

Service dept evaluation -

We are currently working on alignment pricing and penetration. We are also always working on technician retention.

We are working towards getting 61% alignment penetration.

We are increasing tech involvement in training and their suggestions/factory incentives for retention.

The manufacture has just come out with a technician retention program that we are signed up with. It will pay technicians based on training, production and years of service.

Our daily dashboards measure technician achievements on a daily/weekly and monthly basis.

Marketing -

We plan to keep our name in front of our current customers via social media, direct mail and email blasts.

WE retain our current customer base with the marketing package we give to each customer with each service.

The marketing package explains the current specials, menus of service and general information about our parts and service departments.

We keep our name in front of new customers with direct mail and emails blasts based on vin lists obtained in our market area.

Facility -

We are in the process of completing the addition of six service bays. We have decided to purchase the unit for Lincoln's mobile service. It should arrive Q1 2022.

Productivity -

To increase tech productivity, we have to get better at acquiring more accurate technical information on the repair of the car. If the service advisor and valet can obtain this at the time of write up, the jobs should be distributed more accurately to the right tech to complete the job.

We can always improve in selling available hours. It is something we monitor daily/weekly/monthly. No plans to change our production method currently.

Cost of Labor -

We have hourly techs doing our maintenance work to keep our labor expenses down.

Our opportunities for growth are increasing our units in operation.

By accurately distributing work to the most efficient technician, we can keep our gross profit % in line.

Our pricing structure is measured 2 times per year to make sure we are priced accurately.

The most discounting we do is for internals - we address these as they occur.

Our lead advisor is the only one who can give discounts on repairs.

Expense Structure -

Our grosses and expenses are in line, but always room for improvement.

We are working on reducing expenses, mainly unapplied time to achieve a higher net profit.

We feel our pay plans are in line currently.

SWOT ANALYSIS -

Strengths -

1. Longevity of management, advisors and technicians
2. Brand Loyalty by customers.
3. 50-year old dealership with good reputation.
4. Increased shop size.
5. Teamwork mentality

Weaknesses -

1. Communication to all team members
2. Recognition of team member successes
3. Lack of Performance Reviews
4. Distribution of work.

Opportunities -

1. Manufacturer technician reward program
2. Chip shortage resulting in more used car sales leading to more service work potential.
3. Dealer going using outside sources for used car purchases which need checked in and inspected.
4. Mobile service concept being implemented 2022.

Threats -

1. Service Maintenance requirements are extended out time wise on newer models.
2. Meetings and Communication takes time away from production.
3. All Staff don't work every day so some messages are missed.
4. Staff not always comfortable presenting concerns.
5. Non-Dealership shops have lower pricing

Objective -

1. Initiate Monthly round tables
2. Open lines of communication within the service department.
3. Bring opportunity for all staff to feel valued and worth listening to.

Strategy -

1. Include controller, manager, one advisor and 4 techs in each monthly meeting.
2. We will have an agenda that will be followed.
3. Each meeting will only last 30 minutes
4. We will provide lunch.

Tactics -

1. We will have all questions/comments/concerns presented to the controller 3 days before the meeting to get on the agenda.
2. All members of the meeting will have 5 minutes to speak on their concerns.
3. We will guarantee a response to what can/cannot be addressed 3 days after the meeting.
4. We will inform entire staff of changes in processes/procedures/etc as they happen
5. We will review all changes at 3 months and 6 months to make sure they are working as agreed.

Task	Role	Completion Date
Set meeting dates and times Wednesday of every month starting oct 13 th	Controller	2 nd
Daily review of tech hours/production final report on Friday afternoon	Manager	daily with
Gather Competitors pricing each month	Manager	by 20 th of
Mobile Service Truck 2022	Dealer	March
Technician for Mobile Truck	Manager	Jan 2022
Add new tech (2) for expanded shop area 18, 2021	Manager	November
Yearly Performance Review 2022	Manager	February
Quarterly Employee lunch with highlights	Controller	Jan 2022

Synopsis –

Based on the Swot analysis I am proposing that we have monthly service dept round tables with a few members of the department. We will review issues brought to our attention that are concerning for our service dept team.

We will provide daily updates to advisors and technicians concerning their performance and the shop performance. We will work on making sure we are doing what we can pricing wise to maintain and grow our customer base.

The mobile truck will be implemented in Q1 2022 so that will bring new growth to the department. We will continue to look for technicians to fill our staff.

We will work on employee recognition while improving our communication. The yearly reviews will also bring a sense of value to the staff.