

Service Department Analysis for:

POSNER PARK CHRYSLER DODGE JEEP RAM FIAT

DAVENPORT, FL

Ralph Mahalak

NADA Class 328-02

STRENGTHS

1. Location
 - a. We are located at the intersection of two major highways. Our area is experiencing a high rate of growth in both homes and businesses. Traffic in the service department is typically not an issue.
2. Skilled Technicians
 - a. Of our 14 technicians (including express), we have five (5) level 3 certified technicians.
3. Technology
 - a. Service staff utilizing CDK DMS system for writing repair orders. Also using Text2Drive tool to keep in contact with customers and TSD Drive for managing the courtesy rental fleet.
 - b. Wi-Advisor OBD-2 Scan tool along with iPad's provides easy check-in and walkaround
 - c. Each technician has own computer in workstation with internet access
4. Facility
 - a. Business and Building is only six (6) years old and is state-of-the-art.
 - b. Air-Conditioned Main Shop with in-ground hoists.
 - c. 30,000lb hoist in shop for working on heavy duty trucks.
 - d. Built-In Lockable Tool Boxes
 - e. All 20 Bays have working lift in them (hoist/alignment rack)

WEAKNESSES

1. Not Enough Technicians
 - a. The technicians we do have are skilled, but need to have more technicians to handle the work
 - b. No new technicians added & retained into the main shop in last 12 months.
 - c. No technicians graduating from Express into the main shop.
 - d. Service Manager, GM, and Owners need to make recruiting and training technicians a priority
2. Service Adviser Turnover
 - a. All Service Advisers are less than one (1) year with the dealership.
 - b. No book of business on their own, only customers loyal to the dealership
 - c. Not a hospitable attitude from service advisers towards customers
3. Processes & Policies
 - a. There is a lack of processes and policies in the department, which leads to a lack of accountability
 - b. PDI's and used cars can sometimes take weeks to completed because of lack of attention to detail
 - c. Partial blame falls on service while other part falls on used car manager
4. Appointments/Work Mix
 - a. Service BDC cannot see the service drive, is paid on # of appointments made
 - b. Appointments are not right work mix for what the shop can handle
 - c. BDC cannot provide status updates on vehicles or assist customers other than making appointments.
5. Equipment
 - a. When equipment falls into disrepair, very slow when finding replacement or repairing equipment.
 - i. Air & Water Hoses
 - ii. Battery Testers
 - iii. Wi-Fi Connection
 - b. There is no go-to person to contact when something happens
6. Dispatching/Technician work mix
 - a. Work is handed out based on who can do the job
 - b. Skilled technicians get frustrated because lower skilled technicians do not want to learn and develop to take on more skilled work

OPPORTUNITIES

1. Location
 - a. Central Florida area experiencing high growth and development.
 - b. More homes and businesses being built near the dealership and is growing the population
 - c. Snowbirds, Tourists, and influx of people displaced from Hurricane in Puerto Rico are contributing

The following are my own thoughts and recommendations:

2. Market Share
 - a. There are a very small amount of auto repair shops (new car franchise or independents) in our area.
 - b. We have steady service traffic with little to no marketing
 - c. Increasing our capacity to service vehicles quickly will help retain our customers
3. Economy
 - a. Stock market is at all-time highs
 - b. Business owners are optimistic about the new tax reform bill and continue to spend money on their business
4. Skilled Labor
 - a. Vehicle repair is becoming much more than mechanical repair work.
 - b. Having factory trained technicians and using OEM parts that comes with a warranty is an advantage we have over all other independent shops
 - c. We have access to use diagnostic scan tools which smaller shops may not have

THREATS

1. Competition
 - a. Many other FCA dealers in surrounding area (about 9 within 1 hour drive of our dealership).
 - b. Not only having to compete for customers, but having to compete to retain technicians and staff
 - c. Other dealers may have extended hours capturing business that we are not
2. Parts Delays
 - a. Some recall parts take months to get after the recall is launched
 - b. Customers want vehicle repaired due to safety recall even though parts are not yet available to complete the recall
3. Reputation
 - a. We have steady traffic now but we continuously get negative reviews from customers.
 - b. The entire customer facing service staff has turned over in the past 18 months and we still are having the same problems as before
 - c. Negative Online reviews on Facebook, Yelp, and Google keep customers away and allows them to go to a competing dealership for their maintenance.

