

MIKE HAGGERTY

BUICK/GMC

Ken Pesek & William Haggerty

Class # 28

Qualitative Analysis

Strengths

1. Current service manager has been here for 14 years. Started on 01/15/2007. Very young and eager to learn and grow. Is 100% committed to this dealership.
2. In an urban and very high traffic area just outside of Chicago.
3. 18 techs. Some young new hires looking to grow.
4. Massive facility with plenty of room to grow.
5. Just recently promoted one of our techs to shop foreman.
6. Plenty of support from ownership and upper management committed to continue to grow and improve.
7. OEM Service Development team committed to us for 12 months to help us improve.

Qualitative Analysis

Weaknesses

1. In bound phone calls do not get answered in a timely fashion.
2. Getting work through the shop.
3. Finding good employees.
4. Low morale and lack of motivation in the shop.
5. Availability of service loaners and courtesy transportation.

Qualitative Analysis

Opportunities

1. More Gross \$.
2. More hours/RO.
3. Fewer one line service ROs.
4. Better proficiency.
5. Get parts to the technicians quicker to keep them working.
6. Better parts availability with our new Parts Manager.
7. State of Illinois is legislating laws to pay higher warranty hours. The law would pay the techs the same as customer pay labor time.

Qualitative Analysis

Threats

1. Pandemic.
2. Union strike.
3. Lack of availability of good trained technicians.
4. Longer oil change intervals.
5. Electric vehicles (fewer repairs).

Objectives / Strategies / Tactics

Objectives

1. Improve gross on customer pay repair orders.
2. Fewer one line service ROs .
3. Monthly meetings with technicians to support their productivity from previous month to keep morale high so technicians understand the dealerships goal.
4. Improve multipoint vehicle inspection presentation to customer.
5. Better use of General Motors Maintenance Menu by the service advisors.
6. Improve technician proficiency.
7. Work with BDC on denied work.

Objectives / Strategies / Tactics

Strategies

1. Review ROs daily and council with advisors and technicians to be more productive and have less one line ROs.
2. Review MPVIs daily and council with advisors and technicians to have fewer one line ROs. The use of the MPVI as a selling tool to increase gross.
3. Implement monthly sales contents to motivate advisors and technicians.
4. Service manager and parts manager to meet daily to ensure we have the right parts available.
5. Run weekly proficiency report and discuss with technicians to minimize their wasted time.

Objectives / Strategies / Tactics

Tactics

1. Review service manager's monthly forecast with service advisors so they understand the dealership's goal.
2. Raise maintenance pricing to be closer to our competition.
3. Work with advertising company weekly to send out email blasts.
4. Work with shop foreman to have fewer comebacks and raise CSI.
5. Work with BDC rep to ensure first service visit is here at our dealership.
6. Work with BDC rep to ensure 13 to 72 month service visits are here at the dealership to hold our retention numbers.

Objectives / Strategies / Tactics

Action Plan

Task. Promote senior tech Sonny McMullin to foreman, raise pay \$3.00/HR. Hold shop meeting explaining promotion and told less experienced techs that they have to go through all their diagnostic steps before going to Sonny for any help needed. This meeting will make Sonny more approachable by less experienced techs. Explain to Sonny we need him to help lower comeback percentage.

By Whom. Ken Pesek **Completion Date.** 06/01/2021

Task. Create comeback labor op to track comebacks. This will help with CSI and proficiency.

By Whom. Ken Pesek **Completion Date.** 06/01/2021

Task. Adjust parts wholesale pricing to body shops. Lower the discount by 3%

By Whom. Parts manager Water Wolfe **Completion Date.** 07/31/2021

Task. Raise maintenance rate by \$20/HR

By Whom. Ken Pesek **Completion Date.** 07/31/2021

Task. Hire two apprentice technicians to help with oil changes and basic maintenance so we are not paying top dollar for discounted work.

By Whom. Ken Pesek **Completion Date.** 06/30/2021

Task. Training for phone operators because we do a poor job answering phones in a timely manner. Let current cashiers and service advisors listen to recorded calls to see how poorly we do.

By Whom. William Haggerty **Completion Date.** 07/31/2021

Task. Review tech proficiency on a weekly basis. Council with techs and assistant manager on results.

By Whom. Ken Pesek **Completion Date** 06/01/2021

Task. Have assistant manager review repair orders daily and council will advisors on his findings to minimize one line repair orders.

By Whom. Keith Moore **Completion Date.** 06/01/2021

Synopsis

We know our shop can handle producing more hours than it is at this time. We are limited with what we can do with our union techs. Going forward as we hire new technicians we will try to fill voids in the scheduling. Currently we are tracking proficiency and council with techs to maximize their production. We have hired two new apprentices to maximize our profit on competitive and maintenance repair orders.

Assistant manager Keith Moore has been reviewing repair orders on a daily basis. The last 2 100 repair orders we did we were down to 40% one line repair orders. We want to get that down to 20% by the end of August. Getting down to 20% one line repair orders would be an extra \$4,500 per month.

Currently we are struggling with incoming phone calls. They are not getting answered in a timely fashion. We would like to have training for the cashiers, appointment coordinators, and the service advisors. We will have them listen to recorded phone calls so they can hear how poorly we are doing. This will help them understand why the customers seem so frustrated.

Currently we are in discussions with ownership on building another building for quick lube. We are doing so many oil changes that we feel the service advisors are blowing through them to get to their next car in hopes it's an engine or trans job. Building a separate building for quick lube will free up our senior advisors to sell more work.