

# Service Department Analysis For O'Rielly Chevrolet

Prepared by: Brian Guerrero N322

NADA has requested that we review 11 areas in our service department ranging from advertising to our special tool room. For the majority of topics I've included a picture of the analysis and brief description of the results. We also completed a review of 100 repairs orders and a SWAT analysis. The results of the SWAT are feedback from our service advisors, office personal, and lot attendants.

**Advertising:**

O'Rielly Chevrolet Service Department advertising efforts are a combination of marketing mailers and email blast along with specials posted to our Facebook page. Our CSSR uses historical data to determine when customers should receive a particular notification or service special.

**Marketing: Non-Dealer Survey/Owner Base Retention:**

VCH, DATE Survey Completed, Mileage  
 COMPETITIVE MAINTENANCE PRICING SUMMARY\* - NON DEALER 2013 Chevy MALIBU

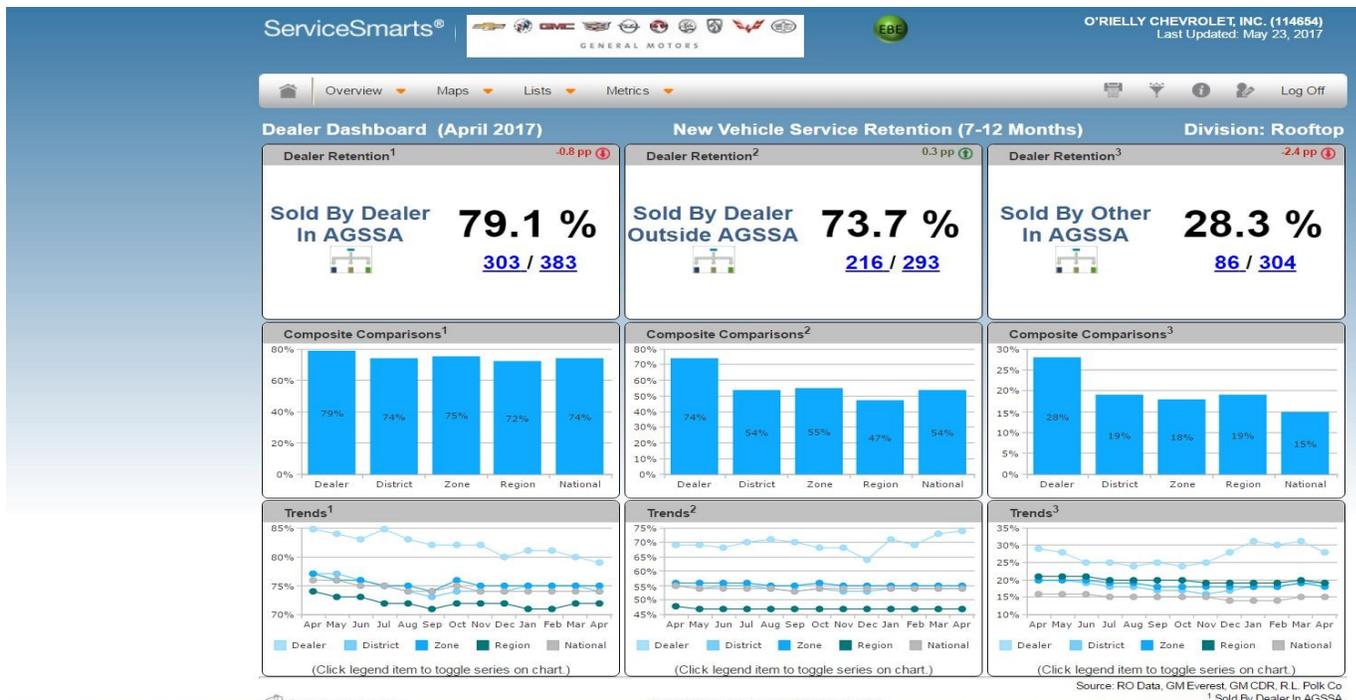
OEM PARTS Factory Trained Tech Warranty Work COMPETITOR	LUBE, OIL & FILTER	ROTATE FRONT/ REAR TIRES	BALANCE FRONT/ REAR TIRES	2 wheel ALIGN FRONT END	SERVICE A/C	REPLACE FRONT DISC PADS
Watson Chgo. 4/9 CARLOS 2:15	49.95	INC.	50.00	89.95	140.00	125.00
Pop Boys 4/19 IFAW 2:25	71.99	INC	34.95	89.95	<del>149.95</del>	99.99
Brake Masters 4/20 Ramon 8:11	24.95	INC	36.00	39.00	14.99 check	114.95
Jiffy Lube 4/20 Steve 7:45	41.99	21.99	NA	NA	149.99	279.99
MIDAS 4/20 Steve 7:30	69.00	INC	49.95	79.00	129.00	89.00
OEM PARTS						
Factory Trained Techs						
Warranty						
TOTALS						
MY DEALERSHIP 4/19 Tommy 6:10	49.99	INC	45.00	79.99	36.50	445.00