OBJECTIVES

1. Improve CEI Scores
2. Increase positive online reviews
3. Decrease number of one (1) line Ros
4. Increase lucrative repair and maintenance work
5. Track Declined Work and have BDC follow up with those customers
6. Decrease shop time for internals
7. Get PDIs completed the same day the vehicle is dropped off at the dealership

STRATEGIES

1. Implement a daily service meeting with all service staff (5 mins)
 - a. Review of prior days performance & make any special announcements
2. Install an appointment board showing the customer name and time of appointment
 - a. This will make the customer feel special as they have their name on the board
 - b. It will also be a message to all walk-in guests that an appointment is preferred and will be taken ahead of all walk-ins
3. Ban all cell phone use by technicians while in shop
 - a. Safety Hazard
 - b. Productivity killer
4. Ban smoking from the campus
 - a. Health concern for smokers and non-smokers
 - b. Creates poor culture of 'smoke breaks'
 - c. Cigarettes always end up on the ground
5. Make walk-around mandatory for all service advisers for all services
 - a. Will draw attention to needed services
 - b. Will limit liability by notating all damage on vehicle prior to entering the shop
6. Manage courtesy rental cars better
 - a. Need to ensure rental is on RO
 - b. Need to ensure rentals are returned on time
 - c. Need to charge customers for fuel and incidentals if not adhering to rules
7. Have manager, GM, and owners go to tech schools and recruit technicians

TACTICS

1. Service manager is the only one who can authorize an enterprise Rental
2. Any charges incurred on rental vehicles will be charged back to service adviser if not collected from the customer
3. Implement discount on internals (parts and labor) if takes over 72 hours to get through shop
4. Consider bonus program for technicians to hit FLH goal weekly
5. Move service BDC to service write up area so they can assist with traffic flow and appointments
6. Implement extended service hours for customers convenience

ACTION PLAN

Task	By Whom	Completion Date
Install proper directional signage in service drive	GM/Dealer	2/19/2018
Track Declined Work and Follow-up with customers	Service Advisers/BDC	Daily
Host daily stand-up meeting with Dept	Service Manager	Daily
Ensure PDIs are checked in, prepped, washed	Porter/Interal Adviser	Daily
Install Appointment Board showing appointments	Service Manager	1/29/2018
Extend Service Hours during high season (Oct-Mar)	Dealer	Immediately
Get large store logo decals for rear windshield of CTP Cars	Service Manager/Dealer	2/5/2018
Write formal pricing policy for internals based on speed	GM/Dealer	1/29/2018
Ban all cell phones from shop - ensure ICE Contact info up-to-date	Service Manager	2/1/2018
Ban all smoking from dealership campus	Dealer	3/1/2018

SYNOPSIS

Our service department needs structure and accountability. By showing technicians and service advisers that we will no longer accept mediocre work, we will either force our team to raise their performance and effort or they will leave our organization. We have already experienced a lot of turnover in this department over the past 18 months, and if we are going to be successful we need to have the right team.

Management needs to show our employees that we care about their success and are responsive to their needs. By not giving them the tools they need to perform such as Wi-Fi, Battery Testers, Broken Hoses, Etc., we are telling them that they are not important enough and should just make due with what they have. We need to get the buy in from the team before we can implement positive changes.

The department as a whole needs to have a more accommodating attitude towards our customers. We need to greet them with warmth and explain the services that we can provide for them. Doing a proper walk around will enhance our \$ per RO but will also improve our CEI because the customer will be more aware of the services and the duration of the services ahead of time. We always need to remember to ask our customers for a positive survey and good review when cashing them out.

There is a huge opportunity to capture commercial business in our area with such high growth. This business can be very lucrative and can be charged at a higher rate than normal if providing next available bay service. The business is more concerned with getting their vehicles back on the road than fighting over the cost of the repairs.

People and Process is what our department needs to focus on before we see a significant increase in sales.



ACADEMY

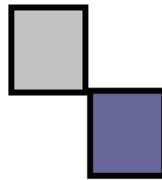
Repair Order Analysis *And Summary*

1/15/2018

Posner Park CDJRF
Dealership

Ralph Mahalak
Student

328-02
Class and ID Number



Computer Application by
George A. Parker
Management Instructor
NADA Dealer Academy

Tech #	Tech Pay Per FRH
286	15.00
785	20.00
1108	17.00
3666	30.00
5883	25.00
6716	24.00
8077	17.25
8527	30.00
8562	30.00
8549	20.00
9913	20.00
8007	20.00
3217	20.00
6972	20.00

