



Service Department analysis for Chevrolet of Watsonville

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**Strengths:**

1. Large and loyal customer base, we have a high retention rate
2. Enough techs, well trained and willing to work
3. Commitment to excellence from the entire team
4. Monthly employee bbq's to keep the employees informed from the dealer principle
5. Loyal employees
6. Low employee turn over
7. It feels like family
8. We are investing in growing our service dept. by adding a dispatcher
9. CSI scores are good

**Weaknesses:**

1. Phone skills for the advisors
2. More BDC training
3. People wait too long on hold
4. Not enough work for techs
5. Employee parking
6. Customers don't get return phone calls
7. Service hours are not optimal
8. The current bonus plan for the techs does nothing to get them to turn more hours

**Opportunities:**

1. Workshops for the techs/sales on all functions of the newer vehicles
2. Advertise that we work on all makes and models
3. Install a tire display in the service drive
4. Install a windshield wiper bucket in the service driver

**Threats:**

1. Parts on backorder
2. Employees not communicating within each department
3. Techs leaving early by choice
4. Not enough work in the shop
5. Advisors do not close the repair with the customer, just hand off to the cashier

**Objectives:**

1. Clear out an area for employee parking
2. Start training the BDC dept
3. Phone training for service advisors
4. Change hours of operation
5. Improve tech productivity, efficiency, proficiency
6. Change how we schedule our work
7. Hire a dispatcher and go to a team format

**Strategies:**

1. Create a service hours of operation that will better serve the customer base
2. Create a tire display for the service drive
3. Create a windshield wiper bucket for the service drive
4. Educate the tech about productivity, efficiency and proficiency
5. Hire someone to train phone skills
6. Start advisor cashiering
7. Track the parts on backorder the most often

**Tactics:**

1. Change hours of operation
2. Weekly meeting with techs to discuss all numbers, create a tracking sheet for them to see, if not on target, why? What needs to be done?

3. Create a bonus plan for the techs that will motivate them to turn more hours
4. Daily/weekly meeting with the advisors, daily with the service manager to go over problems and also good items, play the bonus games. Weekly with the GM.
5. Meeting between the service and parts managers weekly to go over any SPO issues and any backorder parts issues.

## ACTION PLAN

<u>TASK</u>	<u>ROLE</u>	<u>COMPLETION DATE</u>
Change hours of operation	Management Team	August 1, 2019
Weekly meeting with techs	service mgr/GM	Weekly
Daily meeting with advisors	service manager	Daily
Create a tech bonus plan	service mgr/GM/Controller	July 1, 2019
Hire a phone training company	GM	July 1, 2019
Install tire display	service manager	August 1, 2019
Install windshield wiper display	service manager	July 1, 2019
Weekly meeting with parts mgr	service and parts managers	July 1, 2019
Service advisor cashiering	service manager/controller	June 20, 2019
Create tech productivity etc tracking sheet	controller	June 15, 2019

**Synopsis:**

If we educate the technicians on what productivity, efficiency and proficiency is, and then create a bonus plan on one area that they can control then we will see an increase in hours turned in the shop.

Creating the tire display and the windshield wiper display in the service driver is two easy area to talk to customers about up sells to their vehicles, this will help the advisors with a starting conversation point as they walk by the display with the customer.

Extending the hours of operation will better serve our customer base and in turn create more repair orders written having an all around impact on the department gross profit.

Having the advisors cashier will close the loop with the customers. We have high CSI scores but, still don't seem to explain to the customer to the repairs that were completed. With the cashiering the advisor will have no option but to end the transaction with the customer and the customer will have one less person to talk to during their visit.

Putting these items in place will increase gross profit and customer satisfaction. We are looking forward to the changes and can't wait to see the difference it all makes on the bottom line.