

Weaknesses

- The confidence in the service managers is low
- CSI needs to be improved
- Advisors are not experienced
- Need to hire additional techs
- Parts and service does not operate on a team concept
- Advisors gives tickets to techs based on personal relationship and not skill set
- Advisors are overwhelmed with phone calls that prevents them from performing their jobs
- We don't have a retail space to display parts
- No visible pricing for complete services ie. Oil changes brake and A/C services
- Service manager and drive manager are not on same page in how shop is run
- It takes far to long for techs to get parts from the parts department
- No training is provided to advisors or parts department

Qualitative Analysis

Fixed Operations Service

Opportunities

- Create a retail space for the parts department
- Have marketing material so that customers know we do have competitive pricing for maintenance items
- Provide Leadership training for service and parts managers
- Provide training for advisors and parts departments
- Promote a tech to shop foreman and have that person dispatch all tickets
- Hire more techs
- We have the work coming in

Threats

- We have to review various things such as pay and facilities to attract techs
- Service advisors that have personal relationships with the techs could cause an issue when we have a shop foreman dispatching the work. Must stay in constant contact with this person
- Losing business to Independent shops due to the belief of the consumer they can get to their vehicle sooner or that our prices are not competitive for routine work
- Techs content with the current hours they are billing per pay period with the thought "The work will always be there"
- Service staff not taking care of our customers with a caring attitude. As is we are doing the customer a favor for showing up instead of being the other way around
- Percentage of vehicles with multipoint inspections is far to low

Objectives/Strategies/Tactics

Fixed Ops 2

Objectives

- ❖ Get service and parts managers on the same page
- ❖ Improve CSI and customer experience
- ❖ Hire 8 techs
- ❖ Retail more items through the parts department
- ❖ Improve the flow of work in the shop
- ❖ Uplift the moral in the shop and drive

Objectives/Strategies/Tactics

Fixed Ops 2

Strategies

- ✓ Hire/promote shop foreman to distribute tickets and help unite techs
- ✓ Create targeted marketing campaigns to inform customers of maintenance in the shop
- ✓ Plan and budget heating and air in the shop to attract more techs
- ✓ Take inventory of special tools and make sure we have everything we need
- ✓ Roll out new pay plans that reward for good CSI and penalize for bad CSI
- ✓ Spiffs for techs to hit certain hours on various pay periods
- ✓ Include parts in more meetings with service to promote a team atmosphere
- ✓ Market coupons and specials for customers that are in the store for other services
- ✓ Provide routine training for advisors and parts support staff

Tactics

- GM and Service Manager and Parts manager will meet weekly to discuss any issues or plan any marketing we plan to do
- Post CSI scores weekly on a bulletin board so everyone can see each other's numbers
- Organize spiffs for parts and service to perform whatever metric we are attempting to drive/improve
- Hold meeting mid-month to go over 10 oldest assets (RO's SOP's etc)
- Review all ads hiring techs and make sure we are competitive and adjust where we are not
- GM to meet with all support staff every 30-60days to maintain morale
- Check on dealer competition to ensure DOR rate is in line
- Make sure sales customers are being introduced to a service advisor at time of sale

Objectives/Strategies/Tactics

Action Plan

| Task | By Whom | Completion Date |
|---|--------------------|-----------------|
| Post all numbers on board | Service Manager | Weekly |
| Discuss parts fill times with Service Mgr | Parts Manager | Weekly |
| Implement tech referral program | Service Manager | 12/12/2021 |
| Have a meeting with staff to discuss SOP | Service/Parts Mgr | 12/12/2021 |
| Spend 30 minutes or more a day in service | GM | Daily |
| Meeting with Service manager | GM | Weekly |
| Visit Tech schools to recruit | GM/Service Manager | Ongoing |
| Hire Dealer Alliance to train staff | GM | 12/15/2021 |
| Adjust prices of services as needed | GM/Service Manager | 01/01/2022 |
| Adjust DOR rate if needed | GM/Service Manager | 01/01/2022 |
| Monitor avg time part is filled | Parts Manager | Daily |
| Spot perpetual bin checks | Parts Manager | Weekly |

Synopsis

It appears that our service department is in need of a total cultural shift. This is evident in the lack of care in which we serve our customers. This shows in our CSI numbers and our google reviews. The care factor has to start from the top down. We have to inspect what we expect. Getting everyone on the same team will be a huge lift that we will see in both our profitability as well as CSI numbers.

By adding a retail space for our parts department, it will increase our profitability as well as our ability to better serve our customers. In addition having a shop Foreman dispatching the tickets will increase the work flow and thus will allow us to get more vehicles through the drive. The shop Foreman will increase hours run through the shop by assisting the techs.

The service manager will hold weekly meetings with the staff to go over numbers. He will also spot check how and what the advisors are doing to ensure the steps are being followed appropriately. He will also plan and coordinate training that will be done with our third part training company. He will also call multiple facilities to make sure our DOR rate is competitive.

Making these changes and implementing the strategies suggested will make a huge impact in our service department. It will help to create an environment of teamwork and the staff will take more ownership once they realize the time and effort we are putting into the shop. The culture will shift and with making sure we have proper training it will promote longevity in the company. It will also make for more profitability by having experienced advisors. We will realign our goals and shift our focus. I realize we can't have happy customers if we don't have happy employees. We can't service our customers properly if we don't teach them how.

