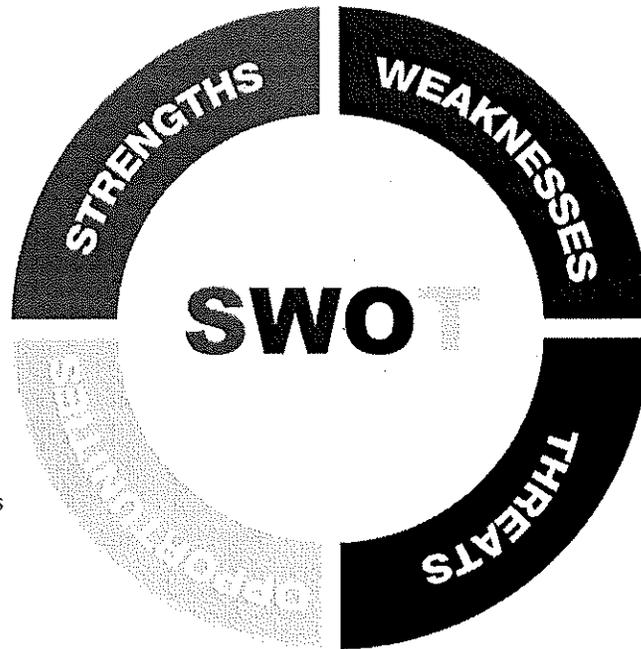


- Advantage
- Capabilities
- Assets, people
- Experience
- Financial reserves
- Value proposition
- Price, value, quality



- Disadvantages
- Gap in capabilities
- Cash Flow
- Suppliers
- Experience
- Areas to improve
- Causes of lose sales

- Areas to improve
- New segments
- Competitor weakness
- Industry trends
- New products
- New innovations
- Key partnerships

- Economy movement
- Obstacles faced
- Competitor actions
- Political impacts
- Environmental effects
- Loss of key staff
- Market demand

- **Strengths:**

1. Strong brand loyalty
2. High saturation of Honda's in Dublin area
3. Location, centrally located in a visible area
4. Tenure Service Advisors creating long term relationships with customers
5. Ability to take in large volume of service work with quick return time

- **Weaknesses:**

1. Quick turn over rate for Express technicians
2. Ample amount of Honda Dealerships located in Central Ohio
3. Flat rate technicians hard to keep on night shift due to low high-level work later in the day
4. Quick lube work taking longer than customers' expectations
5. Unrealistic goals set for service appointment times

- **Opportunities:**

1. Better communication between all departments: Advisors, Technicians, and Parts
2. Body Shops around the surrounding area unable to do recalls
3. Mid-level technicians able to do thorough inspections on quick lube work increasing upselling potential
4. Ability to work on all Makes
5. Open scheduling

- **Threats:**
 1. Expensive, comparatively to other Central Ohio locations
 2. Closed on Sundays
 3. Burn-out due to large volume
 4. Saturdays, new employees expected to work every Saturday in all departments
- **Objectives:**
 1. Have 9 advisors in the service drive by November 30th
 2. Hire 3 express technicians and 2 flat rate technicians by November 30th
 3. Improve online reviews; average a 4 star on google by December 30th
 4. Improve our bottom 2 service advisors 3-month CSE score by 1.8%
 5. Streamline our training process for Service Advisors
 6. Cross-train appointment coordinators to do PDI's, extended warranties, and rentals
- **Strategies**
 1. Weekly meetings with bottom 2 Service Advisors
 2. Train new advisors with tenure Service Advisors; as well as, have them train with dispatcher
 3. Contract a Social Media company specializing in reputation management
 4. Schedule mid-level work later in the day
- **Tactics**
 1. Promote two of our current employees in other roles to train as a Service Advisor
 2. Move Tenure technicians/Advisors to rotating Saturdays
 3. Adjust how many Repair Orders our bottom 2 Service Advisors write until their CSE improves
 4. Have tenure Service Advisors direct long-term customers to Social Media sites to increase our ratings
- **Action Plan**
 1. Dropbox

- **Synopsis**

Our current ELR and LDPRO is strong, which will give us the opportunity to focus on CSE and recruiting. This will allow our Service Manager, Customer Relations Manager, and Shop Foreman, to focus on retaining good talent through training and weekly meetings. With a strong core of tenure Service Advisors, and technicians we should be able to capitalize on our long-term customers to maximize our online presence. Having more coverage will help elevate burn-out on our current staff and allow us more flexibility with scheduling days off and daytime vs night time shifts.

What is your goal?

I will have two new Service Advisors hired, fully trained, and average 12 or more RO's a day by November 30th.