Repair Order Analysis Input Sheet																					
RO Number	Year	Model	Mileage	Competitive Labor					Maintenance Labor					Repair Labor					Total Cost of Labor	One Item Repair Order	
				Labor Sales	Flat Rate Hours	Technican Number	Pay Per FRH	Labor Cost	Labor Sales	Flat Rate Hours	Technican Number	Pay Per FRH	Labor Cost	Labor Sales	Flat Rate Hours	Technican Number	Pay Per FRH	Labor Cost			
1	84688	2015	promaster	20	20.00	0.30	32.17	20.00	6.00						200.00	2.00	8568	30.00	60.00	66.00	
2	84705	2015	promaster	144,638					0.00						2,244.00	22.00	8568	30.00	660.00	660.00	
3	84810	2015	journey	34,349	20.00	0.30	32.17													0.00	1
4	84841	2011	wrangler	84,475											99.00	1.00	6769	24.00	24.00	24.00	
5	84860C	2014	ram1500	67,365	252.17	3.20	5853	30.00	96.00											96.00	
6	84873	2010	town	102											348.00	2.50	8077	17.25	43.13	43.13	
7	84877	2004	1500	175											99.00	1.00	8568	30.00	30.00	30.00	
8	84983C	2016	cherokee	26,686						19.95	0.30	752	20.00	6.00						6.00	1
9	85002	2006	300	58,316											892.00	8.00	8077	17.25	138.00	138.00	
10	85007	2008	CARAVAN	162,038	211.00	3.30	1108	17.00	56.10	8.00	0.30	1108	17.00	5.10	836.00	7.50	1108	17.00	127.50	188.70	
11	85047C	2011	AVENGER		49.95	0.50	6716	24.00	12.00											12.00	1
12	85090	2016	cherokee	50,387	49.95	0.50	3716	24.00	12.00											12.00	1
13	85104	2013	cherokee	58,316						8.00	0.30	6974	24.00	7.20						7.20	1
14	85107	2015	charger	23,485						27.95	0.60	8549	22.00	13.20						13.20	
15	85117	2012	200	33,100						8.00	0.30	286	22.00	6.60						6.60	1
16	85118C	2015	crv	20,050						29.95	0.60	6974	24.00	14.40						14.40	
17	85123	2016																		0.00	
18	85124	2014	500	38,729						8.00	0.30	3217	24.00	7.20						7.20	1
19	85130	2016	town	40,759						0.10	10.00	854*	30.00	300.00						300.00	
20	85131C	2011	compass	-						8.00	0.30	9913	24.00	7.20						7.20	1
21	85134C	2015	1500	34,167						18.00	0.40	3217	24.00	9.60						9.60	1
22	85135	2014	wrangler	59,631						19.95	0.30	9913	24.00	7.20						7.20	1
23	85137	2017	journey	6,186						19.95	0.30	9913	24.00	7.20						7.20	1
24	85139	2014	gcherokee	21,458						18.00	0.60	8549	24.00	14.40						14.40	
25	85142	2013	genenis	79,662						8.00	0.30	8549	24.00	7.20						7.20	1
26	85143C	2011	challanger	90,388											461.78	4.50	8568	30.00	135.00	135.00	
27	85148C	2012	town	57,745						10.00	0.10	9913	24.00	2.40						2.40	1
28	85153C	2011	challanger	78,083						10.00	0.10	6972	24.00	2.40						2.40	1
29	85154	2014	CARAVAN	33,244						27.92	0.60	6974	24.00	14.40						14.40	
30	85160	2017	1500	162,273											111.00	1.00	3666	30.00	30.00	30.00	1
31	85161	2015	cherokee	10,779						27.92	0.60	6972	24.00	14.40						14.40	
32	85163	2015	ram1500	24,237						18.00	0.40	8549	24.00	9.60						9.60	1
33	85166	2010	charger	154,685						50.49	0.50	8077	17.25	8.63	284.15	2.00	8077	17.25	34.50	43.13	
34	85168	2013	town	96,734	232.39	2.00	5883	30.00	60.00											60.00	
35	85169	2011	1500	117,564						27.95	0.60	8549	24.00	14.40						14.40	
36	85170C	2016	dart	21,894						29.72	0.50	759	24.00	12.00						12.00	
37	85173C	2016	cherokee	45,423						34.23	0.50	.1108.	17.00	8.50						8.50	
38	85179	2011	2500	221,719						12.00	0.50	8549	25.00	12.50						12.50	1
39	85184	2012	300	118,871	240.00	3.00	8077	17.25	51.75											51.75	
40	85189C	2014	1500	44,281	59.95	0.80	8549	24.00	19.20											19.20	
41	85191	2017	CHARGER	6,943						8.00	0.30	8549	24.00	7.20						7.20	1
42	85195C	2015	cherokee	63,808						39.95	0.50	99	24.00	12.00						12.00	
43	85196C	2015	gcherokee	27,493						19.95	0.30	9913	24.00	7.20						7.20	1
44	85199	2017	300	10,523						8.00	0.30	99.13	20.00	6.00						6.00	1
45	85200C	2016	cherokee	25,399						19.95	0.30	8549	20.00	6.00						6.00	
46	85204	2017	journey	9,625						8.00	0.30	3217	20.00	6.00						6.00	1
47	85207C	2011	300	84,959						19.95	0.30	3217	20.00	6.00						6.00	1
48	85211	2014	300	8,495	200.00	2.00	8549	20.00	40.00											40.00	
49	85214	2014	journey	71,784						27.95	0.60	752	20.00	12.00						12.00	
50	85218	2010	charger	44,005						22.42	0.60	3217	20.00	12.00						12.00	
51	85219	2017	1500	20,030						8.00	0.30	3217	20.00	6.00						6.00	1

