

**SWOT Service Analysis**

**For Young VW Mazda**

**By Ted Cowell**

**Fixed Ops Seminar 26**

## **Strengths**

- Consistent and Loyal Customer Base
- Longevity of Employees
- Knowledgeable Staff (Well Trained)
- Fair Treatment of ALL Employees
- 40 Hour Guarantee for Technicians

## **Weaknesses**

- Staff Competency
- Under Staffed-Hard to find replacements
- Negative attitude with some employees and lowered morale
- Tech Pay Structure not motivating
- Dispatching issues
- Efficiency (parts, dispatch etc.)\_\_

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## **Opportunities**

- Better Communication between Sales, Service and Parts Department
- Better dispatching of work based on what type of repair it is (Repair, Maintenance, Competitive or Warranty)
- Delivery of Parts to Service Bay (Fetch)
- Implementing a tier style pay plan for the technicians (Motivates current staff and becomes a reason to work here for new hires)
- Partner with local college with a technician program for recruits

## Threats

- Long term employees approaching retirement age in both management and technicians in Service Department and having difficulty finding replacements
- Current employees finding employment outside automotive industry due to their starting pay and guaranteed income (18 hourly plus)
- Independents shops getting our maintenance work or gravy work
- Warranty times dropping

## Objectives

- 1) Utilize our Appointment Coordinators along with Advisors to fill more shop hours
- 2) We are going to start to load the shop at the end of each day to be able to get started first thing in the morning and have parts delivered to techs.
- 3) Service Managers are going to monitor dispatching daily to ensure we are filling all available shop hours and make sure the work is routed to the proper technician
- 4) Track lost sales
- 5) Implement a tiered technician pay plan to reward efficiency and proficiency
- 6) Meet with all employees more often to correct morale issues or personnel problems before it becomes too huge of a morale problem with the staff. Allow for employees to vent frustrations like this current SWOT exercise allowed them to.
- 7) Concentrate on increasing our maintenance and competitive work and not be so reliant on repair work only.
- 8) Meet with our local Community College and allow for Internships with their Technician Course

## Strategies

1. Appointment Coordinators will be incentivized for shown appointments with appointment confirmations and missed appointments and by assisting the Service Advisor with overflow phone calls.
2. Techs will bring in their next day's work before leaving for the day whenever possible
3. Service Manager will have a quick meeting with the Service Advisors each morning to see what is scheduled for each day. Non filled shop hours will be filled with internal used car work.
4. Service Manager will also inspect dispatching to maximize service profitability.
5. Daily doc of lost sales and one line RO's to look for employee trends (tech/advisor)
6. Weekly department meeting at oil bar to review service department performance, work on team building and morale and share what's going on in the dealership as a whole (involvement)
7. Implement using NADA's provided RO analysis as a means to measure all phases of the Service Department monthly, quarterly and annually.
8. Service Manager will attempt to recruit the graduating technician if they show promise as a valuable employee

## Tactics

1. The Appointment Coordinator will provide by email the daily Service appointment report
2. Tech will report to Advisor or Manager before leaving each day to see if there are any cars to bring in for the next morning.
3. Manager and advisor will review proficiency and efficiency weekly and look for underperforming technicians
4. Monitor the results of the more efficient and profitable dispatching to advisor and quantify the results in dollars to them to get more buy in based on improved income potential
5. Counsel staff based on lost sales and use job aids for declined work to overcome customer objections
6. Buy pizza once a month to allow for more employee bonding and appreciation
7. Review RO analysis with GM every month and have specifics on why goals have not been met or acknowledge when they have been.
8. Service Manager will monitor the tech apprentice and counsel with him on a rewarding career opportunity

## **Action Plan**

1. Daily Appointment Report	Appointment Coordinator	1/1/2021
2. Shop Preloaded	Technician	1/01/2021
3. Track Lost Sales	Advisor/Service Manager	Daily
4. Monitor Tech Pro/Eff	Service Manager/GM	Daily/Mthly
5. Ongoing Training	Entire Management Team	As Needed/Until
6. Technician Pay Plan	Service Manager/GM	1/01/2021
7. RO Analysis Review	Service Manager/GM	Monthly
8. Tech Recruitment	Service Manager	Upon graduation

## **Synopsis**

It is apparent that we are not performing at a peak level in our Service Department and have plenty of room for improvement. We must start with making sure we have the proper amount of staffing as well as the right personnel to improve the department's bottom line. Meeting more consistently with the key players and establishing a definitive benchmark or goal, along with timelier tracking of progress will result in continued focus on filling shop hours, confirming appointments and following up missed appointments. This will also provide the employee a sense of value to the company. The reporting of various metrics will allow for certain trends to be corrected before it ends up costing the department too much money. Competitive pay plans are going to incentivize employees to achieve their goals and get compensated for performing at a higher level. We will energize our on-line job board to "sell" potential employees on the benefits of working here along with recruiting from our local community college.

We are looking forward to a more prosperous year filled with high performing and compensated employees and happy customers that keep coming back for the great value and experience they receive from our dealership

























## **Weaknesses**

## **Threats**

- Long Term Employees approaching retirement age (management and technicians) and difficulty qualified replacements
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## **Strategies**

## Tactics

## **Action Plan**

## **Synopsis**