

Service Department Analysis for Crown Motors Ltd.

Qualitative Analysis-Strengths

1. Long tenure for Honda and GM technicians. Our fixed ops manager has over 20yrs of experience and our most experienced Parts Manager just joined our team.
2. We are a 4 franchise point with Cadillac, Buick, Honda, and Mazda giving us a lot of service opportunity.
3. Implemented teams with experience team leaders to help grow talent from within.
4. Long standing in the West Michigan community for quality and community involvement.
5. Competitive pricing board.

Qualitative Analysis-Weaknesses

1. Cadillac service advisor is moody and difficult for non-management staff to work with.
2. Service hours do not mirror sales or our Toyota store who is open late on Monday and Thursdays until 8pm.
3. Currently working against back orders because of supply chain issues.
4. Head Mazda technician is not the right piece for our team. He is indifferent, difficult to motivate, and slow to accomplish his work load.
5. Location- We are not in a high traffic area for drive in business.
6. Our customer retention levels need improvement according to our manufacturers.

Qualitative Analysis- Opportunities

1. Extra sellable hours with an extra late night.

2. Bonus pay for proficiency levels
3. Parts display board for service lane.
4. Re-instate pickup for service and shuttle for employees of local companies
5. Send out mailers and eblasts for Maintenance item specials
6. With Cadillac, we will be on the front line of EV servicing and can gain a positive reputation before most dealers are in the market.

Qualitative Analysis- Threats

1. Customer Retention. We lose a lot of customers to competitive dealers and small local shops that are more convenient to get to.
2. Lack of quality technicians for future growth.
3. Mazda CSI scores are consistently low in Sales and Service.
4. Low inventory levels equal lower number of loaner vehicles in the service fleet.
5. Consistent talent in the service lane. Grow and retain young employees to avoid turn over.

Objectives

1. Increase maintenance sales.
2. Increase number of Weekly RO's
3. Increase technician proficiency
4. Decrease number of 1 item RO's
5. Get better in Mazda with Service and Sales

Strategies

1. Send out weekly maintenance specials via E-blast
2. Schedule Monday night and Saturday with plenty of business to keep everyone working.
3. Open up on Thursday night to increase capacity and mirror our Toyota store to show consistency.
4. Create bonus structure for Technician and advisor based on increasing proficiency.
5. Quarterly advisor sales training with sales or outside training co.
6. Train Mazda back up Technician and continue looking for right fit.

Tactics

1. Service Manager will produce weekly specials to line up with seasonality and current parts inventory.
2. BDR's to fill schedule and offer our late nights and Saturday hours to fill capacity.

3. Service Manager to speak with service team to accommodate coverage on Thursday nights.
4. Service manager to create weekly bonus structure based on increasing tech proficiency.
5. Meeting between sales and Service managers to see if sales training can happen internally or if outside consultation is necessary.
6. Service Manager to review technician status and confirm next steps