

The ATD Academy Training has given me the tools necessary to perform a detailed analysis of our Service Department and see areas of concern. With this we can make an action plan to address our weaknesses and acknowledge the strengths.

Our sales were down for January as compared to months in the past. Unfortunately, I was out of work for 2 weeks on COVID-19 quarantine. We are backlogged on our billing which is a huge loss to the dealership finances. We are working diligently to get caught up and current. Once you get behind, it is hard to get caught up. We are working extra hours and everyone is chipping in. We have a great team.

We are working to bring in more maintenance repairs. We are working on putting menus in the drivers lounge, parts area and service counter showing current specials and/or package prices. Our tech proficiency dropped from my last calculation sheet which is something that needs to be addressed immediately. We tested use of Slack with 5 technicians and it was a great success. We need to roll out to the remaining technicians which will help with their downtime. We need to create specific smoke breaks and eliminate stand around time. Our first efficiency bonus program payout starts in March. It is paid out quarterly. We are not currently selling all of our available hours. I have challenged all techs to sell the additional ½ hour of labor. Look around for DOT issues, are there issues the customer did not see, etc.

The technicians are paid based on the chart supplied by Freightliner based on their training and their qualifications. Every technician has their own situation different to the chart so there may be a subtraction or addition needed. Employee reviews are completed on the anniversaries and reviewed with the technicians. Increases are given yearly based on review and current employment status. The technicians receive a quarterly training bonus weather there are modules to complete or not. And effective this quarter, the efficiency bonus with go into effect.

We have upgraded the Service Office in the past year and made improvements to the shop floor over the past 2 years. We are constantly updating our equipment due to age or technology. We are currently in the market for the aqueous parts washers to eliminate the chemicals being used. We have replaced our air compressor in January and kept the old one as a spare. We upgraded our bead blaster machine and purchased new front and rear spring eye bushing installation tooling. We are working on becoming a Freightliner Elite Dealer by end of 2021 pending COVID-19 cooperation. There are specific criteria for the shop floor plan. It encourages a more organized floor space, eliminates down time looking for tooling and technicians responsible for the repair times.

We have some areas of concern but little by little we will conquer them all.

| | STRENGTHS | WEAKNESSES |
|---------|-----------------------------------|--|
| Entran | Learning opportunity | Parts availability |
| ordere | Overtime always available | Customers confused when entering property |
| Service | Wide variety of tooling available | Service Advisors |
| group | | Some techs do nothing all day and get away with it |
| | | Technician and Service Advisors morale is low |
| | | No upselling |

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| | | |
| with a duties | | |
| Techn techs, seen. | | |
| Low m | | |
| group meeting what we can do. What are some issues and how we can help | | |
| No upselling—challenge techs to look over units for other issues and sell ½ more of their time a day. | Assistant Service Manager | Immediately |
| Marketing—working on signs to put in parts and drivers lounge. Working on specials with Parts personnel. Reaching out to customers to bring in more maintenance work. | Assistant Service Manager | Already working on this |