

## **Qualitative Analysis**

### **Strengths:**

- 1) We all operate as a team
- 2) We have a loyal customer base which supplies plenty of work
- 3) Intelligent technicians that are well qualified/certified
- 4) Shop foreman/management are involved and high quality
- 5) Training is always available and encouraged by management

### **Weaknesses:**

- 1) Difficult to find additional quality staffing
- 2) Negative attitude from advisors
- 3) Overworked/burnout advisors
- 4) Negative approach to walk-in customers
- 5) Employees being late to work
- 6) Some employees not taking extra step to ensure thoroughness

### **Opportunities:**

- 1) Promotions are encouraged and available
- 2) Sunbit for service customer financing
- 3) Wash more cars for customer satisfaction
- 4) Offer accessories to customers via Insignia kiosk on showroom floor
- 5) Introducing sales customers to service advisors upon delivery of vehicle

- 6) Technician phone lines, or ring central app for each tech
- 7) Video MPI

**Threats:**

- 1) Other dealers trying to recruit our techs
- 2) Off brands becoming "dealer only work"
- 3) Chip shortages
- 5) Covid
- 7) No car availability or parts availability

**Objectives:**

- 1) Submit for warranty labor rate correction
- 2) Improve technician proficiency rates
- 3) Enroll techs in Honda schooling now that its opening back up
- 4) Improve quality/type of work for main shop on Saturdays

**Strategies:**

- 1) Sell more alignments on the drive to boost hours per RO
- 2) Create monthly upsell bonuses for advisors to raise hours per RO
- 3) Divert more work/higher quality work to salary/guarantee techs to justify pay scale
- 4) Create a competitive pricing board for the service drive
- 5) Raise ELR by monitoring discounts and CSA usage

### **Action Plan:**

- 1) Take away CSA option from advisors immediately to ensure we are not discounting items that should not be. Any sale amount adjustment would have to be done by the service manager. The service manager has completed this already.
- 2) Raise and maintain all menu item/competitive pricing items. The service manager will cross shop competitors. The service manager and the GM will review findings and adjust prices accordingly. There is a lot of opportunity here as we do a tremendous amount of express service. This will be completed by 4/1/2022.
- 3) Rotate service coupon specials and have an effective/end date for each. Service manager will get with the marketing department monthly to confirm specials for the month. Marketing department will create specials for service manager to approve. Once approved they will go live on our website and social media platforms. This meeting will occur the second week of every month. First one scheduled for 4/13/2022.
- 4) Aged customer follow ups along with declined work follow up with discount available (time sensitive). Service manager will get list of all declined work and assign it to appointment coordinators. The appointment coordinator will reach out to customer and try to set an appt to get declined work completed. If they receive a no from the customer, a discount will be offered based on the job. The discount amount will be set up by the service manager. This will be implemented by 4/1/22.
- 5) Manage technician/advisor time off throughout the year. Service manager to re-evaluate the current scheduling of service advisors and technicians to make sure they are up to date with current business needs. Service manager will make necessary adjustments to ensure we have the correct coverage at the correct times. Time off requests will be signed off on by the service manager and the rest of the staff will be made aware of any necessary changes they will need to make to accommodate the time off of teammates. This is effective immediately and is underway by the service manager.
- 6) Implement video MPI on all ROs. Service manager to sign up for video MPI with xtime and train all technicians on the application and expectations. Weekly review of upsells and usage will be done by the service manager and reviewed with technicians and advisors. This will be completed by and implemented by 5/1/2022.

### **Synopsis:**

In general, the service department runs very well. It is the day-to-day items that need to be kept in track and focused on continuously. The future needs to be a high priority so we are the leaders of the changes ahead. Video MPI is a must for our types of customers. Ensuring the techs fill out a quality and thorough MPI will be supplemented by a video MPI which customers will feel reassured the product they receive from us is of the highest quality. A pricing guide for customers to see our prices vs competitors prices will be an easy selling tool on the service drive.