DATE TO  
 COMPARE  
 IN WEBSITE

\*Includes parts and labor

TIME, DATE, WHO WE SPOKE WITH

We contacted 5 independent shops to see how our prices compare to theirs on a 2013 Malibu. The goal was to see if we were being competitive and to able to train our service advisors on what's out there and how to overcome any price rebuttal's.



### OWNER BASE POTENTIAL

7450	x	8	=	59,600.0
5 Year Owner Base		Annual Hours Purchased		Market Potential / Hours
59,600.0	x	\$ 105.23	=	\$ 6,271,682
Market Potential/ Hours		Effective Labor Rate		5 Yr. O.B Sales Potential
\$ 285,741	x	12	=	\$ 3,428,892
Avg. Mos. Labor Sales (excluding internal PDI and NVI)		Annualized		Current Labor Sales Trend
\$ 3,428,892	÷	\$ 6,271,682	=	54.67%
Labor Sales Trend		5 Yr. O.B. Sales Potential		Ouch

\*Note: The industry average of 35% is very poor performance.

Currently O’Rielly is capturing 54% of the potential labor sales from our current owner base. Our Service Director has switched our appointments from every 15 minutes to every 30 minutes to allow for adequate time with every

customers. This will enhance the sales opportunities per R/O, better communication and afford better attention with each customer which should also positively affect our CSI and growth with our current and future customers.

**Facility:**

FACILITY POTENTIAL	
Number of Bays	75
	x
Number of Days	24
	x
Number of Hours	12
	x
Effective Labor Rate	105.23
	<i>equals</i>
FACILITY POTENTIAL	\$ 2,272,968

FACILITY UTILIZATION	
Total Labor Sales	\$ 478,502
	÷
Facility Potential	\$ 2,272,968
	<i>equals</i>
FACILITY UTILIZATION	21.05%

Based off our current facility utilization of 21% we definitely have room to turn more labor sales. Expanding at this point would be out of the question. I believe the focus should be on decreasing our one line R/O's and possibly opening for longer hours or on Sunday. We should look into catering to the local business around our Dealership that we can offer a pick up and drop off

service of their vehicle for service work or even drop off a loaner while their vehicle is in for service.

## Productivity:

Performance		Labor Sales / Month		Hourly Labor Rate		Hours Billed	
Customer Car*	\$	207,751	÷	89.71	=	2315.8	
Customer Truck*	\$	-	÷		=	0.00	
Customer Other*	\$	-	÷		=	0.00	
Warranty	\$	109,444	÷	127.75	=	856.7	
Internal	\$	118,769	÷	114.00	=	1041.8	
New Vehicle Prep	\$	42,538	÷	127.75	=	333.0	
<b>Total</b>	<b>\$</b>	<b>478,502</b>				<b>4547.3</b>	

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**POTENTIAL**

	\$ 478,502	÷	4547.32	=	\$ 105.23
	Total labor sales for month		Total hours billed		Effective Labor Rate
	33.00	x	8	x	24
	# Service mechanical technicians		# Hours/Day		Working Days/Month
				=	6,336.0
					Clock Hour Avail
	6,336.0	x	\$ 105.23	=	\$ 666,719
	Clock Hours Available		Effective Labor Rate		Labor sales potential

