

Strengths

- 1) High fixed first-time rate due to quality check and good training.
- 2) Personal touch due to owner being around and taking care of customer needs.
- 3) Rapidly increasing rate of Volvo's on the road to be serviced
- 4) Apprentices being trained by master technicians for good future technicians.
- 5) Located in prime location with heavy street traffic and local neighbourhoods

Weakness

- 1) Lowered staff morale due to old computers and lack of organization space
- 2) Unable to answer all incoming phone calls
- 3) Overworked/inefficient and unable to return voicemails quickly
- 4) Service manager unable to run the department the way he sees fit due to upper management
- 5) Technicians have very low efficiency numbers
- 6) Technicians are putting maximum effort but still achieving low efficiency
- 7) Service closes at 6PM therefore customers who work can not come in
- 8) Lack of car wash attendants result in longer wait times

Opportunities

- 1) Rapidly growing dealer network in the area, resulting in overall increased traffic
- 2) Large enough building to support the work we are doing now
- 3) Can rapidly increase productivity with the correct system and organization

- 4) Start marketing service department
- 5) Increase customer service through increasing efficiency and allowing advisors more time to sell
- 6) Start working on all makes and models, do not turn away clients
- 7) Increase rental car availability

Threats

- 1) Lack of parking due to new vehicle inventory
- 2) Snow conditions in the winter make service harder and longer
- 3) Labour rates increasing
- 4) Warranty index too high due to hybrid vehicles

Objectives

- 1) Purchase new computer hardware to increase workflow productivity
- 2) Purchase new larger desks that allow advisors to organize work efficiently.
- 3) Increase training quality and duration to ensure properly trained advisors
- 4) Increase number of advisors to manage workflow and gross.

Strategies/tactics

- 1) Train advisors to meet customers at their car in the drive-thru instead of waiting for the customer to come in
- 2) Train advisor how to utilize new computers for maximize efficiency.
- 3) Create new efficiency plan and improve pay plans to increase gross potential

Synopsis

The dealership is located in a prime location, and it is large enough to handle more than double the amount of work currently being done. However, due to lack of inefficiencies designed many decades ago, the advisors are unable to cope with the amount of work that is currently going through the dealership. Technicians are working on these vehicles as quickly as possible, however, inefficiencies and lack of drive results in low productivity. Equipment could be modernized as to improve efficiency in all areas, as well as proper training on to how the equipment should be used.

With new computer equipment, and advisors can have multiple screens open at the same time instead of having to switch between programs. This will increase advisor efficiency when creating quote, and pricing out jobs that are currently ongoing. This will allow for more time for advisors to sell to customers, and increase the amount of customer service that is provided.

Technician pay plans could be improve, or altered as to increase drive to work more hours.

Action Plan

<u>Task</u>	<u>By Whom</u>	<u>Completion Date</u>
1) Purchase new equipment 2019	Thomas	May 30 th
2) Hire additional advisor 30 th 2019	Thomas	May
3) Create new process 30 th 2019	Thomas	May
4) Re-Train current advisors 2019	Thomas	June 30 th