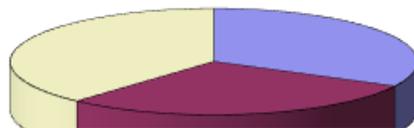


Service Department Analysis for Palm Harbor Honda

By Alvin Santana A05

Repair Order Analysis Summary Report							
	Sales in Dollars	FRH's on RO's	Averages	Analysis			
Competitive	\$ 4,356	39.90	109.17	FRH Average			
Maintenance	\$ 3,761	35.50	105.94	FRH Average			
Repair	\$ 6,749	46.80	144.21	FRH Average			
Totals	\$ 14,866	122.20	121.65	Customer ELR			
			Target Labor Rate	112.00	Per FRH		
Total Ro's in Sample	100	Difference		9.65	Per FRH		
Cost of Labor							
Total Cost of Labor	2999.80	Total Sales	20.18%	Percent Cost of Sales			
Total Cost of Labor	2999.80	Total FRHs	24.55	Cost per FRH			
Repair Order Measurements							
Total Labor Sales	14,865.74	Total ROs	148.66	Avg Labor per RO			
Total FRHs	122.20	Total ROs	1.22	Avg FRH's per RO			
Menu Sales		Total ROs		Percent Menu Sales			
Competitive FRHs	39.90	Total FRHs	32.65%	Percent Competitive			
Maintenance FRHs	35.50	Total FRHs	29.05%	Percent Maintenance			
Repair FRH	46.80	Total FRHs	38.30%	Percent Repair			
One item ROs	56	Total ROs	56.00%	Percent One Item RO			
Model Year Analysis							
2023	2022	2021	2020	2019	2018	Older	Total
0	2	7	4	23	9	55	100
0.00%	2.00%	7.00%	4.00%	23.00%	9.00%	55.00%	

Labor Mix



1. Strengths-

New \$30 million facility allows the store to grow naturally and brings new customers.

All new tools, alignment rack, computers and easier placement of shop tools adds to the environment.

We have a very seasoned staff that works well together.

Customers can drive up to an air controlled environment which helps during a hot and humid day in the Tampa area.

Parts Department is able to get parts out faster to techs due to the computerized Bin System along with our new tire retrieving system.

Great pay plan that allows growth and team work.

2. Weaknesses -

Service hours are not conducive with the area we are in. We should close service at 7pm not 730 during the week.

Honda changed CSI in service and as result the numbers have slipped.

Customers complain about long wait times in service for normal quick lube tickets.

There is a perceived notion that some techs are getting favorable work while others are not.

We are in a hiring freeze at the store, but we are in need of one more service advisor. This leads to more turn and burn and less quality time with the customer.

Many 1 line tickets (not upselling.)

3. Opportunities -

With a new store we have the space to grow into the building.

Loaner cars are needed to help customer's transportation needs when they are doing warranty work.

We have 2 state of the art alignments racks with a customer waiting area showing them off. This can be a big money maker for the store.

Service waiting area currently does not show the value of our pricing vs the competitors.

Daily training to help with service upsell and an open line of communication.

4. Threats-

In our market we are on dealership row with plenty of independent shops that have big signs to attract new customers.

Lack of new car inventory due to the chip and raw material shortage.

Being on a hiring freeze does not allow us to attract new service personnel.

New store configuration has the service advisors segregated out in the service drive and a bit out of touch with the customer lounge and sales department.

The down slope in CSI can cause us to lose customers to the competitors.

Objective

1. Increase CSI to top 3 from 8th out of 18 in the District. This represents an increase from 89.9 to 94.5 percent.
2. Change closing time from 730pm to 7pm.
3. Increase Customer ELR from 121 to 130.
4. Hire one Service Advisors and one auxiliary staff.
5. Decrease One Item RO's from 56% to 35%

Strategies

1. Understanding why Great CSI brings happy customers back and they will spend more in parts, service and in sales.
2. Daily meetings with Service writers and porters.
3. Create the "WHY" for hiring another service writer. The positive affect on the service team.
4. Post service numbers and budget in the shop. Shows contributions by each team and advisors.
5. Role playing on upselling and customer objectives.

Tactics

1. Place an ad for Service Advisor on Facebook, LinkedIn, and especially on our store website.
2. Detailed training schedule that shows, Presenter, Topic, Time, Attendees and material needed. See Below for my Sales Team Training schedule

