

STRENGTHS

- 1 Loyal Clients
- 2 Tenured Employees
- 3 Good Morale/Culture
- 4 Good Employee Surveys
- 5 Penske Organization

WEAKNESSES

- 1 Need technicians
- 2 Loaner Cars
- 3 Holding Gross/ELR
- 4 Not discounting, starting higher, negotiating
- 5 Too many Tenured Employees, Hard to get them to change their ways

Opportunities

- 1 Building extension on our service dept building on the sprinter side, adding two more bays
- 2 Raising door rate from \$172-\$184
- 3 Hiring more Sprinter Technicians
- 4 Better communication with the Parts Dept
- 5 Paying more for technicians

Threats

- 1 More competition with independents shops
- 2 Parts availability
- 3 Losing technicians to other industries
- 4 EV cars, Less Repairs, Maintenance

Objective

1. Holding Gross
2. Increase Technician pay to acquire more talent
3. Set process w/salesman & advisor relationship/especially after the sale
4. Improve production with technicians/Proficiency/Efficiency
5. Improve video penetration on every RO

Strategies

1. Advisors start higher on every RO
2. Increase door rate to equal out pay raises on technicians to make the same % gross or more
3. Create team with Advisor & Technicians, 1 Advisor will have 2 techs and apprentice, Problem cars will go to team leads.
4. Currently using Service SNAP (Reynolds), Changing to my KARMA, more efficient than SNAP
5. After every new/used sale, Salespeople won't get TRP until they have done service introduction/advisor introduction

Tactics

1. Service manager send weekly numbers to advisors (Advisor Leader Board), Holding advisors accountable on gross.
2. Currently having biweekly meeting with advisors, changing it to weekly
3. Focus more advertising on social media
4. Raise efficiency bonus from 105% to 120% to get more production
5. Advisor leader board adding column to show lost gross by not holding ELR metrics so they can see how much gross they are losing

ACTION PLAN

Advisor Leader Board Column – Service manager Jan 1st

Weekly advisor meeting – Service Manager Jan 1st

Sprinter building extension – GM Feb 1st

Efficiency % bonus pay plan change – GM Service Manager Feb 1st

Change to MYKARMA – Service Manager March 1st

Increase door rate – Service Manager/GM Feb 1st

Focus more on social media advertising – Service Manager/GM Jan 1st

Sales to Service Introduction – GM/Myself/ Service Manager Jan 1st

