

## Qualitative Analysis

### Strengths

1. Knowledge. We have several master techs that are called on by several other dealers to answer hard questions.
2. Experience. We have managers, advisors, and technicians that have been in the business for many years. With low employee turnover we have a very solid staff
3. Dependable. We have a good reputation in the community and that is helpful in a small town
4. Customer Service. We strive to provide the best customer service and to keep our customers coming back.
5. Open minded. All employees have been willing to try new ideas and you never hear the reason we have always done it that way.

### Weaknesses

1. Maintenance levels are at the max. We need to add a bay to maintenance or extend hours
2. Saturday hours run short of sales by 2 hours
3. Faster at greeting customers. There are times that the customers make it inside before they are greeted.
4. Better communication. Most of the complaints we get come from not following up and letting customers know as soon as we can what's going on with their vehicle.

### Opportunities

1. Training. Make sure advisors get as much sales training as the sales department does
2. Room for another advisor. We need to get our lines per RO up and having an extra advisors would make everyone less rushed
3. Increase maintenance. Selling more maintenance would help the bottom line

4. Increase advertising. The majority of advertising is for sales and they don't have any cars
5. Sell with video. Video in the service department will make customers more likely to do the maintenance their car needs

### **Threats**

1. Wait time is too long. When our quick lube gets busy the wait times get out of hand occasionally and we lose customers to the Quick car and other local maintenance facilities.
2. Need more parking. Our parking lanes get full and customers think the wait times will be too long.
3. Mad customers. Customers who are not happy with service despite the reason will not likely return
4. Lost customers. As we learned each customer is worth 1 million dollars and losing any is a huge problem
5. More technician. Although turnover has been low we always need new or up and coming techs to replace the older generation as they begin to retire.

### **Objectives**

1. Improve the percent of multiple line RO's
2. Begin using video in service on a regular basis
3. Use Pencil Wrench to increase productivity and save tech time
4. Increase maintenance tickets
5. Do regular price increases instead of the one every few years that has been large bumps
6. Provide more sales training to service

### **Strategies**

1. Use video to increase the amount of maintenance sold on each RO
2. Use pencil wrench to save techs time they spend writing

3. Do a better job scheduling maintenance to prevent long waits
4. Make sure all employees know the importance of each customer
5. Make a competitive price board to increase maintenance

**Tactics**

1. More spiffs for technicians to increase hours
2. More advertisements for service
3. More training with sales for the advisors
4. Follow up and include service advisors in the spiffs for most videos sent to customers through snap cell
5. Look at making Saturday house the same for service
6. We have just signed up with pencil wrench and should help run more hours with saved time
7. Look at having parts deliver to the shop

**Action Plan**

<b>Task</b>	<b>By Whom</b>	<b>Completion date</b>
Add more spiffs in service	GM/Service Manager	July 1, 2022
Get iPad for video in service	GM	June 1,2022
Send advisors to sales training	GM/Service Manager	June 1, 2022
Match sales hours on Saturday	GM/ Service Manager	July 1, 2022
Increase advertising in service	GM/ Bedford advertising	July 1,2022
Install competitive price board	Service Manager	July 1,2022
Make sure employees understand The importance of customers	Service Manager	June 1,2022

## **Synopsis**

It was obvious that we needed to increase sales training with the high amount of one-line RO's that are passing through the shop. This is the best way for us to increase sales and profit in the shop. Increasing maintenance will also help the parts department sales increase. We should be able to increase this with extra sales training and bringing video into the service department using snap cell which we already have in the sales department. If we add the two hours on Saturday in service to match the sales hours, we should be able to handle the extra maintenance as well.

The addition of pencil wrench should make each technician more productive and make our warranty tickets easier to claim.

Increasing spiffs in service should help morale and keep the technicians happy and productive.

Increasing the hours on Saturday to match sales will be more convenient for our customers and allow for increased sales by the advisors generating more gross

My service manager and advisors and technicians seem excited about both the video and pencil wrench. Going over our numbers with my service manager also started several good conversations.

