

## Service Department Analysis

Valley Kia

By: Andrew Rusich N32205

### Strengths

- Good relationship with co-workers
- 5 Master Techs
- Open to new ideas
- Shop is always busy
- Retention growing fast
- Up to date tools and technology

### Weaknesses

- Space, we already out grown shop with much more potential left
- Dispatching now even- need better plan
- Need more staffing - parts department
- Communication with advisors

### Opportunities

- Turn more hours
- More upsells/recommendations
- Better communication
- Advertise more for Service Department

### Threats

- Miss diagnosis from internet or general mechanic
- Yelp
- Overbooking appts
- Competition between neighboring dealers
- 

### Objectives

1. Change manager pay to increase total sales, CSI, and shop productivity.
2. Increase CP per RO
3. Increase Parts per RO to be 1:1
4. Increase hours per RO
5. Improve dispatching work; efficiency

### Strategies

1. More thorough MPI to allow for more upsells
2. More sales training for Advisors to increase closing percentage on upsells/recommendations
3. Increase OELR by increasing repair work
4. Create more open line of communication between techs and advisors

#### Tactics

1. Have weekly meetings with both techs and advisors – go over current/future operations, current/future issues – communication.
2. Weekly meeting with service manager on department pace for the month.
3. Monitor techs/ advisors recommendations for upsells

#### Synopsis

It was easy to see there was plenty of room for improvement in our service department but we were sure where to start. It was evident that our philosophy which was to pack the service drive and get people in and out as fast as possible wasn't working. After observing the service department, listening to the techs and advisors, I was able to create SWOT.

Our first order of business is to create a better line of communication between techs and advisors. This will elevate dispatching issues and techs being over loaded with work, with no time for recommendations. Correcting appointment schedule eases stress with more opportunity for upsells/recommendations.

Changing the pay plans for both the service manager and service advisors to increase OLER based on upsells and tech recommendations. Also increasing the incentive on CSI.

With these changes, productivity will improve drastically. With better flow of customers, increase quality MPIs, timely and more affluent upsell strategy through the pay plan change with emphasis on CSI will generate a profitable service department.