55 | 2.95 | 169.00 | 1.00 | 225.88 | 5 |
| 105775 | 2012 | LR4 | 138,911 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 19.00 | 1 |
| 105777 | 2016 | RRS | 29,445 | 159.95 | 2.00 | 322.50 | 2.50 | 0.00 | 0.00 | 139.50 | 2 |
| 105781 | 2010 | LR4 | 201,001 | 249.90 | 3.00 | 683.70 | 5.30 | 0.00 | 0.00 | 257.30 | 4 |
| 105782 | 2011 | RRS | 78,816 | 0.00 | 0.00 | 0.00 | 0.00 | 84.50 | 0.50 | 15.50 | 1 |
| 105783 | 2016 | YUKON | 43,598 | 30.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 | 7.25 | 1 |
| 105803 | 2017 | LRDS | 41,395 | 0.00 | 0.00 | 141.90 | 1.10 | 0.00 | 0.00 | 34.10 | 2 |
| 105805 | 2016 | RRS | 2,016 | 159.95 | 2.00 | 322.50 | 2.50 | 0.00 | 0.00 | 146.25 | 2 |
| 105807 | 2017 | RR | 25675 | 0.00 | 0.00 | 483.75 | 3.75 | 0.00 | 0.00 | 75.00 | 1 |
| 105808 | 2016 | LR4 | 21654 | 249.90 | 3.00 | 322.50 | 2.50 | 0.00 | 0.00 | 121.00 | 4 |
| 105811 | 2014 | LR4 | 72269 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 20.00 | 1 |
| 105814 | 2005 | LR3 | 201615 | 249.90 | 3.00 | 464.40 | 3.60 | 0.00 | 0.00 | 204.60 | 4 |
| ROs 1-50 Totals | | | | 4,500.48 | 53.00 | 12,066.10 | 94.65 | 15,029.35 | 89.05 | 6,208.30 | 25 |
| Date of Study: | | | | C Labor | | M Labor | | R Labor | | Total Cost of Labor | One Item Repair Order |
| Study Compiled by | | | | Labor Sales | Flat Rate Hours | Labor Sales | Flat Rate Hours | Labor Sales | Flat Rate Hours | | |

