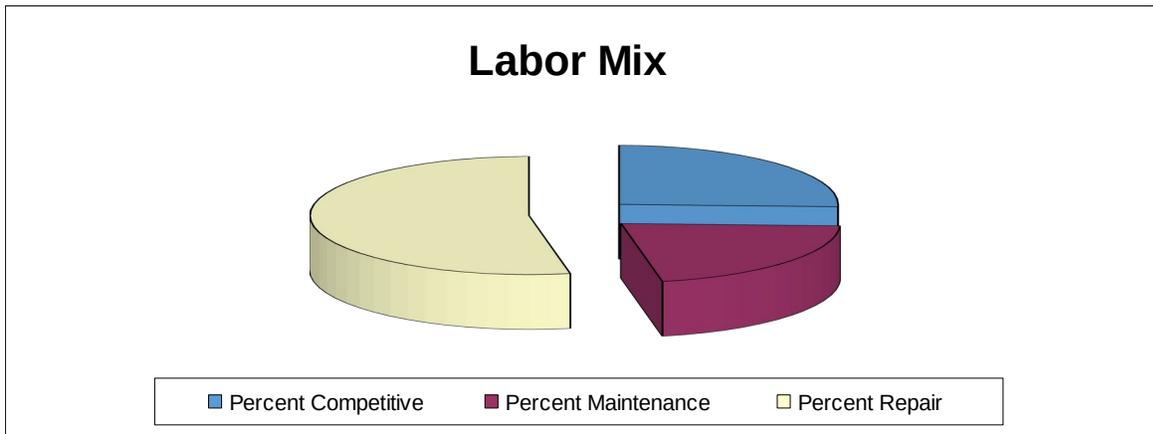


a).100 Repair Order Analysis

Repair Order Analysis Summary Report							
	Sales in Dollars		FRH's on RO's		Averages	Analysis	
Competitive	\$	2,753	+	34.90	=	78.89	FRH Average
Maintenance	\$	3,656	+	29.06	=	125.80	FRH Average
Repair	\$	8,181	+	72.20	=	113.31	FRH Average
Totals	\$	14,590	+	136.16	=	107.15	Customer ELR
			Target Labor Rate		96.00		Per FRH
Total Ro's in Sample	100		Difference		11.15		Per FRH
Cost of Labor							
Total Cost of Labor	3185.26		+	Total Sales	=	21.83%	Percent Cost of Sales
Total Cost of Labor	3185.26		+	Total FRHs	=	23.39	Cost per FRH
Repair Order Measurements							
Total Labor Sales	14,589.99		+	Total ROs	=	145.90	Avg Labor per RO
Total FRHs	136.16		+	Total ROs	=	1.36	Avg FRH's per RO
Menu Sales			+	Total ROs	=		Percent Menu Sales
Competitive FRHs	34.90		+	Total FRHs	=	25.63%	Percent Competitive
Maintenance FRHs	29.06		+	Total FRHs	=	21.34%	Percent Maintenance
Repair FRH	72.20		+	Total FRHs	=	53.03%	Percent Repair
One item ROs	24		+	Total ROs	=	24.00%	Percent One Item RO
Model Year Analysis							
2021	2020	2019	2018	2017	2016	Older	Total
0	8	21	30	10	4	27	100
0.00%	8.00%	21.00%	30.00%	10.00%	4.00%	27.00%	



b). SWOT Analysis

Strengths:

1. Our Dealership is very well equipped and has relatively new hoists and very large
2. 3 bay service drive thru
3. Excellent Shop Foreman
4. Lots of Spare bays so technicians can work on more than one job
5. Strong service advisors
6. Excellent general manager who is heavily involved with the department
7. Hybrid technician who is our service advisor 75% of the time and jumps in the shop when we need the extra hand
8. Strong service manager

Weaknesses:

