

SERVICE OPERATIONS ASSIGNMENT – ACTION PLAN

S Specific
 M Measurable
 A Achievable
 R Relevant
 T Time bound

What is your goal? What do you want to achieve? From what metric? To what metric? By what date?
 Example: "I will decrease my 5K run time from 30 minutes to 21 minutes by June 15, 2020."

S M T

We will increase our service shop productive to non productive ^{employee} ratio currently at 5.5 to 1 closer to guide of 2.5-3 to 1 by 5/1/21. Making this change at this key point of the service operation will affect service @ every level.

How does this goal align with or support your dealer's vision?

What are the BENEFITS of achieving your goal? What are the CONSEQUENCES if you don't?

Why is this goal important to you?

R

Currently our service department is not maximizing it's grossing opportunities because it's non-productive employess are under guide ratio and service is truly understaffed. Having 2 extra bodies would put our ratio at 3.6 - 1. (currently @ 4 non-productive)

Benefits to additional service support staff, most simply put would be allowing us to maximize the sale of ALL the hours, allow for better training, better RO analysis, better communication.

Consequences if we don't include not maximizing our opportunities, overworked, stressed employees and generally a worse customer service experience.

This goal is important because we want to see our dealer thrive and succeed.

FIXED OPERATIONS 2 – SERVICE

What specific actions or steps will you take to accomplish your goal? What will you do differently or improve?

For each, be sure to include necessary resources, who is accountable, the measurable result, and dates.



SPECIFIC ACTION/STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECK POINT DATES
Create Job Posting(s)	HR Job boards	Service Mgr. HR dept.	hope to generate qualified applicants	1/18/21 weekly 5/1/21
IF step 1 Fails: HEADHUNT	Tooltruck Hiring Agency	Service Mgr. HR Dept.	generate qualified applicants	3/1/21 weekly 5/1/21
INTERVIEW PROCESS	Detailed Questionnaire Aptitude test	Service Mgr. HR Dept.	Eliminate the bad	1/18/21 weekly 5/1/21
TRAIN THE ONBOARDS	Service Process charts, maps. -Leadership	Service Mgr. Sr. Service Advisors Floor Techs	Sharpen their skills get up to speed	5/1/21 DAILY 8/1/21
MAXIMIZE grossing opportunity.	- processes - checks & controls - teamwork - good culture	Entire Dealer	Increase monthly sales by 50K @ better GP	8/1/21 WEEKLY ONGOING

SERVICE OPERATIONS HOMEWORK – ACTION PLAN

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

S M A T

Tracking will be by way of DOC and analytics. Specifically gross profit (maximizing opportunity), shop utilization, shop throughput, customer satisfaction, reviews, recommendations.

Potential Obstacles?

A

Existing advisors defensive of their positions.
 Poor quality applicants
 Techs having preferred existing advisor

Potential Solutions?

A

Demonstrate the metrics show them they ARE understaffed
 Headhunt (targeted)
 Demo benefit of properly staffed support crew.

BOTTOM LINE! What is the financial impact (expressed in dollars) of achieving your goal?

S M R T

WOULD EXPECT COST TO BE A WASH 2021 DUE TO TRAINING YEAR 2 THROUGH EFFICIENCY & MAXIMIZING OUR OPPORTUNITY WE WILL REALIZE \$50,000/month service sales WITH CUSTOMER CONGRATULATIONS! You've accomplished your goal! You added or adjusted policies, procedures, and behaviors. Now what? How will you ensure you and your staff do not fall back into the previous habits that produced poor results? Be specific.

S A

PAY GROSS PROFIT OF (72%) UP FROM (67%)

KEEP THE NEW SERVICE TEAM MEMBERS ON BOARD AND BUILD TOWARDS A MORE SUCCESSFUL FUTURE

WITH A PROPERLY STAFFED (supported) SERVICE DEPARTMENT.