Repair Order Analysis

| Dealership | | | | Competitive Labor | | Maintenance Labor | | Repair Labor | | Total Cost of Labor | One Item Repair Order |
|-------------------------------------|------|-------|---------|--------------------|------------------------|--------------------|------------------|--------------------|------------------------|----------------------------|------------------------------|
| RO Number | Year | Model | Mileage | Labor Sales | Flat Rate Hours | Labor Sales | Flat Rate | Labor Sales | Flat Rate Hours | | |
| 105819 | 2006 | LR3 | 86,682 | 0.00 | 0.00 | 132.55 | 0.95 | 0.00 | 0.00 | 30.88 | 2 |
| 105830 | 2015 | RR | 57,339 | 89.95 | 1.00 | 1,070.70 | 8.30 | 0.00 | 0.00 | 176.70 | 4 |
| 105834 | 2012 | RR | 94,298 | 0.00 | 0.00 | 334.16 | 2.20 | 0.00 | 0.00 | 71.50 | 2 |
| 105836 | 2016 | LRDS | 26,309 | 0.00 | 0.00 | 206.40 | 1.60 | 0.00 | 0.00 | 49.60 | 1 |
| 105840 | 2014 | RRS | 37,326 | 249.90 | 3.00 | 451.50 | 3.50 | 0.00 | 0.00 | 201.50 | 4 |
| 105842 | 2013 | RRS | 39,565 | 0.00 | 0.00 | 290.25 | 2.25 | 0.00 | 0.00 | 69.75 | 1 |
| 105848 | 2016 | RR | 29,841 | 30.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 | 7.25 | 1 |
| 105850 | 2008 | RR | 121,930 | 0.00 | 0.00 | 619.20 | 4.80 | 169.00 | 1.00 | 162.40 | 2 |
| 105875 | 2007 | RR | 169,674 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 24.00 | 1 |
| 105878 | 2015 | RRS | 57,554 | 0.00 | 0.00 | 338.00 | 2.00 | 169.00 | 1.00 | 93.00 | 2 |
| 105879 | 2018 | LRD | 11,008 | 159.95 | 2.00 | 335.40 | 2.60 | 0.00 | 0.00 | 149.50 | 2 |
| 105880 | 2017 | LRD | 17,209 | 0.00 | 0.00 | 77.40 | 0.60 | 0.00 | 0.00 | 19.50 | 1 |
| 105887 | 2009 | RRS | 118,123 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 20.00 | 1 |
| 105889 | 2012 | LR4 | 97,184 | 0.00 | 0.00 | 690.15 | 5.35 | 84.50 | 0.50 | 117.00 | 3 |
| 105896 | 2014 | LR4 | 79,264 | 0.00 | 0.00 | 928.80 | 7.20 | 0.00 | 0.00 | 172.80 | 1 |
| 105897 | 2010 | LR4 | 72,843 | 249.90 | 3.00 | 625.65 | 4.85 | 338.00 | 2.00 | 236.40 | 6 |
| 105899 | 2014 | RR | 83,376 | 159.95 | 2.00 | 0.00 | 0.00 | 1,098.50 | 6.50 | 276.25 | 3 |
| 105901 | 2013 | LR4 | 66,107 | 0.00 | 0.00 | 0.00 | 0.00 | 929.50 | 5.50 | 121.00 | 1 |
| 105904 | 2011 | RR | 70,333 | 0.00 | 0.00 | 1,161.00 | 9.00 | 0.00 | 0.00 | 292.50 | 3 |
| 105910 | 2015 | RR | 31,172 | 249.90 | 3.00 | 0.00 | 0.00 | 715.95 | 5.55 | 277.88 | 3 |
| 105915 | 2010 | RR | 105,911 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 27.00 | 1 |
| 105923 | 2013 | LR4 | 42,834 | 0.00 | 0.00 | 0.00 | 0.00 | 845.00 | 5.00 | 95.00 | 1 |
| 105924 | 2016 | RRS | 32,293 | 249.90 | 3.00 | 451.50 | 3.50 | 0.00 | 0.00 | 175.50 | 4 |
| 105926 | 2016 | RRS | 19,116 | 249.90 | 3.00 | 322.50 | 2.50 | 0.00 | 0.00 | 121.00 | 3 |