How proficient are your technicians ?		
4,547.3	÷	6,336.00
Hours Produced		Hours Available
		=
		71.77%
		Tech Proficiency

Hours Per RO (Recap Sheet) 1.3

Percent of One Item R.O.'s (Recap Sheet) 76.00%

Customer Pay Effective Labor Rate (Recap Sheet) \$ 89.71

Warranty Labor Rate (Recap Sheet) \$ 127.75

Total Overall Effective Labor Rate \$ 105.23

Overall Technician Proficiency 71.77%

c. **Technician Value**

Daily Work Hours	X	Average Proficiency Rate	X	Overall Effective Labor Rate	X	Work Days Per Month	=	Technician Value
8		80%		\$ 105.23		24		\$16,163
8		90%		\$ 105.23		24		\$18,183
8		100%		\$ 105.23		24		\$20,204
8		120%		\$ 105.23		24		\$24,244

The NADA guide for technician proficiency is 120% while being 87.5% productive.

Based on O’Rielly being 72% proficient we need our service advisors to sell more hours to make our techs more productive. After reviewing 50 R/O’s we found that our average R/O had 1.3 hours and 76% of those were one line R/O’s. Although this data was from a Saturday it showed us that we mostly doing oil changes on Saturday and not running our service center to its full potential. If we could increase each R/O by .3 we could increase our total sales by \$77,000 or \$47,700 in gross profit (see example below).

Number of customer R.O.'s for the month		1760
	X	
Multiply by .3 hours		0.3 hours
	=	
Additional customer labor hours generated		528.00
	X	
Multiply by Customer Labor Rate		\$ 89.71
	=	
Equals additional Customer Labor Sales Generated		\$ 47,367
	X	
Multiply by customer Labor Gross Profit %		78.22%
	=	
Equals additional Labor Gross Profit \$ generated	(A)	\$ 37,049
	=	
Divide Parts Sales R.O. by Labor Sales R.O. to calculate \$ parts sales per 1\$ of Labor Sales		0.63
	X	
Multiply by Customer Labor Sales		\$ 47,367
	=	
Equals additional Customer Parts Sales generated		\$ 29,857
	X	
Multiply by Customer Parts Sales Gross Profit %		35.67%
	=	
Equals additional Parts Gross Profit \$ Generated	(B)	\$ 10,650
	=	
Add Gross Profit from Labor (A) and Parts (B)		\$ 47,700

### Production Method:

We currently use a conventional shop production. We have specialized technicians who operate their own areas independently of one another and have a few bays each. Our service advisors are responsible for sales, customer relations, and communication with the technicians. We use an automated dispatching system and a dispatcher that oversees the flow. There are 2 shop supervisors, an internal manager, and a customer relations manager who directly report to our service manager.

One of the factors that results in low facility utilization is due to our technicians having 2 or more bays.

### Cost of labor:

Category	Sales	Gross	Gross as % of Sales	%Sales Contribution
Customer Car	\$ 207,751	\$ 162,499	78.22%	43.42%
Customer Truck			0%	0.00%
Customer Other			0%	0.00%
Warranty	\$ 109,444	\$ 88,092	80.49%	22.87%
Warranty Other			0%	0.00%
Internal	\$ 118,769	\$ 92,296	77.71%	24.82%
NVI / Road Ready	\$ 42,538	\$ 37,397	87.91%	8.89%
Adj. Cost Of Labor		\$ (4,208)	0%	0.00%
<b>Total</b>	<b>\$ 478,502</b>	<b>\$ 376,076</b>	<b>78.59%</b>	<b>100.00%</b>

