

NADA QUALITATIVE ANALYSIS

STRENGTHS

1. We have a hardworking and skilled service team.
2. Our dealership is locally owned and family oriented.
3. We are fortunate to have an abundance of business.
4. Our dealership is located next to Ft. Bragg military base and we provide veterans employment.
5. We have large loaner fleet to support business. Approximately 70 vehicles.
6. Loyal customer base. 20,000 units in operation.
7. We do a great job of utilizing the space we have.
8. We have seasoned management team.
9. Central dispatch does good job giving right work to right person.

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WEAKNESSES

1. Workers not held accountable.
2. Need shuttle service for Quick Lane.
3. Need more modern equipment.
4. Lack of urgency in shop from technicians.
5. Our job descriptions are not detailed enough.
6. Shop size not big enough for amount of work. Shop is dated and poorly laid out.
7. Advisors need more training. Too often work is declined before it is presented.
8. Parts department not getting part fast enough. Ordering incorrect part or not exhausting other means to get part when not available.
9. Long customer waits because of walk ins, tow ins, and no wait quick lane.

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OPPORTUNITIES

1. Great to chance to grow the service business with more space.
2. Improved parts process could net great result.
3. Advisor training could create greater return without adding another new customer.
4. There are a number of fleet accounts we could pursue with additional service space.
5. New truck shop could gain more customers.
6. Improving wait times in service would attract more customers.

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THREATS

1. Not keeping up with a rapidly changing business.
2. Making money on factory favored warranty times.
3. Not adding additional space could cause us to fall out of favor with current customers.
4. Managing unrealistic customer expectations.
5. If we don't improve wait times independents and competitors will attract our customers.
6. Parts availability.
7. Competing for technicians.

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OBJECTIVES/STRATEGIES/TACTICS

OBJECTIVES

1. Look for ways to increase capacity with current space.
2. We currently have a three-bay truck shop. We need 12 bays for trucks. Our objective is to find the space.
3. We are at 87 percent absorption. We are capable of 100 percent with current space.
4. Establish better relationship with community college to recruit technicians.
5. Improve communication between parts, main shop, truck shop, and quick lane.
6. Increase our dollars per repair order.

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STRATEGIES AND TACTICS

1. Hold meeting with key service personnel to look for ways to better utilize space.
2. Start process of building truck shop.
3. To increase absorption we are going to increase labor rate 3 dollars and find expense reduction.
4. Contact community college about tech programs. Maybe sponsor a few students.
5. We are going to look at putting one of the parts personnel in the shop with cart and computer. Deliver the parts to techs.
6. Establish a better service advisor training process and have better ongoing training.
7. Have daily, weekly, monthly, and annual accountability meetings.

OBJECTIVES/STRATEGIES/TACTICS

ACTION PLAN

TASK	DATE	BY WHOM
Space utilization meeting	10/01/2019	Service mgr., Fixed op. mgr., GM
Contact contractor for truck shop	10/01/2019	GM
Contact community college	10/15/2019	Service manager
Parts counterperson in shop	11/01/2019	Service manager, Parts manager, F.O. manager
Advisor training process	11/01/2019	Service Manger
Service meeting schedule	10/01/2019	Fixed Operations Manger

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SYNOPSIS

With the completion of a space utilization meeting. I am confident we can increase productivity, efficiency, and proficiency. Which will result in an increase in service revenue. It will also help with morale for techs. They will participate in the financial rewards of being more productive.

We have outgrown our current truck shop. We are long overdue for a facility upgrade. Our three bays can't keep up with demand. We have 19 acres of space. We will start the process with our contractor to build a 12 to 15 bay truck shop to keep up with our big truck business.

Accountability from the top down has long been a problem in our service department. We have a good group of managers they just need guidance from me on how to hold the team accountable. We will have scheduled meetings for every member of the team to review metrics and opportunities.

Adding a parts person to the shop will result in a more productive technician. If the program takes off I can see us closing the back counter and having all of them in the shop.

The SWOT analysis was very informative to me. The direct feedback from the entire service staff top to bottom really opened my eyes to some areas of opportunity.