

Synopsis

Its clear there's room for improvement in the service department. Lack of technicians and set goals for technicians on Saturdays has contributed to a decrease in Saturday profits. Lack of pricing transparency can lead to confusion in the service lane and ultimately missed sales.

Creating specific technician hour goals for Saturdays based on their past productivity. Plus adding in a technician bonus for videos should have a direct increase on customer pay sales and gross profit.

Aggressively targeting declined services will help keep our customers in house and recapture missed opportunities.

Finally, I believe with a calculated execution of increased Saturday hours, increased tech videos, and declined service recuperation will lead to happy customers, happy employees, and increased profits!

Action Plan

Adjust SPG pricing – Service Manager – April 1

Implement tech bonus for videos – Service Manager – May 1

Hire 3 technicians - Service Manager – June 1

Construct email/ mailer blast for declined services – March 1

Technician hour's goal for Saturday – Service Manager – May 1

Technician check list for comeback prevention – July 1

Objectives

1. Increase customer pay gross profit.
2. Increase tech videos to 75% to meet OEM margin requirement and improve transparency with customers.
3. Add at least 2 more technicians.
4. Market towards older vehicles and dormant customers.
5. Increase Saturday tech Hours.
6. Decrease comeback frequency.

Strategies

1. Review all pricing in SPG and increase where necessary to improve consistency and customer pay gross profit.
2. Continue to develop a culture with the technicians that builds excitement around the tech videos.
3. Remain patient but diligent on hiring technicians. Explore other avenues to obtain resumes.
4. Look into targeting declined services and service customers that have been out of the dealer for over 1 year.
5. Talk to all new hires about permanent Saturday schedules.
6. Come up with process for individual accountability for comebacks.

Tactics

1. Set up meeting with SPG representative and start working through all pricing and Menu items starting with the most used operations.
2. Track tech videos the post/provide results to techs daily. Look into video bonus for techs.
3. Look into some new leads for finding techs.
4. Set up process for recovering declined services and investigate an aggressive discount to close the sale.

5. Encourage new hires to work Saturdays and reinterview all employees about a permanent Saturday schedule.
6. Look into implementing check list with signature from technician to verify proper test drive and repair.

Qualitative Analysis – Strengths

1. Texting app
2. Alignment checkers
3. Taking action
4. Customer relations
5. Turnaround time
6. Communication methods
7. Tech videos
8. Knowledgeable Advisor staff

Qualitative Analysis – Weaknesses

1. More porter help
2. HQ loaners
3. Comebacks
4. Long wait time
5. Technician thoroughness
6. Inconsistent CSI

Qualitative Analysis – Opportunities

1. Taking more responsibility
2. Good training opportunities
3. Checking Tire PSI on pick up (vehicle that have had a long stay)
4. No wash signs
5. More urgency for comebacks
6. Solid CSI follow up process
7. Less than 10 miles for Dulles Airport
8. Using SPG for all price quotes – consistency

Qualitative Analysis – Threats

1. Broken process
2. Ceiling tiles
3. Covid – multiple employees out at once
4. Lack of motivation with certain employees