**The Picture**

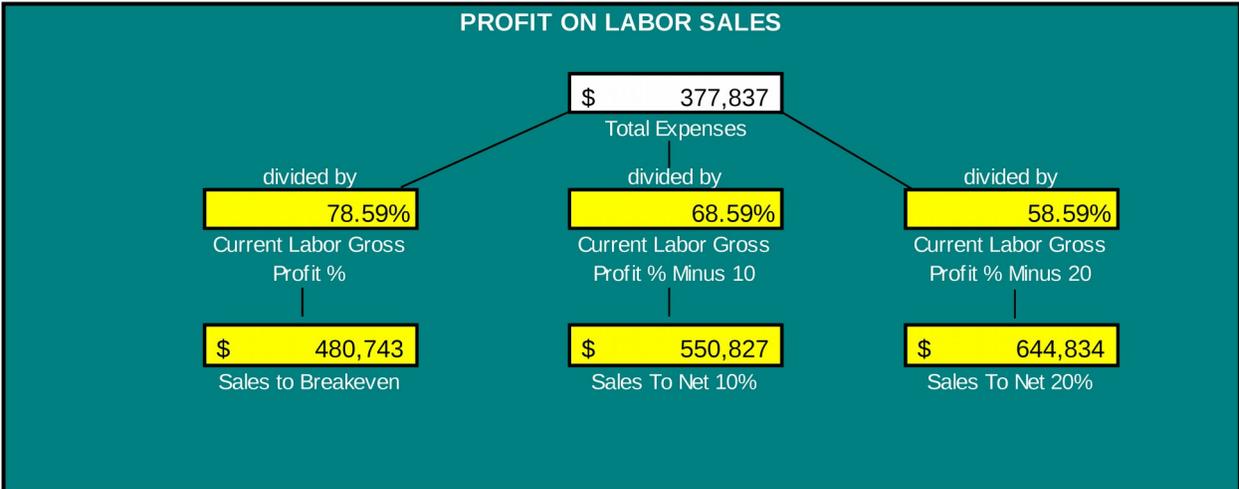
Customer Pay Gross Profit %	78.22%
Total Service Dept. G.P. %	78.59%
Parts / Labor Ratio (Cust. Pay Only)	0.63

The NADA guide for gross profit retention on CP, internal, and warranty work is 70+, with a total service gross of 68% or above. Our service department does a great job in GP retention. If we can maintain our current grosses, and expand on customer labor sales per R/O it would be beneficial for our service department.

In order to achieve this our Service director held a meeting with our service advisors listening to the phone call that was conducted during our NADA class and aloud everyone to critique the call. The key focus was on reminding our front line team that each customer brings in \$517,000 worth of business during their lifetime and that 81% of all customer pay labor comes from a phone call. A reminder of CSI (customer brings income) and taking care of the customer. Taking the proper amount of time with each customer to build rapport, explain our service menus, conduct a thorough and proper walk around, what's need to properly maintain their investment and that were going to conduct and complimentary inspection of their vehicle.

### **Expense and Profit structure:**

Expense Category	Dollar Amount	% of Gross
Department Gross	\$ 398,667	
Variable Expense		0.00%
Selling Expense		0.00%
Personnel Expense	\$ 219,320	55.01%
Semi-Fixed Expense	\$ 71,196	17.86%
Fixed Expense	\$ 87,321	21.90%
Unallocated Expense		0.00%
Dealer's Salary		0.00%
Total Expenses	\$ 377,837	94.78%
Net Profit	\$ 20,830	5.22%



The above graphs give a snapshot of our expenses and profit for the month of March along with what our total sales would have to be in order to net 20% vs the 5% we net in March.

**Pay Plans and Staffing Requirements based off technician efficiency if work is available all 8 hours:**

Service Consultant Compensation Plan

Name: Raymond Garcia

Department: Service Department

Employed: 10/17/2005

Type of compensation: Paid twice a month by commission, Monthly Performance Bonus, CSI Bonus, Tire & BG Spiffs

This compensation consists of the following elements:

• **5<sup>th</sup> of the Month Payroll**

4% commission from month prior (parts and labor, internal warranty and customer pay) minus 49000 account (tire and wheel sales), minus the 20<sup>th</sup> paid commission which covers the 1<sup>st</sup> half of the month, as listed on the "Service Advisor Pay Analysis" report.

