

Qualitative Analysis

Strength

New up to date facility less than 6 years old, very presentable.

The area is growing, more neighborhoods being developed locally.

New Jeff Cowan service writers training started last month.

New training program with the apprentice technicians

We hired a New Service Manager 2 months ago which brings years of experience and leadership.

Morale of the staff is good

Very high CSI Scores

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Weakness

We only have 2 Senior Technicians and 2 apprentices doing all the repairs we need to find a couple more Techs.

Getting parts on a daily occurrence is a huge problem, FCA trucks don't show up, they load the wrong parts, Send our parts to the wrong store we have to chase them down, not held accountable for anything.

Writers sitting on hold waiting for approvals for warranty work.

Not enough rentals in the CTP program.

Not doing MPI on every RO, maximizing each RO

Too much discounting

No process for lost sales

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Opportunities

Start working on hiring more Technicians

Stock more parts that we need on a daily basis.

Give the writers more help on calling for Warranty Approvals.

Have the apprentices do the MPI on every RO.

Work on implementing a loss sale process

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Threats

Technicians calling in to work always looking for a better paying dealer

Getting bad reviews online.

Hard to hire qualified employees.

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Objectives

Hire more technicians

Increase number of daily repair orders written.

Track lost sale.

MPI on every RO

Stop the discounting

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Strategies

Eliminate the service writer's ability to discount orders.

Hire more technicians

Shop meetings every month to discuss issues in the dept.

Loss sale process.

Increase parts to handle more daily needs

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Tactics

The Service Manager is the only one authorized to discount.

Weekly Service Manager meetings with GM to make sure we are on track with forecast,

Weekly Parts Manager meetings. Look into parts inventory.

Actively try to hire more techs.

Consider bonus programs for technicians and apprentices.

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<u>Task</u>	<u>By Whom</u>	<u>Completion Date</u>
No discounting by Writers	Service Manager	July 1 st 2022
Track daily fill rate to insure We have the right Inventory	Parts Manager	June 1 st 2022
Hire Technicians	Service Manager	ASAP
Create a Tech/Apprentice Bonus program	Service Manager	June 1 st
Monthly Service Meetings	Service Manager	June 1 st
Weekly Parts and Service Meeting	General Manager	June 1 st
Every RO has to have a MPI	Service Manager	June 1 st
Look into more cars into CTP Program	General Manager	June 1 st
Look into increasing our rental charge from 40 to 60 per day.	Service Manager	ASAP

Synopsis

The Service Writers are our main concern with the Service Dept. They were just showing up, going through the motions, not trying to up sell anything. I didn't know if it was the lack of training, the lack of ability, or they just didn't care.

We have made many changes since February to try to fix the problem. We hired Jeff Cowan for Service Writers training A yearly commitment, with weekly on-line training. We have monthly meetings with Jeff Cowans people to go over Improvements in the drive, comparing month over month sales and profit.

We also hired a new Service Manager in April to help with the restructure of the Service Writers and the training. He brings years of experience and a calming sense to the drive we feel they needed, always there to help. Changing the writers pay plan from Salary to 100% commission was the first. Making sure every RO had a MPI was the second step.

We have weekly Service and Parts meetings to keep everyone on the same page, along with a morning meeting with the Writers to go over anything pressing. Someone in a rental or parts on backorder possible a CSI concern. Making sure we have no emergency surprises.

With our new plan, well trained Writers and new Service Manager we are looking forward to a more profitable year in Service and Parts. We have now given them the tools to be more successful.