

# Porsche of Beachwood / Dario Miocic 012-16

Qualitative S.W.O.T. Analysis

## Strengths

1. All employees of the Service dept. set a clear example of taking pride in doing what is right for the dealership and its clients.
2. A high level of technician knowledge (3 of 6 techs exceed 20yrs of experience)
3. Effort is made to always do the right thing ( up selling, but never over selling )
4. Customer perks- Valet services / Customer lounge / Customer Experience Manager
5. Techs and Service writers are great with customers
6. Location and Facility are at premium levels
7. Clean facilities ( great for employees and very welcoming to clients)
8. Incredibly large and loyal clients
9. Great communication between the Service Mgr., Service Writers, Techs, and Porters.
10. The will to better oneself (technicians ask for continuing education before it is required )

## Weaknesses

1. The Service dept. does not staff enough technicians to handle our work load.

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2. Vehicle turn-a-round time is too long.
3. Excessive lead time for service appointments.
4. A lack of employee evaluations
5. Parts supply is not on demand – delay in common parts required.
6. Skilled techs are assigned low skilled tickets too often.
7. Lack of a Service manager.
8. Some techs do not want to peruse a high level of training and education.
9. Service up sell is limited by the service writers – the focus seems to only  
  
come from the technicians.

## **Opportunities**

1. Higher shop capacity ( more techs and more lifts )
2. Better parts mix ( to reduce turn-a-round times for clients )
3. Performance reviews and bonuses ( in an effort to increase employee  
  
awareness and employee appreciation )
4. More mandatory training and test ( to reduce customer comebacks )
5. Quick lube lanes and technicians

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6. 7<sup>th</sup> day of service ( open Sundays for general service for customer convenience )
7. Hospital affiliation for valet service appointments (afternoon turn-a-round for basic maintenance for hospital employees )

## **Threats**

1. Casual attitudes towards customers ( needs to be more professional )
2. Loss of customers due to long and distant appointment lead times.
3. Senior techs retiring in the next two to five years.
4. Third party ( Independent ) service groups.
5. Techs being recruited away by higher pay ( race shops )
6. Fear of bad press allows for manipulation by customers.
7. Occasionally morale can take a dip.

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## **Objectives / Strategies / Tactics**

### **Objectives**

1. Improve shop capacity.
2. Increase sales on RO's
3. Communicate appreciation to service employees on a regular basis.
4. Track lost sales in Parts and Service.
5. Manage business and hospital affiliations to maximize work flow.
6. Hire lube techs for quick lube lanes

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## **Objectives / Strategies / Tactics**

### **Strategies**

1. Hire more techs and install an additional lift.
2. Involve service writers in sales training to increase sales on RO's.
3. Increase the frequency of employee reviews and show praise to those who excel and exceed expectations.
4. Reduce turn-a-round time for parts availability.
5. Reduce turn-a-round time for vehicle service completion.
6. Increase hospital valets to limit any possibility of a reduced work load.
7. Open service on Sundays with a focus on quick lube services.

## **Objectives / Strategies / Tactics**

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## Tactics

1. The Service Manager will make an increased effort to hire additional technicians through recruitment bonuses for the new hires as well as those who referred them.
2. The Service Manager and Pre-Owned Sales Manager will schedule weekly training exercises for the Service Writers to become better sales people in the service lane.
3. The Service Manager will increase employee reviews to a monthly basis.
4. Employee recognition will become common place from all Managers.
5. The Service and Parts Managers will meet daily to review scheduled work to reduce wait times for parts and customers.
6. The Service Manager and Sales Managers will be scheduling introductions with our hospital liaisons.
7. The Service manager will organize a staff to manage service on Sundays.

## Action Plan - Objectives / Strategies / Tactics

**Task:** Hire additional techs

**By Whom:** The Service Manager

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**Completion Date:** Indefinitely

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**Task:** Sales training for Service Writers

**By Whom:** The Service Manager and Pre-Owned Manager

**Completion Date:** Every Monday morning for 30 min.

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**Task:** Employee reviews

**By Whom:** The Service Manager

**Completion Date:** The first week of every month.

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**Task:** Adjustment for Parts Mix and Availability

**By Whom:** The Service Manager and Parts Manager

**Completion Date:** Indefinitely

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## Action Plan - Objectives / Strategies / Tactics (continued...)

**Task:** Strengthen hospital collaborations

**By Whom:** The Service Manager and Sales Managers

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**Completion Date:** August 31<sup>st</sup>. 2017

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**Task:** Open service on Sundays

**By Whom:** The Service Manager and Parts Manager

**Completion Date:** September 30<sup>th</sup>. 2017

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**Synopsis**

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## Qualitative S.W.O.T. Analysis

It's clear our service department has the right people staffed. In all of the S.W.O.T analysis forms there was some type of comment or statement of pride and hope for the service department to be better and work better together.

As a management staff we need to capitalize on this fact and use it to our advantage in the growth process for the service department.

Parts availability along with new hire technicians will solve most of our issues.

Maximum efficiency will be a result of a few minor hurdles being removed, and proficiency will increase as a result of a more steady work flow and increase sales skills by the service writers.

Some of these topics have already been implemented, and an immediate improvement has been visible in the atmosphere and the bottom line.