1. We are often short staffed with the amount of technicians we have, this leads to my service advisor jumping in the back to help and leaving us alone up front
2. Many late employees
3. Slow internet
4. BDC Manager poorly schedules work
5. Deliveries being rushed
6. Staff is heavily self-centered and does not have team mentality
7. Negative attitudes among technicians
8. Many smoke breaks

Opportunities:

1. Room for growth within company
2. Lots of dollars on the table for all staff
3. Exciting spiff plans to motivate staff
4. Developing area with big advancements being made
5. Pushing our work towards non Oem makes
6. Push marketing on our service department and our facility

Threats:

1. COVID-19
2. Losing clients
3. Employees not dependable
4. Many Nissan stores in the area taking a % of the market
5. Trouble finding technicians who want to work
6. Not being open on Sundays, this is something we must consider
7. Losing jobs to private "chop" shops

Objectives:

1. Improve gross on repair orders (warranty and customer pay)
2. Motivate apprentices to taken on bigger repairs
3. Motivate technicians to stay past the "bell" and work longer hours than their shift
4. Improve service advisor motivation and attitude
5. Increase traffic

Strategies:

1. Send service advisors to training
2. Hold monthly shop meetings to discuss areas of improvement
3. Post non dealer competitive pricing board
4. Look at shop supplies weekly and keep track of what is the heaviest expense
5. Have shuttle and loaner vehicles readily available

Tactics:

1. Create spiff plan for apprentices which rewards them on difficult repairs
2. Advertise specials and blow up the competitive pricing board
3. Weekly meetings with parts manager to go over shop supplies expenses
4. Review appointments booked to see if we have room to sell more
5. Adjust shop foreman pay plan for overall department gross

Action Plan

1. Task: Extend Service hours to work Sundays
Role: Myself, General Manager and staff
Completion Date: Estimated Sep 2021
2. Task: Adjust/Review shop foreman pay
Role: Myself, GM, shop foreman
Completion Date: Jan 2021
3. Task: Create technician spiff/proficiency bonus
Role: Myself and GM, technicians
Completion Date: Jan 2021
4. Task: Look into current advertising and implement specials
Role: Myself
Completion Date: Dec 2021
5. Task: Coach BDC manager on properly setting appointments and work flow
Role: Myself and BDC
Completion Date: Dec 2021
6. Task: Find technicians

Role: Myself
Completion Date: Jan 2021

7. Task: Organize backup shuttle driver
Role: Myself
Completion Date: Dec 2021
8. Task: Improve internet connectivity
Role: Myself, tech team
Completion Date: Feb 2021
9. Task: Implement paid pickup/dropoff service
Role: myself
Completion Date: Jan 2021
10. Task: Destroy covid's negativity
Role: Myself
Completion Date: Jan 2021

Synopsis:

COVID-19, being short staffed, shorter hours, technician negativity and technician performance have been influencing my service departments overall gross.

I will be discussing with my GM about possibly opening Sundays as soon as I find more reliable technicians to work for me. Having more technicians will automatically reduce negativity and performance as it will drive hunger among them for work. With the back being adequately staffed I can concentrate on improving my advisor performance which will then result in additional dollars.

We have already posted a competitive board and this has made a huge impact on seeing more off makes come in our door. We have seen more off makes come in and end up seeing more dollars being generated.

By sending my advisors and BDC to training on closing more over the phone will generate in more income. I have them all enrolled in phone training and this has already sent positive results. Selling more on the phone call will give the advisors more time to deal with more customers as opposed to selling the world to a customer who was just booked in for an oil change.

Hiring another shuttle drive/greeter will be of great help to my department. This will result in advisors spending more time with customers and less time doing our walk around. This will also result in overall customer satisfaction as customers will be shuttled more efficiently.

Adding a bonus component to my technicians existing pay will motivate them to earn more and stay outside the 9-5 regime. I will be able to get more out of them and be able to be open for more hours as they will be open to make more money. This will result in teamwork as well and motivate everyone to work alongside each other.

I am looking forward to a profitable service department that has a strong fixed absorption percentage.