



Service Department Analysis for Rogers-Dabbs Chevrolet

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ROGERS-DABBS CHEVROLET
Brandon, Mississippi

Qualitative Analysis

Translation of SWOT Analysis worksheet filled out by all Service employees

Strengths

1. Very friendly and personable staff with great customer retention. **X xx x**
2. Understanding, helpful, and Honest Leadership **x x x x**
3. Provides the appropriate tools and training to succeed **x x x x x x**
4. Quality, experienced and knowledgeable techs. **x x x**
5. Great apprentice program **x x**
6. Service employee continuity and relationships **x x x x x x x x x**
7. Low turnover
8. Fantastic work environment **x x x x x**
9. High rate of productivity **X**
10. Large parts inventory to minimize wait time.

Weaknesses

1. Communication between Service Advisor and technician **XXX**
2. Lack of effort and drive to push recommended services sales from multipoint **XX**
3. Tool/tire Room Disorganization and supply
4. Wifi availability
5. Service advisors not asking enough questions at time of write up or poor customer communication. **X x x x x x**
6. Poor proficiency from Maintenance center.
7. Consistency in adherence to company policy (Favoritism) **X**
8. Too many Saturday appointments
9. Current Parts delays (UAW Strike) **X**
10. Lengthy approval times **X**
11. Need more Technicians **x x xx x x**
12. Poor technician efficiency

(**X** = the additional time the same thing was mentioned on the SWOT analysis)

Opportunities

1. Apprentice program/ Tech training **X**
2. More Local Community involvement (local Sponsorships) **X**
3. Enhancing communications **X x**
4. Give customer a simplified maintenance grid at time of sale to understand vehicle needs.
5. Offer lower sublet rate to independent shops.
6. More Fleet repairs **x**
7. Advertise the high volume of experienced trained technicians
8. More Service Specials/ advertising **XX**
9. More employee benefits for long tenured employees. **XX**
10. Better Organization in the maintenance center
11. Too many longtime customers having to purchase vehicle elsewhere.

Threats

1. Lack of technicians and qualified candidates **X**
2. social media (customer posts and improper employee posts)
3. Lack of transparency when selling a vehicle.
4. Factory Labor Time Cuts **X X**
5. Constant pressure to produce can affect quality of work. **X X**
6. Parts availability (UAW Strike) **x x**
7. Selling vehicles that are “junk” and not disclosing to customer.
8. Lack of communication with sales and service causing customer dissatisfaction
9. Parts markup to high/ Overcharging customer for labor
10. Lazy/complacent employees **X X X X**
11. Bill **X X X**
12. People breaking equipment and not reporting it immediately
13. Losing Quality technicians due to GM **X**
14. Vehicle down time affecting customer satisfaction
15. Not retaining loyal experienced staff

(**X** = the additional time the same thing was mentioned on the SWOT analysis)

Objectives / Strategies / Tactics

Objectives:

1. Increase communication, employee and customer
2. Set standard for better multi-point inspection thresholds.
3. Be more organized
4. Make sure company policy is followed.
5. Be more efficient getting vehicles through the service department.
6. Improve employee satisfaction.
7. Advertise more.
8. More technicians.
9. Set higher standards and goals for management.

Objectives / Strategies / Tactics

Tactics:

1. Increase communication between the Service Advisors and the technicians by spot checking the electronic communication tool throughout the day to ensure information is flowing both ways.
2. Increase communication between the Service Advisors and customers by asking more questions during write-up, monitoring the phone calls during the day, and implementing a better delivery of the vehicle after repairs have been made.
3. Track Service advisor adherence to policy of educating customer of all vehicle needs and doing so in a timelier manner.
4. Consistently improve technician apprentice program and use “outside the box” thinking when searching for candidates in order to grow technician base.

5. Improve employee satisfaction by coming up with reward programs for tenured employees.
6. Improve local advertising to include sponsorships of local teams and programs as well as target more local businesses that could be potential fleet customers.
7. Target more community centric customers by initiating a “first responders” and “teachers” discount structure.
8. Promote the highly trained staff of technicians we have let the local community know that we have the most trained and capable technicians of any GM dealership in the state.
9. Better organization of shop tools and equipment along with posted damage reporting steps to ensure prompt repairs and or replacements.
10. Conduct more meetings with service personnel without middle management in order to get a more precise account on the state of the business, its health, and any curb any acts of favoritism that may have been perceived.
11. Hold each employee more accountable for their actions and adherence to company policy. Employees themselves are requesting more discipline.
12. Hold management more accountable for the overall production and efficiency of the shop. Set a higher standard with more pay-oriented motivation and higher consequences for failure.

Objectives / Strategies / Tactics

Tactics:

1. Upper management spot check electronic communication tool throughout the day.
2. Implement a free oil change program paid for by the service advisor if customer says they were not given a multi-point inspection and or an active delivery by their service advisor.
3. Visit more local community colleges for technician apprentice candidates. Talk to the class, offer the instructor our dealership support and allow select class members to work part-time while they finish their education.
4. Get involved with more local community events in order to find a suitable sponsorship with the best possible ROI and initiate discounts for “First Responders” and “Teachers” in order to gain more local notoriety.

