Strengths:

1. Reputation
2. Sales Volume
3. Efficiency
4. Techs and Management Longevity
5. Good Business practices/honesty
6. Lots of master certified techs
7. Good people to work with

Weaknesses

1. Capacity
2. Customer Satisfaction score
3. Advisor turnover
4. Inability to problem solve/persistent issues
5. Lack of training
6. Advisors slow to tell techs if a sale has been made, causing efficiency issues
7. Lack of consistent meetings

Opportunities

1. Expansion (we just broke ground)
2. Population is increasing heavily in our area
3. Obtaining new equipment/technology to increase efficiency
4. Ford making changes to parts to get parts faster
5. Customers willing to pay higher prices for pick-up and delivery

Threats

1. More third-party service centers
2. Technology (vehicles fixing themselves)
3. Larger service facilities built near the dealership

Objectives:

1. Make the most out of our increase in capacity from the expansion by becoming more efficient
2. Come up with a long-term training plan for service advisors
3. Have more consistent communication between managers and techs/advisors/drivers/Parts
4. Reduce the communication issues between techs/advisors

Strategies:

1. Stop having people go to the back parts counter
2. Maintain open lines of communication between sales and service during construction to see what we can do to help
3. Be ready for the increased capacity day 1 by doing a marketing campaign as the construction finishes up
4. Have a long-term advisor training plan and stick to it to reduce turnover
5. Brainstorm solutions for trying to mitigate some of the communication issues between techs and advisors

Tactics:

1. Implement parts runners and close down the back parts counter to technicians
2. Meet often with service managers to understand the issues brought about by construction
3. Use Geofencing and Facebook to advertise our new facility to ensure we have business for the new increased capacity
4. Meet with service managers and enforce a more comprehensive training program for advisors
5. Management must facilitate communication processes between techs and advisors

Task	By Whom	When
Have regular quick meetings for all service employees	Service Managers	Weekly
Close Back Parts Counter	Service Foreman	1/1/2021
Build on our new digital signage menu boards and keep content fresh and value focused	Myself	Update Weekly
Facilitate Communication between advisors and techs. Train both on importance	Service Manager/Foreman	Daily
Consider teams as we expand	GM/Service Manager	7/1/2021
Discuss with union options for increasing hours or doing after hours PDIs	Service Manager	TBD Next Meeting
Implement a longer and more consistent service advisor training program	Service Manager/Training Advisor	12/1/2020
Get a marketing plan to implement toward the end of construction to drive business to our new	Me/Marketing consultant	7/1/2021

We have construction going on so in the coming months we will have some issues with flow and capacity until it gets done. We will need to make changes to be ready for the additional capacity that we will receive. Making changes like closing the back parts counter and focusing on advisor tech communication should help us a lot with efficiency. If we can continue to make changes to become more efficient that could help us ease the burden of construction and hit the ground running when we get extra stalls. We have also switched our digital signage to a much better option that allows much more customization. We recently promoted an advisor and put him in charge of training other advisors so we will need to work with him for a much more thorough training program. With these changes it should allow us to stay profitable and keep our customer satisfaction high during construction while being ready to do much better when we get additional stalls.

	Sales in Dollars		FRH's on RO's		Averages	Analysis
Competitive	$ 2,339	÷	57.20	=	40.90	FRH Average
Maintenance	$ 3,336	÷	42.20	=	79.05	FRH Average
Repair	$ 5,719	÷	46.70	=	122.47	FRH Average
Totals	$ 11,395	÷	146.10	=	77.99	Customer ELR
			Target Labor Rate		120.88	Per FRH
Total Ro's in Sample	100		Difference		-42.89	Per FRH

Cost of Labor

Total Cost of Labor	3788.08	÷	Total Sales	=	33.24%	Percent Cost of Sales
Total Cost of Labor	3788.08	÷	Total FRHs	=	25.93	Cost per FRH

Repair Order Measurements

Total Labor Sales	11,394.89	÷	Total ROs	=	113.95	Avg Labor per RO
Total FRHs	146.10	÷	Total ROs	=	1.46	Avg FRH's per RO
Menu Sales		÷	Total ROs	=		Percent Menu Sales
Competitive FRHs	57.20	÷	Total FRHs	=	39.15%	Percent Competitive
Maintenance FRHs	42.20	÷	Total FRHs	=	28.88%	Percent Maintenance
Repair FRH	46.70	÷	Total FRHs	=	31.96%	Percent Repair
One item ROs	68	÷	Total ROs	=	68.00%	Percent One Item RO

Model Year Analysis

2021	2020	2019	2018	2017	2016	Older