

Service Department Analysis For Gosch Ford Temecula

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Strengths

1. Good employees with a team mentality and knowledgeable management
2. Recent remodeled dealership. Good looking place to work and get cars serviced.
3. Lots of business
4. Management is easy to work with one on one. Open door Policy
5. Plenty of resources for techs to use to repair vehicles.
6. Great Location in a growing community
7. Customers in the area have higher income to support more spending

Weaknesses

1. Communication between employees and management of changes in the dealership.
2. Parking and room constraints. More work than space available for cars
3. Tech tardiness. Specifically, the lube technicians
4. Recalls
5. Not enough techs
6. More training for appointment coordinators in the back.
7. Not enough shuttle drivers and shuttles
8. Communication in updating customers on their vehicles
9. Customers knowledge of shuttle times as estimates and not exact times
10. Appointment scheduling
11. Technician Kevin Thayer being hostile towards other techs

12. Lazy Technicians
13. Shop tools aging, getting worn out, and do not get fixed in a timely maner
14. Service writers time management
15. Managers in Different departments are not on the same page
16. Over scheduling of appointments
17. Distribution of work
18. Answering service calls
19. Too many waiters

Opportunities

1. Employees feel if they work hard they will have the chance to be promoted
2. More positions for employees to advance in their career
3. Improve social media presence
4. Improve CVP for happier customers
5. Increased STARS training
6. Newer equipment. IDS scan tool for used cars to pull different manufactures codes.
7. Communication with customers
8. Cleaner bathrooms and driveway area
9. Service manager assistant
10. Opening service on Sunday
11. More training for appointment coordinators in back office

Threats

1. Getting complacent and riding the wave while times are good
2. Too many recalls
3. Shortage of recall parts not being stocked and back ordered recalls
4. Negligent employees and employees who do not respect the work place.

5. Negative yelp reviews
6. Miscommunication
7. Competitive Pricing. Customers are mainly concerned about the price
8. Customers taking their business elsewhere due to overbooking waiters and not keeping appointment times.
9. Aging machines and tools slowing down production
10. Ammco advertisement stating "Free Diagnosis"
11. Accidents from tight parking.
12. Sales Department over promising to customers

Objectives

1. Upsell more jobs to reduce one line ROs.
2. Provide more parking for service cars.
3. Improve on technician tardiness.
4. Improve on the flow of business and service scheduling.
5. Keep all shop tools in good condition and up to date.
6. Improve communication with our guest.
7. Educate our guest about pricing.

Strategies

1. Provide more training for service advisors.
2. Improvements to unused property and move employee parking to allow for more parking for service
3. Closely manage technician time clocks.
4. Increase shop hours Monday thru Saturday and mirror sales hours. Potential for opening service on Sunday's
5. Open a discussion for advisors and service appointment coordinators
6. Have a shop meeting with technicians on aging tools.
7. Roll out Autoloop to better communicate with our guest
8. Lower our 1 item per RO percentage.

Tactics

1. Use the sales trainer to go over general sales techniques with service advisors.
2. Better utilize the service training from Ford and Alan Ram to hold advisors accountable.
3. Create a minimum 2 lines per RO bonus program.
4. Build an employee parking lot for employees on empty lot.
5. Hold shop manager accountable for technician's time clocks and write up if necessary.
6. Slowly increase shop hours by starting with oil changes, maintenance and light repair.
7. Get with service manager to schedule a monthly service appointment coordinator and advisor meeting.
8. Get with service manager to pick a time for technicians to have a meeting on aging tools.
9. Create an open suggestion box for techs to provide input on problems in the shop.
10. Create a non-dealer competitive pricing board

Objectives / Strategies / Tactics

Action Plan

Task	By Whom	Completion Date
Service advisors sales training.	Sales Trainer	Weekly
Implement 2 line per RO bonus program	Service Manager	July 31st
Build employee parking lot	Owner	October
Manage Technician time clocks	Shop Foreman	Daily
Increase shop hours	Service Manager	August 1st
Service scheduling meeting	Service Manager	July 3rd
Aging Tools meeting	Service manger	July 3rd
Service suggestion box	Shop Foreman	July 1st

Autoloop	Service Manager	July 15th
Non-dealer competitive pricing board	Service Manager	July 15th

Synopsis

Our service department has been growing rapidly over the last 6 months and is facing the good challenge of handling an increased flow of work while still maintaining good customer relations. Adding more stalls will help with the increased business, however the first thing we need to do is extend our hours to mirror the sales department. Not only will this make us more efficient it will also improve our CVP. During this expansion, it is important for us to keep strong processes in place and not forget the basics of selling.

With the increase in work it is imperative that we communicate with our customers. Installing the Autoloop system to effectively notify our customers in a timely manner and keep them informed is a huge priority.

After analyzing 100 ROs it is clear we need to focus on giving our customer more information about their vehicle from our technicians' inspections and thus selling our customers on more service than what they came in for. Our services are well priced for the market but our customers are not aware of this. We need to post a non-dealer competitive pricing board to better educate them. Although we could advertise the service department more, we must focus on handling our current influx of business. This can be achieved in two ways. First, we must better utilize our current facility and technicians' efficiency. Valuable repair time is being wasted at the back counter. The proper processes are in place but the counter is still treated as a social point. It is important for the parts and service manager to work together in creating an in and out culture at the back counter. In addition to wasted time, the shop tools are due for an update. After inspecting the tools and technician feedback, the aging and wear of the tools has begun to

slow down the efficiency of the shop. The second way we can better handle the influx of business is by expanding our shop. We are currently working to build more stalls and move the employee parking to the lower lots. This will allow us to handle more business and decrease the time it takes for us to locate and park vehicles.

While our shop is quickly growing in business we clearly need to prevent the development of bad habits and increase the shops ability to handle the increased work load. The numbers may look good but we are leaving money on the table. It is important now more than ever to focus on the training of our employees to properly handle the increased business and not lose business from the increased work load.

Opening the shops ability to handle the increased business must be a priority. By moving the employee parking, we will be able to improve on the flow of work. Service advisors and appointment coordinators must be on the same page with how to handle the increased business to improve the employee morale and overall customer experience.

Technicians are the backbone of the service department and they must be allowed to have a voice. With all the increase business, it can be easy to forget about small problems in the shop. Upper management must show the technicians we are open for suggestions on improving the shop and allow management to fix the small problems before they become big.