5. Visit our larger sales fleet customers and offer discount programs in return for their service and parts business.
6. Administer the position of “equipment chief” to one of the younger technicians in order to have an accessible representative for all technicians when it comes to shop equipment and special tools. This position will allow the young technician to grow and develop as a leader by having more responsibility and they will be responsible for the cleanliness, organization, and performance of all shop tools and equipment.
7. Implement goal charts for department managers to update daily that allows the entire department to track to date where we stand towards our monthly objectives.
8. Conduct quarterly meeting with all personnel not including middle management in order to hear in detail the status of the shop without fear of management retaliation.

Objectives / Strategies / Tactics

Task	By Whom	Completion Date
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Monitor daily electronic communication between department and employees.

Svc Manager
Fixed Ops. Dir.

Daily

Implement Free LOF for No multi-point or active Delivery.

Fixed Ops Dir.

November 1, 2019

Schedule visits to local onward Community colleges for Tech Apprentice program candidates.	Fixed Ops Dir.	November 1 st –
Visit Fleet customers.	Service Manager	1 st visit scheduled by December 1 st .
Initiate conversation with GM about rewarding long tenured employees with additional benefits.	General Manager Fixed Ops Dir.	November 1st
Select “Equipment Chief”.	Service Manager	November 1 st .
Implement monthly progression Charts for departments.	Department Mgrs.	November 1 st -- onward
Schedule quarterly employee Meetings with Fixed Ops Dir.	Fixed Ops Director	Starting Jan 1 st .

Synopsis

Overall Rogers-Dabbs Chevrolet is a great place to be employed. Teamwork, continuity, pride, and low turnover rate make the working environment a low stress enjoyable career path for most all employees. We have received high marks from our own employees about the “High Quality” leadership that has translated into highly trained, very capable technicians. In this technician crisis we have still been affected and could use a few more of them but the overall consensus is that the techs we have, have been given all the necessary tools, training, and opportunity to succeed. The technician apprentice program that we have is a large reason for the high number of current qualified technicians and in order to keep up with the demand we will need to implement some “unorthodox” methods to maintain a highly capable candidate pool so that the program continues to generate quality technicians.

As in any organization with hungry aggressive employee’s the need for more opportunities to make more money is always present. We could do a better job of advertising by highlighting the abundance of highly trained technician, sponsoring local events, and reaching out to more fleet customers to increase our overall production levels. In order to facilitate the new customer additions, we need to work on our internal communication between the service advisors and the technicians, as well as have more training for service advisors on asking the right questions during write-up, contacting the customer with status updates, going over

all the recommended services by not “cherry picking” them, and also to do an active delivery with the customer at the time of vehicle pick up.

One thing we need to work on as a total dealership is customer transparency. It is evident that our employees feel that the quality of product we are selling does not reach the standard that we should be providing in our demographic. We need to do a better job of being up front with the customer about the issues the vehicle has at time of sale to take the additional stress off of the service department when that customer brings it in for service and is “shocked” by the amount of issues the vehicle has. This will never be eliminated as it is the essence of our business to buy low and sell high, however it is perceived that if we were more transparent upfront then the customer would not be as upset with the service department for bringing these items to attention.

All in all, the employee data speaks for itself, surprisingly asking for more discipline and to be held more accountable for their actions. As a leader I find great solace in the fact that the strong discipline structure we have set up is not overbearing but in fact has created a culture where discipline and accountability is not only expected but encouraged by our employees. This culture has translated into higher proficiency, higher customer satisfaction, low employee turnover, and overall more profitability for the department.

Rogers-Dabbs Chevrolet is a fantastic place to be employed where most everyone puts the companies needs above their own and strives to produce greatness creating a reciprocal process of the company taking care of its employees who in return take care of the company. I am grateful to be part of such a fantastic organization and look forward to many years of building on the fantastic core we have in place.

100 RO Analysis

Repair Order Analysis Summary Report

	Sales in Dollars	FRH's on RO's	Average	Analysis
Competitive	\$ 2,948	29.90	98.59	FRH Average
Maintenance	\$ 2,452	39.00	62.88	FRH Average
Repair	\$ 47,900	378.90	126.42	FRH Average
Totals	\$ 53,300	447.80	119.03	Customer ELR
Target Labor Rate			121.77	Per FRH
Total Ro's in Sample	100	Difference	-2.74	Per FRH

Cost of Labor

Total Cost of Labor	13224.40	Total Sales	24.81%	Percent Cost of Sales
Total Cost of Labor	13224.40	Total FRHs	29.53	Cost per FRH

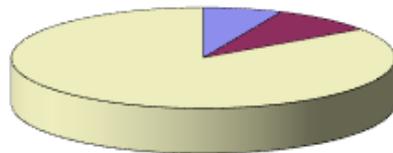
Repair Order Measurements

Total Labor Sales	53,299.78	Total ROs	533.00	Avg Labor per RO
Total FRHs	447.80	Total ROs	4.48	Avg FRH's per RO
Menu Sales		Total ROs		Percent Menu Sales
Competitive FRHs	29.90	Total FRHs	6.68%	Percent Competitive
Maintenance FRHs	39.00	Total FRHs	8.71%	Percent Maintenance
Repair FRH	378.90	Total FRHs	84.61%	Percent Repair
One item ROs	57	Total ROs	57.00%	Percent One Item RO

Model Year Analysis

2020	2019	2018	2017	2016	2015	Older	Total
0	2	11	6	13	17	51	100
0.00%	2.00%	11.00%	6.00%	13.00%	17.00%	51.00%	

Labor Mix



■ Percent Competitive
 ■ Percent Maintenance
 ■ Percent Repair