

## 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**

I'm going to revamp and improve our customer experience in our service department to better meet our business and customers needs by June 1, 2021.

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**

Our mission is to Deliver Memorable Experiences. This goal will only continue to help us strive towards that.

Benefits:

- Customer Retention - we want to look at every customer as a million \$\$\$ customer
- Training and Coaching - Service Advisors and Techs - Phone training, Job Specific training, Daily Check in by mgr's with daily goals and objections. This will help drive productivity and business and help ensure we are maximizing every opportunity and not leaving money on the table.
- Supporting our Sales and Parts Department - increase in hours helps our used car department get cars through service and on the lot to sell in less time. Increase in hours will help drive more business for parts.

Consequences:

- Lose business to another dealership. Not asking for the sale. We should NEVER turn a customer away by saying we don't have availability.
- Delay in getting used vehicles through service to the front line to sell causing units to age faster.
- Loss of production time which equals loss in sales and gross.

**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
Extended Hours	Mgr support from service and parts to realign staff to meet the needs of the extended hours	Mgr, Techs, Service Advisors & parts counter person	Increase in productivity = increase in sales	start June 1 - check in every 30 days to see if the increase in hours did benefit the department and dealership
Training and Coaching	Phone training, Daily & monthly goals given to advisors and techs	Mgr and corporate trainer	Increase in customer service skills, increase in job specific training and increase in productivity	start June 1, 2021 - check in weekly to ensure goals are given
Enhance service & parts dept managers relationship	clear concise communication - master list of discounts being offered	Myself, Parts and Service Mgr	better communication amongst departments	start June 1, 2021 check in weekly with mgrs
MPI via video	ipad/phone	service tech/advisors	Increase in business - being clear & showing the customer what is needed. Leave out the uncertainty from	start June 1, 2021 check in bi weekly to see how this added service is going
Ask for the sale	Coaching Service Advisors	Mgr, Service Advisors	Increase in Sales - Ask for it - Don't have the hope method.	start June 1, 2021 weekly check in
Speaking with the customers	Come up with 3 standard questions to ask each customer	Myself	Giving the customers what they need -	start May 1, 2021

## SERVICE OPERATIONS HOMEWORK – ACTION PLAN

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



Tracking:

- Speak to customers to see what we can do to better fit their needs and consolidate their feedback to see any areas of opportunity.
- Check in with service advisors and techs to ensure the service mgr is providing goals and objections along with coaching and training as needed.
- Mystery Calls - this way I can observe and make sure our customer service has enhanced and we are not having any missed opportunities
- DMS Report - this way I can track our RO Counts, Sales and Gross

Potential Obstacles?



- Getting the Service Mgr on-board
- Embracing Change
- Staffing

Potential Solutions?



- Explain to him that these changes will not only help the dealership but his department and staff. Remember there is a positive to making these changes - potential for more \$\$\$.
- bonuses or spifs to get the guys on board give them a little incentive to move forward in the right direction
- Making sure we have the right staff aligned with the work to ensure the change is effective

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



With this goal we can help move our techs from 88% towards 100% proficiency which could be a potential of making a net of 29k more. We also have the opportunity to move the facility utilization from 34% to 39%. Retaining the customer and looking at them as a million \$\$\$ customer gives us endless opportunities to make

**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.



I will continue to have weekly check ins with mgrs, techs and advisors to ensure we stay on the right track. I am also putting into place that yearly we do phone refresher on how we handle customers and how we can ask for the sale. I will also continue to monitor our staff and when checking in with the mgr discuss areas of opportunities we have. Provide additional mentoring or training when needed. One last item, I will continue to work with the mgr to make sure we have the right techs on the right jobs. This is so key to having a productive