

SERVICE DEPARTMENT ANALYSIS

CHAMPION FORD

DEDRIC JONES NADA 350

STRENGTHS

- Personable service advisors. Excellent with building rapport and listening to customer concerns.
- Managers are demonstrating great leadership, taking time to listen and train employees.
- Positive and productive work environment with great benefits.
- Our team as a whole works well together. Always willing to jump in and help those in need.

WEAKNESSES

- Coverage during lunch breaks.
- Customer follow up communication.
- Write up process for multi-point vehicle inspections.
- Lack of personnel at parts counter during busy hours.
- Scheduling of workload.

OPPERTUNITIES

- Improving workload scheduling, we can increase customer satisfaction and CSI.
- Better scheduling for service advisors would improve the lack of coverage during lunch hours.
- Extending service hours for new car inspections
- Correcting multi-point inspection process can increase profit.
- Resolve the communication errors of service advisors by keeping the customer up to date and ensuring they are satisfied.

THREATS

- Without improving dispatch management for technicians, they may become nonproductive therefore looking for other employment opportunities.
- If we do not change the standards and improve our process, we have the potential to lose business to the six other Ford dealerships in our immediate area.

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OBJECTIVES

- Monitor technician productivity every week to ensure they understand how much time they have, and make sure they are using it wisely.
- Improve our up-sale process to improve gross on RO's.
- Hire parts runners so the technicians will not have to leave their stations.
- Implement a weekly training meeting with service advisors and managers to improve follow up and proper phone skills.

STRATEGIES

- Extend service hours to ensure we can handle newly created workload.
- Hire more technicians to help with increased workload
- Call all dealerships in surrounding areas with preowned Ford units with recalls or known warranty issues, to create more business.
- Create proper scheduling system that balances workload and technician time.
- Create advertisement stating we work on all makes and models to increase customer pay RO potential.

TATICS

- Implement parts manager must maintain a 41% profit margin on all parts
- Only parts and service managers can apply any discounts
- Service manager will send daily numbers tracking goals and current pace.
- Create a bonus program for advisors on up-sales.

ACTION PLAN

Task

- | | | |
|---------------------------|-------------------------|----------|
| 1. Extend service hours | Service/General Manager | 9-1-2019 |
| 2. Train service advisors | Service Manager | 8-1-2019 |

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3. Bonuses for hourly employees	Service Manager	8-1-2019
4. Sliding Scale program for techs	Service/General Manager	8-1-2019
5. Hire new technicians	Service Manager	9-1-2019
6. Dispatch workload	Service Manager	8-1-2019
7. Control parts inventory	Parts Manager	8-1-2019
8. Control parts gross percentage	Parts Manager	8-1-2019
9. Track performance of task	Service Manager	8-1-2019

SYNOPSIS

When we correct the processes needed, customer experiences will improve, and we will be able to capitalize on the customers we have; increasing up-sale opportunities to increase hours per RO. Once the service advisors have been properly trained, our communication with the technicians will improve; ensuring the workload will be properly handled, decreasing downtime and turning faster approvals on jobs in the shop.

Once the service manager takes over the dispatching, he will be able to determine which technician would be best suited for each job. In turn, increasing technician proficiency and shop utilization. That will increase the gross on our bottom line.

Once the corrections have been implemented, our threats will decrease. Increasing our business in a positive way; opening the door for us to capture new business and create a great service experience.