

## LUMBERTON KIA STRENGTHS

1. TECHS ARE VERY KNOWLEDGABLE AND HAVE THE PROPER CERTIFICATIONS TO DO THE JOB GIVING THE ADVISORS THE ABILITY TO LET THE CUSTOMER KNOW THAT THEY ARE IN GOOD HANDS.
2. THE ABILITY FOR EVERYONE TO WORK WELL TOGETHER MAKES THE SHOP ENVIRONMENT A MORE PLEASANT WORK SPACE
3. WORK LOAD IS A STEADY FLOW GIVING ALL TECHS THE ABILITY TO MAKE A LIVING WITHOUT THE PRESSURE OF BEING ABLE TO MAKE A CHECK
4. SEEMS TO HAVE A STRONG CUSTOMER BASE WITH MORE RETURN CUSTOMERS THAN NEW COMERS
5. THE COMPANY IS GREAT TO WORK FOR AND RESPECTS THE NEEDS OF ITS EMPLOYEES
6. OUR FIX IT RIGHT THE FIRST TIME SEEMS TO BE ABOVE AND BEYOND
7. MANAGEMENT STAFF SEEMS TO BE LAID BACK AND KNOWS HOW TO TREAT THE EMPLOYEES

## LUMBERTON KIA WEAKNESSES

1. LACK OF LEADERSHIP IN THE DEPARTMENT
2. OUTDATED EQUIPMENT
3. CUSTOMER INDEX SCORES BELOW NATIONAL AVERAGE
4. LACK OF ACCOUNTABILITY
5. LACK OF KNOWLEDGE AND TRAINING OF THE SERVICE ADVISORS
6. NOT COMPLETING THE WORK IN A TIMELY MANNER

## LUMBERTON KIA OPPORTUNITIES

1. PUT IN HOUSE SALES TRAINING IN PLACE FOR SERVICE ADVISORS
2. GET MORE UPDATED EQUIPMENT IN THE SHOP
3. GET CUSTOMERS IN AND OUT IN A TIMELY MANNER
4. PURCHASE MORE SPECIAL TOOLS
5. DISPLAY COMPETITIVE PRICING IN THE SERVICE DRIVE
6. EXTEND THE HOURS THAT WE ARE OPEN IN THE EVENING

#### LUMBERTON KIA THREATS

1. TEMPERATURE IN THE SHOP DURING THE DAY
2. NOT BEING OPEN TO ACCOMMODATE THE CUSTOMER
3. NOT BEING ABLE TO ATTRACT GOOD TALENT DUE TO THE CONDITION OF THE FACILITY BEING OLD AND OUTDATED
4. RISK OF LOSING CUSTOMERS TO OTHER FACILITIES DUE TO THE CONDITION OF THE BUILDING
5. ADVISORS NOT BE ATTENTIVE TO THE NEEDS OF THE CUSTOMERS
6. WE CLOSE EARLIER THAN ANY DEALER IN TOWN FOR SERVICE

#### LUMBERTON KIA OBJECTIVES

1. INCREASE SHOP PERFORMANCE AND PROFITABILITY

2. WORK ON TEAM BUILDING
3. PUT TRAINING PROCESSES IN PLACE TO INCREASE KNOWLEDGE AND PROCESSES
4. HOLD PEOPLE MORE ACCOUNTABLE FOR THEIR ACTIONS
5. PUT CSI OBJECTIVES INTO ADVISORS AS WELL AS MANAGERS PAY PLAN
6. GET MORE VENTILATION IN SHOP AREA TO MAKE WORK ENVIRONMENT MORE PLEASANT
7. HIRE MORE TECHNICIANS TO SPEED UP GETTING WORK OUT OF THE SHOP
8. ADVERTISE COMPETITIVE MAINTENANCE PRICING

#### LUMBERTON KIA STRATEGIES

1. EXTEND THE HOURS OF OPERATION TO ACCOMMODATE CUSTOMER GIVING THE CHANCE TO PICK UP GROSS!

2. INCREASE MOTIVATION OF SERVICE ADVISORS AND TECHS
3. INCREASE SHOP PRODUCTION AND LABOR HOURS TURNED
4. GET THE CUSTOMER SERVICE SCORES AT OR ABOVE NATIONAL AVERAGE
5. CREATE A MORE COMFORTABLE WORKING ENVIRONMENT FOR TECHS
6. HIRE TECHNICIANS TO FILL EVERY STALL IN THE DEPARTMENT
  
