

Frank Brown GMC Honda
Brady Dylan Otts
Class #393

Qualitative Analysis

Strengths

- We are a well-known dealership in our area.
- We have been in business over 50 years.
- We are known as a family-oriented dealership.
- The only dealer in our city with our franchises.
- We have exceptionally low turnover.
- We have very experienced service advisors, service manager, and technicians.
- Great opportunities to grow within the company and further skill and knowledge.
- Excellent pay structure and benefits.

Weakness

- Still not completely with the "times."
- Poor communication throughout the service department.
- Struggle with marketing the service department.
- Low level of loaner vehicles.

Opportunities

- Grow and retain current business, with marketing and "rewards" program.
- Start shifting toward EV facility requirements and education for technicians.
- Improve communication from staff and with customers.
- Utilize our OEM loaner or demo program as inventory levels are improving.

Threats

- Not having the equipment or technology to make repairs as times change.
- Customer retention.
- Inventory levels not getting back to levels to increase loaner or demo program.

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Objectives, Strategies, Tactics

Objectives

- Increase competitive and maintenance labor sales closer to 60%
- Request warranty rate increase.
- Increase flat rate hours per RO.
- Reduce amount of 1-item ROs.

Strategies

- Increase first time customer base.
- Utilize our lube bays as “Express”
- Get marketing to increase spend on service department.
- Continually ask for warranty rate increase annually.
- Spend the time to look for opportunities to sell more work.

Tactics

- Offer specials for first time customers doing competitive or maintenance work.
- Create pay plan for lube technicians to be incentivized on quick and accurate work.
- Marketing team must spend equal amounts on service and parts as spent on sales department.
- Service Manager annually request warranty rate increases.
- Continue to incentivize techs and service writer to sell additional labor on each RO.
- Weekly meetings with Service manager to review track of goals.

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Task	By Whom	Completion Date
Create marketing plan and pricing structure for new customer specials.	Marketing Manager / Service Manager	5/2/2022
Create enhanced pay plan for lube techs	GM/ Service Manager	5/2/2022
Marketing budget and spending meeting	GM/ Marketing Manager	5/2/2022 and Monthly
Weekly review of techs and writers bonus pay	GM/ Controller/ Service Manager	5/2/2022 and Weekly
Weekly review of service department	GM/ Service Manager	5/2/2022 and Weekly

Action Plan

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Synopsis

Just making a few slight changes can and will produce substantial results. We already have what we need to be great, we just need to fine tune some things.

It will be tough to get our competitive and maintenance labor sales to be 60% of total sales, but we have not really done anything to try to grow those areas of work. Having an incentive for new and first-time customers to service their vehicles with us will really help, and having our dealer and OEM reward programs are great for retention. When we adjust the lube technicians pay to have more efficient work and quality our wait times for these types of work will greatly reduce.

Even though we have been in business as long as we have some people probably are not aware of why you should service your vehicle at a dealership. Increasing our marketing budget will allow us to reach and educate the customers who we may have never reached. Our technician and advisors will continue to be inform and educate our customers on what needs to be done to their vehicle to keep them and their vehicles safe.

We will review how each aspect of this plan is doing weekly and make changes as needed.