How does this goal align with or support your dealers vision? What are the Benefits of achieving this goal? What are the consequences if you don't? why is this goal important to you?

The overarching goal of Germain is to acquire and retain good talent. We currently have a great core staff, but to avoid them becoming burnt-out we need additional staffing. Because we are hiring out of want more than need, we will be able to be more selective and give more attention to training. This will allow the advisor to flourish in this role. This goal is important to not only me, but the dealership as a whole since the Advisor's are the face of the Service Department and greatly impact our ELR, LDPRO, and CSE.

Specific action	resources	Accountable ppl	Expected result	dates
Interview, hire, and train 2 new advisor	HR, hierology, indeed, and current staff	Tom Rankin and Gina Lewis	2 hired	1 new advisor start: 10/26 2 nd advisor: currently interview two current employees
Train and promote a current Express tech	Tu, Kevin, Tom Rankin, and Jimmy Pierce	Jimmy Pierce and Tom Rankin	Have him moved to flat-rate	Currently in training and expected to go flat-rate by end of year
Modify scheduling tactics to get mid-level work in afternoon	Appointment coordinators	Appointment Coordinators and Gina Lewis	Spreading flat-rate work to keep night time flat-rate technicians	ongoing

How will you track your progress? Where will you find the information? How often will you check in?

- New advisors and their trainer will be met with twice a week for 3 weeks to talk about their strengths, weakness, and any questions they may have. This will determine how we are progressing.
- Express technician will be working with a flat-rate tech; as well as, getting mid-level work on his own. Jimmy Pierce will be checking his work along with checking in with the flat-rate tech on his progress. This will be checked on weekly
- The schedule will be tracked by our nighttime dispatcher on Xtime, and our shop foreman will track night techs turned hours on their weekly paycheck.

Potential obstacles?

Current employee's who want the opportunity to write service will need to be replaced before they can move into this role.

Due to our large volume it is hard for flat-rate techs to spend adequate time training.

Customers do not want to wait on vehicles later in the day, so most customers will push to come in during morning rush.

Potential Solutions?

Use hierarchy to start interviewing for current employees' positions.

Have our shop foreman work with the flat-rate techs that are training to ensure that their workload leaves time.

Teach the appointment coordinators to suggestively persuade customers to schedule mid-day by talking about the benefits of their car being serviced quicker.

Bottom line!

The financial impact to reach my goal will be a larger upfront cost. All our advisors and flat-rate technicians are either all commission or all hours turned. Because I will have 3 people in training, they will have to be on a guarantee till they are able to move over to regular pay plan. This guarantee will range from 700\$-1000\$ a week and flat-rates training will be guaranteed 40 hours not matter how many are turned.

Congrats!

As stated above, we are currently hiring out of want and not need. This will ensure that our advisors/technicians in training will not fall by the waste side. Weekly meeting will be held with these employees to answer any questions they have, and this will set us up to grow and retain great talent.

Repair Order Analysis Summary Report

	Sales in Dollars	FRH's on RO's	Averages	Analysis
Competitive	\$ 5,094	45.85	11:10	FRH Average
Maintenance	\$ 5,949	43.90	135:52	FRH Average
Repair	\$ 15,367	107.20	143:35	FRH Average
Totals	\$ 26,410	196.95	134:10	Customer ELR
		Target Labor Rate	123.00	Per FRH
Total Ro's in Sample	100	Difference	11:10	Per FRH

Cost of Labor

Total Cost of Labor	4159.60	Total Sales	15.75%	Percent Cost of Sales
Total Cost of Labor	4159.60	Total FRHs	21:12	Cost per FRH

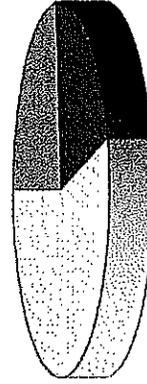
Repair Order Measurements

Total Labor Sales	26,410.04	Total ROs	264:10	Avg Labor per RO
Total FRHs	196.95	Total ROs	1:97	Avg FRH's per RO
Menu Sales		Total ROs		Percent Menu Sales
Competitive FRHs	45.85	Total FRHs	23:28%	Percent Competitive
Maintenance FRHs	43.90	Total FRHs	22:29%	Percent Maintenance
Repair FRH	107.20	Total FRHs	54:43%	Percent Repair
One item ROs	16	Total ROs	16:00%	Percent One Item RO

Model Year Analysis

	2021	2020	2019	2018	2017	2016	Older	Total
	0	2	12	12	8	15	51	100
	0.00%	2.00%	12.00%	12.00%	8.00%	15.00%	51.00%	

Labor Mix



Percent Competitive
 Percent Maintenance
 Percent Repair