| 105927 | 2018 | RRE | 2,337 | 30.00 | 0.50 | 0.00 | 0.00 | 135.20 | 0.80 | 26.00 | 2 |
| 105930 | 2016 | LR4 | 32,138 | 0.00 | 0.00 | 121.51 | 0.80 | 0.00 | 0.00 | 26.00 | 1 |
| 105933 | 2008 | RRS | 73,000 | 0.00 | 0.00 | 90.30 | 0.70 | 0.00 | 0.00 | 21.70 | 1 |
| 105939 | 2014 | RRS | 55,927 | 30.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 | 7.25 | 1 |
| 105945 | 2018 | LRDS | 7,341 | 0.00 | 0.00 | 0.00 | 0.00 | 167.08 | 1.10 | 35.75 | 1 |
| 105951 | 2016 | RR | 40,377 | 0.00 | 0.00 | 438.60 | 3.40 | 0.00 | 0.00 | 110.50 | 1 |
| 105952 | 2018 | RRS | 5,169 | 30.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 | 7.25 | 1 |
| 105977 | 2006 | RR | 139,958 | 0.00 | 0.00 | 0.00 | 0.00 | 338.00 | 2.00 | 54.00 | 2 |
| 105986 | 2016 | RR | 91,624 | 159.95 | 2.00 | 844.95 | 6.55 | 0.00 | 0.00 | 277.88 | 3 |
| 105997 | 2018 | RR | 7,105 | 0.00 | 0.00 | 0.00 | 0.00 | 338.00 | 2.00 | 65.00 | 1 |
| 106000 | 2016 | RR | 11,276 | 279.95 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 124.00 | 2 |
| 106002 | 2016 | RR | 47,697 | 89.95 | 1.00 | 1,212.60 | 9.40 | 0.00 | 0.00 | 322.40 | 5 |
| 106014 | 2018 | RRV | 15,430 | 159.95 | 2.00 | 64.50 | 0.50 | 0.00 | 0.00 | 50.00 | 2 |
| 106015 | 2018 | RRE | 1,884 | 209.95 | 2.50 | 258.00 | 2.00 | 0.00 | 0.00 | 90.00 | 3 |
| 106019 | 2014 | RR | 68,766 | 30.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 | 7.25 | 1 |
| 106040 | 2005 | LR3 | 159,821 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 19.00 | 1 |
| 106042 | 2012 | RR | 90,497 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 27.00 | 1 |
| 106045 | 2013 | RRE | 61,219 | 249.90 | 3.00 | 283.80 | 2.20 | 0.00 | 0.00 | 98.80 | 3 |
| 106047 | 2014 | RR | 54,238 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 32.50 | 1 |
| 106051 | 2008 | RR | 81,329 | 0.00 | 0.00 | 0.00 | 0.00 | 507.00 | 3.00 | 97.50 | 2 |
| 106055 | 2006 | RR | 120,528 | 0.00 | 0.00 | 77.40 | 0.60 | 0.00 | 0.00 | 12.00 | 1 |
| 106058 | 2012 | RRE | 72,166 | 0.00 | 0.00 | 103.20 | 0.80 | 0.00 | 0.00 | 15.20 | 2 |
| 106064 | 2015 | RRS | 40,411 | 0.00 | 0.00 | 0.00 | 0.00 | 169.00 | 1.00 | 22.00 | 1 |
| 106081 | 2016 | LRDS | 19,977 | 0.00 | 0.00 | 232.20 | 1.80 | 0.00 | 0.00 | 36.00 | 1 |
| 106083 | 2010 | RR | 91,591 | 0.00 | 0.00 | 387.00 | 3.00 | 169.00 | 1.00 | 76.00 | 2 |
| 106088 | 2013 | RRS | 60,863 | 0.00 | 0.00 | 77.40 | 0.60 | 0.00 | 0.00 | 8.70 | 1 |
| RO's 51-100 Totals | | | | 2,959.00 | 37.00 | 12,226.62 | 93.55 | 7,186.73 | 43.95 | 4,657.58 | 25 |
| Date of Study: Study Compiled by | | | | C Labor | | M Labor | | R Labor | | Total Cost of Labor | One Item Repair Order |
| | | | | Labor Sales | Flat Rate Hours | Labor Sales | Flat Rate | Labor Sales | Flat Rate Hours | | |