Repair Order Analysis Input Sheet																					
RO Number	Year	Model	Mileage	Competitive Labor					Maintenance Labor					Repair Labor					Total Cost of Labor	One Item Repair Order	
				Labor Sales	Flat Rate Hours	Technican Number	Pay Per FRH	Labor Cost	Labor Sales	Flat Rate Hours	Technican Number	Pay Per FRH	Labor Cost	Labor Sales	Flat Rate Hours	Technican Number	Pay Per FRH	Labor Cost			
52	85220C	2008	charger	86,300	469.00	4.50	8527	30.00	135.00					0.00	555.23	4.50	8527	30.00	135.00	270.00	
53	85223	2014	gcherokee	40,041						8.00	0.30	8519	20.00	6.00						6.00	1
54	85224	2012	libert	405,450						8.00	0.30	9913	20.00							0.00	1
55	85229	2014	chzrger	112,922						8.00	0.30	9913	20.00	6.00						6.00	1
56	85233	2012	impala	68,948						8.00	0.30	3217	20.00	6.00						6.00	1
57	85236	2017	CARAVAN	7,136	22.00	0.30	3217	24.00	7.20	8.00	0.30	32.17	20.00	6.00						13.20	
58	85240	2015	journey	49,591						27.95	0.60	9913	20.00	12.00						12.00	
59	85242	2011	charger	172,578						8.00	0.30	9913	20.00	6.00						6.00	
60	85248	2016	3500	172,578	240.00	2.00	286	15.00	30.00											30.00	
61	85251	2013	wrangler	105,487						8.00	0.30	9913	20.00	6.00						6.00	1
62	85254	2014	1500	61,319						27.95	0.60	752	20.00	12.00						12.00	
63	85255	2011	gcherokee	67,908						8.00	0.30	752	20.00	6.00						6.00	1
64	85257	2013	1500	97,048						27.95	0.60	3217	20.00	12.00						12.00	
65	85262C	2015	CARAVAN	95,681						5.00	0.30	3217	20.00	6.00						6.00	1
66	85263C	2014	compass	30,882						19.95	0.30	752	20.00	6.00						6.00	1
67	85264	2013	wrangler	46,337						27.95	0.60	9913	20.00	12.00						12.00	
68	85265	2017	gcherokee	8,398						8.00	0.30	8568	20.00	6.00						6.00	1
69	85266	2008	accord	133,584						8.00	0.30	9913	20.00	6.00						6.00	1
70	85267	2014	300	64,773	187.00	3.00	3217	20.00	60.00											60.00	
71	85268	2009	charger	188,189						8.00	0.30	3217	20.00	6.00						6.00	1
72	85276	2017	3500	15,492						27.95	0.60	5993	20.00	12.00						12.00	
73	85278C	2016	200	1,305						10.00	0.10	3217	20.00	2.00						2.00	
74	85282	2014	charger	37,157						8.00	0.30	6972	20.00	6.00						6.00	1
75	85286	2014	patroit	60,181											111.99	1.00	8077	17.25	17.25	17.25	1
76	85288C	2014	patroit	52,143	111.00	1.00	1108	17.00	17.00	19.95	0.30	1108	17.00	5.10						22.10	
77	85289	2017	renegade	62,088	25.00	0.60	6972	20.00	12.00											12.00	1
78	85295	2013	g caravan	61,499						8.00	0.30	6972	20.00	6.00						6.00	1
79	85297	2016	2500	33,199											250.00	2.60	8527	30.00	78.00	78.00	1
80	85,298	2016	dart	39,957											1,140.00	10.00	8527	30.00	300.00	300.00	1
81	85302	2012	town	46,405						8.00	0.30	8549	20.00	6.00						6.00	1
82	85305	2014	town	45,587											99.00	1.00	6716	24.00	24.00	24.00	1
83	85306	2013	challenger	59,552											145.00	1.00	6972	20.00	20.00	20.00	1
84	85307	2008	charger	179,673						8.00	0.30	9913	20.00	6.00						6.00	1
85	85315	2015	gcherokee	45,044	22.42	0.20	8549	20.00	4.00											4.00	1
86	85319	2008	dakota	116,115						8.00	0.30	3217	20.00	6.00						6.00	1
87	85320C	2016	1500	21,496						26.95	0.60	8549	20.00	12.00						12.00	1
88	85324C	2015	CHEROKEE	11,970						19.95	0.30	3217	20.00	6.00						6.00	
89	85325	2017	JOURNEY	6,162						8.00	0.30	9913	20.00	6.00						6.00	1
90	85335	2017	PACIFICA	4,930						8.00	0.30	3217	20.00	6.00						6.00	
91	85339	2014	500L	44,893						8.00	0.30	6972	20.00	6.00						6.00	
92	85343	2017	PACIFICA	7,252						8.00	0.30	6972	20.00	6.00						6.00	1
93	85345	2013	DART	57,571						8.00	0.30	9913	20.00	6.00						6.00	
94	85348	2009	IMPALA	159,067						8.00	0.30	752	20.00	6.00						6.00	1
95	85349C	2011	200	132,232											200.62	1.50	1108	17.00	25.50	25.50	
96	85354	2010	JOURNEY	99,213											99.00	1.00	8562	30.00	30.00	30.00	
97	85,358	2014	PATROIT	50,991						27.95	0.60	752	20.00	12.00						12.00	
98	85364	2017	1500							19.95	0.30	752	20.00	6.00						6.00	1
99	85365	2016	CARAVAN	17,679						17.69	0.30	8549	20.00	6.00						6.00	
100	86563	2012	gcherokee	109,397						8.00	0.30	752	20.00	6.00						6.00	1
Totals				Totals	2,411.83	27.50			618.25	1,103.44	36.10			845.23	8,175.77	74.10			1911.88	3375.35	52