December 2021						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 JAMES GAM MONTH END WRAP UP DEC COMMITMENTS CSI STANDINGS SP-7,12-14,15	2 DOUG GAM USED CAR KBB JD POWER AND SERVICE RECORD ROLE PLAY AUTO BIOGRAPHY SP1-4,8,14-16	3 ALVIN GAM ROLE PLAY WORKSHEETS PRESENTING NUMBERS WITH TRADE LEASE AND PURCHASE SP-4,8-10, 15	4
5	6 BRIAN GAM MEET AND GREET PPTV2.32 ROLE PLAY (I'M JUST LOOKING AROUND) SP 1-5,11,14	7 JAMES GAM EXCHANGE PROCESS BUYING CARS FROM THE SERVICE DRIVE, STREET PURCHASES, ROLE PLAY XCHANGE SP-5,8,10,14-15	8 JAMES GAM CHAPTER 2 CFSE CONSULTING VS SELLING ROLE PLAY MEET AND GREET SP- 7, 12-14,15	9 DOUG GAM HANDLING APPRAISAL OBJECTIONS TURN OVER PT1 AND PT2 2.32V SP1-4-8,14-16	10 ALVIN GAM CHAPTER 3 CFSE ASKING QUESTIONS, ROLE PLAY QUEST SHEET OBJECTIONS SP-4,8-10,15	11
12	13 BRIAN GAM ROLE PLAY SELL WHAT YOU SEE IN STOCK. SWITCHING FROM NEW TO CERT USED SP-1-5,11,14	14 ALVIN GAM CHAPTER 4 FRAMING QUESTIONS ROLE PLAY QUEST SHEET WITH OBJECTION SP-5,8,10,14-15	15 JAMES GAM CHAPTER 5 CFSE USING THE CONSULTANT SALES APPROACH ROLE PLAY SP- 7, 12-14,15	16 DOUG GAM USED CAR BUYING FROM CARVANA VS CARMAX/VROOM WORD TRACKS SP1-4-8,14-16	17 ALVIN GAM CHAPTER 6 CFSE REDIRECTING THE CUSTOMER ROLE PLAY WITH 3 KEY SCENARIO SP-4,8-10,15	18
19	20 BRIAN GAM CHAPTER 7 CFSE KEEPING PACE WITH CUSTOMER ROLE PLAY WHAT TYPE OF CUSTOMER YOU HAVE SP-1-5,11,14	21 JAMES GAM ROLE PLAY *YOU ARE NOT GIVING ME ENOUGH FOR MY TRADE/ KBB OBJECTIONS SP-5,8,10,14-15	22 JAMES GAM ROLE PLAY(I'M NOT PAYING STICKER, I'VE NEVER PAID STICKER) SP- 7, 12-14,15	23 DOUG GAM ROLE PLAY SELL WHAT YOU SEE IN STOCK. SWITCHING FROM NEW TO CERT USED SP1-4-8,14-16	24 ALVIN GAM MEET AND GREET PPTV2.32 ROLE PLAY (I'M JUST LOOKING AROUND) SP-4,8-10,15	25
26	27 BRIAN GAM HANDLING APPRAISAL OBJECTIONS TURN OVER PT1 AND PT2 2.32V SP-1-5,11,14	28 JAMES GAM ROLE PLAYING PRESENTING NUMBERS (I'M NOT PAYING THE DEALER FEE) SP-5,8,10,14-15	29 JAMES GAM ROLE PLAY WORKSHEETS PRESENTING NUMBERS WITH TRADE LEASE AND PURCHASE SP- 7, 12-14,15	30 DOUG GAM ROLE PLAY *YOU ARE NOT GIVING ME ENOUGH FOR MY TRADE/ SP1-4-8,14-16	31 End of year wrap up. Happy New Year! 2022 Here We Come!	Merry Christmas Closed

More Calendars from WinCalendar: [Jan 2022](#), [Feb 2022](#), [Mar 2022](#)

3. Monthly reviews with the staff to help progress and future goals.
4. Implement CSI bonuses to build moral and help the underperformers and reward the achievers.
5. Daily Huddles to start the day off with positives from the day before.

ACTION PLAN

Task / Role / Completion Date

1. Create a CSI training schedule / Service Director / Jan 1st
2. Training schedule with detail notes / Service Director / Jan 1st
3. Changing Service closing time / GM / Jan 1st
4. Monthly review / GM & Service Director / Monthly
5. Customer Comment Box review / GM & Service Director / Weekly
6. Create competitive board for local pricing / Service and Parts Director / Jan 15th
7. Post Daily numbers for shop / Service Director & Parts Director / Jan 1st
8. Daily Huddles / Service Director / Jan 1st daily
9. Create easy transition from service to the customer lounge / GM / Jan 15th
10. Hire one advisor / GM / Feb 1st

Synopsis

The 100 RO analysis says a lot, with that, the most important thing is room for grow. With a newly built store comes responsibility, accountability and the potential to grow exponentially. An immediate impact can be seen in daily training to help us focus on One Item RO's. Training on customer role playing and phone skills will help maximize every opportunity to upsell and minimize the One Item RO's. Asbury is a Guest Centric Company, thus CSI is one of the most important pieces of the GROSS puzzle. A CSI training schedule is essential to the growth and future of our department and will translate in the retention of our customers and employees. Ultimately, this action plan cannot happen with full commitment from the staff. The buy in will be the key to our success.