Repair Order Analysis Summary Report

| | Sales in Dollars | FRH's on RO's | Averages | Analysis |
|----------------------|------------------|---------------|----------|--------------|
| Competitive | \$ 7,459 | ÷ 90.00 | = 82.88 | FRH Average |
| Maintenance | \$ 24,293 | ÷ 188.20 | = 129.08 | FRH Average |
| Repair | \$ 22,216 | ÷ 133.00 | = 167.04 | FRH Average |
| Totals | \$ 53,968 | ÷ 411.20 | = 131.25 | Customer ELR |
| Target Labor Rate | | | 155.00 | Per FRH |
| Total Ro's in Sample | 100 | Difference | -23.75 | Per FRH |

Cost of Labor

| | | | | |
|---------------------|----------|---------------|----------|-----------------------|
| Total Cost of Labor | 10865.88 | ÷ Total Sales | = 20.13% | Percent Cost of Sales |
| Total Cost of Labor | 10865.88 | ÷ Total FRHs | = 26.42 | Cost per FRH |

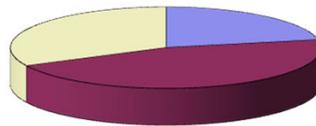
Repair Order Measurements

| | | | | |
|-------------------|-----------|--------------|----------|---------------------|
| Total Labor Sales | 53,968.28 | ÷ Total ROs | = 539.68 | Avg Labor per RO |
| Total FRHs | 411.20 | ÷ Total ROs | = 4.11 | Avg FRH's per RO |
| Menu Sales | | ÷ Total ROs | = | Percent Menu Sales |
| Competitive FRHs | 90.00 | ÷ Total FRHs | = 21.89% | Percent Competitive |
| Maintenance FRHs | 188.20 | ÷ Total FRHs | = 45.77% | Percent Maintenance |
| Repair FRH | 133.00 | ÷ Total FRHs | = 32.34% | Percent Repair |
| One item ROs | 50 | ÷ Total ROs | = 50.00% | Percent One Item RO |

Model Year Analysis

| 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | Older | Total |
|-------|-------|--------|--------|--------|-------|--------|-------|
| 0 | 1 | 11 | 11 | 17 | 7 | 53 | 100 |
| 0.00% | 1.00% | 11.00% | 11.00% | 17.00% | 7.00% | 53.00% | |

Labor Mix



■ Percent Competitive
 ■ Percent Maintenance
 ■ Percent Repair

STRENGTHS

| |
|---|
| 001 Location |
| 001 Clientele |
| 002 Great people |
| 002 Knowledgeable |
| 002 Name Recognition |
| 002 Investment |
| 002 Customer care |
| 003 A lot of work at this location |
| 004 I like the DT and training that Hennessy has adopted |
| 004 The teams set up around the techs (working together) (most of them) |
| 004 Lot of work coming in to make money |
| 005 Location |
| 005 Clientele |
| 005 Longevity |
| 005 Brand loyalty |
| 006 Amount of work |
| 006 Turnover rate of employees |
| 007 Staff knowledgeable |
| 007 Customer care |
| 007 Location |
| 007 Fleet cars vs rentals |
| 008 Years experience with a product which helps fix cars quickly |
| 009 Location |
| 009 Opportunity |
| 009 Name / Brand |
| 009 Staff |
| 009 Incentives |
| 010 Employees |
| 010 Customers |
| 010 Good place to work |
| 010 Roy Service Manager |
| 011 Fair treatment from management to employees |
| 012 Prime location in Buckhead |
| 012 JLR a desirable brand |

-
- 012 Having diagnostic techs and many others to help minimize diagnostic time

 - 012 Heavy work load

 - 012 Excellent communication between service advisor, technicians and parts department

 - 012 Repeating the same type of jobs increases efficiency

 - 012 High technical skill

 - 013 Work load - never have a problem finding work

 - 014 Brands - affluent

 - 014 Location

 - 014 Amount of work

WEAKNESSES

| |
|---|
| 001 Reynolds and Reynolds |
| 001 Parking Lot |
| 001 BDC |
| 001 Shop Efficiency |
| 001 Not enough loaners (Not a 1:1 chip to car ratio) |
| 001 Weak pay plan |
| 001 Comebacks |
| 002 DMS new system (Reynolds and Reynolds) |
| 002 Overloaded |
| 002 Communication |
| 002 Bringing new personnel (techs) up to speed |
| 003 Parts department is slow to deliver and quote parts |
| 003 Parts is understaffed |
| 003 There is no good communication through Reynolds and Reynolds |
| 003 The parts quoting and ordering through Reynolds and Reynolds has too many steps and parts may or may not get it |
| 003 There is no alert with Reynolds and Reynolds unless you at a part ("at" a part?) |
| 003 There are too many steps to do anything with Reynolds. It slows down the shop and the techs |
| 004 Parts being understaffed. Huge cripple. I have no gripe with any workers in parts; need extra guys tending to techs. No reason a tech should stand in front of parts counter and not even get looked at |
| 004 Reynolds and Reynolds!!! Little communication between any department. Too many steps to do anything. I/E close tickets, close stories, quote tickets |
| 004 Used car department very unorganized |
| 004 Get paid 1 hour per inspection (UCI) takes 40 min to find car and get it into bay |
| 005 BDC/Incorrect information to customers at first point of contact |
| 005 Space (parking, shop space) |
| 005 Frequent changes of systems & procedures results in lack of smoothness for custom experience. Poor continuity |
| 005 Change in feel to becoming just an ordinary car dealership - like any other |
| 005 Loss of feeling valued as employees - atmosphere of being disposable, which changes the feel/experience for customers |
| 005 Training procedures, especially for technicians results in teaching "generate hours" or "fix vehicles right first time" - quality control poor. Comebacks unproductive |
| 005 Loss of team environment, becoming "Us vs Them" |
| 006 Loaner cars |
| 006 Not being able to communicate with parts and service (Reynolds and Reynolds does not have this option) |
| 006 Parts department is understaffed |