Repair Order Analysis

Dealership				Competitive Labor		Maintenance Labor		Repair Labor		Total Cost of Labor	One Item Repair Order
RO Number	Year	Model	Mileage	Labor Sales	Flat Rate Hours	Labor Sales	Flat Rate Hours	Labor Sales	Flat Rate Hours		
84688	2015	promaste	20	20.00	0.30	0.00	0.00	200.00	2.00	66.00	0
84705	2015	promaste	144,638	0.00	0.00	0.00	0.00	2,244.00	22.00	660.00	0
84810	2015	journey	34,349	20.00	0.30	0.00	0.00	0.00	0.00	0.00	1
84841	2011	wrangler	84,475	0.00	0.00	0.00	0.00	99.00	1.00	24.00	0
84860C	2014	ram1500	67,365	252.17	3.20	0.00	0.00	0.00	0.00	96.00	0
84873	2010	town	102	0.00	0.00	0.00	0.00	348.00	2.50	43.13	0
84877	2004	1500	175	0.00	0.00	0.00	0.00	99.00	1.00	30.00	0
84983C	2016	cherokee	26,686	0.00	0.00	19.95	0.30	0.00	0.00	6.00	1
85002	2006	300	58,316	0.00	0.00	0.00	0.00	892.00	8.00	138.00	0
85007	2008	CARAVA	162,038	211.00	3.30	8.00	0.30	836.00	7.50	188.70	0
85047C	2011	AVENGE	-	49.95	0.50	0.00	0.00	0.00	0.00	12.00	1
85090	2016	cherokee	50,387	49.95	0.50	0.00	0.00	0.00	0.00	12.00	1
85104	2013	cherokee	58,316			8.00	0.30	0.00		7.20	1
85107	2015	charger	23,485	0.00	0.00	27.95	0.60	0.00	0.00	13.20	0
85117	2012	200	33,100	0.00	0.00	8.00	0.30	0.00	0.00	6.60	1
85118C	2015	crv	20,050	0.00	0.00	29.95	0.60	0.00	0.00	14.40	0
85123	2016	0	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0
85124	2014	500	38,729	0.00	0.00	8.00	0.30	0.00	0.00	7.20	1
85130	2016	town	40,759	0.00	0.00	0.10	10.00	0.00	0.00	300.00	0
85131C	2011	compass	-	0.00	0.00	8.00	0.30	0.00	0.00	7.20	1
85134C	2015	1500	34,167	0.00	0.00	18.00	0.40	0.00	0.00	9.60	1
85135	2014	wrangler	59,631	0.00	0.00	19.95	0.30	0.00	0.00	7.20	1
85137	2017	journey	6,186	0.00	0.00	19.95	0.30	0.00	0.00	7.20	1
85139	2014	gcheroke	21,458	0.00	0.00	18.00	0.60	0.00	0.00	14.40	0
85142	2013	genenis	79,662	0.00	0.00	8.00	0.30	0.00	0.00	7.20	1
85143C	2011	challenge	90,388	0.00	0.00	0.00	0.00	461.78	4.50	135.00	0