**Commission % adjustment**

Add .1% additional should the consultant reach overall combined CP/FC hour sales, monthly objective

Add .1% additional should the consultant meets or exceeds the Region on the SSS question "Overall, how satisfied are you with your Service Consult?" 3 Month number

Add .1% additional should the consultant meets or exceeds the Region on the SSS blended TOP BOX result of % of customers "Completely Satisfied"

Add .2% additional should the consultant meet all above criteria adjustments

**Performance Bonus**

- \$150 Bonus if the Service Department's 3 month, Blended Metric index (Not Top Box), meets or exceeds the regions 3 month number from the latest CSI survey results. (Note: can only be obtained if personal 3 month is at or above region also)
- \$150 Bonus if the Service Consultant's combined Customer Pay and Warranty labor objectives are met.
- \$10 spiff for every "Completely Satisfied" report that has been submitted by the customer, for the current survey reported month

• **20<sup>th</sup> of the Month Payroll**

Straight 4% commission on all sales, parts and labor, internal, warranty, customer pay, accounts as listed on the "Service Advisor Pay Analysis" report, 1<sup>st</sup> through 15<sup>th</sup> accumulated.



Signed and Acknowledged

1/5/17  
Date:

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# STAFFING REQUIREMENTS

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## A. Sales To Break Even

Total Expenses for One Month	÷	Current Gross Profit Percent	=	Sales To Break Even
\$ 377,837	÷	78.59%	=	\$ 480,743

## D. Staffing To Break Even

Sales To Break Even	÷	Technician Value	=	Staffing
\$ 480,743	÷	16,163 @ 80%	=	29.7
\$ 480,743	÷	18,183 @ 90%	=	26.4
\$ 480,743	÷	20,204 @ 100%	=	23.8
\$ 480,743	÷	24,244 @ 120%	=	19.8

## E. Staffing To Generate 20% Net

Sales To Generate 20% Net	÷	Technician Value	=	Staffing
\$ 644,834	÷	\$ 16,163 @ 80%	=	39.9
\$ 644,834	÷	\$ 18,183 @ 90%	=	35.5
\$ 644,834	÷	\$ 20,204 @ 100%	=	31.9
\$ 644,834	÷	\$ 24,244 @ 120%	=	26.6

In total we have 60 employees in the service department.

We have 8 service advisors that are paid a percentage of sales with the opportunity to earn more if they meet factory claim and customer pay hours and CSI goals.

They also have the opportunity to earn performance bonus. Our goal would be to have 10 service advisors.

Our service department has 24 flat rate technicians that report to two shop managers. In addition we have 6

internal techs along with 3 internal service writer/helpers and 7 details that report to one internal manager.

We also have a tire department that have 3 technicians and one tire manager that are paid off the gross profit of the department. The tire department reports to the service shop managers.

The department is ran by one service director and a customer service manager. The customer service manager is responsible for the SA's, lot attendants and the flow of the service drive.

### **Detail Performance Programs - Objectives, Tracking, and Communication:**

Mo/Year **Mar-17**

Shop CP Hours Objective	2727
Shop F/C Hours Objective	955
Factory Labor Rate	\$ 127.75
Factory Claim Dollar Objective	\$ 122,051
Working days in Month	23

Number of SA's **10**

NAMES	VAC DAYS	PER DAY	PER MO	PER DAY	PER MO	TOTAL LBR	
		CP HOURS	CP HOURS	FC HOURS	FC HOURS	OBJECTIVE	
RAUL CASTRO	28	0	13.50	310.50	4.73	108.74	419.24
RICHARD GIBBINGS	29	0	13.50	310.50	4.73	108.74	419.24
RICARDO BONILLA	30	0	13.50	310.50	4.73	108.74	419.24
DENNIS DOSCH	31	2	13.50	283.50	4.73	99.28	382.78
WILLIAM SAMANIEGO	32	2	13.50	283.50	4.73	99.28	382.78
RAMSES TRUJILLO	33	0	13.50	310.50	4.73	108.74	419.24
ANN EDWARDS	34	23	13.50	-	4.73	-	-
RAY GARCIA	35	0	13.50	310.50	4.73	108.74	419.24
BEA SUPRENANT	36	0	13.50	310.50	4.73	108.74	419.24
THOMAS BERNATH	37	1	13.50	297.00	4.73	104.01	401.01
				2,727.00		955.00	3,682.00
Total Vacation Days*	28						

\*Vac days will also be calculated as new start training day accumulations.

