

Aloha Kia Leeward SWOT

Analysis

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N327-33

Strengths

1. Two master techs and all techs working towards completing training to achieve the highest levels in KIA ILC's and web training.
2. We have a lot of room for expansion and ability to increase service bays.
3. Shop foreman is fully ASE and KIA certified.
4. Three young and willing to learn technicians to help increase business in future.
5. All new facility being built for parts and service.
6. The demographic market is getting vaster and increasing with population of Leeward area coast.
7. New young service manager to assist in the growth of business.
8. GM is very hands on and has years of fix operation experience.
9. New service director just hired and is on same page a GM for the future.

Weaknesses

1. Lack of communication between management and staff.
2. Service hours should be extended
3. New DMS has created confusion and delays in productivity
4. Lack of all make and model service and specials
5. Service advisors using discount codes when understating estimates
6. Lack of accessibility by managers to perform routine task and reports.
7. Lack of marketing for new service business.
8. Current pay structure pays service advisors based off labor hours produced and not parts. Kia warranty being strong as it is makes for tough upselling.
9. No visible parts displays in service drive. Such as tire displays and accessory's
10. Upper management not trained in fixed ops.

Opportunities

1. Area growing at fast pace with new home construction in Leeward coast area
2. Get aggressive service marketing campaign implemented?
3. Install drive over alignment check machine in service drive
4. Market to all makes and models
5. Install parts displays to assist in up selling in service drive.
6. Create an open dialogue between all service employees to help expand and improve customer and employee moral

Threats

1. If we continue to apply customer discounts to RO's the customer base will continue to expect them in the future.
2. The ability to upsell work under KIA 10/100 mileage warranty
3. Scheduling service appointments 3 weeks out.
4. Finding qualified technicians and ones that are willing to learn
5. Competitive repair facility's capitalizing on our ability to take in the work in a timely manner
6. CP Labor rates higher then Warranty when discounts applied

Objectives

1. Hire and train technicians to maximize service department potentials and increase service volume
2. Increase CP and Internal hours
3. Track and review technician productivity, efficiency and proficiency
4. Capitalize on any slow periods in technicians schedules with used car and recall work.
5. Utilize and obtain continued growth of service department with the new facility
6. Increase employee morale and communication with management
7. Aggressive service marketing

Strategies

1. Eliminate mass customer discounts on CP
2. Market and willingness to take on all makes and models
3. Create separate quick lube stalls and higher technicians
4. Allow service manager to focus on dispatching and manager duties
5. Implement a system to take in walk in and appointment customers
6. Remove discounting from all but managers
7. GM to have hands on day to day relations in service and parts

Tactics

1. Include shop foreman in production and efficiency incentives
2. Implement military appreciation marketing
3. Weekly shop meetings to be attended by all service staff and GM
4. Work with parts manager to increase higher retail sales
5. Check all competitive pricing with competition
6. Work hand and hand with parts and service managers to increase revenue
7. Work on spiff programs to motivate tech's and service advisors

Service Action plan

Task	By Whom	Approx date.
Eliminate discounts Jan,15 th 2018	Service Manager	
Install express lube Jan,15 th 2018	Srv Dir/GM,Srv Magr	
Implement spiff programs 1 st ,2018	Srv Dir/Srv mgr/GM	Feb
Extended service hours March 2018	Srv Dir/Srv mgr /GM	
Implement service marketing Feb 2018	Srv Dir/Srv mgr/ER mkt	
Adjust tech schedules to maximize		

Hours open and customer convenience All srv personal
March 2018

Add technicians (Quick service and Used car dept)

Srv mgr/GM

Feb,1st 2018

Weekly Service Meetings

Jan 15th/weekly

Weekly parts and service Mgr meeting GM

Jan 15th/weekly

Previous day recap meeting Srv mgr/Parts Mgr/GM

Daily

Synopsis

As I under took this task of reviewing my service department It was brought to my attention that even 30+ years in the automotive field that I still have many things I can learn. I came into NADA with an open mind and quickly realized the vast knowledge I would amass. I have in a brief summary documented the factors in which can help improve not only dealership profits but aid in employee and customer moral. Because we all know the key is to be profitable but also to maintain an increasing connection our quickly growing client base and at the same time make it a place that employees can call their second home.

Then first thing that became very apparent was the lack of communication both on employee's level as well

with our customers. I will make it a priority to listen to all the constructive criticisms as well as the negative ones. I will implement once I take over as GM the ability's for managers to use every resource possible in order to make a knowledgeable and profitable department for all involved. As an example the ability to run all necessary reports to run their departments efficiently and effectively. And too correctly make decisions that will help increase profits as well to assist the staff in becoming a well-oiled team.

The next task I will undertake is to make sure all the correct equipment is available to the staff to be efficient and profitable in there day to day operations. I.E. Ipad for service advisers, correct and adequate special tools for technicians to have the ability to not only work on KIA but other makes and models as well. I will daily assess all daily reports and work with the employees to set the goals it will take to keep the dealership on course to expand our work load and at same time make it convent for our customer base as well.

I will also make it a priority to add technicians and usable stall space to keep on the patch of expansion. I will along with our new Service director look into equipment that will help increase profits, proficiency and productivity. We have looked into adding a drive over alignment machine and to add displays to service drive to help increase parts and service revenues.

We will also start our own in house aftermarket and accessory departments. The main additions being in

house tint install and detail departments. We will look into the sport tuner market to see if it is a viable option for increased parts and service sales.

And lastly as I said this experience in NADA academy has been such a eye opener that I will make it a daily mission to work with my whole staff and relay all I have learned to help assist them in making this the dealership that we can put in the category of Mercedes,Audi,BMW and alike because KIA started out as the joke of the industry but quickly has become a major player in the upscale market with its innovative designs and market leading warranty. Because as my father says in all his TV commercials “See Ya In A Kia!!!!!!!”