85148C	2012	town	57,745	0.00	0.00	10.00	0.10	0.00	0.00	2.40	1
85153C	2011	challenge	78,083	0.00	0.00	10.00	0.10	0.00	0.00	2.40	1
85154	2014	CARAVA	33,244	0.00	0.00	27.92	0.60	0.00	0.00	14.40	0
85160	2017	1500	162,273	0.00	0.00	0.00	0.00	111.00	1.00	30.00	1
85161	2015	cherokee	10,779	0.00	0.00	27.92	0.60	0.00	0.00	14.40	0
85163	2015	ram1500	24,237	0.00	0.00	18.00	0.40	0.00	0.00	9.60	1
85166	2010	charger	154,685	0.00	0.00	50.49	0.50	284.15	2.00	43.13	0
85168	2013	town	96,734	232.39	2.00	0.00	0.00	0.00	0.00	60.00	0
85169	2011	1500	117,564	0.00	0.00	27.95	0.60	0.00	0.00	14.40	0
85170C	2016	dart	21,894	0.00	0.00	29.72	0.50	0.00	0.00	12.00	0
85173C	2016	cherokee	45,423	0.00	0.00	34.23	0.50	0.00	0.00	8.50	0
85179	2011	2500	221,719	0.00	0.00	12.00	0.50	0.00	0.00	12.50	1
85184	2012	300	118,871	240.00	3.00	0.00	0.00	0.00	0.00	51.75	0
85189C	2014	1500	44,281	59.95	0.80	0.00	0.00	0.00	0.00	19.20	0
85191	2017	CHARGE	6,943	0.00	0.00	8.00	0.30	0.00	0.00	7.20	1
85195C	2015	cherokee	63,808	0.00	0.00	39.95	0.50	0.00	0.00	12.00	0
85196C	2015	gcheroke	27,493	0.00	0.00	19.95	0.30	0.00	0.00	7.20	1
85199	2017	300	10,523	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85200C	2016	cherokee	25,399	0.00	0.00	19.95	0.30	0.00	0.00	6.00	0
85204	2017	journey	2017	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85207C	2011	300	84959	0.00	0.00	19.95	0.30	0.00	0.00	6.00	1
85211	2014	300	8495	200.00	2.00	0.00	0.00	0.00	0.00	40.00	0
85214	2014	journey	71784	0.00	0.00	27.95	0.60	0.00	0.00	12.00	0
85218	2010	charger	44005	0.00	0.00	22.42	0.60	0.00	0.00	12.00	0
RO's 1-50 Totals				1,335.41	15.90	624.25	22.80	5,574.93	51.50	2,221.30	22
Date of Study: Study Compiled by				C Labor		M Labor		R Labor		Total Cost of Labor	One Item Repair Order
				Labor Sales	Flat Rate Hours	Labor Sales	Flat Rate Hours	Labor Sales	Flat Rate Hours		

