

Wittmeier Chevrolet
Mary Wittmeier
NADA 382 – Fixed Operations - Service

SWOT ANALYSIS

STRENGTHS

- . Family atmosphere, employees feel safe and encouraged to perform.
- . Supportive management. Communication between managers and employees is constant.
- . Genuine desire to assist customers with their needs and exceed their expectations.

WEAKNESSES

- . The communication between Parts Back Counter and Technicians needs improvement.
- . Proper Multi Point Inspections (MPIs).
- . The communication between the Technicians, Service Advisors and Customers needs improvement.
- . The communication between Service Advisors and the Sales Department needs improvement.

OPPORTUNITIES

- . Parts and Service Departments open on Saturdays.
- . Reducing the number of one-line repairs.
- . Improving the quality and consistency of MPIs.
- . Create career path options for employees.

THREATS

- . Complacency in work ethics and results.
- . Failure to follow processes = loss of productivity = loss of customers.
- . Lack of Technicians.
- . Parts Department back orders.

OBJECTIVES

- . Improve communication in the entire Fixed Operations departments.
- . Increase customer flow through and reduce employee downtime.
- . Increase RO count.
- . Insure proper MPIs which will increase dollars per RO.

STRATEGIES

- . Daily or weekly meetings to identify communication opportunities.
- . Constant training and coaching.
- . Address MPIs daily – on-spot RO inspection with corrective actions.
- . Hold people accountable for their performance.

TACTICS

- . Weekly Department Managers (Service, Parts, Sales) meetings.
- . Random observations of technicians' MPI completions.
- . Train and coach technicians on the MPI process.
- . Weekly training with the lead technicians on how to perform a proper MPI.
- . Weekly meetings with Service Advisors going over their upsell results which will decrease one-line Ros.
- . On-going training of all employees.

SYNOPSIS

The lack of Service growth at our Chevy store is evident that it is due to minimal support from the Service Manager. This has allowed the Service Department to become complacent and comfortable in their daily routine. In addition, the inability of the technicians and service advisors to communicate has resulted in improper MPIs, if any at all, and lack of upsell productivity.

With the implementation of our Action Plan, we will see an increase in customer count and a decrease in our one-line ROs. Including all Department Managers (Service, Parts, Sales) in this Action Plan will result in quicker, more sustainable profitability.

WITTMEIER CHEVROLET ACTION PLAN

<i>TASK</i>	<i>ROLE</i>	<i>DATE</i>
Department Managers Meeting	General Manager Service Manager Parts Manager Sales Manager	Weekly
Train Lead Technicians on MPI Process	Service Manager	Monthly
Meeting with Service Advisors to go over Upsell production	Service Manager	Weekly
Hire and train Technicians	Service Manager	Weekly