

# Service Department Analysis for Bozard Ford

## Strengths

1. Great Teamwork with all departments of dealership.
2. We empower our people to take care of our guest and our employees.
3. We have adequate personnel in all departments to provide great customer service.
4. We regular create focus groups to come up with the bet plan.
5. The area we live in is rapidly growing giving us a steady stream of new guest.

## Weakness

1. We need to do a better job training our advisors.
2. Need to add more technicians
3. We need to do a better job with communication between advisors and techs.
4. We need to spend more time with our guest to make sure we address concerns
5. Long appointment times
6. An opportunity to do a better job with quality control.

## Opportunities

1. We need to do a better job with quality control after completing a vehicle.
2. Good quality vehicle inspection in a timely manner.
3. Training for our advisors.
4. Growth of the community.

## Threats

1. Appointments are too far out.
2. Advisors do not spend enough time with our guest.
3. Communication challenges.

## Objectives

1. Continue to focus on teamwork and empowerment.
2. Improve appointment time process.
3. Improve inspection process
4. Realistic target for increased technician headcount
5. Improve communication between advisors and technicians

## Strategies

1. Get feedback from employees through multi department focus groups.
2. Develop individual training plan by advisor to support efficiencies when interacting with customer.
3. Analyze recheck data to help with quality of repairs.
4. Maximize time at local Tech schools.
5. Utilize 20 group on site visit in May for recommendations on improving communication.

## Tactics

1. Fixed Operations Director to coordinate timing and date of upcoming focus group.
2. Each Service Manager will meet with assigned advisors for observation & opportunity.
3. Fixed Operations Director will review recheck data, review with service managers and develop training plan.
4. Upcoming Tech School visits will be planned and scheduled. Fixed Operations Director will meet with Leadership to review onboarding initiatives for new technicians.
5. Each manager will utilize 3-day visit from 20 group to openly discuss Bozard operations and recommendations on improving communication.

# Action Plan

<u>Task</u>	<u>By Whom</u>	<u>Completion</u>
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Date

1. Implement a multidepartment focus group to receive feedback from employees and identify areas that need attention and determine actionable step to achieve positive change.
  - a. By: Fixed Op Director
  - b. Date: June 2022
2. Develop Advisor training plans
  - a. By: Service Managers
  - b. Date: May 2022
3. Review recheck data and analyze recheck process
  - a. By: Fixed Op Director & Service Managers
  - b. Date: May 2022
4. Create recruiting and onboarding initiatives to obtain new technicians
  - a. By: Fixed Op Director & Service Managers
  - b. Date: Ongoing
5. Prepare for feedback from 20 group onsite visit, composite reviews, CEM trainings, and determine areas where we can improve communication between service team members.
  - a. Service Department & Executive Team
  - b. Date: May 2022

# Synopsis

Teamwork is our number one strength at our dealership. We have cohesive teams working together throughout sales and service departments all being empowered from the top down to take care of our guest and our employees concerns. When we have larger dealership issues, we create focus groups to come to support a resolution. Our threats are long appointment times and high volume. This causes our advisors to not spend adequate time with our guest and creates some frustration. We believe improving advisor efficiency with individual focused training will support better control with appointment times and help facilitate high daily volume. Another opportunity we have would be quality inspections and quality of repairs. Through RO data analyzation, we can develop a better inspection process, reduce the number of rechecks and free up our appointment spaces. We also will need more technicians to be able to handle the workload coming into the service department. Our plan is to add 5 additional technicians this year along with 5 additional apprentices. In addition to better workload distribution, this will support freeing up the appointment spaces and allowing more time for the technicians to spend quality checking their work. Finally, our biggest weakness is communication between technicians and advisors. Getting the proper communication from the guest to the advisors to technicians and back to advisors and guest has its challenges. We have been unsuccessful with previous plans. We are continuing to try the latest technology and procedures for this and modify or change as often as needed. We will utilize an upcoming on-site visit from our 20 group partners to address this for opportunity. Overall, we are fortunate to have a great combination of customer business and employee staff. We have huge growth possibilities ahead of us and it will require a daily team-based focus approach to continue to provide the best customer service to our community.