	Per Month	PerMo/SA	Per Day
CP LABOR BASE	2727	272.70	11.86
FC LABOR BASE	955	95.50	4.15
CP LBR ADJ BASE			13.50
FC LBR ADJ BASE			4.73
TOTAL HOURS PER SA PER DAY			18.23

Our Service Director has made up the above template that outlines each service advisors objective for each month. It deducts there vacation time and clearly outlines how the other S/A will need to step up in order to hit budget.

We track this by using CDX under reports/service advisor sales.

Where we've failed lately is our communication to the team on their individual's goals and sharing the tracking sheet with them.

Our Service Director has made the commitment to going over the service advisors goals, along with their current progress (CDK report) with them every Monday and Wednesday.

**Level of Current Training:**

Reviewing our current training O'Rielly has done a great job on achieving training goals.

1115	DEALER STS as of 5/8/2017				
Dealer Name	Fundamentals	Service	Body	Paint	Total STS
VAN CHEVROLET	100.00%	350.05%	292.31%	500.00%	356.64%
EARNHARDT CHEVROLET	100.00%	285.72%	184.62%	200.00%	272.37%
O'RIELLY CHEVROLET, INC.	100.00%	204.96%	176.92%	200.00%	202.60%
KEMPTON CHEVROLET BUICK LTD	100.00%	210.24%	176.92%	100.00%	199.98%
HENRY BROWN CHEVROLET	100.00%	125.00%	184.62%	100.00%	127.47%
AUTONATION CHEVROLET GILBERT	99.63%	99.89%	146.15%	100.00%	99.91%
AUTONATION CHEVROLET SUPERSTITION SPRINGS	100.00%	99.86%	146.15%	100.00%	99.88%
COURTESY CHEVROLET	100.00%	99.73%	146.15%	100.00%	99.76%
CROPPER'S-NOGALES AUTO CENTER, INC.	100.00%	99.55%	123.08%	100.00%	99.61%
GARRETT MOTORS, INC.	99.22%	99.01%	146.15%	200.00%	99.14%
WATSON CHEVROLET, INC.	100.00%	97.73%	184.62%	200.00%	98.03%
FREEWAY CHEVROLET	100.00%	98.29%	92.31%	100.00%	98.01%
CHAPMAN CHEVROLET, L.L.C.	100.00%	98.14%	92.31%	100.00%	97.87%
LAWLEY AUTOMOTIVE CENTER	100.00%	97.35%	146.15%	100.00%	97.70%
HORNE AUTO CENTER, INC.	98.96%	93.22%	92.31%	100.00%	93.61%

Empowerment Restrictions Effective Dates:		
March 31, 2017	June 30, 2017	September 30, 2017
95.00%	98.00%	100.00%

Color Key:

**Dealership Name:** ORIELLY CHEVROLET, INC.  
**Address:** 6160 E BROADWAY  
**City:** TUCSON  
**State/Province:** AZ  
**Zip/Postal Code:** 85711  
**Report Date:** May 23, 2017  
**Dealership Group:** E  
**Num Technicians:** 38  
**Division/Product:** C,F,M,X,S,R,S,U,V

Area	Percent Complete
<u>Fundamentals</u>	100%
<u>Fundamentals - Tech Apprentice (Display Only)</u>	27%
<u>Emerging Issues</u>	692%
<u>Engine Performance</u>	100%
<u>Diesel Engine Performance</u>	100%
<u>Engine Repair</u>	133%
<u>Electrical/Electronics</u>	120%
<u>Manual Drivetrain &amp; Axle</u>	200%
<u>Automatic Transaxle/Transmission</u>	200%
<u>Brakes</u>	200%
<u>Steering &amp; Suspension</u>	125%
<u>HVAC</u>	150%
<u>Mech/Elec/Body Repair</u>	150%
<u>Advanced Technology Vehicles</u>	288%
<b>Service Training Subtotal</b>	<b>204%</b>
<u>Body Structural Repair (I-CAR)</u>	176%
<u>Paint</u>	200%
<b>Body/Paint Training Subtotal</b>	<b>188%</b>
% Training Requirement Completed	202%
% Certification National Average	97%
% Certification Regional Average	96%
% Certification Market Average	97%
Number Bronze Certified Technicians	21
Number Silver Certified Technicians	17
Number Gold Certified Technicians	9
Number GM Master Technicians Certified	7