| |
|--|
| 007 Reynolds and Reynolds |
| 007 Loss of AutoPoint (MPI) |
| 007 Quality control |
| Shop overloaded |
| 007 - Run about 1-1.5 weeks out for appointment |
| - Takes 1-2 days to get into shop after drop-off |
| 007 Comebacks |
| 007 Parking Lot |
| 007 Not enough loaners so more people wait and it just back logs the shop even more |
| 007 Tail wags the dog |
| 008 No parking for employees or for customers |
| 009 Reynolds and Reynolds |
| 009 Salemen not tagging keys with correct parking spot |
| 009 Training when you're already dealing with someone who thinks they know it all, & shows no effort to listen & "take it in" |
| 009 Navigating size of facility |
| 009 Better more thorough inspections on used vehicles need to occur within days of auction, in order to lodge issues or return "flood cars, etc" |
| 009 More care needs to be observed with customer's vehicles |
| 009 Greed / in service or sales it will damage from within |
| 010 Listen to your employees |
| 010 Lack of spending on used cars |
| 010 Parts Management |
| 011 Communication among service advisors, techs, managerial positions |
| 011 Parts Department poor performance in general |
| 012 Reynolds and Reynolds internal shop communication program is inefficient |
| 012 Dealership location has grown its business greater than it was originally designed to support, parking lots off site, tow trucks and delivery trucks block shop access |
| 012 Lower shop bay work areas very confined. Very few work benches left. Difficult to store and organize removed parts, rotate tires, move shop equipment around as required daily |
| 012 The dealership lack of a parts washer |
| 012 Doing a first-time repair under the sometimes vague instructions from Topix |
| 012 Infotainment touchscreen failures |
| 012 Not being informed if a job is CPO or extended warranty. Upselling warranty work without realizing it |
| 012 Lack of SDD/Pathfinder laptops |
| 012 Lack of computers for techs. Too many techs sharing same PC wastes time |
| 012 Broken shop door wastes time |

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- 013 Communication between parts, advisors and techs on Reynolds and Reynolds - complicated to explain what job has been approved and hard to quote additional jobs
-
- 014 Reynolds and Reynolds / MPI
-
- 014 Reynolds and Reynolds Log off/on for every tech
-
- 014 Communication for old tasks between parties
-
- 014 Teamwork

OPPORTUNITIES

- 001 Need more lifts and trained technicians to allow business to grow
- 002 BDC
- 002 Quality control
- 003 Opportunity to make good money because there is a lot of work
- 004 The fact that there are multiple positions to grow into
- 005 New product = new/conquest customers. If quality standards can be regained, client base and retention can be expanded
- 005 Growth in immediate area can expand client base
- 005 The chance to assert our levels of experience over "New" players
- 006 Selling more used cars
- 006 Decreasing # of comebacks in service department
- 006 Properly repairing used cars before being sold
- 007 New high rises being built in area bringing more people in
- 008 Hopefully can advance career to management position, but realistically know that just not getting fired is the most can hope for
- 009 Sales
- 009 Service
- 009 Change the mindset in order to strengthen the weaknesses and threats and turn them into strength and opportunity
- 010 Lots of work
- 011 Opportunities for some employees to move to higher jobs
- 011 Plenty of work to secure a more stable financial life
- 012 Fixing right the first time
- 012 To learn from mistakes
- 012 To persevere
- 012 To prevent come backs
- 012 To meet or exceed the customers expectations
- 012 To learn new types of repair jobs
- 012 To develop good relationships with customers
- 012 To excell to a higher technician level
- 014 Quality control
- 014 Key control

