

Service Department Analysis- Jimmie Johnson Kearny Mesa Chevrolet

Strengths

1. Strong well training technicians
2. Service Manager is highly engaged with employees, customers and their vehicles.
3. Parts department has a very diverse inventory and can fill orders quickly with 14 trucks on the road.
4. CSI is good
5. Customer retention is best in the zone.
6. Repair Equipment is updated regularly.
7. Good relationship with Chevrolet Service Manager and field engineers
8. Very good relationship between all department and department heads.

Weaknesses

1. Parking and shop at or above capacity on a regular basis.
2. Open back parts counter.
3. Only one counter person on Saturdays for the shop
4. Closing early (6pm) when sales is open until 9
5. Weak Service lane manager

Opportunities

1. Stay open with same hours as sales
2. More appts. on Saturdays
3. No more one line repair orders
4. Stronger selling service advisors
5. Warranty labor increase (achieved before I submitted this item)
6. Autoguard Labor rate increase (achieved before I submitted this item)

Threats

1. Gm extending time/mileage of recommended services.
2. Parts manager is not keeping up with technology and the thought process that comes with technology as customers become more informed.
3. Technology changing our customers as to their needs.
4. Sales not selling the cars we did one year ago
5. New car inventory not coming in with reflection of cars sold.
6. Customer leaving cars here for long periods of time (military)
7. Labor discounting by service advisors

Objectives

1. No more one line repair orders
2. Training for weaker service advisors
3. Maximize each repair order
4. Keep CSI high
5. Retain our customer base by keeping our prices competitive in the local market
6. Do a better job of vehicle walk arounds.
7. Improve tech productivity

Strategies

1. Close back counter
2. Increase hours of operation
3. Engage and train Service lane manager
4. Meet with the shop and technicians regularly so they feel more involved.
5. Keep oil filters in the quick service area
6. Inspect cars with customers on the drive.
7. Increase parts counterperson on Saturdays

Tactics

1. We need customers to be informed that their vehicle must be picked up when completed or storage charges will be charged. (shop capacity concerns)
2. Vary the time advisors start so that all hours have good coverage.
3. Advertise competitive pricing and more convenient hours of operation.
4. Vehicle inspections
5. Do what we can as a team to sell more cars.
6. Continue to keep techs trained

Action plan

Task	Whom	Date completed
Additional counterperson on sat	Parts Manager	1-1-2018
Quick service parts in bays	Service manager	1-1-2018
Increase Hours of operation	Service Manager	1-1-2018
Warranty labor Rate increase	Service Manager	10-2-2017
Autoguard rate increase	Service Manager	10-8-2017
Labor Discounting	Lane Manager	11-1-2017
Regular Shop Meetings	Service Manager	12-1-2017
Training Service Advisors	Lane Manager	1-1-2018
Vehicle Inspections	Lane Manager	11-1-2017

Synopsis

I believe increasing our shop hours will help with our capacity issues as well as increasing our customer base. Adding the Vehicle inspections will not only help us with lot damage but it will increase the items sold by each advisor. Labor Discounting should have never been allowed and will make it even harder to take away. We will have to hold each advisor accountable for these discounts. I expect to have some turn over in the service drive but that will allow us to grow the strong people as well as groom the new. The parts manager has not been open to adding quick service parts to the lube area, but this is necessary. The techs need to

maximize their productivity. The least amount of time spent on the back parts counter the best for all. I do not know how to help with the sale of cars, but that is something that needs to happen to maintain a good customer base and be able to stand strong if the economy takes a turn. We have had a strong name in our community for a long while and it is important that this relationship be maintained. It is a daily battle that is not negotiable. We have to stand strong with our visions and if that causes turn over then maybe we didn't have the right team in place.