**Special Tool Room:**



Reviewing our parts room, we have a lot of tools that are outdated and appear not to have been used for years. There are items on the ground, unlabeled and not sure what there for.

The good news is Dave Morales is currently working on re-organizing the entire special parts area.

### **100 Repair Order Analysis:**

## Repair Order Analysis Summary Report

	Sales in Dollars	FRH's on RO's	Averages	Analysis
Competitive	\$ 3,160 ÷	33.30 =	94.90	FRH Average
Maintenance	\$ 4,901 ÷	99.10 =	49.45	FRH Average
Repair	\$ 6,535 ÷	54.30 =	120.34	FRH Average
Totals	\$ 14,595 ÷	186.70 =	78.18	Customer ELR
Target Labor Rate			129.75	Per FRH
Total Ro's in Sample	100	Difference	-51.57	Per FRH

### Cost of Labor

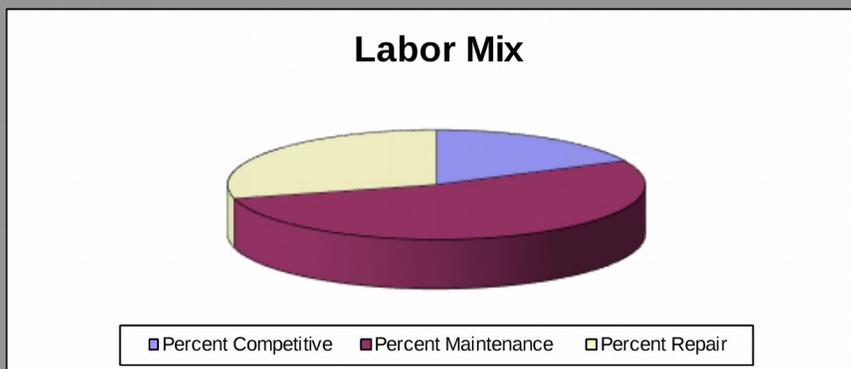
Total Cost of Labor	3065.34 ÷	Total Sales =	21.00%	Percent Cost of Sales
Total Cost of Labor	3065.34 ÷	Total FRH's =	16.42	Cost per FRH

### Repair Order Measurements

Total Labor Sales	14,595.48 ÷	Total RO's =	145.95	Avg Labor per RO
Total FRH's	186.70 ÷	Total RO's =	1.87	Avg FRH's per RO
Menu Sales		Total RO's =		Percent Menu Sales
Competitive FRH's	33.30 ÷	Total FRH's =	17.84%	Percent Competitive
Maintenance FRH's	99.10 ÷	Total FRH's =	53.08%	Percent Maintenance
Repair FRH'	54.30 ÷	Total FRH's =	29.08%	Percent Repair
One item RO's	57 ÷	Total RO's =	57.00%	Percent One Item RO

### Model Year Analysis

2018	2017	2016	2015	2014	2013	Older	Total
0	0	9	12	18	6	55	100
0.00%	0.00%	9.00%	12.00%	18.00%	6.00%	55.00%	



We completed a review of 100 customer pay repair orders for the month of June. The analysis considered year,

mileage, and type of repair, looking at labor only. All diagnosis, alignments were considered to be competitive labor. All oil changes, flushes, wiper/filter changes were considered to be maintenance. All engine, tranny, brakes were repair labor.

We found that the average year of vehicles coming into the Dealership is a 2005 with 71,734 miles. The highlight is that based off this 100 RO's our average flag hours was 1.87, above NADA guide of 1.5. Although based on the review we definitely recognized that certain SA's our missing opportunities to upsell and that Tommy was outselling his counterparts. It appears that our biggest opportunity was upselling. Out of the 100 RO reviewed 57 were one line RO's. Given that average vehicle has 71,734 we should have been able to upsell tires, wiper blades, flushes etc.

