

February 20, 2019

Action Plan for Nextran Truck Centers- John Schwind Fort Myers ATD040-21

In reviewing our service department performance for 2018, here are some areas we need to focus on improving in 2019:

Reduce dwell time

Improve customer pay gross profit

Improve overall efficiency and proficiency

Improve our communications both internally and with our customers

Increase labor sales

Our first steps in addressing a number of the items on this list will include our focus on adopting the processes necessary to comply with Mack/Volvo Uptime standards. We've already made tremendous progress in this area, including

- Reorganizing service parking area with color coded signs
- Consistent use of ASIST to improve communications at all levels and provide detailed repair estimates
- Establishing a service RO board to clearly display status of jobs for writers and techs
- Establish a colored and numbered tag system for keys and trucks to reduce time spent looking for either. The colored tags on windshield show if repairs are completed or not
- Completely reorganized tool room to reduce time wasted looking for tools
- Rear parts counter men delivering parts to bays to keep techs working
- Establish triage process with appropriate personnel in place.

We've met with our service writers to discuss our need to close ROs during the course of the month and are now providing them with a daily report with details on the previous day's closed tickets. This was done in concert with outlining new commission plan. We've established a daily gross profit goal and will provide updates on our progress towards it. This has met with enthusiasm and buy in from our service writers. With the appropriate knowledge, I'm confident in their ability to respond accordingly in their daily activities. This will reduce dwell time, reduce receivable issues and reduce the number of hours written off during the previous "turbo close" process. This should help improve our ability to correctly and fairly invoice our customers.

We are satisfied with our tools and have taken steps to round out our service training to provide a broader level of ability to get our work done. Our service manager has done an excellent job in his training strategy.

With the recent addition of the Volvo franchise, we are already seeing an increase in Volvo service activity. We will obtain Polk registration info for our area and continue the effort to build a Volvo customer database that we can exploit for marketing purposes. We have also obtained a list of Isuzu truck owners in Sarasota County. This is just to our north and there is currently no Isuzu service provider. We'll begin the marketing effort there to attract some additional Isuzu service work.

Our tech surveys and SWAT analysis have clearly demonstrated pride and satisfaction with their positions at our dealership. We have an excellent culture and attitude here. The emphasis on communication with our staff has already shown great results. It is our intent to capitalize on this atmosphere to improve our overall performance in service.