7. IMPROVE OUR EFFECTIVE LABOR RATE AND HOURS PER RO
8. REDUCE THE AMOUNT OF DISCOUNTS THAT ARE BEING GIVEN
9. IMPLEMENT TRAINING PROGRAM/CERTIFICATION REQUIREMENTS FOR ADVISORS

LUMBERTON KIA TACTICS

1. CREATE SCHEDULE FOR TECHS TO REFLECT THE NEW HOURS OF OPERATION
2. GET WITH ADVERTISING AGENCY TO DEVELOP A MONTHLY BUDGET FOR SERVICE TO ADVERTISE AGGRESSIVE SPECIALS TO INCREASE TRAFFIC
3. HAVE WEEKLY MEETINGS WITH THE TECHS AND ADVISORS TO GO OVER HOURS SOLD/TURNED/GOAL.
4. BE SURE THAT NO ADVISOR HAS ACCESS TO DISCOUNT TICKETS AND REQUIRE A MANAGER APPROVAL
5. SPLIT THE SHOP INTO TWO TEAMS IN AND CREATE CONTESTS FOR THE MOST HOURS TURNED, DOLLARS REDUCED, ETC. IN HOPES OF CREATING BETTER RELATIONSHIPS
6. CHANGE THE PAY PLANS OF THE ADVISORS AND MGR TO REFLECT THE IMPORTANCE OF CSI
7. CREATE A MOTIVATION BOARD SHOWING THE TECH'S DAILY PERFORMANCE (WHERE THEY ARE, WHERE THEY NEED TO BE, AND WHO'S LEADING THE BOARD)
8. PLACE ADS ON JOB BOARDS FOR TECHNICIANS
9. BUILD DISPLAY BOARD FOR SERVICE DRIVE TO ADVERTISE COMPETITIVE MAINTENANCE PRICES
10. ORDER COOL CELL FANS FOR SHOP EMPLOYEES

#### LUMBERTON KIA ACTION PLAN

TASK	BY WHOM	BY DATE
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1. CHANGE PARTS/SVC HOURS	GEN. MGR	08/01/17
2. DEVELOP AD BUDGET FOR SVC	GEN MGR	07/31/17
3. WEEKLY SVC/PTS MEETING	SVC MGR	NOW
4. IMPLEMENT MGR DISCOUNTING	SVC MGR	07/15/17
5. CREATE TECH TEAMS/CONTEST	GEN/SVC MGR	08/01/17
6. CHANGE ADVISORS.MGRS PAY PLAN	GEN MGR	08/01/17
7. CREATE MOTIVATION BOARD	SVC MGR	08/15/17
8. CREATE AD FOR TECHS	SVC MGR	08/01/15
9. ADV DISPLAY SVC DRIVE	OUT SOURCE	08/15/17
10. ORDER FANS FOR TECHS	SVC MGR	07/25/17
11. ADVISOR TRAINING	SVC MGR	08/01/17

### LUMBERTON KIA SYNOPSIS

It seems pretty apparent that we have several issues in our store, from the condition of our building to the performance of our employees that has driven us into declined profits for our dealership. With the construction of a new facility already in place, which moves us directly beside the interstate from a “road to nowhere” is nothing but excitement within itself. It has given all of our employees new hope, especially our techs, with the shop being climate controlled. It will now be up to us to do the rest without the excuse of “we need a new store” out of the picture.

The changing of our hours for service to accommodate the customer will assist in getting our numbers up since we now can assist those who are getting off work in the afternoon. This will create the need for increased scheduling as well as techs creating the ability to have a rotation for later hours to be worked. The competitive pricing displays in the service drive at customer eye level should increase the maintenance sales and “in and outs” for our techs that will generate hours increasing profits. With the team building and motivator board, and trying to better the shop temperature, I feel as if it will drive the techs to want to do more, make them feel as if they matter more, as well as make cause their paychecks grow! This should show a spike in absorption as the revenue can only help us to move forward in correcting our issues.

Training is also going to be important in getting us to the level that we need to be. I will admit that I feel that we have thrown our advisors into their positions and told them to go to work, because they “have experience” and left them to sink or swim without any assistance along the way. With the training process in place, it should increase their confidence and we should be able to see our hours per RO and our ELR as well as our CSI increase.

With these processes in place, and the pay plan changes to hold people accountable for the success of the store will give us new sense of professionalism in the workplace and rev us up

for the new facility and send us soaring towards 100% absorption. Where is exactly we need to be as a company!