## **SWOT Analysis:**

### **Strengths:**

- Covering for peers when there absent
- 1 of 2 GM Dealerships in town
- Been in business for a long time
- Everyone in town know O'Rielly
- Strong management team
- Positive work environment
- Strong team work
- Great customer resolutions
- Strong referral business
- Strong operating system
- Very knowledgably technicians and service advisors
- All in one service department
- Great work environment

- Great location
- Tools and capabilities to complete task with GM models
- Multiple resources/information to help customers.
- Great people to work with
- Loyal customer base

### **Weaknesses:**

- No sense of urgency from front to back
- Need more of a ownership attitude
- Not open on Sundays. Short hours.
- Never know if we have DRAC cars. Never feel confident telling a customer that we will have a car available
- Always told about the bad before good. It's hard to give 100% when always knocked down
- Maintain close customer support/contact with customers, "guiding and following up" during repairs
- Communication with peers when they're going to be late/on lunch. Always seem to have to put out someone else's fire.
- Positive moral
- Slow computers/software
- No care- no hustle
- Always seem to be short staffed
- Service advisor pay program
- Service appointments being overwhelmed
- Need more one on one time with customers
- Need better visual appearance of service drive
- Need a quick service lane
- Delay in time when ticket is complete to when vehicle is actually brought down for customer

- GM/OnStar emails to customers. Customer feel they have services due.
- Scheduling and drive ups at same time as appointments

### **Opportunities:**

- Staple service advisors business cards to receipt.
- Picking up trash. Nobody seems to do it.
- How service lot attendants present themselves. Hat backwards, not in O'Rielly shirts. They don't look presentable.
- Need better service advertising, promotions, special events
- Better accessory knowledge. A price guide with labor to make it an easy sell to customers. Possible a catalog with pictures of items on a vehicle
- Live TV in washing room area
- Additional Dealerships
- Awards for customers who are loyal
- Raffles for customers
- Becoming more involved in public events
- Reward employee attendance
- Capitalize and taking charge of every situation
- Make sure parts department have parts in stock
- More marketing focusing on getting customer in

### **Threats**

- Not enough training for service advisors
- Low pay plan forces service advisors elsewhere
- Losing customers to small competitors due to labor rates

- Customer wait times
- Vehicles are breaking down less
- Social media
- Tech to advisor communication
- High price profits
- Developing technology
- Independent shops- long hours, open on Sundays.

### **Action Plan:**

From my current position in the Dealership it difficult to develop an action plan that would be followed. I have no way to insure consistency or accountability for a plan of action.

However I am going to share this report with our Owner and Service Director. Our Service Director went to the class with me and I know has already come up with certain ideas as to what he will want to change.

### **Synopsis:**

It's clear that are employees love the fact that O'Rielly is a family owned business that has a history of community involvement, and strong business history. Our employees enjoy one another and the place they work. However after talking with our service employees they wish they had better training, better tools to upsell accessories, and had better communication method with the technicians. Our Service Advisors also wish they had better communication as to what their monthly goals are, and where they are on hitting those goals on a more

consistent basis (good and bad). A quick lube lane and a quick lane service advisor was also mentioned a few times.

A review of our personal seems to in order also. Do we have the proper people in the right area? Do we have too many people in certain areas and not enough in others? Does our current staff know what's expected and dressed accordingly? Goal setting, proper communication of the goals and sharing the results on a consistent basis appears to be a hot topic with the service advisors.

An area of opportunity is extending our hours throughout the week, on Saturday and possibly even having service hours on Sunday. By us doing this it allows us to be convenient to our customers and allows us to take back our customers that are going to the Pep Boys and the Jiffy Lubes. At very minimal extending hours a few nights a week to take care of new car inspections and internal work.

We have a huge facility that has the ability to do a huge amount of volume. With the proper marketing, hours of operation, and reaching out to grow our business we have the ability to increase our net to record levels.