

Anderson KIA St. Joseph Mo
Bob Bledsoe N322-42
Qualitative Analysis June 2017

Strengths

- High Moral in the service department
- Customer retention higher then region
- Service all makes and models
- Oil changes less then 35 minutes
- Offer customer pickup at the local hospital

Qualitative Analysis

Weaknesses

- Service hours do not mirror those of the sales department
- Service department low hours per Ro's
- Service writers discount work
- No aggressive marketing for the service department
- No non-dealer competitive pricing board
- Current pay structure for writers allows to get paid on internal labor
- Gross profit on internal is not to guide

Qualitative Analysis

Opportunities

- Lots of hours left to sell
- continue to go business by expanding all makes and models
- Install a parts display board
- Install a non-dealer competitive pricing board
- aggressively market the service department

Qualitative Analysis

Threats

- Independent shops are open later and Sunday hours
- Some techs work there own schedule
- Customer pay is growing slowly
- Keep techs busy to reduce dead time and bad attitudes

Objectives / Strategies / Tactics

Objectives

- Improve gross on customer pay repair and parts sales
- Improve gross on customer pay labor sales
- Improve efficiency during slow tech times
- Change service manager pay-plan to variable
- Increase the amount of repair orders
- Improve tech proficiency
- Track lost sales

Objectives / Strategies / Tactics

Strategies

- Eliminate the ability for service writers to discount part and labor
- Come up with a better schedule to meet customer demands
- Post a non-dealer competitive pricing board
- Increase number of hours produced by techs
- Hire additional techs
- Maximize our express service department
- Discuss lost sales
- Shop meeting with all tech and writers to discuss issues in the service department

**Objectives / Strategies / Tactics
Action Plan**

<u>Task</u>	<u>By Whom</u>	<u>Completion Date</u>
Shut off ability to discount tickets	Service Mgr	July 1 st
Adjust any parts mark up factors	parts Mgr	July 1st
Install non-dealer competitive pricing board	service Mgr	July 1 st
Advertise service department aggressively	GM	July 1 st
Adjust Techs schedule	GM/Service Mgr	July 1 st
Weekly service Meeting	GM	July 1 st
Weekly parts meeting	GM	July 1st

Synopsis

It is clear we need to reduce discounting with our service writers to allow us to maximize the Nada guideline percentages. Also it is important to install a non-dealer competitive pricing board to give a visual to our customers that they are getting a competitive deal. Changing the pay-plan of the service manager and writers will allow the dealership to attain more gross and be more profitable. Looking forward to moving the service department to the next level and becoming a great department.