Repair Order Analysis

Dealership				Competitive Labor		Maintenance Labor		Repair Labor		Total	One Item
RO Number	Year	Model	Mileage	Labor Sales	Flat Rate Hours	Labor Sales	Flat Rate	Labor Sales	Flat Rate Hours	Cost of Labor	Repair Order
85219	2017	1500	20,030	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85220C	2008	charger	86,300	469.00	4.50	0.00	0.00	555.23	4.50	270.00	0
85223	2014	gcherokee	40,041	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85224	2012	libert	405,450	0.00	0.00	8.00	0.30	0.00	0.00	0.00	1
85229	2014	chzrger	112,922	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85233	2012	impala	68,948	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85236	2017	CARAVAN	7,136	22.00	0.30	8.00	0.30	0.00	0.00	13.20	0
85240	2015	journey	49,591	0.00	0.00	27.95	0.60	0.00	0.00	12.00	0
85242	2011	charger	172,578	0.00	0.00	8.00	0.30	0.00	0.00	6.00	0
85248	2016	3500	172,578	240.00	2.00	0.00	0.00	0.00	0.00	30.00	0
85251	2013	wrangler	105,487	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85254	2014	1500	61,319	0.00	0.00	27.95	0.60	0.00	0.00	12.00	0
85255	2011	gcherokee	67,908	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85257	2013	1500	97,048	0.00	0.00	27.95	0.60	0.00	0.00	12.00	0
85262C	2015	CARAVAN	95,681	0.00	0.00	5.00	0.30	0.00	0.00	6.00	1
85263C	2014	compass	30,882	0.00	0.00	19.95	0.30	0.00	0.00	6.00	1
85264	2013	wrangler	46,337	0.00	0.00	27.95	0.60	0.00	0.00	12.00	0
85265	2017	gcherokee	8,398	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85266	2008	accord	133,584	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85267	2014	300	64,773	187.00	3.00	0.00	0.00	0.00	0.00	60.00	0
85268	2009	charger	188,189	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85276	2017	3500	15,492	0.00	0.00	27.95	0.60	0.00	0.00	12.00	0
85278C	2016	200	1,305	0.00	0.00	10.00	0.10	0.00	0.00	2.00	0
85282	2014	charger	37,157	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85286	2014	patroit	60,181	0.00	0.00			111.99	1.00	17.25	1
85288C	2014	patroit	52,143	111.00	1.00	19.95	0.30	0.00	0.00	22.10	0
85289	2017	renegade	62,088	25.00	0.60	0.00	0.00	0.00	0.00	12.00	1
85295	2013	g caravan	61,499	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85297	2016	2500	33,199	0.00	0.00	0.00	0.00	250.00	2.60	78.00	1
85298	2016	dart	39,957	0.00	0.00	0.00	0.00	1,140.00	10.00	300.00	1
85302	2012	town	46,405	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85305	2014	town	45,587	0.00	0.00	0.00	0.00	99.00	1.00	24.00	1
85306	2013	challenger	59,552	0.00	0.00	0.00	0.00	145.00	1.00	20.00	1
85307	2008	charger	179,673	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85315	2015	gcherokee	45,044	22.42	0.20	0.00	0.00	0.00	0.00	4.00	1
85319	2008	dakota	116,115	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85320C	2016	1500	21,496	0.00	0.00	26.95	0.60	0.00	0.00	12.00	1
85324C	2015	CHEROKEE	11,970	0.00	0.00	19.95	0.30	0.00	0.00	6.00	0
85325	2017	JOURNEY	6,162	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85335	2017	PACIFICA	4,930	0.00	0.00	8.00	0.30	0.00	0.00	6.00	0
85339	2014	500L	44,893	0.00	0.00	8.00	0.30	0.00	0.00	6.00	0
85343	2017	PACIFICA	7,252	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85345	2013	DART	57,571	0.00	0.00	8.00	0.30	0.00	0.00	6.00	0
85348	2009	IMPALA	159,067	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
85349C	2011	200	132,232	0.00	0.00	0.00	0.00	200.62	1.50	25.50	0
85354	2010	JOURNEY	99,213	0.00	0.00	0.00	0.00	99.00	1.00	30.00	0
85358	2014	PATROIT	50,991	0.00	0.00	27.95	0.60	0.00	0.00	12.00	0
85364	2017	1500	-	0.00	0.00	19.95	0.30	0.00	0.00	6.00	1
85365	2016	CARAVAN	17,679	0.00	0.00	17.69	0.30	0.00	0.00	6.00	0
86563	2012	gcherokee	109,397	0.00	0.00	8.00	0.30	0.00	0.00	6.00	1
RO's 51-100 Totals				1,076.42	11.60	479.19	13.30	2,600.84	22.60	1,154.05	30
Date of Study: Study Compiled by				C Labor		M Labor		R Labor		Total Cost of Labor	One Item Repair Order
				Labor Sales	Flat Rate Hours	Labor Sales	Flat Rate	Labor Sales	Flat Rate Hours		

Repair Order Analysis Summary Report

	Sales in Dollars	FRH's on RO's	Averages	Analysis
Competitive	\$ 2,412 ÷	27.50 =	87.70	FRH Average
Maintenance	\$ 1,103 ÷	36.10 =	30.57	FRH Average
Repair	\$ 8,176 ÷	74.10 =	110.33	FRH Average
Totals	\$ 11,691 ÷	137.70 =	84.90	Customer ELR
		Target Labor Rate		Per FRH
Total Ro's in Sample	100	Difference	84.90	Per FRH

Cost of Labor

Total Cost of Labor	3375.35 ÷	Total Sales =	28.87%	Percent Cost of Sales
Total Cost of Labor	3375.35 ÷	Total FRH's =	24.51	Cost per FRH

