

Strengths

1. We have plenty of business calling in for service
2. Techs are all very experienced with great tenure
3. Tech proficiency is very high
4. Great shop foreman communication
5. New marketing campaign from outsell

Weaknesses

1. New service advisor who lacks overall customer satisfaction
2. Split Service manager between two stores
3. Saturday is an " oil change day "
4. Great fixed director leaving at the end of October
5. A level techs doing D work

Opportunities

1. More communication between the shop and service operators
2. Start working on all GM cars
3. Get a competitive pricing board
4. Fill Saturday like a normal weekday

Threats

1. First glance is that we are too expensive
2. Closed on Sundays 😊
3. Very hard to find cashiers and D level techs
4. No detail department

Objectives

1. Improve Gross Profit % by adding 2 lower skilled technicians to do C level work.
2. Objective is to improve daily RO count average to >30 through additional C work scheduled
3. improved GP to 75% in fourth qtr
4. Hire a full time service manger for just Cadillac
5. Replace one of the current advisors

Strategies

1. Hire C techs for oil change and maintenance work
2. Add a non dealer pricing board
3. Service all GM vehicles
4. Weekly service meeting with managers and shop forman

Tactics

1. Move Tyler (apprentice Tech) on MB team to Cadillac Lube Tech
2. Hire dedicated Cadillac Service Manager (trainee)/Advisor

3. Adjust technician schedules to accommodate Saturday
4. Weekly service meeting with managers and shop foreman

Action plan

1. Dropbox

Synopsis

Currently Mercedes and Cadillac share a service manager that floats back and fourth between the stores. Cadillac is at a point that we need to increase appointments per day and hire additional techs. This will require a hands on service manager with 100% focus on Cadillac. The new manager will also be responsible for 6 appointments per day of his own. 2 advisors 12 each and his 6 make the goal of 30. Having our own service manager will not only improve appointments but will help strengthen the team all together. Jack Williams (advisor) is still extremely fresh and needs daily direction to improve. Having the manager hands on with a small team basically means he can see and hear almost every interaction with customers. Consequences if we stay the same will result in 15-20 appointments per day. constant feedback on how hard it is to find techs and most importantly no personal growth for the current advisors and staff. This goal is very important to me because I know we are capable of so much more with just a few good hires (techs) and some personal attention to the team we already have in place. This is spot on with the dealers mission statement. To attract, retain and develop exceptional people.

Well first thing is first and that's having a full time Cadillac service manager. I'm happy to say that we had and applicant from Germain Honda apply for the job and we just sent him his pay plan and are moving forward. Staying on top of appointments is crucial to make this all work out, allowing someone to scale appointments back because it's busy will not be tolerated whatsoever. With on line service booking we completely control the schedule and will keep it open until 30 are on the books. Constantly run an add for techs , you never know who might be moving into the area.

