

Your homework assignment is to evaluate your service department. A detailed analysis is required of the following areas to include, what you are currently doing, plans for improvement, how you plan to achieve the goals and evaluate if the changes that are made are beneficial to the store. Some of you may not have the authority to make any changes as to the outcome of the recommendations, you are still required to make the evaluations and recommendations that you would perform if this was your department.

- a. Advertising-----Emails, Mailers: keeping your dealership name in front of your customer.
 - Due to Porsche regulations, most of the advertising that we entail sending constant emails with special and giving referrals to existing customers that send in new customers.
- b. Marketing-----Non-dealer survey
 - We have Monthly events that we invite both sales and service customers to attend. During those even we have members from both the sales and
- c. Facility-----Capacity, Utilization---(Homework Calculations)
 - Based on analysis I will need to hire additional mechanics to increase my utilization percentage.
- d. Productivity-----Tech Proficiency----(Homework Calculations)
 - Numbers came from January which is the slowest month of the year for us. We usual exceed over 90% for the rest of the following months.
- e. Production Method----Conventional, Work Group, or Team
 - Most of our Mechanics work individually but they can also work in groups when needed.
- f. Analyze Cost of Labor -- (Homework Calculations)
 - Cost of labor is based on certification and longevity and special skill sets.
- g. Changes in Expense Structure---(Homework Calculations)

- We did not sell all our available hours. Due to that we had less than projected expenses.

h. Pay Plans

- No adjustment is needed. We pay amongst the highest in the market.

i. Detail performance programs—objectives, tracking, communication

- Service Dept. have weekly meetings to track productivity and efficiency. We have a tracking system that allows us to give out bonuses based on performance.

j. Level of current training—Manufacturer website, minimum training standard

- Manufacturer determine the training methods and guidelines are followed by all technicians and they are all certified.

k. Special tools---neat and organized, or a rats nest

- Our Technicians are equipped with the most advance tools on the market.

l. 100 Repair Order Analysis----evaluate summary (recap) sheet

- See attachment

m. Complete Qualitative SWOT Analysis (pages 130 - 139) in class book

The Action Plan in the SWOT takes the place of the previous action plans that had to be signed off by the dealer. Copy the Strengths, Weaknesses, Opportunities, and Threats sheet and hand it to EVERY service employee. Ask for their input. Collect the sheets, tabulate the data and then set Objectives, Strategies, and Tactics. Now it is time to create the Action Plan. Finally, there is the Synopsis.

Objectives

- My overall objective in this exercise was the look at to improve specific aspect of my dealership operations. After collecting the data, I strongly

believe that with these recommendations if put into practice will improve my dealership operations.

Strategies

- After reviewing the anonymous SWOT fill out I have decided to group to focus on the weaknesses and ways to improve them. Most of the weaknesses I observed centered around relations between customers and employees and employers and employees.

Tactics

- We would need to start engaging in team building exercise and having more sales and confidence building workshops to enhance our effectiveness.