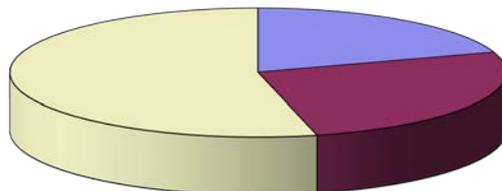
Repair Order Measurements

Total Labor Sales	11,691.04 ÷	Total RO's =	116.91	Avg Labor per RO
Total FRH's	137.70 ÷	Total RO's =	1.38	Avg FRH's per RO
Menu Sales		Total RO's =		Percent Menu Sales
Competitive FRH's	27.50 ÷	Total FRH's =	19.97%	Percent Competitive
Maintenance FRH's	36.10 ÷	Total FRH's =	26.22%	Percent Maintenance
Repair FRH'	74.10 ÷	Total FRH's =	53.81%	Percent Repair
One item RO's	52 ÷	Total RO's =	52.00%	Percent One Item RO

Model Year Analysis

2019	2018	2017	2016	2015	2014	Older
0	0	14	13	14	19	40
0.00%	0.00%	14.00%	13.00%	14.00%	19.00%	40.00%

Labor Mix



■ Percent Competitive
 ■ Percent Maintenance
 ■ Percent Repair

Service Department Sales And Gross (Labor Only)

Category	Sales	Gross	Gross as % of Sales	%Sales Contribution
Customer Car	\$ 35,044	\$ 26,563	75.80%	26.33%
Customer EXPRESS	\$ 19,118	\$ 11,103	58.08%	14.36%
Customer SVC CONTRACT	\$ 6,883	\$ 528	7.67%	5.17%
Warranty	\$ 39,412	\$ 31,479	79.87%	29.61%
Warranty SVC CONTRACT	\$ 9,038	\$ 1,486	16.44%	6.79%
Internal	\$ 16,273	\$ 12,677	77.90%	12.22%
NVI / Road Ready	\$ 7,349	\$ 6,221	84.65%	5.52%
Adj. Cost Of Labor		\$ (3,337)	0%	0.00%
Total	\$ 133,117	\$ 86,720	65.15%	100.00%

Service Department Profit Centering

Expense Category	Dollar Amount	% of Gross	Profile
Department Gross	\$ 86,720		
Variable Expense	\$ 3,236	3.73%	
Selling Expense	\$ (203)	-0.23%	
Personnel Expense	\$ 40,967	47.24%	
Semi-Fixed Expense	\$ 357	0.41%	
Fixed Expense	\$ 42,359	48.85%	
Unallocated Expense	\$ 11,508	13.27%	
Dealer's Salary	\$ -	0.00%	
Total Expenses	\$ 98,224	113.27%	
Net Profit	\$ (11,504)	-13.27%	

NADA ACTUAL SERVICE ANALYSIS

Performance

	<i>Labor Sales / Month</i>		<i>Hourly Labor Rate</i>		<i>Hours Billed</i>
Customer Car*	\$ 35,044	÷	111.00	=	315.7
Customer Truck*	\$ 19,118	÷	111.00	=	172.2
Customer Other*	\$ 6,883	÷	111.00	=	62.0
Warranty	\$ 39,412	÷	117.00	=	336.9
Internal	\$ 16,273	÷	111.00	=	146.6
New Vehicle Prep	\$ 7,349	÷	117.00	=	62.8
Total	\$ 124,079				1096.2

POTENTIAL

$$\begin{array}{r}
 \boxed{\$ 124,079} \div \boxed{1096.23} = \boxed{\$ 113.19} \\
 \text{Total labor sales for month} \quad \text{Total hours billed} \quad \text{Effective Labor Rate}
 \end{array}$$

$$\begin{array}{r}
 \boxed{14.00} \times \boxed{8} \times \boxed{23} = \boxed{2,576.0} \\
 \text{\# Service mechanical technicians} \quad \text{\# Hours/Day} \quad \text{Working Days/Month} \quad \text{Clock Hour Avail}
 \end{array}$$

$$\begin{array}{r}
 \boxed{2,576.0} \times \boxed{\$ 113.19} = \boxed{\$ 291,571} \\
 \text{Clock Hours Available} \quad \text{Effective Labor Rate} \quad \text{Labor sales potential}
 \end{array}$$

How proficient are your technicians ?

$$\begin{array}{r}
 \boxed{1,096.2} \div \boxed{2,576.00} = \boxed{42.56\%} \\
 \text{Hours Produced} \quad \text{Hours Available} \quad \text{Tech Proficiency}
 \end{array}$$

Customer labor divide by the Customer Effective Labor rate from the R. O. Analysis

FACILITY POTENTIAL	
Number of Bays	20
	x
Number of Days	23
	x
Number of Hours	12
	x
Effective Labor Rate	\$ 113.19
	<i>equals</i>
FACILITY POTENTIAL	\$ 624,795

FACILITY UTILIZATION	
Total Labor Sales	\$ 124,079
	÷
Facility Potential	\$ 624,795
	<i>equals</i>
FACILITY UTILIZATION	19.86%