THREATS

| | |
|-----|---|
| 001 | New Union City Location |
| 002 | Competition |
| 002 | Quality |
| 002 | Comebacks |
| 003 | With Reynolds and Reynolds it seems like Warranty Pay is not getting paid to the techs |
| 003 | Used car department declining needed repairs on their vehicles |
| 003 | Locating keys and key tagging with the used car department |
| 003 | Reynolds and Reynolds processes that slow the shop down, slow the techs down, slow the parts department down, and cost the dealership money |
| 004 | Used car department |
| 004 | Warranty pay (don't know if I'm even getting paid for warranty work) |
| 004 | Not enough loaner cars to accommodate waiters being written up |
| 004 | Promising customers their car back without speaking with tech |
| 004 | Rushing tech's job resulting in sub par work, which increases comeback |
| 004 | Lack of computers for techs |
| 004 | Broken/old equipment |
| 004 | Moving away from teamwork |
| 005 | New dealership / competition from independents will increase as quality control goes down. Why pay more if vehicles aren't being repaired properly? |
| 005 | Good employees that can maintain Hennessy reputation and repeat business will find it easier to find better positions elsewhere if mediocrity is encouraged |
| 006 | Lack of production due to Reynolds and Reynolds - every service ticket takes longer than it should |
| 006 | No electronic communication between parts, service, advisors |
| 006 | Parts department understaffed |
| 006 | Not enough stalls/lifts to accommodate 25+ waiters per day |
| 007 | Aftermarket competition |
| 007 | Dealer in South Atlanta |
| 008 | Used car department taking over whole dealership/lot and running business into the ground costing everyone their jobs |
| 009 | People not following procedure/obeying speed limits around facility. Not observing and obeying directional arrows in the lot |
| 010 | Space limits |
| 010 | Reynolds and Reynolds |
| 011 | Warranty work pay |
| 012 | Unrealistic warranty/extended warranty labor time |
| 012 | Poor communication with service advisor and/or parts department |

-
- 012 Receiving wrong parts from parts department decreasing efficiency

 - 012 Very busy parking lot traffic, people driving too fast

 - 012 Pinnacle staff marking vehicle location incorrectly and/or losing keys

 - 012 Having to do an engine replacement job in a very confined space (Lower Shop)

 - 012 Reynolds and Reynolds (slow)

 - 012 Infotainment technology failure

 - 012 Leaking windshields and sunroofs

 - 012 Used car department not performing needed repairs to vehicles being sold... Bad reputation

 - 013 Keys in the wrong area; not able to locate keys

 - 014 Brands - tech - diagnostic tools, warranty times

 - 014 Amount of work

Strengths

Location
Clientele

Weaknesses

R&R
Parking lot
BDC
Efficiency ^{Shop}
Not enough loaners (Not a 1:1 chip to car ratio)
Weak pay plan
Comebacks

Opportunities

Need more lifts & trained technicians to allow business to grow

Threats

New Union City location

Strengths

Great people
Knowledgeable
Name Recognition
Investment.
Customer care

Weaknesses

D.M.S. new system.
overloaded
- Communication -
Bringing new personnel (techs)
up to speed

Opportunities

B. D. C.
Quality Control

Threats

competition
quality
comebacks.

