

SWOT Analysis and Action Plan for B.J. Maurer Ford

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NADA Class N392

STRENGTHS

1. We have excellent Customer CSI
2. We have a dominant footprint in the community since we've been around since 1924
3. Our shop set up is efficient for communication with the techs/parts department/customers
4. Our area seems to be growing in its own sense
5. We have good owners and a good family to work for
6. We have processes in place to help us run smoothly when implemented and practiced every day

WEAKNESSES

1. Our shop is too cluttered at times
2. Small town and word travels fast if customers are upset
3. Do not have enough technicians
4. Our Current technicians can't always diag the problems
5. Service hours don't mirror the sales department
6. Not as organized as we ought to be
7. We do not market the service department as much as we could
8. We could use a larger facility

OPPORTUNITIES

1. Area seems to be growing
2. We have a great name and reputation to build off of
3. We have available land for another building
4. We can start marketing our service department more
5. We could implement newer technology to help us sell more hours

THREATS

1. Our Effective Labor Rate isn't as high as it should be due to government contracts and other service member rates in the shop
2. Previous answer is why we cannot try to increase our Warranty rate due to a low EFL on Customer Pay
3. We have a Service Manager retiring in 3 months
4. Whole Service Department doesn't treat every customer as if they need to be WON OVER by us every single time in order for them to come back
5. Young technicians that are not improving at the rate we would like

OBJECTIVES

1. Implement Processes/KPI's that need to be reviewed DAILY for our Assistant Service Manager for when she takes over in August.
2. Invest in a new Alignment Rack that can hold heavy trucks
3. Invest in another lift
4. Invest in another building for detail and utilize the space for detail for more customer work
5. Increase ELR, Hours Per R.O., Dollars Per R.O.
6. Start performing walkarounds on EVERY customer vehicle
7. Track Lost Sales
8. Do a Daily Open R.O. Report
9. Overall have a better attitude going into every single day
10. Be more organized

STRATEGIES

1. Have weekly 1 on 1 meetings with technicians to go over their ELR and other KPI's
2. Organize the Service Counter and keep it that way
3. Start including the Service Manager and Service Advisors in on Morning Sales Meetings
4. Hire another Service Advisor
5. Hold Managers more accountable of their departments in weekly manager meetings

TACTICS

1. Same as example... have Service Manager approve of ALL discounts
2. Meet WEEKLY with Service Manager and look at the TRUE ELR/HPRO/Proficiency for each technician and then meet with technicians once per month to go over their stats
3. Set goals with Service Manager and hold her accountable for reaching those

4. Have Parts Manager track Lost Sales and report it to me every week at the manager meeting

ACTION PLAN

My Action Plan Moving Forward is to create specific reports for my Service Manager to do every single day in order to help grow our shop and understand our shop on a numerical/performance basis.

Our soon to be Service Manager is very knowledgeable in her department and very good at talking with customers. She lacks the discipline to take time each day to sit down, create a report, and then translate that report to her technicians and advisors. I think that if I help her come up with daily reports and we set goals together... then she will far exceed her own beliefs about her own ability to manage the service department.

So, my action plan moving forward needs to be sitting down daily with our soon to be Service Manager and look over the data that she compiled. We need to set goals based off the numbers and then relay those stats and goals to the technicians so that they can make more money and so that our dealership can be the best it can be.

In order to fulfill this action plan, I need to organize my workday better and develop my own discipline in that regard. I am looking forward to implementing this action plan and learning more about my own business, myself. This summer is going to be a challenging time but it will be worth it if I start implementing this action plan RIGHT NOW.

SYNOPSIS

Overall, our shop can function very profitably and help grow our dealership in the way that I believe it can. However, we do have processes in place specifically designed to help the whole dealership function as a well-oiled machine and when those are not followed... the machine starts to run a little bit slower.

In order to get things humming at our dealership, we will need to meet with all managers and discuss the processes and why they're important. We also need to let them talk about problems or bottlenecks that they see on a daily basis. After this is done, I think it would be important to take what each manager says and then come up with a solution for it together while still sticking to the practices put in place previously.

Specifically, within our Service Department, it is going to be more important than ever to make sure that our New Service Manager is ready to run the department and bring it to new heights; which I believe she can. I would like her to get a TRUE feel for each technician's most important KPI's and learn how to improve them by coaching and managing the Service Advisors to be the best that they can be.

I think we also need to put in some improvements for our Service and Parts Departments to run more smoothly. Such as; putting in a new building that is separate for detail and recon. Also by investing in a new lift or two along with a new alignment rack.

Our dealership is small and all employees must wear multiple hats. I would like to see our new Part's employee learn some skills of a Service Advisor and step in whenever he is needed. This will take a load off of our new Service Manager's back.