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## **Service Department Analysis for Kia of Alhambra/Wondries Toyota**

### **1. CURRENT PRACTICES:**

#### *A. Service Advisors-*

- i. Service Advisors performance are evaluated based on sales, hours sold per repair order, and customer satisfaction.
- ii. Service Advisor reviews the vehicle, opens a repair order with any customers concerns.
- iii. Upon review, Service Advisors dispatches repair to respected technician for evaluation.
- iv. Upon completion, Technician provides findings to Service Advisor for them to communicate vehicle concerns to customer.
- v. If any repairs are authorized by customers, work is performed by the technician.
- vi. Documentation of repairs are inputted on the REPAIR ORDER filled out by Service Advisor.
- vii. Customer is contacted and Service Advisor reviews repairs, any vehicle maintenance, and recommendations are provided.

#### *B. Service Technicians-*

- i. Service Technicians performance are evaluated by efficiency, quality repairs, and maintenance to be conducted on a timely manner.
- ii. Per Service Advisor repair order, Technician evaluates the vehicle. Upon completion of evaluation, the finding is provided to Service Advisor of the recommendations.
- iii. Based on results, Technician either repair or not.

### **2. GOALS FOR IMPROVEMENT**

#### *A. Service Advisors-*

- i. We would like to increase the hours per Repair Order and seeing more than 1 line of repairs/maintenance.
- ii. To improve more effective walk throughs with customers for up-sales to expand on other sales such as: wiper blades, tires, etc.
- iii. To improve the turnaround time of Service Advisors providing the findings to customers rather than customer calling for a follow up.

#### *B. Technicians-*

- i. Effective multi-point inspections to improve further proof sales.
- ii. Technicians to evaluate a vehicle within 3-4 hours maximum.

- iii. Work effectively to improve efficiency, pro-efficiency, and productivity.

### **3. PLANS TO ACHIEVE YOUR GOALS**

#### *A. Service Advisors-*

- i. Professional Development training in technical sales.
- ii. Standardized weekly Service Advisor meetings.
- iii. Incentives/bonuses when reaching goals.

#### *B. Technicians-*

- i. Changing pay plan for Team Leaders (based on team, efficiency, pro-efficiency, and productivity).
- ii. Adding a D-technician to each team to reduce the salary cost of a titled "A" & "B" Technician. Hours divided amongst all team members at the end of each pay period.

### **4. PLANS TO EVALUATE YOUR CHANGES**

#### *A. Service Advisors-*

- i. Service Manager to audit Customer Pay Orders, review the recommendations written by Service Advisors, ensure documentation is properly completed.
- ii. Provide a plan of action for all efficiency, pro-efficiency, and productivity daily to Service Technicians.

### **QUALITATIVE ANALYSIS- STRENGTHS**

1. Service Department has a strong "phone call answering" policy.
2. Service Department ensures to provide sufficient timeframes for appointments.
3. Service Department is well staffed with trained technicians.
4. Service Department is well staffed with Service Advisors.
5. Service Department's staff mutually respects, values, and works collaboratively with one another.
6. Our Service Department takes initiative, responsibility in their work ethics. Each employee communicates thoroughly and effectively and is responsive to the needs of each other. Team effort is key for continuous motivation and to focus on a goal in mind.
7. NO Vehicles are denied AT NO POINT.
8. Fair pricing in our Service Menu.
9. Allocation of monies for expenses if needed.

### **QUALITATIVE ANALYSIS-WEAKNESS**

1. Need of a faster express lane.

2. Not having sufficient parts in stock.
3. Dealership is too small for customer vehicles.
4. Service Advisors to have the same knowledge.
5. Service greeter needed.
6. In-experience lube technician.
7. Lack of communication between PARTS and SERVICE Department.

#### **QUALITATIVE ANALYSIS- OPPORTUNITIES**

1. Install a competitive pricing board in the service drive.
2. Provide professional growth within the dealership.
3. Aggressively market the service department.
4. Providing new learning experiences within the department.

#### **QUALITATIVE ANALYSIS- THREATS**

1. Impact of new facilities in our surroundings in which affects our dealership.
2. Limitation of hours of operation.
3. Retention dropping.
4. Strengthening customer care.

**OBJECTIVE:**

1. To improve customer-pay by having more than 1 line per RO.
2. Change team leaders pay plans.
3. Improve technician's efficiency, pro-efficiency, and productivity.

**STRATEGIES:**

1. Eliminate access to Service Advisors on discounting RO's.
2. Post non-dealer competitive pricing board.
3. Weekly technical support on selling techniques.
4. Weekly trainings for lube technicians and Service Advisors.

**TACTICS:**

1. Service Director must authorize all discounts. If Service Director is not available, Service Advisors must follow protocol.
2. Advertisement of special pricings to be posted, mailed, emailed, etc.
3. Standardize weekly meetings with Service Advisors and Technicians for upcoming specials, do's & don'ts, develop plans with aggregated data.
4. Weekly meetings with General Manager, Service Manager, and Service Director to review monthly forecast.

<b>TASK</b>	<b>ROLE</b>	<b>COMPLETION DATE</b>
<b>Turn off the ability to allow discounts</b>	<b>Service Director</b>	<b>April 1</b>
<b>Strengthen advertisement across the board</b>	<b>Service Director/ General Manager</b>	<b>Monthly</b>
<b>Staff trainings for each department</b>	<b>Service Director</b>	<b>Weekly (or as needed)</b>
<b>Team leaders pay plan change</b>	<b>Service Director</b>	<b>April 1</b>
<b>Creating incentives/bonuses to both Service Advisors and Technicians</b>	<b>Service Director/General Manager</b>	<b>Monthly/bi-weekly (Based on pay plan)</b>
<b>Weekly management meeting</b>	<b>General Manager/Parts Manager/Service Director</b>	<b>Weekly</b>
<b>Installing non-dealer competitive pricing board</b>	<b>Service Director</b>	<b>April 1</b>

**SYNOPSIS:**

In concluding our Service Department our goal is to strengthen the 1-line Repair Orders to expand our gross sales. However, we will strengthen to turnaround time of communication amongst technician and Service Advisor to report as soon as possible with the customer. Professional growth for Service Advisors and Lube Technician will be effective and efficient to increase sales and high-quality customer service and satisfaction.

The posting of the non-dealer competitive pricing board and parts display board should make up-selling much easier in the service lane. Also, in changing the pay plan and adding a “D” technician to the team as well as the trainings each component receives will help support higher gross profit.

Our mission is to produce a higher gross, with that in mind, incentives/bonuses can be implemented in which helps employees look forward in making profit, personal and professional growth.