

# The Ford Store Morgan Hill Service Department Analysis

George Tabarez N345

# Qualitative SWOT Analysis

## STRENGTHS

- Beautiful and large facility to accommodate our customers.
- We have a large and loyal customer base that loves us.
- Our store is well known and respected in the community.
- The team is much focused.
- The team has a good attitude and wants to learn and do better.
- Strong leadership.
- Highly talented and skilled technicians.

## WEEKNESSES

- In need of more talented technicians in general and for Saturdays especially.
- Due to shortage of employees currently everyone is working long hours.
- Quality of work being turned out is not consistent,
- Poor communication-from tech to dispatch to advisor.
- In need of more time to complete certain jobs.
- Poor control of service porters and the use of their time.
- Poor utilization of parking spaces causing time to be wasted unblocking cars.

## OPPORTUNITIES

- Inspect what you expect and continue to train the team.
- Solicit the business of law enforcement agencies in the area.
- Huge housing growth planned for the community.
- Aggressively promote our location and services.
- Inform everyone that we can/do service all makes and models.
- Implement a better appointment setting/coordinating process.
- CSI has been a struggle but is improving.

## THREATS

- In our market we have dealerships that are union shops. This makes it difficult to attract good talent technicians without having to over pay.
- We risk losing some of our loyal customers to independent shops due to the fact that we run a skeleton crew on Saturdays and are now closed on Sundays.
- When the service department gets busy we lose track of the customer flow.
- We tend to lose the sight of the importance of customer satisfaction.
- Poor follow up with customers.
- Level of professionalism in front of customers.
- Losing employees to the competition.

## OBJECTIVES / STRATEGIES / TACTICS

### OBJECTIVES

- Improve facility utilization.
- Improve the work flow of the service department.
- Improve hours per repair order.
- Minimize the number of comebacks.
- Minimize parts delays.
- Improve the departments sales and gross.
- Improve technician efficiency, productivity and proficiency.

## STARTEGIES

- Explain to service advisors that they are not to discount the labor rate.
- If service advisor is unable to sell recommended work have the service sales manager or service manager take a turn.
- Have a weekly meeting with the parts manager to discuss lost sales.
- Implement a dispatch system to include appointment, scheduling and shop loading procedures.
- Post results of non-dealer competitive survey in the service drive.
- Implement up-sell spiff program for service the service writers.
- Hold monthly “New Customer Orientation Seminars” given by the service manager.

## TACTICS

- Create and distribute a weekly tracking report.
- Have a weekly meeting with the service manager to check discounting.
- Have a weekly meeting with the parts manager to review the lost sales report.
- Create different shifts for technicians for better work flow.
- Send weekly e-blast to current customers with service specials.
- Phone system with a direct number to service.
- Check all parts mark-up factors versus pricing guides.

## OBJECTIVES / STRATEGIES / TACTICS

### Action Plan

- **Weekly** meeting with the parts manager to be held by the General Manager.
- **Weekly** meeting with the service manager to be held by the General Manager.
- Parts manager to track **daily** fill rate and lost sales to maximize inventory mix.
- Parts manager to check and adjust parts mark-up factors immediately.
- Service manager to implement a technician to maximize work flow immediately.
- Service manager to disable the ability for the service advisors to discount labor rates.
- Service manager to post non-dealer competitive pricing board in the service drive immediately.

## SYNOPSIS

In putting together this action plan I have concluded that we have many areas of opportunity at our dealerships service department. Below I will address a few of the items we will be correcting immediately. It is my belief that in doing so we will be able to increase the daily number of customers we serve thus generating more service sales which will then lead to more parts sales and finally increase our fixed absorption percentage.

Starting in the service drive we will have our non-dealer competitive pricing board to aid in selling more services to all of the additional "all make" customers we will have and our current customers also.

In anticipation of this new found work we will have properly adjusted our schedule for our technicians and support staff to ensure the best service possible. In doing so our staff will work less and be fresh and excited to provide nothing less than excellent service.

In summary these items and the others in my action plan should provide everyone with a positive and process driven environment to thrive in.

I can't wait until the day that it is me who gets to put in place these things.