

Service Department Analysis for BMW of Reading

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Class: 392

Strengths:

1. Employee Dedication and Skills
2. Knowledgeable staff that is customer oriented which results in good CSI and repeat customers
3. Flexible schedule and leniency for personal matter
4. Work ethics and leadership
5. Pride in our work
6. Teamwork and rewards
7. Economics of scale
8. Forward thinking and progressive management team

Weakness:

1. Communication between departments and employees
2. Not enough trained staff
3. Pay is low in perception to what it should be
4. Dress code throughout the other dealership departments
5. Managements communication and lack of help when advisors leave
6. Bad culture / mentality that causes internal arguments and leads to an everyone's replaceable mentality.
7. Time management and micromanagement
8. Communication
9. Low gross on internal
10. Tech videos

Opportunities:

1. ?
2. Everywhere
3. Need better supports within to help the department grow
4. Different areas to go to or work for in the company if unhappy with position
5. Work flow improvements and organization
6. Training
7. Mobile service
8. Detail shop expansion
9. Performance/ tuning market
10. Electric vehicle shop expansion

Threats:

1. Fill out this paper or else
2. Lack of Support staff if someone were to leave or go elsewhere (Wash)
3. Boyfriend/ girlfriend relationships?
4. Shops small in comparison to competitors

5. Lack of loaners causes us to loose work
6. Stress unable to complete work in time. May be better shop work environments out there
7. Tech shortage
8. Parts availability
9. Mental Health
10. **Uncertainty of EVS**
11. **Increase in vehicle production by competitors do to supply chains easing**

Objective:

1. Increase Customer pay ELR
2. Increase quality of tech videos
3. Increase detail shop production and capabilities. We currently do full customer details but are looking to expand capabilities to clear bras, customer wraps, and other accessories.
4. Increase UVI shop technician efficiency
5. Reduce Service advertising expense
6. Work on shop Communication

Strategies:

1. Eliminate advisor ability to discount for a labor opt. We are implementing a labor matrix pricing guide. We are also giving advisors "coupons". These coupons are an allocated amount to discounts. The advisors have free reign to use these whenever they want without talking to the service managers. The advisors will be able to pocket the coupons that they do not use.
2. Incentivize technician with a spiff for videos that sell a certain amount of work.
3. Continue to roll out different services. Ex- ceramic coating, tint, wraps
4. Work with sales manager to ensure that all vehicles get a UVI check done.
5. Shop business with different vendors
6. Meet with all team members to determine what areas the shop is lacking in terms of communication.

Tactics:

1. Service Manager authorizes all discounts
2. Develop lucrative plan that will drive results for videos
3. Weekly meetings with detailing staff to set expectations and inspect results.
4. All decline vehicles must be approved by sales and service manager
5. Get quotes from two or more vendors to optimize ROI
6. Narrow down the communication to three areas to improve upon segmented by role. EX service Manager, Service Advisor, and Technicians

Action Plan

1. Service Managers authorize all discounts and give the service advisors ability to make judgment calls using coupons- complete
2. Service Videos- Weekly meeting with technicians to review the quality of the videos. Pointing out the good and the bad
3. Customer details- Weekly meetings with service advisors to monitor selling of details. We also have monthly training with a detailing company. Goal is to be putting wraps on vehicles in 4 months
4. We are utilizing are rapid recon system to ensure that all use vehicles within our selling parameters. Over 12 years of age and under 140,000 miles are being UVI'd. The GM of the store is managing this through our rapid recon system.
5. We will come to a conclusion in regards to our ad spend at the end of this month. We are having meetings with Epsilon and are looking for another vendor to shop.
6. Conduct Weekly meeting with team leaders from each department to attack areas of communication where we are lacking. So far we have determined that our biggest hurdles occur with appointments needing loaners and parts delays.

Synopsis:

The SWOT analysis was distributed to all service employees. Unfortunately, most of the employees did not answer these within the traditional internal and external SWOT format. The areas in red are SWOTs done by the GM and myself. The GM and I did discover that we have some grumpy technicians. The GM and service advisor are going to conduct one on one meetings with the technicians and advisors to determine what can be done to make sure all employees feel wanted. We are also going to set up an anonymous drop box so everyone can continue to voice their concerns until we get it right.

The biggest area of opportunity for BMW of Reading is in its detail shop and accessory shop. There are no dominant market players in this area and we are going to take advantage of it. In for months we hope to be installing clear bras and vehicle wraps. We will expand this to our other dealerships on the avenue.

We believe that increasing the utilization and quality of our technician videos will help us sell more work and gross more from those ROs.

The incentivizing against discounting for our service advisers will increase gross. Also, doing this through a coupon method will hold them accountable while also making them feel more in control of the shop and processes.