Strengths

- A lot of work at this location

Weaknesses

- Parts department is slow to deliver and quote parts
- Parts is understaffed
- ~~There~~ There is no good communication through Reynolds & Reynolds
- The parts quoting and ordering through Reynolds & Reynolds has too many steps and parts may or may not get it
- there is no alerts with Reynolds unless you are at a part
- There are too many steps to do anything with Reynolds. It slows down the shop and the techs

Opportunities

- opportunity to make good money because there is a lot of work

Threats

- With Reynolds & Reynolds it seems like warranty pay is not getting paid to the techs
- Used car Department declining needed repairs on these vehicles
- Locating keys and ~~the~~ key tagging with the used car department
- Reynolds & Reynolds processes that slow the shop down, slow the techs down, slow the parts department down, and cost the dealership money

Strengths

- I like the DT and Training ~~that~~ that Hennessy has adopted.
- The teams set up around the techs. (working together) (most of them)
- lot of work coming in to make money

Weaknesses

- Parts being under staffed. Huge cripple. I have no gripe with any workers in parts; need extra guys tending to tech's, no reason a tech should stand in front of parts counter & not even get looked at...
- R & R!!! little communication between any department, too many steps to do anything "I/E Close tickets, Close stories, quote tickets.
- used car department very unorganized
- not paid 1 hr per inspection (UCI) takes 40 min. to find car and get into Bay.

Opportunities

- the fact that there are multiple positions ~~that~~ to grow into.

Threats

- used car department
- warrant / pay (don't know if I'm even getting paid for warranty work)
- not enough loaner cars to accommodate waiters being written up. ↑
- promising customers their car back without speaking with techs.
- rushing tech's job results in sub par work, which increases comeback
- lack of computers for techs.
- Broken / ~~old~~ equipment.

(Moving away from Teamwork!!!)

Strengths

Location
Clientele
Longevity
Brand Loyalty

Weaknesses

BDC / Incorrect information to customers at Space (Parking, shop space) first P.O.C.
Frequent changes of systems + Procedures results in lack of smoothness for customer experience, Poor Continuity
Change in feel to becoming 'just an ordinary car dealership' - like any other
Loss of feeling valued as employees = ~~an~~ atmosphere of being disposable, which changes the feel / experience for customers,
Training procedures, especially for technicians results in teaching 'generate hours' not 'fix vehicles right first time' - Quality control poor. Comebacks unproductive!
Loss of Team environment, becoming 'Us vs. Them'

Opportunities

New Product = new / conquest customers. If quality standards can be regained, Client base and retention can be expanded.
Growth in immediate area can expand client base
The chance to assert our levels of experiences over "New" players.

Threats

New dealership / competition from independents will increase as quality control goes down. Why pay more if vehicles aren't being repaired properly?
Good employees that can maintain Hennessy Reputation + repeat business will find it easier to find better positions elsewhere if mediocrity is encouraged.

Strengths

- amount of work
- ~~lot of~~ turnover rate of employees

Weaknesses

- loaner cars
- not being able to communicate with parts + service (Reynolds + Reynolds does not have this option)
- parts department is understaffed

Opportunities

- selling more used cars
- decreasing # of comebacks in service dept.
- properly repairing used cars before being sold

Threats

- lack of production due to Reynolds + Reynolds - every service ticket takes longer than it should
- no electronic communication between parts, service, advisors
- parts department understaffed
- not enough stalls/litts to accommodate 25+ waiters/day

Strengths

- * Staff knowledgeable
- * Customer care
- * Location
- * Fleet cars vs rentals

Weaknesses

- * Reynolds and Reynolds
- * Loss of Appointment (MPI)
- * Quality Control
- * Shop overloaded
 - Run about 1-1 1/2 weeks out for appt.
 - takes 1-2 days to get into shop after drop off.
- * Comerbacks.
- * Parking lot
- * Not enough lanes so more people wait and it just back logs the shop even more.
- * Tail wags the dog

Opportunities

- * New high rises being built in area bringing more people in.

Threats

- * Aftermarket competition
- * Dealer in South Atlanta

Strengths

YEARS EXPERIENCE WITH A PRODUCT
WHICH HELPS FIX CARS QUICKLY

Weaknesses

NO PARKING FOR EMPLOYEES OR
FOR CUSTOMERS.

