



Class N383B

Prepared by: Alex Sirenko

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> -Experienced Team -Busy location -Brand strength -Manufacturer Support (Warranty/Goodwill etc) -Part of a larger dealer group, better visibility and access to competitive brands out there. -Technology to perform diagnostic/repair procedures 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> -Complexity of vehicles/product -High maintenance clientele -Expectations of the luxury market - Recalls/Stop Delivery procedures from manufacturer (could be considered strength) -High cost of ownership - Complacency of some of the long term service employees
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> -Location promotes ample customer pay work -New products that are forward thinking i.e Electric vehicle line up -Awareness of BMW’s sustainability during production -Retaining Segment 2 & 3 vehicles -Diversification of services offered i.e. Ceramic Coating etc. -Tire storage – promotes retention 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> -Ever increasing product reliability -Private shops attempting to capture market share by offering incentives that a retailer cannot necessarily match -Electrification of product line, vehicles will require less maintenance -Consumer awareness -Increased shortage of skilled labour



Class N383B

Prepared by: Alex Sirenko

Objectives:

- 1) To continue investing into technology and modernization of the Service Department and its Staff to clearly define the difference between our Dealership and the rest of the competition out there including third party and other BMW stores.

- 2) Our Service department's posted hours are 7.30 AM to 6 PM Monday through Friday and 8 AM to 3 PM Saturday however it appears that Technicians are only working from 8 AM to 5 PM at best - we seem to constantly have backlog of work being carried over - we are currently considering splitting service staff into the shifts to get the shop's productivity up.

- 3) With Warranty work being down significantly we have been looking for the opportunities to make up the revenue difference in other/new avenues available to us.

- 4) We have one of the largest in the country Mercedes Benz store within 500 meters from our facility and Audi store within 1 km - BMW Autohaus needs to consistently keep its Service levels up from all the perspectives.

- 5) Manufacturers processes procedures constantly change and improve - we need to be sure our staff is constantly up to date with all the new implementations coming down our way from manufacturer

- 6) It is our job as departmental managers to keep our staff challenged and excited about the work they do - coming up with the process of constantly monitoring employee's involvement and job satisfaction would be the objective to this task.

- 7) As there is a growing shortage of skilled labour in the industry, BMW Autohaus needs to have a defined game plan on how to grow and promote your own talent.



Class N383B

Prepared by: Alex Sirenko

Strategies / Tactics

- 1) BMW Canada frequently provides updated software and hardware for Service Departments to use – as one of the larger BMW Retailers in the country we have to keep up with all the latest and greatest provided by our manufacturer – Service Manager together with GM to stay on top of the updates available as well as heaving a budget set aside for these kind of improvement. Once you are known to be up to date with everything the brand has to offer both employees and customers will be attracted to you as a preferred place to work and Service your vehicle at.
- 2) To continue conversations regarding Shift work and Four Day Work-Week Schedule with implementation date for both as of January 1, 2021
- 3) - In 2021 we have trained several of our Detailers to perform Ceramic Coating as well as Protective Film on our both New and Pre-Owned vehicles – roll the implementation out as of January 1st, come up with brochures and price structure, educate internal staff on the products so they are comfortable selling them. – Review pricing strategy for older, out of warranty vehicles – as of January 1st come up with competitive specials to attract those customers in.
- 4) Introduce process and a culture where customer facing areas (receptions, coffee area, waiting lounge etc) are constantly and consistently maintained. Customer facing employees to look and act professional knowing what is expected of their positions as well as where to go for help if needed. This will need to be quarterbacked by all the Service Management Team as well as GM.
- 5) As of January 1st be sure there is a designated person to look after all the training at the dealership – consult Department Managers for recommendations as needed.
- 6) Annual performance reviews are the key to this objective, consult GM and HR if not able to have the employee behave and perform appropriately to their position, make necessary changes if needed.
- 7) To interview apprentice candidates on consistent bases, try some of Bobs methods of finding talent out there – tow truck drivers' draw or referral system come to mind).



Class N383B

Prepared by: Alex Sirenko

Action Plan:

<u>Task</u>	<u>By Whom</u>	<u>Completion Date</u>
Review all the software/programs We are currently using in Service, Upgrade and implement everything that is not current	Service Manager,	January 31, 2022
Initiate implementation of the 4 day work week schedule	Service Manager, ASM, GM	January 5 th , 2022
Review pricing strategy for older, out of warranty vehicles. Come up with competitive specials to attract those customers in.	Service Manager, GM	January 31, 2022
Have a meeting with Management Team of the Dealership – discuss what is expected of all the customer facing employees and areas, begin implementation of the new culture.	All Departmental Managers overlooked by GM	January 5 th , 2022
Assign and train a particular Employee to be in charge of Training at the store	GM	January 5 th , 2022
Have a meeting with all Departmental Managers – implement annual Performance reviews.	GM and Departmental Managers	January 5 th , 2022
Consistently advertise and interview Technicians and Apprentices to be	HR Department, Service Manager	January 5 th , 2022



Class N383B

Prepared by: Alex Sirenko

Synopsis

During last 2 years while working under COVID restrictions many improvements and implementations have been put on a back burner. It is time to move on bringing the store back up to its top notch performance. By implementing some of the new innovations offered out there we will once again raise the bench mark up over the rest of the competition out there. Self checkout kiosks, Drive-through check in location Alignment Machine are a few examples of these innovations.

A need for our Service Department to be open past 5 PM has been there for a while now, with the implementation of the Four Day Work Week Schedule we should be able to accommodate both customers that do not want their vehicle to be staying in Service overnight (and BMW Autohaus providing a loaner at a cost to us) as well as NC Sales Department with PDI's and Pre-Owned Department with reconditioning. This can potentially make technicians be more efficient as they will only be working 4 days out of 7.

It is existing to see how much of an effect on both Service and Parts implementation of the "older vehicles specials" will make. I have a feeling if we do this right, there might be a whole new level of excitement at the store as we will be working on vehicles we have not worked on in a while. This should also help Parts and Sales Department as we will be bringing customers in that potentially have not been at a new BMW store in a while...

The implementation of the "In Haus" Ceramic Coating and 3M Protection Film is another great revenue generators - mark ups on both are very impressive, additional revenue to both Service and Sales Departments!

Being a luxury brand it has always been important to keep stores' appearance both inside and outside top notch. Constant investment into store appearance and staff training goes a long way for us. As such, training of Employees at all levels is critical part of the success of our store - we used to have a designated person looking after training for the store, bringing that position back is something we are all looking forward to.

Implementation of a Four-Day Work-Week Schedule will also open up the need for additional technicians and apprentices - with the help of the HR Department as well as the rest of the advertising sources available to us it is exciting to see what the new improved Service Team would look like.

With all the changes planned at the store as well as COVID challenges hopefully being behind, I am very excited for what the year of 2022 has to bring to BMW Autohaus. Good luck to us!



ACADEMY

SWOT Analysis - BMW Autohaus

FIXED OPERATIONS 2 SERVICE

Class N383B

Prepared by: Alex Sirenko