Opportunities

HOPE FULLY CAN ADVANCE
CAREER TO MANAGEMENT
POSITION BUT REALISTICALLY
KNOW THAT JUST NOT GETTING
FIRED IS THE MOST CAN HOPE FOR

Threats

USED CAR DEPARTMENT TAKING
OVER WHOLE DEALERSHIP/LOT
AND RUNNING BUSINESS INTO
THE GROUND COSTING EVERYONE
THEIR JOBS.

Strengths

- Location
- opportunity
- Name / Brand
- Staff
- incentives

Opportunities

- Sales
- Service
- change the mindset, in order to strengthen the weaknesses & threats & turn them into strength & opportunity

- Reynolds + Reynolds ^{90%}
- Salesmen not tagging keys w/ correct park spot.

Weaknesses

- * Training, when you're already dealing w/ someone who thinks they know it all, & shows no effort to listen + "take-it-in".
- * Navigating size of facility

- * Better, more thorough inspections on used vehicles need to occur within days of auction, in order to lodge issues, or return "flood cars, ect."

Threats

- People not following procedure / obeying speed limits around facility.
- Not observing & obeying directional arrows in lot.
- More care needs to be observed w/ customer's vehicles.
- greed / in service, or sales it will damage from within.

Strengths

employees
customers
Good Place to work
Roy service Manager

Weaknesses

Listen to your employees
Lack of spending on used cars
Part's Management

Opportunities

lots of work

Threats

Space limits
Reynold's computer system

Strengths

fair treatment from management to employees

Weaknesses

communication among service advisers, techs managerial positions.

parts department poor performance in general

Opportunities

opportunities for some employees to move to higher jobs.

plenty of work to secure a more stable financial life.

Threats

Warranty Work pay

Strengths

- Prime location Buckhead.
- JLR is a desirable brand.
- Having diagnostic techs and many others to help minimize diagnostic time.
- Heavy work load.
- Excellent communication between service advisor, technicians and parts department.
- Repeating the same type of jobs increases efficiency.
- High technical skill.

Opportunities

- Fixing right the first time.
- To learn from mistakes.
- To persevere.
- To prevent come backs.
- To meet or exceed the customer's expectations.
- To learn new types of repair jobs.
- To develop good relationships with coworkers.
- To excel to a higher technician level.

Weaknesses

- Reynolds and Reynolds internal shop communication program is inefficient.
- Dealership location has grown, its business greater than it was originally designed to support, parking lots off site, tow trucks and delivery trucks block shop access.
- Lower shop Bay work areas very confined. Very few workbenches left. Difficult to store and organize removed parts, rotatetires, move shop equipment around as required daily.
- The dealership lack of a parts washer.
- Doing a first-time repair under the sometimes vague instructions from Topix.
- Infotainment touchscreen failures.
- Not being informed if a job is CPO or extended warranty upselling warranty work without realizing it.
- Lack of SDD/pathfinder laptops

Lack of computers for techs. Many techs sharing
Broken shop door. wastes time Same PC wastes time

Threats

- Unrealistic warranty/extended warranty labor time.
- Poor communication with service advisor and/or Parts department.
- Receiving wrong parts from parts department decreasing ~~efficiency~~ efficiency.
- Very busy parking lot traffic, people driving too fast.
- Pinnacle staff marking vehicle location incorrectly/and/or losing keys.
- Having to do an engine replacement job in a very confined space. Lower shop.
- Reynolds and Reynolds. Slow
- Infotainment technology failure.
- Leaking windshields and sunroofs
- Used car department not performing needed repairs to vehicles being sold. bad rep

Strengths

work load - Never have A
problem with finding work

Weaknesses

communication Between parts, 'Advisors',
↓ Techs on Reynolds + Reynolds.
complicated to explain what Job has
Been Approved + hard to Quote Additional
Jobs

OpportunitiesThreats

keys in the wrong area; not
able to locate keys

Strengths

- Brands - affluent
- Location
- Amount of Work

Weaknesses

- DMS / MPI. ^{lag off/on for} every tech.
~~to be~~
- Communication for old tasks, between all parties.
- Team work

Opportunities

- Quality Control
- Key control

Threats

- Brands - Tech - dig tools
warr times
- Amount of work